



# I. SCHOOL INFORMATION AND COVER PAGE (To be Completed By All Charter Schools)

Last updated: 07/24/2015

Please be advised that you will need to complete this task first (including signatures) before all of the other tasks assigned to you by your authorizer are visible on your task page. While completing this task, please ensure that you select the correct authorizer or you may not be assigned the correct tasks.

## Page 1

### 1. SCHOOL NAME AND AUTHORIZER

(Select name from the drop down menu)

HEKETI COMMUNITY CS (SUNY TRUSTEES) 320700860703

### 2. CHARTER AUTHORIZER

(For technical reasons, please re-select authorizer name from the drop down menu).

SUNY-Authorized Charter School

### 3. DISTRICT / CSD OF LOCATION

NYC CSD 7

### 4. SCHOOL INFORMATION

	PRIMARY ADDRESS	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS
	403 Concord Avenue Bronx, NY 10454	718-260-6002	718-292-7154	

### 4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES

Contact Name	Cynthia Rosario
Title	School Director
Emergency Phone Number (###-###-####)	

### 5. SCHOOL WEB ADDRESS (URL)

[www.heketi.org](http://www.heketi.org)

### 6. DATE OF INITIAL CHARTER

2010-12-01 00:00:00

## 7. DATE FIRST OPENED FOR INSTRUCTION

2012-09-01 00:00:00

## 8. FINAL VERIFIED BEDS ENROLLMENT FOR THE 2014-15 School Year as reported to Department's Office of Information and Reporting Services (via the NYC DOE for charter schools in NYC) in August.

(No response)

## 9. GRADES SERVED IN SCHOOL YEAR 2014-15

Check all that apply

Grades Served	K, 1, 2, 3
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## 10. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?

	Yes/No	Name of CMO/EMO
	No	

## Page 2

## 11. FACILITIES

Will the School maintain or operate multiple sites?

	No, just one site.
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## 12. SCHOOL SITES

Please list the sites where the school will operate in 2015-16.

	Physical Address	Phone Number	District/CSD	Grades Served at Site	School at Full Capacity at Site	Facilities Agreement
Site 1 (same as primary site)	403 Concord Ave Bronx, NY 10454	718-260-6002	CSD 7	K-4	No	Rent/Lease
Site 2						
Site 3						

### 12a. Please provide the contact information for Site 1 (same as the primary site).

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Cynthia Rosario	██████████	██████████	██████████.
Operational Leader	Desiree Grand	██████████	██████████	██████████.

Compliance Contact	Cynthia Rosario			
Complaint Contact	Jamie Knox			

## Page 3

**14. Were there any revisions to the school's charter during the 2014-2015 school year? (Please include both those that required authorizer approval and those that did not require authorizer approval).**

Yes

### 14a. Summary of Charter Revisions

	Category (Select Best Description)	Specific Revision (150 word limit)	Date Approved by BOT (if applicable)	Date Approved by Authorizer (if applicable)
1	Change in Maximum Approved Enrollment	During the 2015 school year, the school will remain within the allowable 20% collar described in our charter at full capacity. However, for the 2015-16 school year, our enrollment is 28% over our original Year 4 plan. The board of trustees, along with the school leader, increased class size in order to meet the financial demands of our permanent space.		July 2015
2				
3				
4				
5				

### 15. Name and Position of Individual(s) Who Completed the 2014-15 Annual Report.

Cynthia Rosario, School Director

**16. Our signatures below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Check **YES** if you agree and use the mouse on your PC or the stylus on your mobile device to sign your name).**

**Responses Selected:**

Yes

**Signature, Head of Charter School**

A handwritten signature in black ink on a light gray background. The signature appears to be "Ryan R." with a stylized, cursive script.

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Signature, President of the Board of Trustees

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Thank you.



# Appendix A: Link to the New York State School Report Card

Last updated: 07/24/2015

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## Page 1

**Charter School Name:**

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### **1. NEW YORK STATE REPORT CARD**

**Provide a direct URL or web link to the most recent New York State School Report Card for the charter school (See <https://reportcards.nysed.gov/>).**

(Charter schools completing year one will not yet have a School Report Card or link to one. Please type "URL is not available" in the space provided).

<http://data.nysed.gov/reportcard.php?year=2014&instid=800000070177>



**HEKETI COMMUNITY  
CHARTER SCHOOL**

**2014-15 ACCOUNTABILITY PLAN  
PROGRESS REPORT**

Submitted to the SUNY Charter Schools Institute on:

September 15, 2015

By Cynthia Rosario

403 Concord Avenue  
Bronx, NY 10454  
(718) 260-6002

Cynthia Rosario, School Director prepared this 2014-15 Accountability Progress Report on behalf of the school's board of trustees:

Trustee's Name	Board Position
Jamie Knox	Chairperson, Executive Committee
Niki Simoneaux	Member, Executive & Finance Committees
Rohita Land	Treasurer, Finance Committee
Tina Perez	Secretary, Executive Committee
Samantha Valerio	Member, Education Committee
Edwin Cespedes	Member, Executive Committee

Cynthia Rosario, **founder**, has served as the school leader since 2011.

## INTRODUCTION

Our mission is to provide an exceptional educational solution, focused on preparing every student for NYC's most competitive high schools and leadership in their chosen careers through an integrated educational design with high expectations, extensive academic and social-emotional support, and a high level of family and community engagement.

Heketi's name embraces two main elements of our mission focus. 'Heketi' is the Taíno word for **ONE**. Taínos are the indigenous people of the Caribbean, representing the heritage of a large portion of the Spanish-speaking population in the South Bronx. Heketi was born out of a desire to honor this heritage and embrace the power of multilingual literacy and reading skills for success and leadership. The meaning of Heketi, **ONE**, is also a recognition of what it takes to create an educational environment that ensures **each** child's success. Heketi's educational design integrates **families**, school **staff**, and **community** members — all invested and united in building a community focused on achievement.

After taking a planning year, Heketi opened its doors in the Mott Haven section of the Bronx to 90 kindergarten and first graders. As a school that seeks to improve educational outcomes for traditionally underserved English Language Learners, the school moved to a Dual Language Immersion program in the second year of operations. During the 2014-15 school year, 23% of students enrolled were English Language Learners. Students in the Dual Language program receive 50% of their instruction in Spanish and 50% in English. This year's first-grade data reveals that our ELLs in the Dual Language class are outpacing their English-only counterparts in reading levels.

This year our student population reflected the demographics we anticipated during the charter application phase. We served 198 students—23% ELLs, 18% students with disabilities, and 94% free & reduced lunch. Given our high-needs population, we kept a laser-focus on creating conditions for learning that maximize students' sense of belonging, fun, and high academic engagement. Our unique design elements include:

- Dual Language Immersion Program—supporting native Spanish-speakers in acquiring English language by strengthening their native language.
- Clear and Transparent Accountability—frequent use of formative data and summative data to drive instructional decisions and professional development. We moved to trimester interim assessments this year due to two years of data indicating that our struggling students needed more time.
- High Expectations for All—engage all stakeholders in discussion and analysis of quarterly assessments. Post-assessment conversations centered on small group, targeted interventions.
- Investment in Social-Emotional Support—embed the school's guiding principles and Second Step Character Education curriculum in the instructional day. We also added an anti-bullying component, as we found our transition to school busing this year created opportunities for student taunting.

### School Enrollment by Grade Level and School Year

School Year	K	1	2	3	Total
2011-12	Planning year				0
2012-13	50	49	-	-	89
2013-14	50	43	40	-	133
2014-15	51	45	52	50	198



## ENGLISH LANGUAGE ARTS

### **Goal 1: English Language Arts**

Students will be confident, independent, and proficient readers, writers, and speakers of the English language.

#### **Background**

The 2014-15 school year was the first complete year for the implementation of Houghton Mifflin's Journeys, a comprehensive, balanced approach to literacy with supplemental materials for ELLs and students below and above grade-level. During crew meetings, teachers discussed the benefits of the program and augmented it to meet the needs of our student population. While the program has a strong RTI component and is closely aligned to the NYSCC standards, it doesn't offer students the breadth of knowledge they need to acquire information. It moves too quickly and doesn't provide the depth of content knowledge our ELLs and SWDs need in order to access content vocabulary and make meaning of texts.

The Journeys program also has a weak writing component. We moved away from the program mid-year in order to provide students with writing opportunities that aligned with the rigors of the core curriculum. Teachers, alongside the instructional specialist, began integrating writing into the social studies and science units of study. The transition was well received by students whose writing improved in key areas—structure, grammar, and ideas.

The instructional leadership team will continue to work with teachers during the upcoming school year to tweak the Journeys program to ensure student depth of knowledge and continued growth in ELA.

**Goal 1: Absolute Measure**

Each year, 75 percent of all students in grades 2-5 who are enrolled in at least their second year will perform at or above grade level on the Fountas & Pinnell Reading Assessment.

**Results**

The chart below indicates second grade student performance on the Fountas & Pinnell Benchmark Assessment, using the Teachers College scoring rubric:

**Performance on 2014-15 Fountas & Pinnell Benchmark Reading Assessment  
By All Students and Students Enrolled in At Least Their Second Year**

Grades	All Students		Enrolled in at least their Second Year	
	Percent	Number Tested	Percent	Number Tested
2	58%	52	69%	39
3	76%	50	84%	31

**Evaluation**

For the 2014-15 school year, the school failed to meet the 75% goal in 2<sup>nd</sup> grade and exceeded the goal in 3<sup>rd</sup> grade. While the 2<sup>nd</sup> grade cohort did not meet the targeted goal, it is encouraging to see that last year's 2<sup>nd</sup> graders (who also missed the 75% goal) exceeded the goal in their 3<sup>rd</sup> year at Heketi. The data also show an upward trend for students who remain with Heketi.

During our year-end data analysis meetings, we reflected on the amount of support 3<sup>rd</sup> grade received in preparation for our inaugural NYS testing year. The gains we've seen in 3<sup>rd</sup> grade are indicative of the "all hands on deck" approach to supporting the grade that needed the most support, not only because it was their first year sitting for the NYS exams but also because we had 22 new students on the grade. Transitioning to our permanent facility this year caused some student attrition and the additional rent necessitated an increase in class size.

**Goal 2: Absolute Measure**

Each year, 75 percent of all tested students in grades 3-5 who are enrolled in at least their second year will perform at proficiency on the New York State Language Arts examination.

**Method**

The school administered the New York State English language arts exam for the first time to 3<sup>rd</sup> grade students in April 2015. Of the 50 students enrolled, 1 student opted-out of the ELA exam.

The table below summarizes participation information for this year's test administration. The table indicates total enrollment and total number of students tested. It also provides a detailed breakdown of those students excluded from the exam. Note that this table includes all students, even if they have not been enrolled with the school for two years.

**2014-15 State English Language Arts Exam  
Number of Students Tested and Not Tested**

Grade	Total Tested	Not Tested <sup>1</sup>			Total Enrolled
		IEP	ELL	Absent	
3	49	0	0	1	50

## Results

The following table compares students who were new to Heketi this year with those who were with us for at least two years. Only 16.3% of all third graders scored proficient in the English Language Arts Exam. The overall average in the NYC ELA exam was 30.4% proficient.

**Performance on 2013-14 State English Language Arts Exam  
By All Students and Students Enrolled in At Least Their Second Year**

Grade	All students		Enrolled in at least their second year	
	Percent Proficient	Number Tested	Percent Proficient	Number Tested
3	16.3	49	14.3	28

## Evaluation

Although, the school did not meet the proficiency goal of 75%, we analyzed patterns in student performance that likely led to low student outcomes. One possible reason for low performance is the school's reliance on F&P and Lexile scores to determine which students required additional reading interventions. After analyzing the data, we were not able to find any discernable trends that correlate student performance on the State exam with our interim assessment data. For example, many students who scored at Level 2 received above grade level scores on both F&P and Lexile assessments. Those students who were above grade level were also not invited to our Saturday Academy for test preparation.

Another possible reason for the low performance was the school's insufficient test preparation, which resulted in low stamina for many students. Students were given practice exams for HW and some students were invited to a 7-week testing academy using i-Ready. The school did not provide a 3-day mock exam to adequately prepare students for the time intensity of the exam. Since it was our inaugural testing year, we underestimated the amount of test preparation required for the new Common Core aligned NYS exams.

## Action Plan

This past year, teachers implemented the new literacy program beginning in September. Teachers quickly appreciated the strengths of the program—the built-in RTI and ELL materials, a fair balance of non-fiction and fiction texts, guided reading books with a range of complexity levels, and text alignment with the social studies and science curricula. By December, however, teachers began to notice the flaws in the program.

<sup>1</sup> Students exempted from this exam according to their Individualized Education Program (IEP), because of English Language Learners (ELL) status, or absence for at least some part of the exam.

The material moves quickly from one genre study to the next, which doesn't allow for depth of knowledge. Our English Language Learners and students with disabilities require repetition in order to meaningfully grasp concepts. During crew meetings, teachers worked with the instructional specialist to augment the Journeys program to meet the needs of students who were continually failing the weekly quizzes. Teachers began to select additional texts to teach the same strategy of the week and focused more on comprehension strategies.

This was also the first year teachers worked with a full-time ESL and reading specialist. Classroom teachers had monthly instructional planning time with the support teachers in order to address individual students needs in and outside the classroom. Using a team approach, the specialists were able to extend the lessons from the weekly texts to support struggling students. The data show students in Level 2 made gains, but students in Level 1 remained in the bottom quartile even after receiving Tier 3 supports. The instructional support team referred some of the cases to the CSE and will continue to monitor the others in the fall.

### Goal 3: Absolute Measure

Each year, the school's aggregate Performance Level Index ("PLI") on the State English language arts exam will meet the Annual Measurable Objective ("AMO") set forth in the state's NCLB accountability system.

### Method

The federal No Child Left Behind law holds schools accountable for making annual yearly progress towards enabling all students to be proficient. As a result, the state sets an AMO each year to determine if schools are making satisfactory progress toward the goal of proficiency in the state's learning standards in English language arts. To achieve this measure, all tested students must have a Performance Level Index ("PLI") value that equals or exceeds the 2014-15 English language arts AMO of 97. The PLI is calculated by adding the sum of the percent of all tested students at Levels 2 through 4 with the sum of the percent of all tested students at Levels 3 and 4. Thus, the highest possible PLI is 200.<sup>2</sup>

### Results

The school's PLI for 2014-15 is 73.4 (57.1% in Levels 2-4 plus 16.3% in Levels 3-4). The State requirement for this school year is 97.

**English Language Arts 2014-15 Performance Level Index (PLI)**

Number in Cohort	Percent of Students at Each Performance Level			
	Level 1	Level 2	Level 3	Level 4
49	42.9	40.8	14.3	2.0

$$\begin{array}{rclclclcl} \text{PI} & = & 40.8 & + & 14.3 & + & 2.0 & = & 57.1 \\ & & & & 14.3 & + & 2.0 & = & \underline{16.3} \\ & & & & & & \text{PLI} & = & 73.4 \end{array}$$

### Evaluation

The school did not meet the State's Performance Index of 97. Heketi fell short of the measure by 23.6 points. The results are due in large part to our misjudgment of the amount of test preparation students needed for their first exposure to the NYS exams. Our staff did not want to compromise the inquiry-based, hands-on approach to teaching. Therefore, students above grade level received take-home test preparation, and students on or below grade level received a Saturday Academy i-Ready test program. We are confident our students will improve on future exams, as we learn to provide more preparation for the rigors of the exams.

<sup>2</sup> In contrast to SED's Performance Index, the PLI does not account for year-to-year growth toward proficiency.

**Goal 1: Comparative Measure**

Each year, the percent of all tested students who are enrolled in at least their second year and performing at proficiency on the state English language arts exam will be greater than that of all students in the same tested grades in the local school district.

**Method**

A school compares tested students enrolled in at least their second year to all tested students in the surrounding public school district. Comparisons are between the results for each grade in which the school had tested students in at least their second year at the school and the total result for all students at the corresponding grades in the school district.<sup>3</sup>

**Results**

Heketi did not meet the comparative measure in ELA for 3<sup>rd</sup> graders enrolled in at least their second year. We are not satisfied with the results of our first year of NYS exams.

**2014-15 State English Language Arts Exam  
Charter School and District Performance by Grade Level**

Grade	Percent of Students at Proficiency			
	Charter School Students In At Least 2 <sup>nd</sup> Year		All District Students	
	Percent	Number Tested	Percent	Number Tested
3	14.3	28	15.0	1,251

**Evaluation**

Heketi did not outperform 3<sup>rd</sup> grade students in CSD 7. The school fell short of the comparative measure by merely 0.7 percentage points. We know that our underperformance is a direct result of the amount of preparation students received to be successful on their first exam. As a first year testing school, we underestimated the amount of preparation required for the rigors of the NYS exams.

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<sup>3</sup> Schools can acquire these data when the New York State Education Department releases its Access database containing grade level ELA and math test results for all schools and districts statewide. The NYSED announces the release of the data on its [News Release webpage](#).

**Goal 1: Comparative Measure**

Each year, the school will exceed its predicted level of performance on the state English language arts exam by an Effect Size of 0.3 or above (performing higher than expected to a meaningful degree) according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.

**Method**

The Charter Schools Institute conducts a Comparative Performance Analysis, which compares the school's performance to demographically similar public schools statewide. The Institute uses a regression analysis to control for the percentage of economically disadvantaged students among all public schools in New York State. The Institute compares the school's actual performance to the predicted performance of public schools with a similar economically disadvantaged percentage. The difference between the schools' actual and predicted performance, relative to other schools with similar economically disadvantaged statistics, produces an Effect Size. An Effect Size of 0.3 or performing higher than expected to a meaningful degree is the requirement for achieving this measure.

Given the timing of the state's release of economically disadvantaged data and the demands of the data analysis, the 2014-15 analysis is not yet available. Heketi does not have previous years' data, as this is the first year we participated in the NYS exams.

**Goal 1: Growth Measure<sup>4</sup>**

Each year, under the state's Growth Model, the school's mean unadjusted growth percentile in English language arts for all tested students in grades 4-8 will be above the state's unadjusted median growth percentile.

**Method**

This measure examines the change in performance of the same group of students from one year to the next and the progress they are making in comparison to other students with the same score in the previous year. The analysis only includes students who took the state exam in 2013-14 and also have a state exam score from 2012-13 including students who were retained in the same grade. Students with the same 2012-13 score are ranked by their 2013-14 score and assigned a percentile based on their relative growth in performance (student growth percentile). Students' growth percentiles are aggregated school-wide to yield a school's mean growth percentile. In order for a school to perform above the statewide median, it must have a mean growth percentile greater than 50.

Given the timing of the state's release of Growth Model data, the 2014-15 analysis is not yet available.

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<sup>4</sup> See Guidelines for [Creating a SUNY Accountability Plan](#) for an explanation.

## **Summary of the English Language Arts Goal**

Heketi did not meet its ELA accountability plan goals for the 2014-15.

<b>Type</b>	<b>Measure</b>	<b>Outcome</b>
Absolute	Each year, 75 percent of all tested students who are enrolled in at least their second year will perform at proficiency on the New York State English language arts exam for grades 3-8.	Did Not Achieve
Absolute	Each year, the school's aggregate Performance Level Index (PLI) on the state English language arts exam will meet that year's Annual Measurable Objective (AMO) set forth in the state's NCLB accountability system.	Did Not Achieve
Comparative	Each year, the percent of all tested students who are enrolled in at least their second year and performing at proficiency on the state English language arts exam will be greater than that of students in the same tested grades in the local school district.	Did Not Achieve
Comparative	Each year, the school will exceed its predicted level of performance on the state English language arts exam by an Effect Size of 0.3 or above (performing higher than expected to a small degree) according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.	Not Applicable
Growth	Each year, under the state's Growth Model the school's mean unadjusted growth percentile in English language arts for all tested students in grades 4-8 will be above the state's unadjusted median growth percentile.	Not Applicable

## **Action Plan**

In 2015-16, the newly hired SETTS teacher will help us refine our RTI practices. Students often received Tier 3 services for over two months without reevaluating the intervention. The academic intervention services will follow a 6-8 week cycle ending with data analysis meetings with classroom and support teachers. The goal is to move quicker to try a different intervention approach if students do not show immediate signs of growth. We've been guilty of giving students too much time using the same academic intervention.

In addition to refining the RTI process in the upcoming school year, we will:

- utilize the expertise of the new instructional specialist in grades 3-5.
- implement three new literacy intervention programs—Tiger Tuesday, Earobics, and F & P Leveled Literacy Intervention.
- employ a school-wide 30-minute independent reading block.
- roll-out a new Thinking Maps program, with a two-fold purpose—strengthening teacher learning objectives and improving student writing across all genres.
- utilize a three-prong writing approach that includes writing through the literacy curriculum, Journeys; on-demand writing; and writing through the content areas.
- revise the ELA units to reflect rigor and purpose of the Common Core Standards.
- Matching our curriculum design to the tests' design.
- provide students in testing grades additional opportunities for 3-day mock exams. The social work department will also provide test anxiety strategies for students who exhibited anxiety last year, and who exhibit anxiety during mock exams. We will also continue using the i-Ready program to prepare students for the rigor of the exams.
- collaborate with a neighboring school, FLACS II, to compare their interim assessment tools and test-prep model.



## MATHEMATICS

### **Goal 1: Mathematics**

Students will master increasingly sophisticated mathematical concepts and be able to apply those concepts in a variety of settings.

### **Background**

In our charter, we identified Year 3 as the year where we would transition our PD focus from ELA to math. During the 2014-15 school year, we brought on a math consultant who worked primarily with 2<sup>nd</sup> and 3<sup>rd</sup> grade teachers. The consultant also provided school wide PD in two key areas—in-depth analysis of the common core standards and improving teacher practice. As a result, grade level crews developed a deeper understanding of the standards and mathematical practices. During our work with the math consultant, we realized one math program wasn't effective for all grades. Each grade level used a combination of a scripted program (TERC Investigations, Go Math!, Envisions) and the EngageNY Modules.

Benchmark and unit assessments were used to collect data on student proficiency against the standards. The data was used to drive instructional decisions and provide small group math intervention. Math instruction improved across all grades evidenced by student engagement, accountable math talk, and student outcomes. The level of math discourse in all classrooms demonstrated students' ability to apply the strategies they used in math across other content areas. Teachers became more competent and, therefore, more enthusiastic about teaching math.

**Goal 2: Absolute Measure**

Each year, 75 percent of all tested students who are enrolled in at least their second year will perform at proficiency on the New York State mathematics exam for grades 3-5.

**Method**

The school administered the New York State Mathematics exam for the first time to 3<sup>rd</sup> grade students in April 2015. Of the 50 students enrolled, 2 students opted-out of the Mathematics exam.

The table below summarizes participation information for this year's test administration. The table indicates total enrollment and total number of students tested. It also provides a detailed breakdown of those students excluded from the exam. Note that this table includes all students, even if they have not been enrolled with the school for two years.

**2014-15 State Mathematics Exam  
Number of Students Tested and Not Tested**

Grade	Total Tested	Not Tested <sup>5</sup>			Total Enrolled
		IEP	ELL	Absent	
3	48	0	1	1	50

**Evaluation**

Teachers administered unit and year-end assessments designed by the respective math programs or the EngageNY Modules. Overall, students improved in math proficiency but without the support of a full-time math specialist, we weren't able to provide benchmark assessments or critical data analysis to determine next steps for our math instruction. In order to prevent this type of lapse in data analysis, we've hired a math instructional specialist for the 2015-16 school year. He will develop an interim assessment calendar for math and embed data days into our Wednesday PD sessions. By the end of next year, we'll have data similar to our ELA data to track trends across grades and year-to-year progress.

**Results**

The following table compares students who were new to Heketi this year with those who were with us for at least two years. In 3<sup>rd</sup> grade, 47.9% of students tested scored proficient in the Mathematics Exam. The overall average in the NYC Mathematics exam was 35.3% proficient.

**Performance on 2013-14 State English Language Arts Exam  
By All Students and Students Enrolled in At Least Their Second Year**

Grade	All students		Enrolled in at least their second year	
	Percent Proficient	Number Tested	Percent Proficient	Number Tested
3	47.9	48	46.4	28

<sup>5</sup> Students exempted from this exam according to their Individualized Education Program (IEP), because of English Language Learners (ELL) status, or absence for at least some part of the exam.

## Evaluation

Although, the school did not meet the proficiency goal of 75%, we outperformed both NYC and NYS. The proficiency of new students versus students enrolled in at least their second year was insignificant.

### Goal 2: Absolute Measure

Each year, the school's aggregate Performance Level Index (PLI) on the State mathematics exam will meet the Annual Measurable Objective (AMO) set forth in the state's NCLB accountability system.

## Method

The federal No Child Left Behind law holds schools accountable for making annual yearly progress towards enabling all students to be proficient. As a result, the state sets an AMO each year to determine if schools are making satisfactory progress toward the goal of proficiency in the state's learning standards in mathematics. To achieve this measure, all tested students must have a Performance Level Index (PLI) value that equals or exceeds the 2014-15 mathematics AMO of 94. The PLI is calculated by adding the sum of the percent of all tested students at Levels 2 through 4 with the sum of the percent of all tested students at Levels 3 and 4. Thus, the highest possible PLI is 200.<sup>6</sup>

## Results

The school's PLI for 2014-15 is 127.1 (79.2% in Levels 2-4 plus 47.9% in Levels 3-4). The State requirement for this school year is 94.

**Mathematics 2014-15 Performance Level Index (PLI)**

Number in Cohort	Percent of Students at Each Performance Level			
	Level 1	Level 2	Level 3	Level 4
48	20.8	31.3	27.1	20.8

$$\begin{array}{rccccccccc} \text{PI} & = & 31.3 & + & 27.1 & + & 20.8 & = & 79.2 \\ & & & & 27.1 & + & 20.8 & = & 47.9 \\ & & & & & & \text{PLI} & = & 127.1 \end{array}$$

## Evaluation

Heketi's PLI is 127.1 which exceeds the mathematics AMO of 94. We attribute the success to the alignment of the Go Math! Program with the NYS exam content.

<sup>6</sup> In contrast to NYSED's Performance Index, the PLI does not account for year-to-year growth toward proficiency.

**Goal 2: Comparative Measure**

Each year, the percent of all tested students who are enrolled in at least their second year and performing at proficiency on the state mathematics exam will be greater than that of all students in the same tested grades in the local school district.

**Method**

A school compares the performance of tested students enrolled in at least their second year to that of all tested students in the surrounding public school district. Comparisons are between the results for each grade in which the school had tested students in at least their second year at the school and the total result for all students at the corresponding grades in the school district.<sup>7</sup>

**Results**

Heketi 3<sup>rd</sup> grade students outperformed students in CSD 7 by 26.5%.

**2014-15 State Mathematics Exam  
Charter School and District Performance by Grade Level**

Grade	Percent of Students at Proficiency			
	Charter School Students In At Least 2 <sup>nd</sup> Year		All District Students	
	Percent	Number Tested	Percent	Number Tested
3	46.4	28	19.9	1,276
All				

**Evaluation**

All Heketi students outperformed the students in CSD 7 by 28%, and Heketi students in at least their second year outperformed students in CSD 7 by 26.5%.

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<sup>7</sup> Schools can acquire these data when the New York State Education Department releases its database containing grade level ELA and math test results for all schools and districts statewide. The NYSED announces the release of the data on its [News Release webpage](#).

**Goal 2: Comparative Measure**

Each year, the school will exceed its predicted level of performance on the state mathematics exam by an Effect Size of 0.3 or above (performing higher than expected to a meaningful degree) according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.

**Method**

The Charter Schools Institute conducts a Comparative Performance Analysis, which compares the school's performance to demographically similar public schools state-wide. The Institute uses a regression analysis to control for the percentage of economically disadvantaged students among all public schools in New York State. The Institute compares the school's actual performance to the predicted performance of public schools with a similar economically disadvantaged percentage. The difference between the schools' actual and predicted performance, relative to other schools with similar economically disadvantaged statistics, produces an Effect Size. An Effect Size of 0.3 or performing higher than expected to a meaningful degree is the requirement for achieving this measure.

Given the timing of the state's release of economically disadvantaged data and the demands of the data analysis, the 2014-15 analysis is not yet available. The school does not have data prior to 2014-15.

### **Summary of the Mathematics Goal**

Heketi met the absolute AMO goal and the comparative local school district goal for the NYS Math exam. The school met the AMO goal by 33 points, and the comparative goal by exceeding the percent of students who performed at or above proficiency compared to CSD 7. Amber did not meet its absolute goal of 75% of all students performing at or above the proficiency level on the New York State Math examination. Overall, Heketi meet the majority of the accountability goals in mathematics.

<b>Type</b>	<b>Measure</b>	<b>Outcome</b>
Absolute	Each year, 75 percent of all tested students who are enrolled in at least their second year will perform at proficiency on the New York State mathematics exam for grades 3-8.	Did Not Achieve
Absolute	Each year, the school's aggregate Performance Level Index (PLI) on the state mathematics exam will meet that year's Annual Measurable Objective (AMO) set forth in the state's NCLB accountability system.	Achieved
Comparative	Each year, the percent of all tested students who are enrolled in at least their second year and performing at proficiency on the state mathematics exam will be greater than that of students in the same tested grades in the local school district.	Achieved
Comparative	Each year, the school will exceed its predicted level of performance on the state mathematics exam by an Effect Size of 0.3 or above (performing higher than expected to a small degree) according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State. (Using 2013-14 school district results.)	Not Applicable
Growth	Each year, under the state's Growth Model the school's mean unadjusted growth percentile in mathematics for all tested students in grades 4-8 will be above the state's unadjusted median growth percentile.	Not Applicable

### **Action Plan**

During the 2014-15 school year, the school implemented a new math curriculum, Go Math! for third grade because of its alignment with the Common Core Standards. Teachers were able to differentiate lessons and provide intervention supports for a broad range of learners. The program was supplemented with the EngageNY modules, which supported student understanding of NYS exam questions.

For the 2015-16 school year, the school will continue to use Go Math! in grade 3 and adopt it in grade 4 due to the programs' success. The school has also hired a math instructional specialist to deepen teachers' understanding of the Common Core Mathematics Standards and practices. School wide professional development will support early math concepts, which should reduce the number of students requiring intervention in the upper elementary grades. Additionally, the SETTS teacher will provide academic intervention for students who require Tier 3 math support.

## APPENDIX B: OPTIONAL GOALS

### Goal: Parent Satisfaction

Families will be satisfied with Heketi's academic and social-emotional program.

### Goal: Absolute Measure

- Each year, 80% of total families will indicate "satisfied" or "extremely satisfied" as an overall rating on the Family Satisfaction Survey (total families includes those who do not respond to the survey).

### Method

The school used the NYCDOE parent survey to analyze parent satisfaction.

### Results

The 2014-15 parent satisfaction survey results indicate a high level of parent satisfaction with the school's instructional program, responsiveness to parents' needs, school culture, and the school's resources.

#### 2014-15 Parent Satisfaction Survey Response Rate

Number of Responses	Number of Families	Response Rate
152	198	89%

#### 2014-15 Parent & Teacher Satisfaction on Key Survey Results

Item	Percent of Respondents Satisfied
Supportive Environment	100%
Collaborative Teachers	95%
Effective School Leadership	93%
Strong Family-Community Ties	91%
Trust	99%

### Evaluation

This year's DoE survey didn't distinguish between parent and teacher responses in the overall data analysis. The data show high rates of satisfaction for both teachers and parents in the five domains (rigorous instruction was the sixth domain, but parents weren't surveyed in this area). The school exceeded its annual goal. We attribute the high rate of satisfaction to our laser focus on meeting parents' needs through our social curriculum, family engagement committee, and social work department. At every level of the organization, we have frequent conversations about meeting families needs and finding creative ways to make meaningful contact with them. This year proved more challenging than in years past because we added school busing, which reduced the amount of face-to-face contact we had with families. We're happy to see the lack of daily interaction didn't compromise overall family satisfaction.



## Appendix B: Total Expenditures and Administrative Expenditures per Child

Created: 07/24/2015

Last updated: 07/30/2015

### Page 1

**Charter School Name:**

#### **B. Financial Information**

This information is required of ALL charter schools. Provide the following measures of fiscal performance of the charter school in Appendix B (Total Expenditures and Administrative Expenditures Per Child):

#### **1. Total Expenditures Per Child**

To calculate '**Total Expenditures per Child**' take total expenditures (from the unaudited 2014-15 Schedule of Functional Expenses) and divide by the year end per pupil count. (Integers Only. No dollar signs or commas).

Line 1: Total Expenditures	3639274
Line 2: Year End Per Pupil Count	198
Line 3: Divide Line 1 by Line 2	18368

#### **2. Administrative Expenditures per Child**

To calculate '**Administrative Expenditures per Child**' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the unaudited 2014-15 Schedule of Functional Expenses) and divide by the year end per pupil count. The relevant portion that must be included in this calculation is defined as follows:

Administrative Expenditures: Administration and management of the charter school includes the activities and personnel of the offices of the chief school officers, the treasurer, the finance or business offices, the purchasing unit, the employee personnel offices, the records management offices, or a public information and services offices. It also includes those administrative and management services provided by other organizations or corporations on behalf of the charter school for which the charter school pays a fee or other compensation.

Please note the following:

- Do not include the FTE of personnel dedicated to administration of the instructional programs.
- Do not include Employee Benefit costs or expenditures in the above calculations.
- A template for the Schedule of Functional Expenses is provided on page 20 of the 2014-15 Annual Report Guidelines to assist schools identify the categories of expenses needed to compute the two per pupil calculations. This template does not need to be completed or submitted on August 1st as it will be submitted November 1st as part of the audited financial statements. Therefore schools should use unaudited amounts for these per pupil calculations. (See the 2014-15 Annual Report Guidelines in "Resources" area of your portal task page).

To calculate '**Administrative Expenditures per Child**' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2014-15 Schedule of Functional Expenses) and divide by the year end per pupil count. (Integers Only. No dollar signs or commas).



Line 1: Relevant Personnel Services Cost (Row)	152964
Line 2: Management and General Cost (Column)	387257
Line 3: Sum of Line 1 and Line 2	540221
Line 4: Year End Per Pupil Count	198
Line 5: Divide Line 3 by the Year End Per Pupil Count	2727

***Thank you.***



## GENERAL INSTRUCTIONS FOR ANNUAL BUDGET/QUARTERLY REPORT

### TEMPLATE TABS

**1- GRAY tab contains the Instructions**

<a href="#">Instructions</a>	Provides description of tabs and input requirements.
------------------------------	--

**2- BLUE tabs require input of information**

<a href="#">1.) Name of School</a>	Enter school name, contact information and academic year for the yearly budget and quarterly reports.
<a href="#">2.) Enrollment</a>	Enter enrollment information on this tab. Use for inputting BOTH Annual Budget (& Revisions) and Quarterly Actuals. Includes: >Enrollment by Grade >Enrollment by District
<a href="#">3.) Staffing Plan</a>	Enter staffing plan information on this tab. Use for inputting BOTH Annual Budget (& Revisions) and Quarterly Actuals. Includes: >Full Time Equivalent (FTE), by Position Category, By Quarter >Average Wage, by Position Category, By Quarter
<a href="#">4.) Yearly Budget</a>	Enter data in light blue cells. >Enrollment data and Per Pupil Revenue for the current year are populated based upon input on tab "2.) Enrollment." >Avg FTE and Personnel Costs for current year are populated based upon input on tab "3.) Staffing Plan." >"Pior Year" column may be completed based upon preliminary data, and adjusted with Annual Audited data when the Quarter 2 Actuals are being submitted. >Budget Revisions, as necessary and approved by the school's Board of Directors, should be submitted when submitting Quarterly Actuals.
<a href="#">5.) Balance Sheet</a>	Enter data in light blue cells. >"Pior Year" column may be completed based upon preliminary data, and adjusted with Annual Audited data when the Quarter 2 Actuals are being submitted.
<a href="#">6.) Quarterly Report</a>	Enter data in light blue cells. >Enrollment data and Per Pupil Revenue for the current year are populated based upon input on tab "2.) Enrollment." >Avg FTE and Personnel Costs for current year are populated based upon input on tab "3.) Staffing Plan."
<a href="#">7.) Annual Report Requirement</a>	Complete when submitting Actual Quarter 4.

### CELL COLORS & GUIDANCE COMMENTS

- = Enter information into the light BLUE shaded cells.
- = Cells labeled in ORANGE contain guidance regarding the input of information.
- = Cells containing RED triangles in the upper right corner contain "guidance comments" on that particular line item. Please "mouse-over" the triangle to reveal each comment.



## **ANNUAL BUDGET & QUARTERLY REPORT TEMPLATE**

### **Heketi Community Charter School**

Contact Name: Cynthia Rosario  
Contact Title: School Director  
Contact Email:  
Contact Phone:

Current Academic Year: 2015-16  
Prior Academic Year: 2014-15

HEKETI COMMUNITY CHARTER SCHOOL  
2015-16

**ENROLLMENT BY GRADES**

GRADES	K	1	2	3	4	5	6	7	8	9	10	11	12
INITIAL BUDGETED ENROLLMENT	52	50	44	50	50								
TOTAL ENROLLMENT = 246													

**ENROLLMENT BY DISTRICT**

		PRIOR YEAR ACTUAL	ANNUAL BUDGET TOTAL DISTRICTS/ENROLLMENT BY QUARTER								ACTUAL QUARTERLY TOTAL DISTRICTS/ENROLLMENT			
			QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
			Original	Revised	Original	Revised	Original	Revised	Original	Revised	Actual	Actual	Actual	Actual
NUMBER OF SCHOOL DISTRICTS ENROLLED:		0	1	0	1	0	1	0	1	0	0	0	0	0
NUMBER OF STUDENTS ENROLLED:		0	246	0	246	0	246	0	246	0	0	0	0	0
			<b>*NOTE:</b> IF there are NO Annual Budget revisions leave "Revised Budgeted Enrollment" Column(s) COMPLETELY BLANK. IF "Revised Budgeted Enrollment" column is utilized, all cells in the <i>entire column</i> should be completed.											
		PRIOR YEAR 2014-15	ANNUAL BUDGET ENROLLMENT BY QUARTER								ACTUAL ENROLLMENT BY QUARTER			
			QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
			Original Budgeted Enrollment	Revised Budgeted Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Actual Enrollment	Actual Enrollment	Actual Enrollment	Actual Enrollment
1 PRIMARY District	NYC CHANCELLOR'S OFFICE		246		246		246		246					
2 SECONDARY District	(Select from drop-down list)													

		PRIOR YEAR	ANNUAL BUDGET								ACTUAL ENROLLMENT BY QUARTER			
		2014-15	ENROLLMENT BY QUARTER								QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
			QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4					
PRIMARY/OTHER	DISTRICT NAME(S)	Actual Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Actual Enrollment	Actual Enrollment	Actual Enrollment	Actual Enrollment

**HEKETI COMMUNITY CHARTER SCHOOL  
2015-16**

**STAFFING PLAN - FULL TIME EQUIVALENT ("FTE")**

**\*NOTE:** If there are NO budget revisions at the time of quarterly submittal leave the 'REVISED' Column(s) COMPLETELY BLANK.  
If the Revised Budget column IS utilized, the ENTIRE column should be completed for both the FTE and WAGES sections.

ADMINISTRATIVE PERSONNEL FTE		ANNUAL BUDGETED FTE								ACTUAL QUARTERLY FTE			
*NOTE: Enter the number of FTE positions in the blue cells.		Q1		Q2		Q3		Q4		Q1	Q2	Q3	Q4
2014-15		Original	Revised	Original	Revised	Original	Revised	Original	Revised	Actual	Actual	Actual	Actual
ACTUAL													
Executive Management		1.0		1.0		1.0		1.0					
Instructional Management		2.0		2.0		2.0		2.0					
Deans, Directors & Coordinators		3.0		3.0		3.0		3.0					
CFO / Director of Finance													
Operation / Business Manager													
Administrative Staff		1.0		1.0		1.0		1.0					
TOTAL ADMINISTRATIVE STAFF		7.0	0.0	7.0	0.0	7.0	0.0	7.0	0.0	0.0	0.0	0.0	0.0
INSTRUCTIONAL PERSONNEL FTE		ANNUAL BUDGETED FTE								ACTUAL QUARTERLY FTE			
*NOTE: Enter the number of FTE positions in the blue cells.		Q1		Q2		Q3		Q4		Q1	Q2	Q3	Q4
2014-15		Original	Revised	Original	Revised	Original	Revised	Original	Revised	Actual	Actual	Actual	Actual
ACTUAL													
Teachers - Regular		10.0		10.0		10.0		10.0					
Teachers - SPED		4.0		4.0		4.0		4.0					
Substitute Teachers													
Teaching Assistants		4.0		4.0		4.0		4.0					
Specialty Teachers		6.0		6.0		6.0		6.0					
Aides													
Therapists & Counselors		2.0		2.0		2.0		2.0					
Other		1.0		1.0		1.0		1.0					
TOTAL INSTRUCTIONAL		27.0	0.0	27.0	0.0	27.0	0.0	27.0	0.0	0.0	0.0	0.0	0.0
NON-INSTRUCTIONAL PERSONNEL FTE		ANNUAL BUDGETED FTE								ACTUAL QUARTERLY FTE			
*NOTE: Enter the number of FTE positions in the blue cells.		Q1		Q2		Q3		Q4		Q1	Q2	Q3	Q4
2014-15		Original	Revised	Original	Revised	Original	Revised	Original	Revised	Actual	Actual	Actual	Actual
ACTUAL													
Nurse													
Librarian													
Custodian		4.0		4.0		4.0		4.0					
Security		1.0		1.0		1.0		1.0					
Other		3.0		3.0		3.0		3.0					
TOTAL NON-INSTRUCTIONAL		8.0	0.0	8.0	0.0	8.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0
TOTAL PERSONNEL SERVICE FTE		42.0	0.0	42.0	0.0	42.0	0.0	42.0	0.0	0.0	0.0	0.0	0.0

## HEKETI COMMUNITY CHARTER SCHOOL

## STAFFING PLAN - WAGES

ADMINISTRATIVE PERSONNEL WAGES		ANNUAL BUDGETED WAGES								ACTUAL QUARTERLY WAGES			
<b>*NOTE: Enter the average salary for each category in the blue cells.</b>		Q1		Q2		Q3		Q4		Q1	Q2	Q3	Q4
Executive Management		Original	Revised	Original	Revised	Original	Revised	Original	Revised	Actual	Actual	Actual	Actual
		125,330.00		125,330.00		125,330.00		125,330.00					
Instructional Management		87,845.00		87,845.00		87,845.00		87,845.00					
Deans, Directors & Coordinators		58,619.00		58,619.00		58,619.00		58,619.00					
CFO / Director of Finance													
Operation / Business Manager													
Administrative Staff		56,650.00		56,650.00		56,650.00		56,650.00					
INSTRUCTIONAL PERSONNEL WAGES		ANNUAL BUDGETED WAGES								ACTUAL QUARTERLY WAGES			
<b>*NOTE: Enter the average salary for each category in the blue cells.</b>		Q1		Q2		Q3		Q4		Q1	Q2	Q3	Q4
Teachers - Regular		Original	Revised	Original	Revised	Original	Revised	Original	Revised	Actual	Actual	Actual	Actual
		64,866.00		64,866.00		64,866.00		64,866.00					
Teachers - SPED		55,071.00		55,071.00		55,071.00		55,071.00					
Substitute Teachers													
Teaching Assistants		36,100.00		36,100.00		36,100.00		36,100.00					
Specialty Teachers		57,160.00		57,160.00		57,160.00		57,160.00					
Aides													
Therapists & Counselors		69,505.00		69,505.00		69,505.00		69,505.00					
Other		67,950.00		67,950.00		67,950.00		67,950.00					
NON-INSTRUCTIONAL PERSONNEL WAGES		ANNUAL BUDGETED WAGES								ACTUAL QUARTERLY WAGES			
<b>*NOTE: Enter the average salary for each category in the blue cells.</b>		Q1		Q2		Q3		Q4		Q1	Q2	Q3	Q4
Nurse		Original	Revised	Original	Revised	Original	Revised	Original	Revised	Actual	Actual	Actual	Actual
Librarian													
Custodian		21,250.00		21,250.00		21,250.00		21,250.00					
Security		28,000.00		28,000.00		28,000.00		28,000.00					
Other		22,928.00		22,928.00		22,928.00		22,928.00					

**\*NOTE:** State the assumptions that are being made for personnel FTE levels in the section provided below.

ADMINISTRATIVE PERSONNEL FTE	Description of Assumptions
<b>*NOTE:</b> Enter the number of FTE positions in the blue cells.	
Executive Management	
Instructional Management	
Deans, Directors & Coordinators	
CFO / Director of Finance	
Operation / Business Manager	
Administrative Staff	
TOTAL ADMINISTRATIVE STAFF	
INSTRUCTIONAL PERSONNEL FTE	Description of Assumptions
<b>*NOTE:</b> Enter the number of FTE positions in the blue cells.	
Teachers - Regular	
Teachers - SPED	
Substitute Teachers	
Teaching Assistants	
Specialty Teachers	
Aides	
Therapists & Counselors	
Other	
TOTAL INSTRUCTIONAL	
NON-INSTRUCTIONAL PERSONNEL FTE	Description of Assumptions
<b>*NOTE:</b> Enter the number of FTE positions in the blue cells.	
Nurse	
Librarian	
Custodian	
Security	
Other	
TOTAL NON-INSTRUCTIONAL	
<b>TOTAL PERSONNEL SERVICE FTE</b>	



ADMINISTRATIVE PERSONNEL WAGES	Description of Assumptions
<i>*NOTE: Enter the average salary for each category in the blue cells.</i>	
Executive Management	
Instructional Management	
Deans, Directors & Coordinators	
CFO / Director of Finance	
Operation / Business Manager	
Administrative Staff	
INSTRUCTIONAL PERSONNEL WAGES	Description of Assumptions
<i>*NOTE: Enter the average salary for each category in the blue cells.</i>	
Teachers - Regular	
Teachers - SPED	
Substitute Teachers	
Teaching Assistants	
Specialty Teachers	
Aides	
Therapists & Counselors	
Other	
NON-INSTRUCTIONAL PERSONNEL WAGES	Description of Assumptions
<i>*NOTE: Enter the average salary for each category in the blue cells.</i>	
Nurse	
Librarian	
Custodian	
Security	
Other	

**HEKETI COMMUNITY CHARTER SCHOOL**  
**Budget / Operating Plan**  
**2015-16**

Total Revenue	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-	
Total Expenses	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-	
Net Income	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-	
Actual Student Enrollment	-	246	-	-	246	-	-	246	-	-	246	-	-	
	Prior Year Actual 2014-15 Revenue Per Pupil	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	
REVENUE	NOTE* If there are NO budget revisions at the time of quarterly submittal leave 'REVISED' Column(s) COMPLETELY BLANK. If Revised Budget column is utilized, the entire column MUST be completed .													
REVENUES FROM STATE SOURCES	2015-16 Per Pupil Rate	-	853,436	-	-	853,436	-	-	853,436	-	-	853,436	-	-
Per Pupil Revenue		-	-	-	-	-	-	-	-	-	-	-	-	-
NYC CHANCELLOR'S OFFICE	13,877	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ALL OTHER School Districts: ( Weighted Avg )	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)	13,877	-	853,436	-	-	853,436	-	-	853,436	-	-	853,436	-	-
Special Education Revenue		-	90,483	-	-	90,483	-	-	90,483	-	-	90,483	-	-
Grants		-	-	-	-	-	-	-	-	-	-	-	-	-
Stimulus		-	-	-	-	-	-	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Development)		-	-	-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-	-	-
Other		-	83,223	-	-	83,223	-	-	83,223	-	-	83,223	-	-
TOTAL REVENUE FROM STATE SOURCES		-	1,027,141	-	-	1,027,141	-	-	1,027,141	-	-	1,027,141	-	-
REVENUE FROM FEDERAL FUNDING		-	-	-	-	-	-	-	-	-	-	-	-	-
IDEA Special Needs		-	4,750	-	-	4,750	-	-	4,750	-	-	4,750	-	-
Title I		-	27,202	-	-	27,202	-	-	27,202	-	-	27,202	-	-
Title Funding - Other		-	1,650	-	-	1,650	-	-	1,650	-	-	1,650	-	-
School Food Service (Free Lunch)		-	-	-	-	-	-	-	-	-	-	-	-	-
Grants		-	-	-	-	-	-	-	-	-	-	-	-	-
Charter School Program (CSP) Planning & Implementation		-	-	-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES		-	33,603	-	-	33,603	-	-	33,603	-	-	33,603	-	-
LOCAL and OTHER REVENUE		-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions and Donations		-	25,000	-	-	25,000	-	-	25,000	-	-	25,000	-	-
Fundraising		-	3,750	-	-	3,750	-	-	3,750	-	-	3,750	-	-
Erate Reimbursement		-	3,830	-	-	3,830	-	-	3,830	-	-	3,830	-	-
Earnings on Investments		-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Income		-	25	-	-	25	-	-	25	-	-	25	-	-
Food Service (Income from meals)		-	58,912	-	-	58,912	-	-	58,912	-	-	58,912	-	-
Text Book		-	4,888	-	-	4,888	-	-	4,888	-	-	4,888	-	-
OTHER		-	1,318	-	-	1,318	-	-	1,318	-	-	1,318	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		-	97,722	-	-	97,722	-	-	97,722	-	-	97,722	-	-
TOTAL REVENUE		-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-

## HEKETI COMMUNITY CHARTER SCHOOL

## Budget / Operating Plan

2015-16

Total Revenue		-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-	
Total Expenses		-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-	
Net Income		-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-	
Actual Student Enrollment		-	246	-	-	246	-	-	246	-	-	246	-	-	
		Prior Year Actual	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter - 1/1 - 3/31			4th Quarter - 4/1 - 6/30			
		2014-15 Revenue Per Pupil	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	
EXPENSES															
ADMINISTRATIVE STAFF PERSONNEL COSTS		Avg. No. of Positions													
Executive Management		1.00	-	31,333	-	-	31,333	-	-	31,333	-	-	31,333	-	-
Instructional Management		2.00	-	43,923	-	-	43,923	-	-	43,923	-	-	43,923	-	-
Deans, Directors & Coordinators		3.00	-	43,964	-	-	43,964	-	-	43,964	-	-	43,964	-	-
CFO / Director of Finance		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Staff		1.00	-	14,163	-	-	14,163	-	-	14,163	-	-	14,163	-	-
TOTAL ADMINISTRATIVE STAFF		7.00	-	133,382	-	-	133,382	-	-	133,382	-	-	133,382	-	-
INSTRUCTIONAL PERSONNEL COSTS															
Teachers - Regular		10.00	-	162,165	-	-	162,165	-	-	162,165	-	-	162,165	-	-
Teachers - SPED		4.00	-	55,071	-	-	55,071	-	-	55,071	-	-	55,071	-	-
Substitute Teachers		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants		4.00	-	36,100	-	-	36,100	-	-	36,100	-	-	36,100	-	-
Specialty Teachers		6.00	-	85,740	-	-	85,740	-	-	85,740	-	-	85,740	-	-
Aides		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors		2.00	-	34,753	-	-	34,753	-	-	34,753	-	-	34,753	-	-
Other		1.00	-	16,988	-	-	16,988	-	-	16,988	-	-	16,988	-	-
TOTAL INSTRUCTIONAL		27.00	-	390,816	-	-	390,816	-	-	390,816	-	-	390,816	-	-
NON-INSTRUCTIONAL PERSONNEL COSTS															
Nurse		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Librarian		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Custodian		4.00	-	21,250	-	-	21,250	-	-	21,250	-	-	21,250	-	-
Security		1.00	-	7,000	-	-	7,000	-	-	7,000	-	-	7,000	-	-
Other		3.00	-	17,196	-	-	17,196	-	-	17,196	-	-	17,196	-	-
TOTAL NON-INSTRUCTIONAL		8.00	-	45,446	-	-	45,446	-	-	45,446	-	-	45,446	-	-
SUBTOTAL PERSONNEL SERVICE COSTS		42.00	-	569,644	-	-	569,644	-	-	569,644	-	-	569,644	-	-
PAYROLL TAXES AND BENEFITS															
Payroll Taxes		-	-	50,983	-	-	50,983	-	-	50,983	-	-	50,983	-	-
Fringe / Employee Benefits		-	-	47,394	-	-	47,394	-	-	47,394	-	-	47,394	-	-
Retirement / Pension		-	-	5,836	-	-	5,836	-	-	5,836	-	-	5,836	-	-
TOTAL PAYROLL TAXES AND BENEFITS		-	-	104,213	-	-	104,213	-	-	104,213	-	-	104,213	-	-
TOTAL PERSONNEL SERVICE COSTS		42.00	-	673,857	-	-	673,857	-	-	673,857	-	-	673,857	-	-
CONTRACTED SERVICES															
Accounting / Audit		-	-	5,654	-	-	5,654	-	-	5,654	-	-	5,654	-	-
Legal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Company Fee		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nurse Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Services		-	-	1,540	-	-	1,540	-	-	1,540	-	-	1,540	-	-
Special Ed Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting		-	-	63,948	-	-	63,948	-	-	63,948	-	-	63,948	-	-
TOTAL CONTRACTED SERVICES		-	-	71,141	-	-	71,141	-	-	71,141	-	-	71,141	-	-

**HEKETI COMMUNITY CHARTER SCHOOL**  
**Budget / Operating Plan**  
**2015-16**

<b>Total Revenue</b>	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-
<b>Total Expenses</b>	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-
<b>Net Income</b>	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-
<b>Actual Student Enrollment</b>	-	246	-	-	246	-	-	246	-	-	246	-	-
	<b>Prior Year Actual 2014-15 Revenue Per Pupil</b>	<b>1st Quarter - 7/1 - 9/30</b>			<b>2nd Quarter - 10/1 - 12/31</b>			<b>3rd Quarter - 1/1 - 3/31</b>			<b>4th Quarter - 4/1 - 6/30</b>		
		<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>
<b>SCHOOL OPERATIONS</b>													
Board Expenses	-	1 430	-	-	1 430	-	-	1 430	-	-	1 430	-	-
Classroom / Teaching Supplies & Materials	-	19,635	-	-	19,635	-	-	19,635	-	-	19,635	-	-
Special Ed Supplies & Materials	-	82	-	-	82	-	-	82	-	-	82	-	-
Textbooks / Workbooks	-	10 333	-	-	10 333	-	-	10 333	-	-	10 333	-	-
Supplies & Materials other	-	1,500	-	-	1,500	-	-	1,500	-	-	1,500	-	-
Equipment / Furniture	-	1,419	-	-	1,419	-	-	1,419	-	-	1,419	-	-
Telephone	-	2 667	-	-	2 667	-	-	2 667	-	-	2 667	-	-
Technology	-	6,562	-	-	6,562	-	-	6,562	-	-	6,562	-	-
Student Testing & Assessment	-	-	-	-	-	-	-	-	-	-	-	-	-
Field Trips	-	1 800	-	-	1 800	-	-	1 800	-	-	1 800	-	-
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	5,975	-	-	5,975	-	-	5,975	-	-	5,975	-	-
Office Expense	-	5,744	-	-	5,744	-	-	5,744	-	-	5,744	-	-
Staff Development	-	4,088	-	-	4,088	-	-	4,088	-	-	4,088	-	-
Staff Recruitment	-	1,250	-	-	1,250	-	-	1,250	-	-	1,250	-	-
Student Recruitment / Marketing	-	638	-	-	638	-	-	638	-	-	638	-	-
School Meals / Lunch	-	57,195	-	-	57,195	-	-	57,195	-	-	57,195	-	-
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	1,250	-	-	1,250	-	-	1,250	-	-	1,250	-	-
Other	-	1,100	-	-	1,100	-	-	1,100	-	-	1,100	-	-
<b>TOTAL SCHOOL OPERATIONS</b>	-	122,667	-	-	122,667	-	-	122,667	-	-	122,667	-	-
<b>FACILITY OPERATION &amp; MAINTENANCE</b>													
Insurance	-	8,500	-	-	8,500	-	-	8,500	-	-	8,500	-	-
Janitorial	-	3,000	-	-	3,000	-	-	3,000	-	-	3,000	-	-
Building and Land Rent / Lease / Facility Finance Interest	-	308,359	-	-	308,359	-	-	308,359	-	-	308,359	-	-
Repairs & Maintenance	-	2,500	-	-	2,500	-	-	2,500	-	-	2,500	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	47,150	-	-	47,150	-	-	47,150	-	-	47,150	-	-
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	-	369,509	-	-	369,509	-	-	369,509	-	-	369,509	-	-
<b>DEPRECIATION &amp; AMORTIZATION</b>	-	10,215	-	-	10,215	-	-	10,215	-	-	10,215	-	-
<b>RESERVES / CONTINGENCY</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-
<b>NET INCOME</b>	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-

**HEKETI COMMUNITY CHARTER SCHOOL**  
**Budget / Operating Plan**  
**2015-16**

Total Revenue	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-
Total Expenses	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-
Net Income	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-
Actual Student Enrollment	-	246	-	-	246	-	-	246	-	-	246	-	-
	Prior Year Actual 2014-15 Revenue Per Pupil	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter - 1/1 - 3/31			4th Quarter - 4/1 - 6/30		
		Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance
ENROLLMENT - *School Districts Are Linked To Above Entries*													
Number of Districts:	-	1	-	-	1	-	-	1	-	-	1	-	-
NYC CHANCELLOR'S OFFICE	-	246	-	-	246	-	-	246	-	-	246	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
ALL OTHER School Districts: ( Weighted Avg )	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ENROLLMENT	-	246	-	-	246	-	-	246	-	-	246	-	-
REVENUE PER PUPIL	-	4,709	-	-	4,709	-	-	4,709	-	-	4,709	-	-
EXPENSES PER PUPIL	-	5,071	-	-	5,071	-	-	5,071	-	-	5,071	-	-

		HEKETI COMMUNITY CHARTER SCHOOL					DESCRIPTION OF ASSUMPTIONS
		Budget / Operating Plan					
		2015-16					
Total Revenue		4,633,862	4,633,862	-	4,633,862	4,633,862	
Total Expenses		4,989,556	4,989,556	-	(4,989,556)	(4,989,556)	
Net Income		(355,694)	(355,694)	-	(355,694)	(355,694)	
Actual Student Enrollment							
		Total Year			VARIANCE		
		Original Budget	Revised Budget	Variance	Original Budget vs. PY Budget	Revised Budget vs. PY Budget	
REVENUE							
REVENUES FROM STATE SOURCES		2015-16					
Per Pupil Revenue	Per Pupil Rate						
NYC CHANCELLOR'S OFFICE	13,877	3,413,742	3,413,742	-	3,413,742	3,413,742	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
-	-	-	-	-	-	-	
ALL OTHER School Districts: ( Weighted Avg )	-	-	-	-	-	-	
TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)	13,877	3,413,742	3,413,742	-	3,413,742	3,413,742	
Special Education Revenue		361,931	361,931	-	361,931	361,931	
Grants							
Stimulus		-	-	-	-	-	
DYCD (Department of Youth and Community Development)		-	-	-	-	-	
Other		-	-	-	-	-	
Other		332,890	332,890	-	332,890	332,890	
TOTAL REVENUE FROM STATE SOURCES		4,108,563	4,108,563	-	4,108,563	4,108,563	
REVENUE FROM FEDERAL FUNDING							
IDEA Special Needs		19,000	19,000	-	19,000	19,000	
Title I		108,809	108,809	-	108,809	108,809	
Title Funding - Other		6,601	6,601	-	6,601	6,601	
School Food Service (Free Lunch)		-	-	-	-	-	
Grants							
Charter School Program (CSP) Planning & Implementation		-	-	-	-	-	
Other		-	-	-	-	-	
Other		-	-	-	-	-	
TOTAL REVENUE FROM FEDERAL SOURCES		134,410	134,410	-	134,410	134,410	
LOCAL and OTHER REVENUE							
Contributions and Donations		100,000	100,000	-	100,000	100,000	
Fundraising		15,000	15,000	-	15,000	15,000	
Erate Reimbursement		15,318	15,318	-	15,318	15,318	
Earnings on Investments		-	-	-	-	-	
Interest Income		100	100	-	100	100	
Food Service (Income from meals)		235,648	235,648	-	235,648	235,648	
Text Book		19,553	19,553	-	19,553	19,553	
OTHER		5,270	5,270	-	5,270	5,270	
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		390,889	390,889	-	390,889	390,889	
TOTAL REVENUE		4,633,862	4,633,862	-	4,633,862	4,633,862	

HEKETI COMMUNITY CHARTER SCHOOL						
Budget / Operating Plan						
2015-16						
Total Revenue	4,633,862	4,633,862	-	4,633,862	4,633,862	
Total Expenses	4,989,556	4,989,556	-	(4,989,556)	(4,989,556)	
Net Income	(355,694)	(355,694)	-	(355,694)	(355,694)	
Actual Student Enrollment						
	Total Year			VARIANCE		DESCRIPTION OF ASSUMPTIONS
	Original Budget	Revised Budget	Variance	Original Budget vs. PY Budget	Revised Budget vs. PY Budget	
<b>EXPENSES</b>						
<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>	Avg. No. of Positions					
Executive Management	1.00	125,330	125,330	-	(125,330)	(125,330)
Instructional Management	2.00	175,690	175,690	-	(175,690)	(175,690)
Deans, Directors & Coordinators	3.00	175,857	175,857	-	(175,857)	(175,857)
CFO / Director of Finance	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-
Administrative Staff	1.00	56,650	56,650	-	(56,650)	(56,650)
TOTAL ADMINISTRATIVE STAFF	7.00	533,527	533,527	-	(533,527)	(533,527)
<b>INSTRUCTIONAL PERSONNEL COSTS</b>						
Teachers - Regular	10.00	648,660	648,660	-	(648,660)	(648,660)
Teachers - SPED	4.00	220,284	220,284	-	(220,284)	(220,284)
Substitute Teachers	-	-	-	-	-	-
Teaching Assistants	4.00	144,400	144,400	-	(144,400)	(144,400)
Specialty Teachers	6.00	342,960	342,960	-	(342,960)	(342,960)
Aides	-	-	-	-	-	-
Therapists & Counselors	2.00	139,010	139,010	-	(139,010)	(139,010)
Other	1.00	67,950	67,950	-	(67,950)	(67,950)
TOTAL INSTRUCTIONAL	27.00	1,563,264	1,563,264	-	(1,563,264)	(1,563,264)
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>						
Nurse	-	-	-	-	-	-
Librarian	-	-	-	-	-	-
Custodian	4.00	85,000	85,000	-	(85,000)	(85,000)
Security	1.00	28,000	28,000	-	(28,000)	(28,000)
Other	3.00	68,784	68,784	-	(68,784)	(68,784)
TOTAL NON-INSTRUCTIONAL	8.00	181,784	181,784	-	(181,784)	(181,784)
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>	42.00	2,278,575	2,278,575	-	(2,278,575)	(2,278,575)
<b>PAYROLL TAXES AND BENEFITS</b>						
Payroll Taxes		203,933	203,933	-	(203,933)	(203,933)
Fringe / Employee Benefits		189,575	189,575	-	(189,575)	(189,575)
Retirement / Pension		23,344	23,344	-	(23,344)	(23,344)
TOTAL PAYROLL TAXES AND BENEFITS		416,852	416,852	-	(416,852)	(416,852)
<b>TOTAL PERSONNEL SERVICE COSTS</b>	42.00	2,695,427	2,695,427	-	(2,695,427)	(2,695,427)
<b>CONTRACTED SERVICES</b>						
Accounting / Audit		22,617	22,617	-	(22,617)	(22,617)
Legal		-	-	-	-	-
Management Company Fee		-	-	-	-	-
Nurse Services		-	-	-	-	-
Food Service / School Lunch		-	-	-	-	-
Payroll Services		6,158	6,158	-	(6,158)	(6,158)
Special Ed Services		-	-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-	-
Other Purchased / Professional / Consulting		255,790	255,790	-	(255,790)	(255,790)
TOTAL CONTRACTED SERVICES		284,565	284,565	-	(284,565)	(284,565)

**HEKETI COMMUNITY CHARTER SCHOOL**

**Budget / Operating Plan**

**2015-16**

Total Revenue	4,633,862	4,633,862	-	4,633,862	4,633,862
Total Expenses	4,989,556	4,989,556	-	(4,989,556)	(4,989,556)
Net Income	(355,694)	(355,694)	-	(355,694)	(355,694)
Actual Student Enrollment					
	Total Year			VARIANCE	
	Original Budget	Revised Budget	Variance	Original Budget vs. PY Budget	Revised Budget vs. PY Budget
<b>SCHOOL OPERATIONS</b>					
Board Expenses	5,720	5,720	-	(5,720)	(5,720)
Classroom / Teaching Supplies & Materials	78,538	78,538	-	(78,538)	(78,538)
Special Ed Supplies & Materials	328	328	-	(328)	(328)
Textbooks / Workbooks	41,330	41,330	-	(41,330)	(41,330)
Supplies & Materials other	6,000	6,000	-	(6,000)	(6,000)
Equipment / Furniture	5,677	5,677	-	(5,677)	(5,677)
Telephone	10,668	10,668	-	(10,668)	(10,668)
Technology	26,249	26,249	-	(26,249)	(26,249)
Student Testing & Assessment	-	-	-	-	-
Field Trips	7,201	7,201	-	(7,201)	(7,201)
Transportation (student)	-	-	-	-	-
Student Services - other	23,900	23,900	-	(23,900)	(23,900)
Office Expense	22,977	22,977	-	(22,977)	(22,977)
Staff Development	16,350	16,350	-	(16,350)	(16,350)
Staff Recruitment	5,000	5,000	-	(5,000)	(5,000)
Student Recruitment / Marketing	2,551	2,551	-	(2,551)	(2,551)
School Meals / Lunch	228,780	228,780	-	(228,780)	(228,780)
Travel (Staff)	-	-	-	-	-
Fundraising	5,000	5,000	-	(5,000)	(5,000)
Other	4,400	4,400	-	(4,400)	(4,400)
<b>TOTAL SCHOOL OPERATIONS</b>	<b>490,669</b>	<b>490,669</b>	<b>-</b>	<b>(490,669)</b>	<b>(490,669)</b>
<b>FACILITY OPERATION &amp; MAINTENANCE</b>					
Insurance	34,000	34,000	-	(34,000)	(34,000)
Janitorial	12,000	12,000	-	(12,000)	(12,000)
Building and Land Rent / Lease / Facility Finance Interest	1,233,434	1,233,434	-	(1,233,434)	(1,233,434)
Repairs & Maintenance	10,000	10,000	-	(10,000)	(10,000)
Equipment / Furniture	-	-	-	-	-
Security	-	-	-	-	-
Utilities	188,600	188,600	-	(188,600)	(188,600)
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>1,478,034</b>	<b>1,478,034</b>	<b>-</b>	<b>(1,478,034)</b>	<b>(1,478,034)</b>
<b>DEPRECIATION &amp; AMORTIZATION</b>	<b>40,861</b>	<b>40,861</b>	<b>-</b>	<b>(40,861)</b>	<b>(40,861)</b>
<b>RESERVES / CONTINGENCY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>	<b>4,989,556</b>	<b>4,989,556</b>	<b>-</b>	<b>(4,989,556)</b>	<b>(4,989,556)</b>
<b>NET INCOME</b>	<b>(355,694)</b>	<b>(355,694)</b>	<b>-</b>	<b>(355,694)</b>	<b>(355,694)</b>

**DESCRIPTION OF ASSUMPTIONS**





**HEKETI COMMUNITY CHARTER SCHOOL  
BALANCE SHEET  
2015-16**

	<u>Prior Year</u>	Q1	Q2	Q3	Q4
	<u>2014-15</u>	<u>As of 9/30</u>	<u>As of 12/31</u>	<u>As of 3/31</u>	<u>As of 6/30</u>
<b><u>ASSETS</u></b>					
<b><u>CURRENT ASSETS</u></b>					
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -	\$ -
Grants and contracts receivable	-	-	-	-	-
Accounts receivables	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and other receivables	-	-	-	-	-
<b>TOTAL CURRENT ASSETS</b>	-	-	-	-	-
<b><u>PROPERTY, BUILDING AND EQUIPMENT, net</u></b>	-	-	-	-	-
<b><u>OTHER ASSETS</u></b>	-	-	-	-	-
<b>TOTAL ASSETS</b>	-	-	-	-	-
<b><u>LIABILITIES AND NET ASSETS</u></b>					
<b><u>CURRENT LIABILITIES</u></b>					
Accounts payable and accrued expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Accrued payroll and benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current maturities of long-term debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>TOTAL CURRENT LIABILITIES</b>	-	-	-	-	-
<b><u>LONG-TERM DEBT and NOTES PAYABLE, net current maturities</u></b>	-	-	-	-	-
<b>TOTAL LIABILITIES</b>	-	-	-	-	-
<b><u>NET ASSETS</u></b>					
Unrestricted	-	-	-	-	-
Temporarily restricted	-	-	-	-	-
<b>TOTAL NET ASSETS</b>	-	-	-	-	-
<b>TOTAL LIABILITIES AND NET ASSETS</b>	-	-	-	-	-



**HEKETI COMMUNITY CHARTER SCHOOL**

**Budget / Operating Plan**

**2015-16**

Total Revenue	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-
Total Expenses	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-
Net Income	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-
Actual Student Enrollment	-	246	-	-	246	-	-	246	-	-	246	-

*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter - 1/1 - 3/31			4th Quarter - 4/1 - 6/30		
	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual	Current Budget	Variance

<b>EXPENSES</b>												
Quarter 0												
<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>	No. of Positions											
Executive Management	-	-	31,333	-	-	31,333	-	-	31,333	-	-	31,333
Instructional Management	-	-	43,923	-	-	43,923	-	-	43,923	-	-	43,923
Deans, Directors & Coordinators	-	-	43,964	-	-	43,964	-	-	43,964	-	-	43,964
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Staff	-	-	14,163	-	-	14,163	-	-	14,163	-	-	14,163
<b>TOTAL ADMINISTRATIVE STAFF</b>	-	-	133,382	-	-	133,382	-	-	133,382	-	-	133,382
<b>INSTRUCTIONAL PERSONNEL COSTS</b>												
Teachers - Regular	-	-	162,165	-	-	162,165	-	-	162,165	-	-	162,165
Teachers - SPED	-	-	55,071	-	-	55,071	-	-	55,071	-	-	55,071
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	36,100	-	-	36,100	-	-	36,100	-	-	36,100
Specialty Teachers	-	-	85,740	-	-	85,740	-	-	85,740	-	-	85,740
Aides	-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	34,753	-	-	34,753	-	-	34,753	-	-	34,753
Other	-	-	16,988	-	-	16,988	-	-	16,988	-	-	16,988
<b>TOTAL INSTRUCTIONAL</b>	-	-	390,816	-	-	390,816	-	-	390,816	-	-	390,816
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>												
Nurse	-	-	-	-	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-	-	-	-	-
Custodian	-	-	21,250	-	-	21,250	-	-	21,250	-	-	21,250
Security	-	-	7,000	-	-	7,000	-	-	7,000	-	-	7,000
Other	-	-	17,196	-	-	17,196	-	-	17,196	-	-	17,196
<b>TOTAL NON-INSTRUCTIONAL</b>	-	-	45,446	-	-	45,446	-	-	45,446	-	-	45,446
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>	-	-	569,644	-	-	569,644	-	-	569,644	-	-	569,644
<b>PAYROLL TAXES AND BENEFITS</b>												
Payroll Taxes	-	-	50,983	-	-	50,983	-	-	50,983	-	-	50,983
Fringe / Employee Benefits	-	-	47,394	-	-	47,394	-	-	47,394	-	-	47,394
Retirement / Pension	-	-	5,836	-	-	5,836	-	-	5,836	-	-	5,836
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>	-	-	104,213	-	-	104,213	-	-	104,213	-	-	104,213
<b>TOTAL PERSONNEL SERVICE COSTS</b>	-	-	673,857	-	-	673,857	-	-	673,857	-	-	673,857
<b>CONTRACTED SERVICES</b>												
Accounting / Audit	-	-	5,654	-	-	5,654	-	-	5,654	-	-	5,654
Legal	-	-	-	-	-	-	-	-	-	-	-	-
Management Company Fee	-	-	-	-	-	-	-	-	-	-	-	-
Nurse Services	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Services	-	-	1,540	-	-	1,540	-	-	1,540	-	-	1,540
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting	-	-	63,948	-	-	63,948	-	-	63,948	-	-	63,948
<b>TOTAL CONTRACTED SERVICES</b>	-	-	71,141	-	-	71,141	-	-	71,141	-	-	71,141

**HEKETI COMMUNITY CHARTER SCHOOL**

**Budget / Operating Plan**

**2015-16**

Total Revenue	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-	-	1,158,466	-
Total Expenses	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-
Net Income	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-
Actual Student Enrollment	-	246	-	-	246	-	-	246	-	-	246	-

\*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed

	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter - 1/1 - 3/31			4th Quarter - 4/1 - 6/30		
	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual	Current Budget	Variance
<b>SCHOOL OPERATIONS</b>												
Board Expenses	-	1,430	-	-	1,430	-	-	1,430	-	-	1,430	-
Classroom / Teaching Supplies & Materials	-	19,635	-	-	19,635	-	-	19,635	-	-	19,635	-
Special Ed Supplies & Materials	-	82	-	-	82	-	-	82	-	-	82	-
Textbooks / Workbooks	-	10,333	-	-	10,333	-	-	10,333	-	-	10,333	-
Supplies & Materials other	-	1,500	-	-	1,500	-	-	1,500	-	-	1,500	-
Equipment / Furniture	-	1,419	-	-	1,419	-	-	1,419	-	-	1,419	-
Telephone	-	2,667	-	-	2,667	-	-	2,667	-	-	2,667	-
Technology	-	6,562	-	-	6,562	-	-	6,562	-	-	6,562	-
Student Testing & Assessment	-	-	-	-	-	-	-	-	-	-	-	-
Field Trips	-	1,800	-	-	1,800	-	-	1,800	-	-	1,800	-
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	5,975	-	-	5,975	-	-	5,975	-	-	5,975	-
Office Expense	-	5,744	-	-	5,744	-	-	5,744	-	-	5,744	-
Staff Development	-	4,088	-	-	4,088	-	-	4,088	-	-	4,088	-
Staff Recruitment	-	1,250	-	-	1,250	-	-	1,250	-	-	1,250	-
Student Recruitment / Marketing	-	638	-	-	638	-	-	638	-	-	638	-
School Meals / Lunch	-	57,195	-	-	57,195	-	-	57,195	-	-	57,195	-
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	1,250	-	-	1,250	-	-	1,250	-	-	1,250	-
Other	-	1,100	-	-	1,100	-	-	1,100	-	-	1,100	-
<b>TOTAL SCHOOL OPERATIONS</b>	-	122,667	-	-	122,667	-	-	122,667	-	-	122,667	-
<b>FACILITY OPERATION &amp; MAINTENANCE</b>												
Insurance	-	8,500	-	-	8,500	-	-	8,500	-	-	8,500	-
Janitorial	-	3,000	-	-	3,000	-	-	3,000	-	-	3,000	-
Building and Land Rent / Lease / Facility Finance Interest	-	308,359	-	-	308,359	-	-	308,359	-	-	308,359	-
Repairs & Maintenance	-	2,500	-	-	2,500	-	-	2,500	-	-	2,500	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	47,150	-	-	47,150	-	-	47,150	-	-	47,150	-
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	-	369,509	-	-	369,509	-	-	369,509	-	-	369,509	-
<b>DEPRECIATION &amp; AMORTIZATION</b>	-	10,215	-	-	10,215	-	-	10,215	-	-	10,215	-
<b>RESERVES / CONTINGENCY</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-	-	1,247,389	-
<b>NET INCOME</b>	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-	-	(88,924)	-

## 2015-16

**\*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed**

### EXPENSES PER PUPIL

58049\_1.XLSX

## 2015-16

**\*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed**

### TOTALS AND VARIANCE ANALYSIS

58049\_1.XLSX

HEKETI COMMUNITY CHARTER SCHOOL											
Budget / Operating Plan											
2015-16											
Total Revenue	-	-	-	4,633,862	(4,633,862)	-	-	4,633,862	(4,633,862)	-	-
Total Expenses	-	-	-	4,989,556	4,989,556	-	-	4,989,556	4,989,556	-	-
Net Income	-	-	-	(355,694)	355,694	-	-	(355,694)	355,694	-	-
Actual Student Enrollment	-	-	-			-	-			-	-
*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed	TOTALS AND VARIANCE ANALYSIS										
	Current Budget (Current Quarter)	Actual vs. Current Budget	Current Budget - TY	Current Budget TY	Original Budget (Current Quarter)	Actual vs. Original Budget	Original Budget - TY	Actual vs. Original Budget TY	PY Actual (PY TY / No. of COMPLETED Actual CY Quarters	Actual CY vs. Actual PY	
	Actual										
EXPENSES											
ADMINISTRATIVE STAFF PERSONNEL COSTS	Quarter 0 No. of Positions										
Executive Management	-	-	-	125,330	125,330	-	-	125,330	125,330	-	-
Instructional Management	-	-	-	175,690	175,690	-	-	175,690	175,690	-	-
Deans, Directors & Coordinators	-	-	-	175,857	175,857	-	-	175,857	175,857	-	-
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-	-	-	-	-	-
Administrative Staff	-	-	-	56,650	56,650	-	-	56,650	56,650	-	-
TOTAL ADMINISTRATIVE STAFF	-	-	-	533,527	533,527	-	-	533,527	533,527	-	-
INSTRUCTIONAL PERSONNEL COSTS	-	-	-	-	-	-	-	-	-	-	-
Teachers - Regular	-	-	-	648,660	648,660	-	-	648,660	648,660	-	-
Teachers - SPED	-	-	-	220,284	220,284	-	-	220,284	220,284	-	-
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	144,400	144,400	-	-	144,400	144,400	-	-
Specialty Teachers	-	-	-	342,960	342,960	-	-	342,960	342,960	-	-
Aides	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	-	139,010	139,010	-	-	139,010	139,010	-	-
Other	-	-	-	67,950	67,950	-	-	67,950	67,950	-	-
TOTAL INSTRUCTIONAL	-	-	-	1,563,264	1,563,264	-	-	1,563,264	1,563,264	-	-
NON-INSTRUCTIONAL PERSONNEL COSTS	-	-	-	-	-	-	-	-	-	-	-
Nurse	-	-	-	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-	-	-	-
Custodian	-	-	-	85,000	85,000	-	-	85,000	85,000	-	-
Security	-	-	-	28,000	28,000	-	-	28,000	28,000	-	-
Other	-	-	-	68,784	68,784	-	-	68,784	68,784	-	-
TOTAL NON-INSTRUCTIONAL	-	-	-	181,784	181,784	-	-	181,784	181,784	-	-
SUBTOTAL PERSONNEL SERVICE COSTS	-	-	-	2,278,575	2,278,575	-	-	2,278,575	2,278,575	-	-
PAYROLL TAXES AND BENEFITS	-	-	-	-	-	-	-	-	-	-	-
Payroll Taxes	-	-	-	203,933	203,933	-	-	203,933	203,933	-	-
Fringe / Employee Benefits	-	-	-	189,575	189,575	-	-	189,575	189,575	-	-
Retirement / Pension	-	-	-	23,344	23,344	-	-	23,344	23,344	-	-
TOTAL PAYROLL TAXES AND BENEFITS	-	-	-	416,852	416,852	-	-	416,852	416,852	-	-
TOTAL PERSONNEL SERVICE COSTS	-	-	-	2,695,427	2,695,427	-	-	2,695,427	2,695,427	-	-
CONTRACTED SERVICES	-	-	-	-	-	-	-	-	-	-	-
Accounting / Audit	-	-	-	22,617	22,617	-	-	22,617	22,617	-	-
Legal	-	-	-	-	-	-	-	-	-	-	-
Management Company Fee	-	-	-	-	-	-	-	-	-	-	-
Nurse Services	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch	-	-	-	-	-	-	-	-	-	-	-
Payroll Services	-	-	-	6,158	6,158	-	-	6,158	6,158	-	-
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting	-	-	-	255,790	255,790	-	-	255,790	255,790	-	-
TOTAL CONTRACTED SERVICES	-	-	-	284,565	284,565	-	-	284,565	284,565	-	-



HEKETI COMMUNITY CHARTER SCHOOL										
Budget / Operating Plan										
2015-16										
Total Revenue	-	-	-	4,633,862	(4,633,862)	-	-	4,633,862	(4,633,862)	-
Total Expenses	-	-	-	4,989,556	4,989,556	-	-	4,989,556	4,989,556	-
Net Income	-	-	-	(355,694)	355,694	-	-	(355,694)	355,694	-
Actual Student Enrollment	-	-	-	-	-	-	-	-	-	-
*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed	TOTALS AND VARIANCE ANALYSIS									
	Current Budget (Current Quarter)	Actual vs. Current Budget	Current Budget - TY	Actual vs. Current Budget TY	Original Budget (Current Quarter)	Actual vs. Original Budget	Original Budget - TY	Actual vs. Original Budget TY	PY Actual (PY TY / No. of COMPLETED Actual CY Quarters	Actual CY vs. Actual PY
	Actual									
SCHOOL OPERATIONS										
Board Expenses	-	-	-	5,720	5,720	-	-	5,720	5,720	-
Classroom / Teaching Supplies & Materials	-	-	-	78,538	78,538	-	-	78,538	78,538	-
Special Ed Supplies & Materials	-	-	-	328	328	-	-	328	328	-
Textbooks / Workbooks	-	-	-	41,330	41,330	-	-	41,330	41,330	-
Supplies & Materials other	-	-	-	6,000	6,000	-	-	6,000	6,000	-
Equipment / Furniture	-	-	-	5,677	5,677	-	-	5,677	5,677	-
Telephone	-	-	-	10,668	10,668	-	-	10,668	10,668	-
Technology	-	-	-	26,249	26,249	-	-	26,249	26,249	-
Student Testing & Assessment	-	-	-	-	-	-	-	-	-	-
Field Trips	-	-	-	7,201	7,201	-	-	7,201	7,201	-
Transportation (student)	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	-	-	23,900	23,900	-	-	23,900	23,900	-
Office Expense	-	-	-	22,977	22,977	-	-	22,977	22,977	-
Staff Development	-	-	-	16,350	16,350	-	-	16,350	16,350	-
Staff Recruitment	-	-	-	5,000	5,000	-	-	5,000	5,000	-
Student Recruitment / Marketing	-	-	-	2,551	2,551	-	-	2,551	2,551	-
School Meals / Lunch	-	-	-	228,780	228,780	-	-	228,780	228,780	-
Travel (Staff)	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	5,000	5,000	-	-	5,000	5,000	-
Other	-	-	-	4,400	4,400	-	-	4,400	4,400	-
TOTAL SCHOOL OPERATIONS	-	-	-	490,669	490,669	-	-	490,669	490,669	-
FACILITY OPERATION & MAINTENANCE										
Insurance	-	-	-	34,000	34,000	-	-	34,000	34,000	-
Janitorial	-	-	-	12,000	12,000	-	-	12,000	12,000	-
Building and Land Rent / Lease / Facility Finance Interest	-	-	-	1,233,434	1,233,434	-	-	1,233,434	1,233,434	-
Repairs & Maintenance	-	-	-	10,000	10,000	-	-	10,000	10,000	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	188,600	188,600	-	-	188,600	188,600	-
TOTAL FACILITY OPERATION & MAINTENANCE	-	-	-	1,478,034	1,478,034	-	-	1,478,034	1,478,034	-
DEPRECIATION & AMORTIZATION	-	-	-	40,861	40,861	-	-	40,861	40,861	-
RESERVES / CONTINGENCY	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	-	-	-	4,989,556	4,989,556	-	-	4,989,556	4,989,556	-
NET INCOME	-	-	-	(355,694)	355,694	-	-	(355,694)	355,694	-

HEKETI COMMUNITY CHARTER SCHOOL											
Budget / Operating Plan											
2015-16											
Total Revenue	-	-	-	4,633,862	(4,633,862)	-	-	4,633,862	(4,633,862)	-	-
Total Expenses	-	-	-	4,989,556	4,989,556	-	-	4,989,556	4,989,556	-	-
Net Income	-	-	-	(355,694)	355,694	-	-	(355,694)	355,694	-	-
Actual Student Enrollment	-	-	-			-	-			-	-
*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed	TOTALS AND VARIANCE ANALYSIS										
	Current Budget	Actual vs.	Actual	Current	Actual	Original Budget	Actual vs.	Actual	Actual	PY Actual (PY TY /	Actual CY
	(Current	Current		Current	Current	(Current	Original	Original	Original	No. of COMPLETED	vs.
	Actual	Quarter)	Budget	Budget - TY	Budget TY	Quarter)	Budget	Budget - TY	Budget TY	Actual CY Quarters	Actual PY
ENROLLMENT - *School Districts Are Linked To Above Entries*				* Enrollment Data Based on Last Actual Quarter Completed							
NYC CHANCELLOR'S OFFICE	-	-	-			-	-			-	-
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**Annual Report Requirement**  
*for SUNY Authorized Charter Schools*  
HEKETI COMMUNITY CHARTER SCHOOL  
2015-16

Administrative  
expenditures per pupil:

\$0.00

Per NYS Statute

Administrative expenditures per pupil: the sum of all general administration salaries and other general administration expenditures divided by the total number of enrolled students. Employee benefit costs or expenditures should not be reported here.

**\*NOTE: THIS TAB ONLY NEEDS TO BE COMPLETED FOR Q4**

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Tuesday, September 08, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export/?collector=109126/s/Regents-Appendix-E-BOT-Form/59>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Edwin	Cespedes

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	
2. *Your Home Address:   City/State	
2. *Your Home Address:   Zip	

### 3. \*Your Business Address

3. *Your Business Address   Street Address	
3. *Your Business Address   City/State	
3. *Your Business Address   Zip	

### 4. \*Daytime Phone Number:

--

### 5. \*E-mail Address:

--

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HEKETI COMMUNITY CS (SUNY TRUSTEES) 320700860703*

8. Select all positions you have held on the Board:

(check all that apply)

- 
- Other, please specify...: Boar Member
- 

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

EDWIN ESPEDES

**Thank you.**

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Monday, October 26, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export/?collector=109126/s/Regents-Appendix-E-BOT-Form/df>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Jamie	Knox

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	
2. *Your Home Address:   City/State	
2. *Your Home Address:   Zip	

### 3. \*Your Business Address

3. *Your Business Address   Street Address	
3. *Your Business Address   City/State	
3. *Your Business Address   Zip	

### 4. \*Daytime Phone Number:

--

### 5. \*E-mail Address:

--

### 6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

### 7. Select the name of the education corporation that operates a single charter school.

*HEKETI COMMUNITY CS (SUNY TRUSTEES) 320700860703*

### 8. Select all positions you have held on the Board:

(check all that apply)

- 
- Chair/President
- 

9. Are you a trustee and also an employee of the school?

*No*



10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

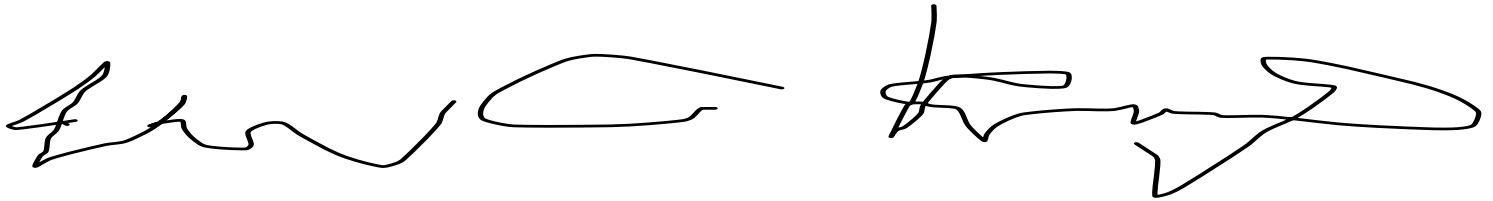
11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

Two handwritten signatures in black ink. The first signature is on the left and the second is on the right. Both are stylized and cursive.

**Thank you.**

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Tuesday, September 01, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export/?collector=109126/s/Regents-Appendix-E-BOT-Form/1a>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Rohita	Land

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	
2. *Your Home Address:   City/State	
2. *Your Home Address:   Zip	

### 3. \*Your Business Address

3. *Your Business Address   Street Address	
3. *Your Business Address   City/State	
3. *Your Business Address   Zip	

### 4. \*Daytime Phone Number:

### 5. \*E-mail Address:

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HEKETI COMMUNITY CS (SUNY TRUSTEES) 320700860703*

8. Select all positions you have held on the Board:

(check all that apply)

- 
- Treasurer
- 

9. Are you a trustee and also an employee of the school?

*No*

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

Yes

11a. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered Yes to Question 2-4 above, you need not disclose again your employment status, salary, etc.

	Date(s) of Transactions	Nature of Financial Interest/Transaction	Steps Taken to Avoid Conflict of Interest (e.g., did not vote, did not participate in discussion)	Name of Person Holding Interest and Relationship to You
1	2012-Current	Husband is employed by Heketi as PE Teacher	Conflict of Interest form has been signed	Jordan Land
2				
3				
4				
5				

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee



Thank you.

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Tuesday, September 01, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export/?collector=109126/s/Regents-Appendix-E-BOT-Form/50>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Tina	Perez

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	
2. *Your Home Address:   City/State	
2. *Your Home Address:   Zip	

### 3. \*Your Business Address

3. *Your Business Address   Street Address	
3. *Your Business Address   City/State	
3. *Your Business Address   Zip	

### 4. \*Daytime Phone Number:

### 5. \*E-mail Address:

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HEKETI COMMUNITY CS (SUNY TRUSTEES) 320700860703*

8. Select all positions you have held on the Board:

(check all that apply)

- 
- Secretary
- 

9. Are you a trustee and also an employee of the school?

*No*

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

Yes

12a. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

	Organization Conducting Business with the School	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Member with Interest	Steps Taken to Avoid Conflict of Interest
1	Charter School Business Management, Inc (CSBM)	Finance	\$90,000	Tina Perez, Heketi Trustee and CSBM employee. Joined CSBM after joining the Heketi Board.	
2					
3					
4					
5					

Signature of Trustee

A handwritten signature in black ink, appearing to read "Tina Perez", with a stylized flourish at the end.

**Thank you.**



# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Monday, August 31, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export/?collector=109126/s/Regents-Appendix-E-BOT-Form/32>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Niki	Simoneaux

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	
2. *Your Home Address:   City/State	
2. *Your Home Address:   Zip	

### 3. \*Your Business Address

3. *Your Business Address   Street Address	
3. *Your Business Address   City/State	
3. *Your Business Address   Zip	

### 4. \*Daytime Phone Number:

### 5. \*E-mail Address:

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HEKETI COMMUNITY CS (SUNY TRUSTEES) 320700860703*

8. Select all positions you have held on the Board:

(check all that apply)

---

- Vice Chair/Vice President

---

- Treasurer

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

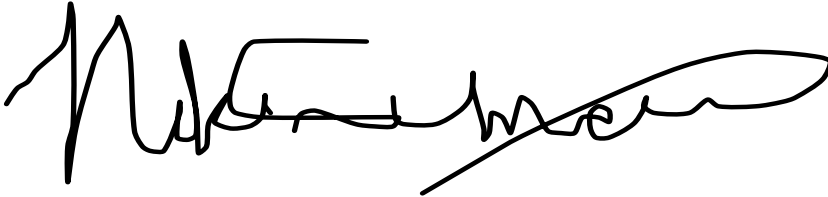
11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, appearing to be 'William M. ...', written over a light gray horizontal line.

**Thank you.**



## Appendix F: BOT Membership Table

Last updated: 07/24/2015

Page 1

### 1. Current Board Member Information

	Trustee Name	Email Address	Committee Affiliation(s)	Voting Member? (Y/N)	Area of Expertise, and/or Additional Role and School (parent, staff member, etc.)	Number of Terms Served and Length of Each (Include election date and term expiration)
1	Jamie Knox	[REDACTED]	Chair/Board President	Yes	Legal	
2	Rohita Land	[REDACTED]	Treasurer	Yes	Finance; spouse of staff member	
3	Niki Simoneaux	[REDACTED]	Trustee/Member	Yes	Finance	
4	Tina Perez	[REDACTED]	Trustee/Member	Yes	Operations	
5	Samantha Valerio	[REDACTED]	Trustee/Member	Yes	Development	
6	Edwin Cespedes	[REDACTED]	Trustee/Member	Yes	Governance	
7						
8						
9						
10						
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12						
13						
14						
15						
16						
17						
18						
19						
20						

### 2. Total Number of Members Joining Board during the 2014-15 school year

2

---

**3. Total Number of Members Departing the Board during the 2014-15 school year**

1

---

**4. According to the School's by-laws, what is the maximum number of trustees that may comprise the governing board?**

13

---

**5. How many times did the Board meet during the 2014-15 school year?**

12

---

**6. How many times will the Board meet during the 2015-16 school year?**

12

---

**Thank you.**



## ***Appendix H: Enrollment & Retention Efforts***

### **Outreach Plan**

Heketi Community Charter School has developed a comprehensive outreach plan designed to stimulate interest in the school from CSD7 parents. The school seeks to admit students in its district of residence from non-English speaking households in order to meet the high demand for improving outcomes for ELL students. The school will also make an extra effort to inform families of students with disabilities and ELL needs that they are eligible to apply. During monthly board meetings, the school director reports retention numbers for all students with an emphasis on targeted populations in order to continually monitor our retention efficacy.

We have undertaken the measures below to recruit student applicants (and will provide translation services as needed for the School application, all promotional materials and any person-to-person interaction requiring an English translation):

- Door to door canvassing in the school's immediate vicinity;
- Vanguard mailings to residents of the school district of location;
- Recruit from the school's existing ELLs and students with disabilities;
- Post flyers and notices in local newspapers, supermarkets, churches, libraries, community centers, child-serving agencies, apartment complexes, and local CSE;
- Attend local community events and fairs;
- Conduct Information Sessions at public spaces, after school programs and youth centers, churches, early intervention sites, and Pre-k and Headstart Programs (particularly bilingual programs);
- Conduct Information Sessions in conjunction with Child Welfare service providers and community organizations in the area;
- Visit local organizations in surrounding neighborhoods;
- Collaborate with local Universities serving immigrant families in our community (Hostos Community College, Lehman College, City College, Mercy College);
- Utilize the Bronx Immigration Service Agencies: U.S. Services and Immigration Services Office, Hostos Community College Immigration Center.

### **Enrollment & Retention of English Language Learners**

Our best recruitment tool continues to be our satisfied parents of ELLs. They have burgeoning families of their own and also sing our praises to neighbors and extended family members. During the student recruitment process, we canvass the neighborhood distributing flyers and speaking with neighbors about our program designed for ELLs. We use only Spanish-speaking staff during canvassing in order to build trust and relationships with Latino families. The recruitment materials and student application are translated into Spanish. Our Director of Operations and Dual Language Coordinator visit local Headstart and Pre-K programs with bilingual programs. The presentations are done in Spanish with English translation available if necessary. Finally, as per the charter, the school give Priority Status in our lottery to students who self-identify as speaking another language at home.

Heketi has a good history of retaining ELLs because of our support services and Dual Language program. During the 2013-14 school year, the school enrolled 26% English Language Learners. Currently, the school has 24% English Language Learners. Both percentages are commensurate with CSD 7's enrollment of similar subgroups. The slight drop in ELLs is due to students passing the NYSESLAT.

### **Enrollment & Retention of Students with Disabilities**

As in past years, during student recruitment the services that Heketi provides for students with disabilities are publicized in our recruitment materials. During our presentations at local pre-K and early intervention programs, special education teachers and the school director present services available to students with disabilities. Students that apply to the school for admission to kindergarten who self-identify as having an Individualized Education Plan [IEP] are given the same opportunities for admittance as other students. In 2013-14, the school enrolled 17% students with disabilities, and this school year, the school is servicing 18% students with disabilities. Both percentages are commensurate with CSD 7's enrollment of special needs students.

In order to ensure that our highest need students are being served, we have increased our number of ICT classes, added additional in-house service providers, and will hire a full-time special education coordinator for the 2015-16 school year who will also provide SETSS services. Our individualized approach to student learning and the UDL model teachers employ, ensure that parents are satisfied with their students' growth which results in student retention.

### **Enrollment & Retention of Students Eligible for Free and Reduced Lunch**

Student recruitment efforts are primarily focused in Heketi's immediate neighborhood, which is the Mott Haven section of the South Bronx. Therefore, the majority of Heketi's applications are from families that live below the poverty line.

In 2013-2014, 95% of students received free and reduced lunch. This year, our number declined to 93%, which remains proportionate with CSD 7's percentage.



# Appendix I: Teacher and Administrator Attrition

Last updated: 07/24/2015

Report changes in teacher and administrator staffing.

Page 1

Charter School Name:

## Instructions for completing the Teacher and Administrator Attrition Tables

ALL charter schools should provide, for teachers and administrators only, the full time equivalent (FTE) of staff on June 30, 2014, the FTE for added staff from July 1, 2014 through June 30, 2015, and the FTE for any departed staff from July 1, 2014 through June 30, 2015 using the two tables provided.

### 2013-14 Teacher Attrition Table

	FTE Teachers on June 30, 2014	FTE Teachers Additions 7/1/14 – 6/30/15	FTE Teacher Departures 7/1/14 – 6/30/15
	9	8	4

### 2013-14 Administrator Position Attrition Table

	FTE Administrator Positions On 6/30/2014	FTE Administrator Additions 7/1/14 – 6/30/15	FTE Administrator Departures 7/1/14 – 6/30/15
	2	0	0

Thank you