



# Entry 1 School Information

Created: 07/26/2016

Last updated: 08/01/2016

Please be advised that you will need to complete this cover page (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

### a. SCHOOL NAME AND BEDS#

(Select name from the drop down menu)

SUCCESS ACADEMY CS-HARLEM 3 (SUNY TRUSTEES) 310400860922

### b. CHARTER AUTHORIZER

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

SUNY-Authorized Charter School

### c. DISTRICT / CSD OF LOCATION

NYC CSD 4

### d1. SCHOOL INFORMATION

|  | PRIMARY ADDRESS                | PHONE NUMBER | FAX NUMBER   | EMAIL ADDRESS |
|--|--------------------------------|--------------|--------------|---------------|
|  | 141 E. 111th St.,<br>3rd Floor | 646-747-6700 | 646-478-9492 |               |

### d2. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES

|              |                                  |
|--------------|----------------------------------|
| Contact Name | Kurt Wilhelm                     |
| Title        | Associate Director of Operations |
|              |                                  |

Emergency Phone Number (###-###-####)

**e. SCHOOL WEB ADDRESS (URL)**

<http://www.successacademies.org/>

**f. DATE OF INITIAL CHARTER**

01/2008

**g. DATE FIRST OPENED FOR INSTRUCTION**

08/2008

**i. TOTAL ENROLLMENT ON JUNE 30, 2016**

816

**j. GRADES SERVED IN SCHOOL YEAR 2015-16**

Check all that apply

Grades Served

K, 1, 2, 3, 4, 5, 6, 7, 8

**k1. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?**

Yes

**k2. NAME OF CMO/EMO AND ADDRESS**

|                         |                                 |
|-------------------------|---------------------------------|
| NAME OF CMO/EMO         | Success Academy Charter Schools |
| PHYSICAL STREET ADDRESS | 95 Pine Street                  |
| CITY                    | New York                        |
|                         |                                 |

|               |       |
|---------------|-------|
| STATE         | NY    |
| ZIP CODE      | 10005 |
| EMAIL ADDRESS |       |

## Page 2

### I1. FACILITIES

Does the school maintain or operate multiple sites?

|  |              |
|--|--------------|
|  | Yes, 2 sites |
|--|--------------|

### I2. SCHOOL SITES

Please list the sites where the school will operate for the upcoming school year.

|                               | Physical Address                                     | Phone Number | District/CSD | Grades Served at Site | School at Full Capacity at Site | Facilities Agreement |
|-------------------------------|--|--------------|--------------|-----------------------|---------------------------------|----------------------|
| Site 1 (same as primary site) | 410 East 100th Street, 3rd Floor, New York, NY 10029 | 646-790-2177 | CSD 4        | K-2                   | Yes                             | DOE space            |
| Site 2                        | 141 East 111th Street, Floor 3 New York, NY 10029    | 646-747-6700 | CSD 4        | 3-8                   | Yes                             | DOE space            |
| Site 3                        |  |              |              |                       |                                 |                      |

#### I2a. Please provide the contact information for Site 1.

|                    | Name       | Work Phone | Alternate Phone | Email Address |
|--------------------|------------|------------|-----------------|---------------|
| School Leader      | Tara Stant |            |                 |               |
| Operational Leader | John Kim   |            |                 |               |
| Compliance Contact | Emily Kim  |            |                 |               |
|                    |            |            |                 |               |

|                   |           |  |
|-------------------|-----------|--|
| Complaint Contact | Emily Kim |  |
|-------------------|-----------|--|

### 13. Please provide the contact information for Site 2.

|                    | Name            | Work Phone | Alternate Phone | Email Address |
|--------------------|-----------------|------------|-----------------|---------------|
| School Leader      | David Noah      |            |                 |               |
| Operational Leader | Matthew Seymour |            |                 |               |
| Compliance Contact | Emily Kim       |            |                 |               |
| Complaint Contact  | Emily Kim       |            |                 |               |

## Page 3

### n1. Were there any revisions to the school's charter during the 2015-16 school year? (Please include approved or pending material and non-material charter revisions).

|     |
|-----|
| Yes |
|-----|

### n2. 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 admissions/enrollment policy | An amendment was made to include lottery preferences for English Language Learners and children of employees in the school's admissions policy. | 1/12/16                              |   |
| 2 | Change in Bylaws                       | Amendments were made to update the Education Corporation's Code   | 6/6/16                               |   |

|   |  |                       |  |  |
|---|--|-----------------------|--|--|
|   |  | of Ethics and Bylaws. |  |  |
| 3 |  |                       |  |  |
| 4 |  |                       |  |  |
| 5 |  |                       |  |  |

**o. Name and Position of Individual(s) Who Completed the 2015-16 Annual Report.**

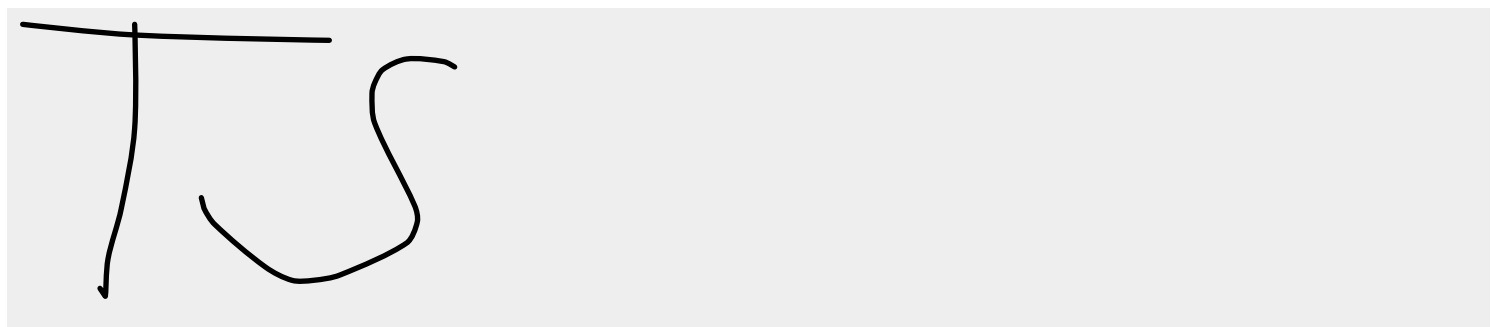
Yvonne Chan (Assistant General Counsel)

**p. 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 then use the mouse on your PC or the stylist 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 consists of a horizontal line at the top, followed by a vertical line that curves down and to the left, and a large, stylized 'S' shape that loops back to the right.

**Signature, President of the Board of Trustees**

SC

**Date**

2016/08/01

**Thank you.**



# Entry 2 Link

Last updated: 07/28/2016

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## Page 1

### 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).

URL is not available



# Entry 4 Expenditures per Child

Last updated: 08/01/2016

## Page 1

### 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 2015-16 Schedule of Functional Expenses) and divide by the year end FTE student enrollment. (Integers Only. No dollar signs or commas).

**Note:** The information on the Schedule of Functional Expenses on pages 41-43 of the Audit Guide can help schools locate the amounts to use in the two per pupil calculations: <http://www.p12.nysed.gov/psc/AuditGuide.html>

|   |          |
|---|----------|
| Line 1: Total Expenditures              | 12970632 |
| Line 2: Year End FTE student enrollment | 758      |
| Line 3: Divide Line 1 by Line 2         | 17111    |

### 2. Administrative Expenditures per Child

To calculate **'Administrative Expenditures per Child'** To calculate "Administrative Expenditures per Child" first *add* together the following:

1. Take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the unaudited 2015-16 Schedule of Functional Expenses)
2. Any contracted administrative/management fee paid to other organizations or corporations
3. Take the total from above and divide it by the year-end FTE enrollment. 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 officer, the finance or business offices, school operations personnel, data management and reporting, human resources, technology, etc. 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. Do not include the FTE of personnel whose role is to directly support the instructional program.

**Notes:**

***The information on the Schedule of Functional Expenses on pages 41-43 of the Audit Guide can help schools locate the amounts to use in the two per pupil calculations:***

**<http://www.p12.nysed.gov/psc/AuditGuide.html>**

**Employee benefit costs or expenditures should not be reported in the above calculations.**

|  |         |
|--|---------|
| Line 1: Relevant Personnel Services Cost (Row)               | 594059  |
| Line 2: Management and General Cost (Column)                 | 1429276 |
| Line 3: Sum of Line 1 and Line 2                             | 2023335 |
| Line 5: Divide Line 3 by the Year End FTE student enrollment | 2669    |

***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. |
| <a href="#">Funding by District</a> | Charter School Tuition Rates                         |


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

|   |   |
|---|---|
| <a href="#">1.) Name of School</a>            | >Select school name from list.<br>>Enter contact information.   |
| <a href="#">2.) Enrollment</a>                | Enter enrollment information for Annual Budget (& Revisions) and Quarterly Actuals. Includes:<br>>Enrollment by Grade<br>>Enrollment by District  |
| <a href="#">3.) Staffing Plan</a>             | Enter staffing plan information for Annual Budget (& Revisions) and Quarterly Actuals. Includes:<br>>Full Time Equivalent (FTE), by Position Category, By Quarter   |
| <a href="#">4.) Yearly Budget</a>             | Enter Yearly Budget information. Includes:<br>>"Pior Year" column may be completed based upon preliminary data, and adjusted with Annual Audited data when the Quarter 2 Actuals are being submitted. (Note: Quarterly Revenue allocation may be set)<br>>Budgeted Enrollment data and Per Pupil Revenue for the current year are populated based upon input on tab "2.) Enrollment."<br>>Budgeted FTE for current year is populated based upon input on tab "3.) Staffing Plan."<br>>All other sources of revenue<br>>All expenses<br>>Budget Revisions, as necessary and <i>approved</i> by the school's Board of Directors, should be submitted when submitting Quarterly Actuals. |
| <a href="#">5.) Balance Sheet</a>             | Enter Balance Sheet information for EdCorps. Separate schools merged into a primary EdCorp should NOT use this tab.<br>>"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 Actual Quarterly Report information . Includes:<br>>Actual Enrollment data and Per Pupil Revenue for the current year are populated based upon input on tab "2.) Enrollment."<br>>Actual FTE for current year is populated based upon input on tab "3.) Staffing Plan."<br>>All other sources of revenue<br>>All expenses   |
| <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 containe 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.

**Charter Funding Alphabetical By NYS School District**  
**\* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)**

| <b>District<br/>Code</b> | <b>School District Name</b> | <b>Final 2015-16<br/>Basic Tuition*</b> | <b>Final 2016-17<br/>Basic Tuition*</b> |
|--------------------------|-----------------------------|---|---|
|--------------------------|-----------------------------|---|---|



## ANNUAL BUDGET & QUARTERLY REPORT TEMPLATE

### Success Academy Charter School - Harlem 3

#### SCHOOL

|              |   |
|--------------|---|
| <b>Name:</b> | Success Academy Charter School - Harlem 3 |
|--------------|---|

#### CONTACT INFORMATION

|                       |                     |
|-----------------------|---------------------|
| <b>Contact Name:</b>  | Scott Sobelman      |
| <b>Contact Title:</b> | Director of Finance |
| <b>Contact Email:</b> | [REDACTED]          |
| <b>Contact Phone:</b> | [REDACTED]          |

#### REPORT PERIOD

|                               |         |
|-------------------------------|---------|
| <b>Current Academic Year:</b> | 2016-17 |
| <b>Prior Academic Year:</b>   | Err:508 |

**SUCCESS ACADEMY CHARTER SCHOOL -  
2016-17**

| ENROLLMENT BY GRADES                  |    |    |    |    |    |     |    |     |
|---------------------------------------|----|----|----|----|----|-----|----|-----|
| GRADES                                | K  | 1  | 2  | 3  | 4  | 5   | 6  | 7   |
| INITIAL BUDGETED ENROLLMENT<br>#NAME? | 60 | 90 | 90 | 90 | 86 | 132 | 98 | 100 |

| ENROLLMENT BY DISTRICT  |                                   |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
|---|-----------------------------------|---|--|------------------------------------|--|------------------------------------|------------------|--------------------------------|------------------|--------------------------------|------------------|--------------------------------|------------------|--------------------------------|------------------|--------------------------------|------------------------------------|-----------------------------------|------------------------------------|-----------------------------------|------------------------------------|-----------------------------------|------------------------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|-------------------|--------------------------------|--|
|   |                                   | <table border="1"> <tr> <th colspan="7">ANNUAL BUDGET<br/>TOTAL DISTRICTS/ENROLLMENT BY QUARTER</th> </tr> <tr> <th colspan="2">QUARTER 1</th> <th colspan="2">QUARTER 2</th> <th colspan="2">QUARTER 3</th> <th>QUAR</th> </tr> <tr> <th>Original</th> <th>Revised</th> <th>Original</th> <th>Revised</th> <th>Original</th> <th>Revised</th> <th>Original</th> </tr> <tr> <td>1</td> <td>0</td> <td>1</td> <td>0</td> <td>1</td> <td>0</td> <td>1</td> </tr> <tr> <td>822.8902461</td> <td>0</td> <td>822.8902461</td> <td>0</td> <td>822.8902461</td> <td>0</td> <td>822.8902461</td> </tr> </table>   | ANNUAL BUDGET<br>TOTAL DISTRICTS/ENROLLMENT BY QUARTER |                                    |  |                                    |                  |                                |                  | QUARTER 1                      |                  | QUARTER 2                      |                  | QUARTER 3                      |                  | QUAR                           | Original                           | Revised                           | Original                           | Revised                           | Original                           | Revised                           | Original                           | 1                              | 0                 | 1                              | 0                 | 1                              | 0                 | 1                              | 822.8902461       | 0                              | 822.8902461       | 0                              | 822.8902461       | 0                              | 822.8902461       |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| ANNUAL BUDGET<br>TOTAL DISTRICTS/ENROLLMENT BY QUARTER  |                                   |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| QUARTER 1   |                                   | QUARTER 2   |  | QUARTER 3                          |  | QUAR                               |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Original  | Revised                           | Original  | Revised  | Original                           | Revised  | Original                           |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| 1   | 0                                 | 1   | 0  | 1                                  | 0  | 1                                  |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| 822.8902461   | 0                                 | 822.8902461   | 0  | 822.8902461                        | 0  | 822.8902461                        |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| NUMBER OF SCHOOL DISTRICTS ENROLLED:<br>NUMBER OF STUDENTS ENROLLED:  |                                   | <table border="1"> <tr> <th>PRIOR YEAR</th> </tr> <tr> <th>ACTUAL</th> </tr> <tr> <td>0</td> </tr> <tr> <td>0</td> </tr> </table>   | PRIOR YEAR   | ACTUAL                             | 0  | 0                                  |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| PRIOR YEAR  |                                   |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| ACTUAL  |                                   |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
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| 0   |                                   |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
|   |                                   | <table border="1"> <tr> <th colspan="7">ENROLLMENT BY QUARTER</th> </tr> <tr> <th colspan="2">QUARTER 1</th> <th colspan="2">QUARTER 2</th> <th colspan="2">QUARTER 3</th> <th>QUAR</th> </tr> <tr> <th>Original<br/>Budgeted<br/>Enrollment</th> <th>Revised<br/>Budgeted<br/>Enrollment</th> <th>Original<br/>Budgeted<br/>Enrollment</th> <th>Revised<br/>Budgeted<br/>Enrollment</th> <th>Original<br/>Budgeted<br/>Enrollment</th> <th>Revised<br/>Budgeted<br/>Enrollment</th> <th>Original<br/>Budgeted<br/>Enrollment</th> </tr> <tr> <td>822.8902461</td> <td></td> <td>822.8902461</td> <td></td> <td>822.8902461</td> <td></td> <td>822.8902461</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> | ENROLLMENT BY QUARTER                                  |                                    |  |                                    |                  |                                |                  | QUARTER 1                      |                  | QUARTER 2                      |                  | QUARTER 3                      |                  | QUAR                           | Original<br>Budgeted<br>Enrollment | Revised<br>Budgeted<br>Enrollment | Original<br>Budgeted<br>Enrollment | Revised<br>Budgeted<br>Enrollment | Original<br>Budgeted<br>Enrollment | Revised<br>Budgeted<br>Enrollment | Original<br>Budgeted<br>Enrollment | 822.8902461                    |                   | 822.8902461                    |                   | 822.8902461                    |                   | 822.8902461                    |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| ENROLLMENT BY QUARTER   |                                   |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| QUARTER 1   |                                   | QUARTER 2   |  | QUARTER 3                          |  | QUAR                               |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Original<br>Budgeted<br>Enrollment  | Revised<br>Budgeted<br>Enrollment | Original<br>Budgeted<br>Enrollment  | Revised<br>Budgeted<br>Enrollment                      | Original<br>Budgeted<br>Enrollment | Revised<br>Budgeted<br>Enrollment  | Original<br>Budgeted<br>Enrollment |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| 822.8902461   |                                   | 822.8902461   |  | 822.8902461                        |  | 822.8902461                        |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
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| <table border="1"> <tr> <th>PRIOR YEAR</th> </tr> <tr> <td>Err:508</td> </tr> <tr> <td>Actual Enrollment</td> </tr> </table>  |                                   | PRIOR YEAR  | Err:508  | Actual Enrollment                  | <p><b>*NOTE:</b> If there are NO budget revisions at the time of quarterly submittal leave the 'REVISED' COMPLETELY BLANK. If budget revisions ARE made, the entire "REVISED" budget columns affected quarter(s) must be completed on tabs 2, 3 and 4.</p> |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| PRIOR YEAR  |                                   |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
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| Actual Enrollment   |                                   |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
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              | DISTRICT NAME(S)  | 1 PRIMARY District                                     | NYC CHANCELLOR'S OFFICE            | 2 SECONDARY District   | (Select from drop-down list) →     | Other District 3 | (Select from drop-down list) → | Other District 4 | (Select from drop-down list) → | Other District 5 | (Select from drop-down list) → | Other District 6 | (Select from drop-down list) → | Other District 7 | (Select from drop-down list) → | Other District 8                   | (Select from drop-down list) →    | Other District 9                   | (Select from drop-down list) →    | Other District 10                  | (Select from drop-down list) →    | Other District 11                  | (Select from drop-down list) → | Other District 12 | (Select from drop-down list) → | Other District 13 | (Select from drop-down list) → | Other District 14 | (Select from drop-down list) → | Other District 15 | (Select from drop-down list) → | Other District 16 | (Select from drop-down 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| 1 PRIMARY District  | NYC CHANCELLOR'S OFFICE           |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| 2 SECONDARY District  | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 3  | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 4  | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 5  | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 6  | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 7  | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 8  | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 9  | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 10   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 11   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 12   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 13   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 14   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 15   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 16   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 17   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 18   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 19   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 20   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 21   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 22   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 23   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 24   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 25   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 26   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 27   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 28   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 29   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 30   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 31   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 32   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 33   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 34   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 35   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 36   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 37   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 38   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 39   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 40   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 41   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 42   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 43   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 44   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 45   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 46   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 47   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 48   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 49   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |
| Other District 50   | (Select from drop-down list) →    |   |  |                                    |  |                                    |                  |                                |                  |                                |                  |                                |                  |                                |                  |                                |                                    |                                   |                                    |                                   |                                    |                                   |                                    |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |                   |                                |  |

HARLEM 3

| 8  | 9 | 10 | 11 | 12     |
|----|---|----|----|--------|
| 98 | 0 | 0  | 0  | #NAME? |

| TER 4                  | ACTUAL QUARTERLY<br>TOTAL DISTRICTS/ENROLLMENT |                      |                      |                      |
|------------------------|--|----------------------|----------------------|----------------------|
|                        | QUARTER 1                                      | QUARTER 2            | QUARTER 3            | QUARTER 4            |
|                        | Actual   | Actual               | Actual               | Actual               |
|                        | 0  | 0                    | 0                    | 0                    |
| 0                      | 0  | 0                    | 0                    | 0                    |
| * Column(s)<br>for the |  |                      |                      |                      |
| TER 4                  | ACTUAL ENROLLMENT BY QUARTER                   |                      |                      |                      |
|                        | QUARTER 1                                      | QUARTER 2            | QUARTER 3            | QUARTER 4            |
|                        | Actual<br>Enrollment                           | Actual<br>Enrollment | Actual<br>Enrollment | Actual<br>Enrollment |
|                        |  |                      |                      |                      |
|                        |  |                      |                      |                      |
|                        |  |                      |                      |                      |

STAFFING PLAN - F

**\*NOTE:** Enter the number of FTE positions in the "blue" cells.

**\*NOTE:** If there are NO budget revisions at the time of quarterly submittal leave the "REVISED" column blank. If budget revisions ARE made, the entire "REVISED" budget columns for the affected quarters must be completed.

| ADMINISTRATIVE PERSONNEL FTE    | PRIOR YEAR<br>Err:508<br>ACTUAL | ANNUAL BUDGETED FTE |         |          |         |          |
|---------------------------------|---------------------------------|---------------------|---------|----------|---------|----------|
|                                 |                                 | Q1                  |         | Q2       |         | Q3       |
|                                 |                                 | Original            | Revised | Original | Revised | Original |
| Executive Management            |                                 |                     |         | 0.0      |         | 0.0      |
| Instructional Management        |                                 | 10.0                |         | 10.0     |         | 10.0     |
| Deans, Directors & Coordinators |                                 | 5.0                 |         | 5.0      |         | 5.0      |
| CFO / Director of Finance       |                                 |                     |         | 0.0      |         | 0.0      |
| Operation / Business Manager    |                                 | 10.0                |         | 10.0     |         | 10.0     |
| Administrative Staff            |                                 |                     |         | 0.0      |         | 0.0      |
| TOTAL ADMINISTRATIVE STAFF      | 0.0                             | 25.0                | 0.0     | 25.0     | 0.0     | 25.0     |

| INSTRUCTIONAL PERSONNEL FTE | PRIOR YEAR<br>Err:508<br>ACTUAL | ANNUAL BUDGETED FTE |         |          |         |          |
|-----------------------------|---------------------------------|---------------------|---------|----------|---------|----------|
|                             |                                 | Q1                  |         | Q2       |         | Q3       |
|                             |                                 | Original            | Revised | Original | Revised | Original |
| Teachers - Regular          |                                 | 46.0                |         | 46.0     |         | 46.0     |
| Teachers - SPED             |                                 | 3.0                 |         | 3.0      |         | 3.0      |
| Substitute Teachers         |                                 |                     |         | 0.0      |         | 0.0      |
| Teaching Assistants         |                                 | 10.0                |         | 10.0     |         | 10.0     |
| Specialty Teachers          |                                 | 14.0                |         | 14.0     |         | 14.0     |
| Aides                       |                                 |                     |         | 0.0      |         | 0.0      |
| Therapists & Counselors     |                                 | 3.5                 |         | 3.5      |         | 3.5      |
| Other                       |                                 |                     |         | 0.0      |         | 0.0      |
| TOTAL INSTRUCTIONAL         | 0.0                             | 76.5                | 0.0     | 76.5     | 0.0     | 76.5     |

| NON-INSTRUCTIONAL PERSONNEL FTE | PRIOR YEAR<br>Err:508<br>ACTUAL | ANNUAL BUDGETED FTE |         |          |         |          |
|---------------------------------|---------------------------------|---------------------|---------|----------|---------|----------|
|                                 |                                 | Q1                  |         | Q2       |         | Q3       |
|                                 |                                 | Original            | Revised | Original | Revised | Original |
| Nurse                           |                                 |                     |         |          |         |          |
| Librarian                       |                                 |                     |         |          |         |          |
| Custodian                       |                                 |                     |         |          |         |          |
| Security                        |                                 |                     |         |          |         |          |
| Other                           |                                 |                     |         |          |         |          |
| TOTAL NON-INSTRUCTIONAL         | 0.0                             | 0.0                 | 0.0     | 0.0      | 0.0     | 0.0      |

|                                    |     |       |     |       |     |       |
|------------------------------------|-----|-------|-----|-------|-----|-------|
| <b>TOTAL PERSONNEL SERVICE FTE</b> | 0.0 | 101.5 | 0.0 | 101.5 | 0.0 | 101.5 |
|------------------------------------|-----|-------|-----|-------|-----|-------|

**CHARTER SCHOOL - HARLEM 3**  
**2016-17**

**FULL TIME EQUIVALENT ("FTE")**

**\*NOTE:** Enter the number of FTE positions in the "blue" cells.

The 'REVISED' Column(s) COMPLETELY BLANK. If the quarter(s) must be completed on tabs 2, 3

**\*NOTE:** Each quarter, the actual FTE should be input.

| ADMINISTRATIVE PERSONNEL FTE    |         |          |         |
|---------------------------------|---------|----------|---------|
|                                 | 3       | Q4       |         |
|                                 | Revised | Original | Revised |
| Executive Management            |         | 0.0      |         |
| Instructional Management        |         | 10.0     |         |
| Deans, Directors & Coordinators |         | 5.0      |         |
| CFO / Director of Finance       |         | 0.0      |         |
| Operation / Business Manager    |         | 10.0     |         |
| Administrative Staff            |         | 0.0      |         |
| TOTAL ADMINISTRATIVE STAFF      | 0.0     | 25.0     | 0.0     |

| ACTUAL QUARTERLY FTE |        |        |        |
|----------------------|--------|--------|--------|
| Q1                   | Q2     | Q3     | Q4     |
| Actual               | Actual | Actual | Actual |
|                      |        |        |        |
|                      |        |        |        |
|                      |        |        |        |
|                      |        |        |        |
|                      |        |        |        |
| 0.0                  | 0.0    | 0.0    | 0.0    |

| INSTRUCTIONAL PERSONNEL FTE |         |          |         |
|-----------------------------|---------|----------|---------|
|                             | 3       | Q4       |         |
|                             | Revised | Original | Revised |
| Teachers - Regular          |         | 46.0     |         |
| Teachers - SPED             |         | 3.0      |         |
| Substitute Teachers         |         | 0.0      |         |
| Teaching Assistants         |         | 10.0     |         |
| Specialty Teachers          |         | 14.0     |         |
| Aides                       |         | 0.0      |         |
| Therapists & Counselors     |         | 3.5      |         |
| Other                       |         | 0.0      |         |
| TOTAL INSTRUCTIONAL         | 0.0     | 76.5     | 0.0     |

| ACTUAL QUARTERLY FTE |        |        |        |
|----------------------|--------|--------|--------|
| Q1                   | Q2     | Q3     | Q4     |
| Actual               | Actual | Actual | Actual |
|                      |        |        |        |
|                      |        |        |        |
|                      |        |        |        |
|                      |        |        |        |
|                      |        |        |        |
|                      |        |        |        |
| 0.0                  | 0.0    | 0.0    | 0.0    |

| NON-INSTRUCTIONAL PERSONNEL FTE |         |          |         |
|---------------------------------|---------|----------|---------|
|                                 | 3       | Q4       |         |
|                                 | Revised | Original | Revised |
| Nurse                           |         |          |         |
| Librarian                       |         |          |         |
| Custodian                       |         |          |         |
| Security                        |         |          |         |
| Other                           |         |          |         |
| TOTAL NON-INSTRUCTIONAL         | 0.0     | 0.0      | 0.0     |

| ACTUAL QUARTERLY FTE |        |        |        |
|----------------------|--------|--------|--------|
| Q1                   | Q2     | Q3     | Q4     |
| Actual               | Actual | Actual | Actual |
|                      |        |        |        |
|                      |        |        |        |
|                      |        |        |        |
|                      |        |        |        |
| 0.0                  | 0.0    | 0.0    | 0.0    |

|                             |     |       |     |
|-----------------------------|-----|-------|-----|
| TOTAL PERSONNEL SERVICE FTE | 0.0 | 101.5 | 0.0 |
|-----------------------------|-----|-------|-----|

|     |     |     |     |
|-----|-----|-----|-----|
| 0.0 | 0.0 | 0.0 | 0.0 |
|-----|-----|-----|-----|

|  |  |
|--|--|
|  |  |
|--|--|

**\*NOTE:** Enter the number of FTE positions in the "blue" cells.

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

| ADMINISTRATIVE PERSONNEL FTE    | Description of Assumptions |
|---------------------------------|----------------------------|
|                                 |                            |
| 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 |
|-----------------------------|----------------------------|
|                             |                            |
| Teachers - Regular          |                            |
| Teachers - SPED             |                            |
| Substitute Teachers         |                            |
| Teaching Assistants         |                            |
| Specialty Teachers          |                            |
| Aides                       |                            |
| Therapists & Counselors     |                            |
| Other                       |                            |
| TOTAL INSTRUCTIONAL         |                            |

| NON-INSTRUCTIONAL PERSONNEL FTE | Description of Assumptions |
|---------------------------------|----------------------------|
|                                 |                            |
| Nurse                           |                            |
| Librarian                       |                            |
| Custodian                       |                            |
| Security                        |                            |
| Other                           |                            |
| TOTAL NON-INSTRUCTIONAL         |                            |

|                             |  |
|-----------------------------|--|
| TOTAL PERSONNEL SERVICE FTE |  |
|-----------------------------|--|

| SUCCESS ACADEMY CHARTER SCHOOL - H                           |                                       |  |                |          |                            |                |          |                 |
|--|---------------------------------------|--|----------------|----------|----------------------------|----------------|----------|-----------------|
| Budget / Operating Plan<br>2016-17                           |                                       |  |                |          |                            |                |          |                 |
| Total Revenue  | -                                     | #NAME?   | #NAME?         | #NAME?   | #NAME?                     | #NAME?         | #NAME?   | #NAME?          |
| Total Expenses   | -                                     | 3,607,274  | #NAME?         | #NAME?   | 3,607,274                  | #NAME?         | #NAME?   | 3,607,274       |
| Net Income   | -                                     | #NAME?   | #NAME?         | #NAME?   | #NAME?                     | #NAME?         | #NAME?   | #NAME?          |
| Actual Student Enrollment                                    | -                                     | 823  | -              | -        | 823                        | -              | -        | 823             |
|  | Prior Year Actual                     | 1st Quarter - 7/1 - 9/30   |                |          | 2nd Quarter - 10/1 - 12/31 |                |          | 3rd Quarter     |
|  | Err:508                               | Original Budget  | Revised Budget | Variance | Original Budget            | Revised Budget | Variance | Original Budget |
| REVENUE  | Allocate Per Pupil Revenue by Quarter | *NOTE: If there are NO budget revisions at the time of quarterly submittal leave<br>If budget revisions ARE made, the entire "REVISED" budget columns for the affected |                |          |                            |                |          |                 |
| REVENUES FROM STATE SOURCES                                  | 2016-17                               | PPR %/Qtr->  | 25.0%          | 25.0%    | 25.0%                      | 25.0%          | 25.0%    | 25.0%           |
| Per Pupil Revenue  | Per Pupil Rate                        |  |                |          |                            |                |          |                 |
| NYC CHANCELLOR'S OFFICE                                      | #NAME?                                |  | #NAME?         | #NAME?   | #NAME?                     | #NAME?         | #NAME?   | #NAME?          |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| -  | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| ALL OTHER School Districts: ( Weighted Avg )                 | #N/A                                  |  | #N/A           | #NAME?   | #N/A                       | #N/A           | #NAME?   | #N/A            |
| TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding) | #NAME?                                | -  | #NAME?         | #NAME?   | #NAME?                     | #NAME?         | #NAME?   | #NAME?          |
| Special Education Revenue                                    |                                       |  | 366,352        |          | #NAME?                     | 366,352        |          | #NAME?          |
| Grants   |                                       |  |                |          |                            |                |          |                 |
| Stimulus   |                                       |  | -              |          | #NAME?                     |                |          | #NAME?          |
| DYCD (Department of Youth and Community Development)         |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| Other  |                                       |  | 88,461         |          | #NAME?                     | 88,461         |          | #NAME?          |
| Other  |                                       |  | -              |          | #NAME?                     |                |          | #NAME?          |
| TOTAL REVENUE FROM STATE SOURCES                             |                                       | -  | #NAME?         | #NAME?   | #NAME?                     | #NAME?         | #NAME?   | #NAME?          |
| REVENUE FROM FEDERAL FUNDING                                 |                                       |  |                |          |                            |                |          |                 |
| IDEA Special Needs   |                                       |  | 10,877         |          | #NAME?                     | 10,877         |          | #NAME?          |
| Title I  |                                       |  | 74,001         |          | #NAME?                     | 74,001         |          | #NAME?          |
| Title Funding - Other  |                                       |  | 1,875          |          | #NAME?                     | 1,875          |          | #NAME?          |
| School Food Service (Free Lunch)                             |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| Grants   |                                       |  |                |          |                            |                |          |                 |
| Charter School Program (CSP) Planning & Implementation       |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| Other  |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| Other  |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| TOTAL REVENUE FROM FEDERAL SOURCES                           |                                       | -  | 86,754         | -        | #NAME?                     | 86,754         | -        | #NAME?          |
| LOCAL and OTHER REVENUE                                      |                                       |  |                |          |                            |                |          |                 |
| Contributions and Donations                                  |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| Fundraising  |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| Erate Reimbursement  |                                       |  | 12,209         |          | #NAME?                     | 12,209         |          | #NAME?          |
| Earnings on Investments                                      |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| Interest Income  |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| Food Service (Income from meals)                             |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| Text Book  |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| OTHER  |                                       |  | -              |          | #NAME?                     | -              |          | #NAME?          |
| TOTAL REVENUE FROM LOCAL and OTHER SOURCES                   |                                       | -  | 12,209         | -        | #NAME?                     | 12,209         | -        | #NAME?          |
| TOTAL REVENUE  |                                       | -  | #NAME?         | #NAME?   | #NAME?                     | #NAME?         | #NAME?   | #NAME?          |

**SUCCESS ACADEMY CHARTER SCHOOL - H**  
**Budget / Operating Plan**  
**2016-17**

|                           |   |           |        |        |           |        |        |           |
|---------------------------|---|-----------|--------|--------|-----------|--------|--------|-----------|
| Total Revenue             | - | #NAME?    | #NAME? | #NAME? | #NAME?    | #NAME? | #NAME? | #NAME?    |
| Total Expenses            | - | 3,607,274 | #NAME? | #NAME? | 3,607,274 | #NAME? | #NAME? | 3,607,274 |
| Net Income                | - | #NAME?    | #NAME? | #NAME? | #NAME?    | #NAME? | #NAME? | #NAME?    |
| Actual Student Enrollment | - | 823       | -      | -      | 823       | -      | -      | 823       |

| Prior Year Actual | 1st Quarter - 7/1 - 9/30 |                |          | 2nd Quarter - 10/1 - 12/31 |                |          | 3rd Quarter - 1/1 - 3/31 |
|-------------------|--------------------------|----------------|----------|----------------------------|----------------|----------|--------------------------|
| Err:508           | Original Budget          | Revised Budget | Variance | Original Budget            | Revised Budget | Variance | Original Budget          |

**EXPENSES**

**ADMINISTRATIVE STAFF PERSONNEL COSTS**

Avg. No. of Positions

|                                   |              |          |                |          |               |                |          |               |
|-----------------------------------|--------------|----------|----------------|----------|---------------|----------------|----------|---------------|
| Executive Management              | -            |          |                | #NAME?   | -             |                | #NAME?   | -             |
| Instructional Management          | 10.00        | 239,896  |                | #NAME?   | 239,896       |                | #NAME?   | 239,896       |
| Deans, Directors & Coordinators   | 5.00         | 80,660   |                | #NAME?   | 80,660        |                | #NAME?   | 80,660        |
| CFO / Director of Finance         | -            | -        |                | #NAME?   | -             |                | #NAME?   | -             |
| Operation / Business Manager      | 10.00        | 158,371  |                | #NAME?   | 158,371       |                | #NAME?   | 158,371       |
| Administrative Staff              | -            | -        |                | #NAME?   | -             |                | #NAME?   | -             |
| <b>TOTAL ADMINISTRATIVE STAFF</b> | <b>25.00</b> | <b>-</b> | <b>478,927</b> | <b>-</b> | <b>#NAME?</b> | <b>478,927</b> | <b>-</b> | <b>#NAME?</b> |

**INSTRUCTIONAL PERSONNEL COSTS**

|                            |              |          |                  |          |               |                  |          |               |
|----------------------------|--------------|----------|------------------|----------|---------------|------------------|----------|---------------|
| Teachers - Regular         | 46.00        | 796,595  |                  | #NAME?   | 796,595       |                  | #NAME?   | 796,595       |
| Teachers - SPED            | 3.00         | 51,986   |                  | #NAME?   | 51,986        |                  | #NAME?   | 51,986        |
| Substitute Teachers        | -            | -        |                  | #NAME?   | -             |                  | #NAME?   | -             |
| Teaching Assistants        | 10.00        | 132,047  |                  | #NAME?   | 132,047       |                  | #NAME?   | 132,047       |
| Specialty Teachers         | 14.00        | 233,602  |                  | #NAME?   | 233,602       |                  | #NAME?   | 233,602       |
| Aides                      | -            | -        |                  | #NAME?   | -             |                  | #NAME?   | -             |
| Therapists & Counselors    | 3.50         | 39,846   |                  | #NAME?   | 39,846        |                  | #NAME?   | 39,846        |
| Other                      | -            | -        |                  | #NAME?   | -             |                  | #NAME?   | -             |
| <b>TOTAL INSTRUCTIONAL</b> | <b>76.50</b> | <b>-</b> | <b>1,254,076</b> | <b>-</b> | <b>#NAME?</b> | <b>1,254,076</b> | <b>-</b> | <b>#NAME?</b> |

**NON-INSTRUCTIONAL PERSONNEL COSTS**

|                                |          |          |          |               |          |          |               |          |
|--------------------------------|----------|----------|----------|---------------|----------|----------|---------------|----------|
| Nurse                          | -        | -        |          | #NAME?        | -        |          | #NAME?        | -        |
| Librarian                      | -        | -        |          | #NAME?        | -        |          | #NAME?        | -        |
| Custodian                      | -        | -        |          | #NAME?        | -        |          | #NAME?        | -        |
| Security                       | -        | -        |          | #NAME?        | -        |          | #NAME?        | -        |
| Other                          | -        | -        |          | #NAME?        | -        |          | #NAME?        | -        |
| <b>TOTAL NON-INSTRUCTIONAL</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>#NAME?</b> | <b>-</b> | <b>-</b> | <b>#NAME?</b> | <b>-</b> |

**SUBTOTAL PERSONNEL SERVICE COSTS**

|        |   |           |   |        |           |   |        |           |
|--------|---|-----------|---|--------|-----------|---|--------|-----------|
| 101.50 | - | 1,733,003 | - | #NAME? | 1,733,003 | - | #NAME? | 1,733,003 |
|--------|---|-----------|---|--------|-----------|---|--------|-----------|

**PAYROLL TAXES AND BENEFITS**

|   |          |                |          |               |                |          |               |                |
|---|----------|----------------|----------|---------------|----------------|----------|---------------|----------------|
| Payroll Taxes                           |          | 141,234        |          | #NAME?        | 141,234        |          | #NAME?        | 141,234        |
| Fringe / Employee Benefits              |          | 204,928        |          | #NAME?        | 204,928        |          | #NAME?        | 204,928        |
| Retirement / Pension                    |          | 38,993         |          | #NAME?        | 38,993         |          | #NAME?        | 38,993         |
| <b>TOTAL PAYROLL TAXES AND BENEFITS</b> | <b>-</b> | <b>385,154</b> | <b>-</b> | <b>#NAME?</b> | <b>385,154</b> | <b>-</b> | <b>#NAME?</b> | <b>385,154</b> |

**TOTAL PERSONNEL SERVICE COSTS**

|        |   |           |   |        |           |   |        |           |
|--------|---|-----------|---|--------|-----------|---|--------|-----------|
| 101.50 | - | 2,118,157 | - | #NAME? | 2,118,157 | - | #NAME? | 2,118,157 |
|--------|---|-----------|---|--------|-----------|---|--------|-----------|

**CONTRACTED SERVICES**

|   |          |                |          |               |                |          |               |                |
|---|----------|----------------|----------|---------------|----------------|----------|---------------|----------------|
| Accounting / Audit                          |          | 2,134          |          | #NAME?        | 2,134          |          | #NAME?        | 2,134          |
| Legal                                       |          | -              |          | #NAME?        | -              |          | #NAME?        | -              |
| Management Company Fee                      |          | 446,120        |          | #NAME?        | 446,120        |          | #NAME?        | 446,120        |
| Nurse Services                              |          | -              |          | #NAME?        | -              |          | #NAME?        | -              |
| Food Service / School Lunch                 |          | -              |          | #NAME?        | -              |          | #NAME?        | -              |
| Payroll Services                            |          | 8,247          |          | #NAME?        | 8,247          |          | #NAME?        | 8,247          |
| Special Ed Services                         |          | -              |          | #NAME?        | -              |          | #NAME?        | -              |
| Titlment Services (i.e. Title I)            |          | -              |          | #NAME?        | -              |          | #NAME?        | -              |
| Other Purchased / Professional / Consulting |          | 6,250          |          | #NAME?        | 6,250          |          | #NAME?        | 6,250          |
| <b>TOTAL CONTRACTED SERVICES</b>            | <b>-</b> | <b>462,751</b> | <b>-</b> | <b>#NAME?</b> | <b>462,751</b> | <b>-</b> | <b>#NAME?</b> | <b>462,751</b> |

[illegible]

|   |  |                          |                |          |                            |                |          |                 |
|---|--|--------------------------|----------------|----------|----------------------------|----------------|----------|-----------------|
|   | SUCCESS ACADEMY CHARTER SCHOOL - H<br>Budget / Operating Plan<br>2016-17 |                          |                |          |                            |                |          |                 |
| Total Revenue   | -  | #NAME?                   | #NAME?         | #NAME?   | #NAME?                     | #NAME?         | #NAME?   | #NAME?          |
| Total Expenses  | -  | 3,607,274                | #NAME?         | #NAME?   | 3,607,274                  | #NAME?         | #NAME?   | 3,607,274       |
| Net Income  | -  | #NAME?                   | #NAME?         | #NAME?   | #NAME?                     | #NAME?         | #NAME?   | #NAME?          |
| Actual Student Enrollment                                   | -  | 823                      | -              | -        | 823                        | -              | -        | 823             |
|   | Prior Year Actual  | 1st Quarter - 7/1 - 9/30 |                |          | 2nd Quarter - 10/1 - 12/31 |                |          | 3rd Quarter     |
|   | Err:508  | Original Budget          | Revised Budget | Variance | Original Budget            | Revised Budget | Variance | Original Budget |
| ENROLLMENT - *School Districts Are Linked To Above Entries* |  |                          |                |          |                            |                |          |                 |
| Number of Districts:  | -  | 1                        | -              | -        | 1                          | -              | -        | 1               |
| NYC CHANCELLOR'S OFFICE                                     | -  | 823                      | -              | -        | 823                        | -              | -        | 823             |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| -   | -  | -                        | -              | -        | -                          | -              | -        | -               |
| ALL OTHER School Districts: ( Weighted Avg )                | -  | -                        | -              | -        | -                          | -              | -        | -               |
| TOTAL ENROLLMENT  | -  | 823                      | -              | -        | 823                        | -              | -        | 823             |
| REVENUE PER PUPIL   | -  | #NAME?                   | -              | #NAME?   | #NAME?                     | -              | #NAME?   | #NAME?          |
| EXPENSES PER PUPIL  | -  | 4,384                    | -              | #NAME?   | 4,384                      | -              | #NAME?   | 4,384           |

|  |                |   |          |                          |                |          |
|--|----------------|---|----------|--------------------------|----------------|----------|
|  |                | PARLEM 3  |          |                          |                |          |
| Total Revenue  |                | #NAME?  | #NAME?   | #NAME?                   | #NAME?         | #NAME?   |
| Total Expenses   |                | #NAME?  | #NAME?   | 3,607,274                | #NAME?         | #NAME?   |
| Net Income   |                | #NAME?  | #NAME?   | #NAME?                   | #NAME?         | #NAME?   |
| Actual Student Enrollment                                    |                | -   | -        | 823                      | -              | -        |
|  |                | Quarter - 1/1 - 3/31                                      |          | 4th Quarter - 4/1 - 6/30 |                |          |
|  |                | Revised Budget  | Variance | Original Budget          | Revised Budget | Variance |
| REVENUE  |                | Use the 'REVISED' Column(s) COMPLETELY BLANK.             |          |                          |                |          |
| REVENUES FROM STATE SOURCES                                  |                | Selected quarter(s) must be completed on tabs 2, 3 and 4. |          |                          |                |          |
|  | 2016-17        |   |          |                          |                |          |
| Per Pupil Revenue  | Per Pupil Rate | 25.0%   | 25.0%    | 25.0%                    |                |          |
| NYC CHANCELLOR'S OFFICE                                      | #NAME?         | #NAME?  | #NAME?   | #NAME?                   | #NAME?         | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| -  | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| ALL OTHER School Districts: ( Weighted Avg )                 | #N/A           | #N/A  | #NAME?   | #N/A                     | #N/A           | #NAME?   |
| TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding) | #NAME?         | #NAME?  | #NAME?   | #NAME?                   | #NAME?         | #NAME?   |
| Special Education Revenue                                    |                | #NAME?  | 366,352  |                          |                | #NAME?   |
| Grants   |                |   |          |                          |                |          |
| Stimulus   |                | #NAME?  |          |                          |                | #NAME?   |
| DYCD (Department of Youth and Community Development)         |                | #NAME?  | -        |                          |                | #NAME?   |
| Other  |                | #NAME?  | 88,461   |                          |                | #NAME?   |
| Other  |                | #NAME?  |          |                          |                | #NAME?   |
| TOTAL REVENUE FROM STATE SOURCES                             |                | #NAME?  | #NAME?   | #NAME?                   | #NAME?         | #NAME?   |
| REVENUE FROM FEDERAL FUNDING                                 |                |   |          |                          |                |          |
| IDEA Special Needs   |                | #NAME?  | 10,877   |                          |                | #NAME?   |
| Title I  |                | #NAME?  | 74,001   |                          |                | #NAME?   |
| Title Funding - Other  |                | #NAME?  | 1,875    |                          |                | #NAME?   |
| School Food Service (Free Lunch)                             |                | #NAME?  | -        |                          |                | #NAME?   |
| Grants   |                |   |          |                          |                |          |
| Charter School Program (CSP) Planning & Implementation       |                | #NAME?  | -        |                          |                | #NAME?   |
| Other  |                | #NAME?  | -        |                          |                | #NAME?   |
| Other  |                | #NAME?  | -        |                          |                | #NAME?   |
| TOTAL REVENUE FROM FEDERAL SOURCES                           |                | -   | 86,754   |                          | -              | #NAME?   |
| LOCAL and OTHER REVENUE                                      |                |   |          |                          |                |          |
| Contributions and Donations                                  |                | #NAME?  | -        |                          |                | #NAME?   |
| Fundraising  |                | #NAME?  | -        |                          |                | #NAME?   |
| Erate Reimbursement  |                | #NAME?  | 12,209   |                          |                | #NAME?   |
| Earnings on Investments                                      |                | #NAME?  | -        |                          |                | #NAME?   |
| Interest Income  |                | #NAME?  | -        |                          |                | #NAME?   |
| Food Service (Income from meals)                             |                | #NAME?  | -        |                          |                | #NAME?   |
| Text Book  |                | #NAME?  | -        |                          |                | #NAME?   |
| OTHER  |                | #NAME?  | -        |                          |                | #NAME?   |
| TOTAL REVENUE FROM LOCAL and OTHER SOURCES                   |                | -   | 12,209   |                          | -              | #NAME?   |
| TOTAL REVENUE  |                | #NAME?  | #NAME?   | #NAME?                   | #NAME?         | #NAME?   |

|   |                       |                      |          |                          |                |          |
|---|-----------------------|----------------------|----------|--------------------------|----------------|----------|
|   |                       | PARLEM 3             |          |                          |                |          |
| Total Revenue                               |                       | #NAME?               | #NAME?   | #NAME?                   | #NAME?         | #NAME?   |
| Total Expenses                              |                       | #NAME?               | #NAME?   | 3,607,274                | #NAME?         | #NAME?   |
| Net Income                                  |                       | #NAME?               | #NAME?   | #NAME?                   | #NAME?         | #NAME?   |
| Actual Student Enrollment                   |                       | -                    | -        | 823                      | -              | -        |
|   |                       | Quarter - 1/1 - 3/31 |          | 4th Quarter - 4/1 - 6/30 |                |          |
|   |                       | Revised Budget       | Variance | Original Budget          | Revised Budget | Variance |
| <b>EXPENSES</b>                             |                       |                      |          |                          |                |          |
| <b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b> | Avg. No. of Positions |                      |          |                          |                |          |
| Executive Management                        | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Instructional Management                    | 10.00                 | #NAME?               | 239,896  | #NAME?                   | #NAME?         | #NAME?   |
| Deans, Directors & Coordinators             | 5.00                  | #NAME?               | 80,660   | #NAME?                   | #NAME?         | #NAME?   |
| CFO / Director of Finance                   | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Operation / Business Manager                | 10.00                 | #NAME?               | 158,371  | #NAME?                   | #NAME?         | #NAME?   |
| Administrative Staff                        | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| TOTAL ADMINISTRATIVE STAFF                  | 25.00                 | -                    | #NAME?   | 478,927                  | -              | #NAME?   |
| <b>INSTRUCTIONAL PERSONNEL COSTS</b>        |                       |                      |          |                          |                |          |
| Teachers - Regular                          | 46.00                 | #NAME?               | 796,595  | #NAME?                   | #NAME?         | #NAME?   |
| Teachers - SPED                             | 3.00                  | #NAME?               | 51,986   | #NAME?                   | #NAME?         | #NAME?   |
| Substitute Teachers                         | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Teaching Assistants                         | 10.00                 | #NAME?               | 132,047  | #NAME?                   | #NAME?         | #NAME?   |
| Specialty Teachers                          | 14.00                 | #NAME?               | 233,602  | #NAME?                   | #NAME?         | #NAME?   |
| Aides                                       | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Therapists & Counselors                     | 3.50                  | #NAME?               | 39,846   | #NAME?                   | #NAME?         | #NAME?   |
| Other                                       | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| TOTAL INSTRUCTIONAL                         | 76.50                 | -                    | #NAME?   | 1,254,076                | -              | #NAME?   |
| <b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>    |                       |                      |          |                          |                |          |
| Nurse                                       | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Librarian                                   | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Custodian                                   | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Security                                    | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Other                                       | -                     | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| TOTAL NON-INSTRUCTIONAL                     | -                     | -                    | #NAME?   | -                        | -              | #NAME?   |
| <b>SUBTOTAL PERSONNEL SERVICE COSTS</b>     | 101.50                | -                    | #NAME?   | 1,733,003                | -              | #NAME?   |
| <b>PAYROLL TAXES AND BENEFITS</b>           |                       |                      |          |                          |                |          |
| Payroll Taxes                               |                       | #NAME?               | 141,234  | #NAME?                   | #NAME?         | #NAME?   |
| Fringe / Employee Benefits                  |                       | #NAME?               | 204,928  | #NAME?                   | #NAME?         | #NAME?   |
| Retirement / Pension                        |                       | #NAME?               | 38,993   | #NAME?                   | #NAME?         | #NAME?   |
| TOTAL PAYROLL TAXES AND BENEFITS            |                       | -                    | #NAME?   | 385,154                  | -              | #NAME?   |
| <b>TOTAL PERSONNEL SERVICE COSTS</b>        | 101.50                | -                    | #NAME?   | 2,118,157                | -              | #NAME?   |
| <b>CONTRACTED SERVICES</b>                  |                       |                      |          |                          |                |          |
| Accounting / Audit                          |                       | #NAME?               | 2,134    | #NAME?                   | #NAME?         | #NAME?   |
| Legal                                       |                       | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Management Company Fee                      |                       | #NAME?               | 446,120  | #NAME?                   | #NAME?         | #NAME?   |
| Nurse Services                              |                       | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Food Service / School Lunch                 |                       | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Payroll Services                            |                       | #NAME?               | 8,247    | #NAME?                   | #NAME?         | #NAME?   |
| Special Ed Services                         |                       | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Titement Services (i.e. Title I)            |                       | #NAME?               | -        | #NAME?                   | #NAME?         | #NAME?   |
| Other Purchased / Professional / Consulting |                       | #NAME?               | 6,250    | #NAME?                   | #NAME?         | #NAME?   |
| TOTAL CONTRACTED SERVICES                   |                       | -                    | #NAME?   | 462,751                  | -              | #NAME?   |

|  |                             |                 |                                 |                       |                 |
|--|-----------------------------|-----------------|---------------------------------|-----------------------|-----------------|
|  | <b>PARLEM 3</b>             |                 |                                 |                       |                 |
| <b>Total Revenue</b>                                       | #NAME?                      | #NAME?          | #NAME?                          | #NAME?                | #NAME?          |
| <b>Total Expenses</b>                                      | #NAME?                      | #NAME?          | 3,607,274                       | #NAME?                | #NAME?          |
| <b>Net Income</b>  | #NAME?                      | #NAME?          | #NAME?                          | #NAME?                | #NAME?          |
| <b>Actual Student Enrollment</b>                           | -                           | -               | 823                             | -                     | -               |
|  | <b>Quarter - 1/1 - 3/31</b> |                 | <b>4th Quarter - 4/1 - 6/30</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   |                             | #NAME?          | -                               |                       | #NAME?          |
| Classroom / Teaching Supplies & Materials                  |                             | #NAME?          | 93,437                          |                       | #NAME?          |
| Special Ed Supplies & Materials                            |                             | #NAME?          | -                               |                       | #NAME?          |
| Textbooks / Workbooks                                      |                             | #NAME?          | -                               |                       | #NAME?          |
| Supplies & Materials other                                 |                             | #NAME?          | 87,165                          |                       | #NAME?          |
| Equipment / Furniture                                      |                             | #NAME?          | 41,208                          |                       | #NAME?          |
| Telephone  |                             | #NAME?          | -                               |                       | #NAME?          |
| Technology   |                             | #NAME?          | 54,242                          |                       | #NAME?          |
| Student Testing & Assessment                               |                             | #NAME?          | 6,375                           |                       | #NAME?          |
| Field Trips  |                             | #NAME?          | 47,844                          |                       | #NAME?          |
| Transportation (student)                                   |                             | #NAME?          | 8,681                           |                       | #NAME?          |
| Student Services - other                                   |                             | #NAME?          | 98,158                          |                       | #NAME?          |
| Office Expense   |                             | #NAME?          | 84,144                          |                       | #NAME?          |
| Staff Development  |                             | #NAME?          | 55,939                          |                       | #NAME?          |
| Staff Recruitment  |                             | #NAME?          | 16,442                          |                       | #NAME?          |
| Student Recruitment / Marketing                            |                             | #NAME?          | 17,105                          |                       | #NAME?          |
| School Meals / Lunch                                       |                             | #NAME?          | 94,942                          |                       | #NAME?          |
| Travel (Staff)   |                             | #NAME?          | 9,520                           |                       | #NAME?          |
| Fundraising  |                             | #NAME?          | -                               |                       | #NAME?          |
| Other  |                             | #NAME?          | 12,537                          |                       | #NAME?          |
| <b>TOTAL SCHOOL OPERATIONS</b>                             | -                           | #NAME?          | 727,738                         | -                     | #NAME?          |
| <b>FACILITY OPERATION &amp; MAINTENANCE</b>                |                             |                 |                                 |                       |                 |
| Insurance  |                             | #NAME?          | 25,656                          |                       | #NAME?          |
| Janitorial   |                             | #NAME?          | -                               |                       | #NAME?          |
| Building and Land Rent / Lease / Facility Finance Interest |                             | #NAME?          | -                               |                       | #NAME?          |
| Repairs & Maintenance                                      |                             | #NAME?          | 30,341                          |                       | #NAME?          |
| Equipment / Furniture                                      |                             | #NAME?          | -                               |                       | #NAME?          |
| Security   |                             | #NAME?          | -                               |                       | #NAME?          |
| Utilities  |                             | #NAME?          | -                               |                       | #NAME?          |
| <b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>          | -                           | #NAME?          | 55,997                          | -                     | #NAME?          |
| <b>DEPRECIATION &amp; AMORTIZATION</b>                     |                             | #NAME?          | 242,631                         |                       | #NAME?          |
| <b>RESERVES / CONTINGENCY</b>                              |                             | #NAME?          | -                               |                       | #NAME?          |
| <b>TOTAL EXPENSES</b>                                      | -                           | #NAME?          | 3,607,274                       | -                     | #NAME?          |
| <b>NET INCOME</b>  | #NAME?                      | #NAME?          | #NAME?                          | #NAME?                | #NAME?          |

|   |                          |          |                          |                |          |
|---|--------------------------|----------|--------------------------|----------------|----------|
|   | HARLEM 3                 |          |                          |                |          |
| Total Revenue   | #NAME?                   | #NAME?   | #NAME?                   | #NAME?         | #NAME?   |
| Total Expenses  | #NAME?                   | #NAME?   | 3,607,274                | #NAME?         | #NAME?   |
| Net Income  | #NAME?                   | #NAME?   | #NAME?                   | #NAME?         | #NAME?   |
| Actual Student Enrollment                                   | -                        | -        | 823                      | -              | -        |
|   | 3rd Quarter - 1/1 - 3/31 |          | 4th Quarter - 4/1 - 6/30 |                |          |
|   | Revised Budget           | Variance | Original Budget          | Revised Budget | Variance |
|   |                          |          |                          |                |          |
| ENROLLMENT - *School Districts Are Linked To Above Entries* |                          |          |                          |                |          |
| Number of Districts:  | -                        | -        | 1                        | -              | -        |
| NYC CHANCELLOR'S OFFICE                                     | -                        | -        | 823                      | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| -   | -                        | -        | -                        | -              | -        |
| ALL OTHER School Districts: ( Weighted Avg )                | -                        | -        | -                        | -              | -        |
| TOTAL ENROLLMENT  | -                        | -        | 823                      | -              | -        |
| REVENUE PER PUPIL   | -                        | #NAME?   | #NAME?                   | -              | #NAME?   |
| EXPENSES PER PUPIL  | -                        | #NAME?   | 4,384                    | -              | #NAME?   |

|  |                           | SUCCESS ACADEMY CHARTER<br>Budget / Operating Plan<br>2016-17 |                |          |                               |                              |
|--|---------------------------|---|----------------|----------|-------------------------------|------------------------------|
| Total Revenue  |                           | #NAME?  | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| Total Expenses   |                           | 14,429,095  | #NAME?         | #NAME?   | ###                           | #NAME?                       |
| Net Income   |                           | #NAME?  | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| Actual Student Enrollment                                    |                           |   |                |          |                               |                              |
|  |                           | Total Year  |                |          | VARIANCE                      |                              |
|  |                           | Original Budget   | Revised Budget | Variance | Original Budget vs. PY Budget | Revised Budget vs. PY Budget |
| <b>REVENUE</b>   |                           |   |                |          |                               |                              |
| <b>REVENUES FROM STATE SOURCES</b>                           |                           |   |                |          |                               |                              |
| Per Pupil Revenue  | 2016-17<br>Per Pupil Rate |   |                |          |                               |                              |
| NYC CHANCELLOR'S OFFICE                                      | #NAME?                    | #NAME?  | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| -  | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| ALL OTHER School Districts: ( Weighted Avg )                 | #N/A                      | #N/A  | #NAME?         | #NAME?   | #N/A                          | #NAME?                       |
| TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding) | #NAME?                    | #NAME?  | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| Special Education Revenue                                    |                           | 1,465,409   | #NAME?         | #NAME?   | 1,465,409                     | #NAME?                       |
| Grants   |                           |   |                |          |                               |                              |
| Stimulus   |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| DYCD (Department of Youth and Community Development)         |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Other  |                           | 353,843   | #NAME?         | #NAME?   | 353,843                       | #NAME?                       |
| Other  |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| TOTAL REVENUE FROM STATE SOURCES                             |                           | #NAME?  | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| <b>REVENUE FROM FEDERAL FUNDING</b>                          |                           |   |                |          |                               |                              |
| IDEA Special Needs   |                           | 43,510  | #NAME?         | #NAME?   | 43,510                        | #NAME?                       |
| Title I  |                           | 296,005   | #NAME?         | #NAME?   | 296,005                       | #NAME?                       |
| Title Funding - Other  |                           | 7,500   | #NAME?         | #NAME?   | 7,500                         | #NAME?                       |
| School Food Service (Free Lunch)                             |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Grants   |                           |   |                |          |                               |                              |
| Charter School Program (CSP) Planning & Implementation       |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Other  |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Other  |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| TOTAL REVENUE FROM FEDERAL SOURCES                           |                           | 347,015   | #NAME?         | #NAME?   | 347,015                       | #NAME?                       |
| <b>LOCAL and OTHER REVENUE</b>                               |                           |   |                |          |                               |                              |
| Contributions and Donations                                  |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Fundraising  |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Erate Reimbursement  |                           | 48,837  | #NAME?         | #NAME?   | 48,837                        | #NAME?                       |
| Earnings on Investments                                      |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Interest Income  |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Food Service (Income from meals)                             |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Text Book  |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| OTHER  |                           | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| TOTAL REVENUE FROM LOCAL and OTHER SOURCES                   |                           | 48,837  | #NAME?         | #NAME?   | 48,837                        | #NAME?                       |
| <b>TOTAL REVENUE</b>   |                           | #NAME?  | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |

|   |                       | SUCCESS ACADEMY CHARTER<br>Budget / Operating Plan<br>2016-17 |                |          |                               |                              |
|---|-----------------------|---|----------------|----------|-------------------------------|------------------------------|
| Total Revenue                               |                       | #NAME?  | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| Total Expenses                              |                       | 14,429,095  | #NAME?         | #NAME?   | ###                           | #NAME?                       |
| Net Income                                  |                       | #NAME?  | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| Actual Student Enrollment                   |                       |   |                |          |                               |                              |
|   |                       | Total Year  |                |          | VARIANCE                      |                              |
|   |                       | 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                        | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Instructional Management                    | 10.00                 | 959,585   | #NAME?         | #NAME?   | (959,585)                     | #NAME?                       |
| Deans, Directors & Coordinators             | 5.00                  | 322,641   | #NAME?         | #NAME?   | (322,641)                     | #NAME?                       |
| CFO / Director of Finance                   | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Operation / Business Manager                | 10.00                 | 633,484   | #NAME?         | #NAME?   | (633,484)                     | #NAME?                       |
| Administrative Staff                        | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| TOTAL ADMINISTRATIVE STAFF                  | 25.00                 | 1,915,709   | #NAME?         | #NAME?   | (1,915,709)                   | #NAME?                       |
| <b>INSTRUCTIONAL PERSONNEL COSTS</b>        |                       |   |                |          |                               |                              |
| Teachers - Regular                          | 46.00                 | 3,186,380   | #NAME?         | #NAME?   | (3,186,380)                   | #NAME?                       |
| Teachers - SPED                             | 3.00                  | 207,945   | #NAME?         | #NAME?   | (207,945)                     | #NAME?                       |
| Substitute Teachers                         | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Teaching Assistants                         | 10.00                 | 528,189   | #NAME?         | #NAME?   | (528,189)                     | #NAME?                       |
| Specialty Teachers                          | 14.00                 | 934,407   | #NAME?         | #NAME?   | (934,407)                     | #NAME?                       |
| Aides                                       | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Therapists & Counselors                     | 3.50                  | 159,382   | #NAME?         | #NAME?   | (159,382)                     | #NAME?                       |
| Other                                       | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| TOTAL INSTRUCTIONAL                         | 76.50                 | 5,016,303   | #NAME?         | #NAME?   | (5,016,303)                   | #NAME?                       |
| <b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>    |                       |   |                |          |                               |                              |
| Nurse                                       | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Librarian                                   | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Custodian                                   | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Security                                    | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Other                                       | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| TOTAL NON-INSTRUCTIONAL                     | -                     | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| <b>SUBTOTAL PERSONNEL SERVICE COSTS</b>     | 101.50                | 6,932,012   | #NAME?         | #NAME?   | (6,932,012)                   | #NAME?                       |
| <b>PAYROLL TAXES AND BENEFITS</b>           |                       |   |                |          |                               |                              |
| Payroll Taxes                               |                       | 564,936   | #NAME?         | #NAME?   | (564,936)                     | #NAME?                       |
| Fringe / Employee Benefits                  |                       | 819,710   | #NAME?         | #NAME?   | (819,710)                     | #NAME?                       |
| Retirement / Pension                        |                       | 155,970   | #NAME?         | #NAME?   | (155,970)                     | #NAME?                       |
| TOTAL PAYROLL TAXES AND BENEFITS            |                       | 1,540,616   | #NAME?         | #NAME?   | (1,540,616)                   | #NAME?                       |
| <b>TOTAL PERSONNEL SERVICE COSTS</b>        | 101.50                | 8,472,629   | #NAME?         | #NAME?   | (8,472,629)                   | #NAME?                       |
| <b>CONTRACTED SERVICES</b>                  |                       |   |                |          |                               |                              |
| Accounting / Audit                          |                       | 8,537   | #NAME?         | #NAME?   | (8,537)                       | #NAME?                       |
| Legal                                       |                       | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Management Company Fee                      |                       | 1,784,479   | #NAME?         | #NAME?   | (1,784,479)                   | #NAME?                       |
| Nurse Services                              |                       | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Food Service / School Lunch                 |                       | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Payroll Services                            |                       | 32,988  | #NAME?         | #NAME?   | (32,988)                      | #NAME?                       |
| Special Ed Services                         |                       | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Titlement Services (i.e. Title I)           |                       | -   | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Other Purchased / Professional / Consulting |                       | 25,000  | #NAME?         | #NAME?   | (25,000)                      | #NAME?                       |
| TOTAL CONTRACTED SERVICES                   |                       | 1,851,003   | #NAME?         | #NAME?   | (1,851,003)                   | #NAME?                       |

| SUCCESS ACADEMY CHARTER<br>Budget / Operating Plan<br>2016-17 |                 |                |          |                               |                              |
|---|-----------------|----------------|----------|-------------------------------|------------------------------|
| Total Revenue   | #NAME?          | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| Total Expenses  | 14,429,095      | #NAME?         | #NAME?   | ###                           | #NAME?                       |
| Net Income  | #NAME?          | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| 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  | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Classroom / Teaching Supplies & Materials                     | 373,746         | #NAME?         | #NAME?   | (373,746)                     | #NAME?                       |
| Special Ed Supplies & Materials                               | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Textbooks / Workbooks   | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Supplies & Materials other                                    | 348,660         | #NAME?         | #NAME?   | (348,660)                     | #NAME?                       |
| Equipment / Furniture   | 164,832         | #NAME?         | #NAME?   | (164,832)                     | #NAME?                       |
| Telephone   | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Technology  | 216,969         | #NAME?         | #NAME?   | (216,969)                     | #NAME?                       |
| Student Testing & Assessment                                  | 25,500          | #NAME?         | #NAME?   | (25,500)                      | #NAME?                       |
| Field Trips   | 191,376         | #NAME?         | #NAME?   | (191,376)                     | #NAME?                       |
| Transportation (student)                                      | 34,724          | #NAME?         | #NAME?   | (34,724)                      | #NAME?                       |
| Student Services - other                                      | 392,632         | #NAME?         | #NAME?   | (392,632)                     | #NAME?                       |
| Office Expense  | 336,575         | #NAME?         | #NAME?   | (336,575)                     | #NAME?                       |
| Staff Development   | 223,756         | #NAME?         | #NAME?   | (223,756)                     | #NAME?                       |
| Staff Recruitment   | 65,769          | #NAME?         | #NAME?   | (65,769)                      | #NAME?                       |
| Student Recruitment / Marketing                               | 68,418          | #NAME?         | #NAME?   | (68,418)                      | #NAME?                       |
| School Meals / Lunch  | 379,769         | #NAME?         | #NAME?   | (379,769)                     | #NAME?                       |
| Travel (Staff)  | 38,080          | #NAME?         | #NAME?   | (38,080)                      | #NAME?                       |
| Fundraising   | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Other   | 50,146          | #NAME?         | #NAME?   | (50,146)                      | #NAME?                       |
| TOTAL SCHOOL OPERATIONS                                       | 2,910,952       | #NAME?         | #NAME?   | (2,910,952)                   | #NAME?                       |
| <b>FACILITY OPERATION &amp; MAINTENANCE</b>                   |                 |                |          |                               |                              |
| Insurance   | 102,626         | #NAME?         | #NAME?   | (102,626)                     | #NAME?                       |
| Janitorial  | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Building and Land Rent / Lease / Facility Finance Interest    | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Repairs & Maintenance   | 121,363         | #NAME?         | #NAME?   | (121,363)                     | #NAME?                       |
| Equipment / Furniture   | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Security  | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| Utilities   | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| TOTAL FACILITY OPERATION & MAINTENANCE                        | 223,989         | #NAME?         | #NAME?   | (223,989)                     | #NAME?                       |
| <b>DEPRECIATION &amp; AMORTIZATION</b>                        | 970,522         | #NAME?         | #NAME?   | (970,522)                     | #NAME?                       |
| <b>RESERVES / CONTINGENCY</b>                                 | -               | #NAME?         | #NAME?   | -                             | #NAME?                       |
| <b>TOTAL EXPENSES</b>   | 14,429,095      | #NAME?         | #NAME?   | ###                           | #NAME?                       |
| <b>NET INCOME</b>   | #NAME?          | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |

|   | SUCCESS ACADEMY CHARTER<br>Budget / Operating Plan<br>2016-17 |                |          |                               |                              |
|---|---|----------------|----------|-------------------------------|------------------------------|
| Total Revenue   | #NAME?  | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| Total Expenses  | 14,429,095  | #NAME?         | #NAME?   | ###                           | #NAME?                       |
| Net Income  | #NAME?  | #NAME?         | #NAME?   | #NAME?                        | #NAME?                       |
| Actual Student Enrollment   |   |                |          |                               |                              |
|   | Total Year  |                |          | VARIANCE                      |                              |
|   | Original Budget   | Revised Budget | Variance | Original Budget vs. PY Budget | Revised Budget vs. PY Budget |
| <b>ENROLLMENT - *School Districts Are Linked To Above Entries*</b><br><b>Number of Districts:</b><br>NYC CHANCELLOR'S OFFICE<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>ALL OTHER School Districts: ( Weighted Avg ) |   |                |          |                               |                              |
| <b>TOTAL ENROLLMENT</b>   |   |                |          |                               |                              |
| <b>REVENUE PER PUPIL</b>  |   |                |          |                               |                              |
| <b>EXPENSES PER PUPIL</b>   |   |                |          |                               |                              |

|  |                           | SCHOOL - HARLEM 3          |
|--|---------------------------|----------------------------|
| <b>Total Revenue</b><br><b>Total Expenses</b><br><b>Net Income</b><br><b>Actual Student Enrollment</b> |                           | DESCRIPTION OF ASSUMPTIONS |
|  |                           |                            |
| <b>REVENUE</b>   |                           |                            |
| <b>REVENUES FROM STATE SOURCES</b>   |                           |                            |
| <b>Per Pupil Revenue</b>   | 2016-17<br>Per Pupil Rate |                            |
| NYC CHANCELLOR'S OFFICE  | #NAME?                    |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| -  | #N/A                      |                            |
| ALL OTHER School Districts: ( Weighted Avg )   | #N/A                      |                            |
| TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)   | #NAME?                    |                            |
| Special Education Revenue  |                           |                            |
| Grants   |                           |                            |
| Stimulus   |                           |                            |
| DYCD (Department of Youth and Community Development)   |                           |                            |
| Other  |                           |                            |
| Other  |                           |                            |
| TOTAL REVENUE FROM STATE SOURCES   |                           |                            |
| <b>REVENUE FROM FEDERAL FUNDING</b>  |                           |                            |
| IDEA Special Needs   |                           |                            |
| Title I  |                           |                            |
| Title Funding - Other  |                           |                            |
| School Food Service (Free Lunch)   |                           |                            |
| Grants   |                           |                            |
| Charter School Program (CSP) Planning & Implementation   |                           |                            |
| Other  |                           |                            |
| Other  |                           |                            |
| TOTAL REVENUE FROM FEDERAL SOURCES   |                           |                            |
| <b>LOCAL and OTHER REVENUE</b>   |                           |                            |
| Contributions and Donations  |                           |                            |
| Fundraising  |                           |                            |
| Erate Reimbursement  |                           |                            |
| Earnings on Investments  |                           |                            |
| Interest Income  |                           |                            |
| Food Service (Income from meals)   |                           |                            |
| Text Book  |                           |                            |
| OTHER  |                           |                            |
| TOTAL REVENUE FROM LOCAL and OTHER SOURCES   |                           |                            |
| <b>TOTAL REVENUE</b>   |                           |                            |

|   |                       |                            |
|---|-----------------------|----------------------------|
|   |                       | SCHOOL - HARLEM 3          |
| Total Revenue                               |                       |                            |
| Total Expenses                              |                       |                            |
| Net Income                                  |                       |                            |
| Actual Student Enrollment                   |                       |                            |
|   |                       | DESCRIPTION OF ASSUMPTIONS |
|   |                       |                            |
| EXPENSES                                    |                       |                            |
| ADMINISTRATIVE STAFF PERSONNEL COSTS        | Avg. No. of Positions |                            |
| Executive Management                        | -                     |                            |
| Instructional Management                    | 10.00                 |                            |
| Deans, Directors & Coordinators             | 5.00                  |                            |
| CFO / Director of Finance                   | -                     |                            |
| Operation / Business Manager                | 10.00                 |                            |
| Administrative Staff                        | -                     |                            |
| TOTAL ADMINISTRATIVE STAFF                  | 25.00                 |                            |
| INSTRUCTIONAL PERSONNEL COSTS               |                       |                            |
| Teachers - Regular                          | 46.00                 |                            |
| Teachers - SPED                             | 3.00                  |                            |
| Substitute Teachers                         | -                     |                            |
| Teaching Assistants                         | 10.00                 |                            |
| Specialty Teachers                          | 14.00                 |                            |
| Aides                                       | -                     |                            |
| Therapists & Counselors                     | 3.50                  |                            |
| Other                                       | -                     |                            |
| TOTAL INSTRUCTIONAL                         | 76.50                 |                            |
| NON-INSTRUCTIONAL PERSONNEL COSTS           |                       |                            |
| Nurse                                       | -                     |                            |
| Librarian                                   | -                     |                            |
| Custodian                                   | -                     |                            |
| Security                                    | -                     |                            |
| Other                                       | -                     |                            |
| TOTAL NON-INSTRUCTIONAL                     | -                     |                            |
| SUBTOTAL PERSONNEL SERVICE COSTS            | 101.50                |                            |
| PAYROLL TAXES AND BENEFITS                  |                       |                            |
| Payroll Taxes                               |                       |                            |
| Fringe / Employee Benefits                  |                       |                            |
| Retirement / Pension                        |                       |                            |
| TOTAL PAYROLL TAXES AND BENEFITS            |                       |                            |
| TOTAL PERSONNEL SERVICE COSTS               | 101.50                |                            |
| CONTRACTED SERVICES                         |                       |                            |
| Accounting / Audit                          |                       |                            |
| Legal                                       |                       |                            |
| Management Company Fee                      |                       |                            |
| Nurse Services                              |                       |                            |
| Food Service / School Lunch                 |                       |                            |
| Payroll Services                            |                       |                            |
| Special Ed Services                         |                       |                            |
| Titlement Services (i.e. Title I)           |                       |                            |
| Other Purchased / Professional / Consulting |                       |                            |
| TOTAL CONTRACTED SERVICES                   |                       |                            |

|  | SCHOOL - HARLEM 3          |
|--|----------------------------|
| <b>Total Revenue</b><br><b>Total Expenses</b><br><b>Net Income</b><br><b>Actual Student Enrollment</b>   |                            |
|  | DESCRIPTION OF ASSUMPTIONS |
| <b>SCHOOL OPERATIONS</b><br>Board Expenses<br>Classroom / Teaching Supplies & Materials<br>Special Ed Supplies & Materials<br>Textbooks / Workbooks<br>Supplies & Materials other<br>Equipment / Furniture<br>Telephone<br>Technology<br>Student Testing & Assessment<br>Field Trips<br>Transportation (student)<br>Student Services - other<br>Office Expense<br>Staff Development<br>Staff Recruitment<br>Student Recruitment / Marketing<br>School Meals / Lunch<br>Travel (Staff)<br>Fundraising<br>Other<br>TOTAL SCHOOL OPERATIONS |                            |
| <b>FACILITY OPERATION &amp; MAINTENANCE</b><br>Insurance<br>Janitorial<br>Building and Land Rent / Lease / Facility Finance Interest<br>Repairs & Maintenance<br>Equipment / Furniture<br>Security<br>Utilities<br>TOTAL FACILITY OPERATION & MAINTENANCE  |                            |
| <b>DEPRECIATION &amp; AMORTIZATION</b><br><b>RESERVES / CONTINGENCY</b>  |                            |
| <b>TOTAL EXPENSES</b>  |                            |
| <b>NET INCOME</b>  |                            |

|  |                            |
|--|----------------------------|
|  | SCHOOL - HARLEM 3          |
| Total Revenue<br>Total Expenses<br>Net Income<br>Actual Student Enrollment   |                            |
|  | DESCRIPTION OF ASSUMPTIONS |
| ENROLLMENT - *School Districts Are Linked To Above Entries*<br>Number of Districts:<br>NYC CHANCELLOR'S OFFICE<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>ALL OTHER School Districts: ( Weighted Avg )<br>TOTAL ENROLLMENT<br><br>REVENUE PER PUPIL<br><br>EXPENSES PER PUPIL |                            |

**SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3**  
**BALANCE SHEET**  
**2016-17**

|  | <u>Prior Year</u> | Q1                | Q2                 | Q3                | Q4                |
|--|-------------------|-------------------|--------------------|-------------------|-------------------|
|  | <u>Err:508</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>                                | -                 | -                 | -                  | -                 | -                 |

### Budget / Operating Plan

2016-17

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

## REVENUES FROM STATE SOURCES

**CY Per Pupil Rate**

#NAME?

ALL OTHER School Districts: ( Count = 0 )

|        |  |
|--------|--|
| #NAME? |  |
|--------|--|

11/1/2016

## IDEA Special Needs

### Contributions and Donations

|   |        |   |   |        |   |   |
|---|--------|---|---|--------|---|---|
| - | #NAME? | - | - | #NAME? | - | - |
|---|--------|---|---|--------|---|---|

|                           |   |        |   |   |        |   |   |
|---------------------------|---|--------|---|---|--------|---|---|
| Total Revenue             | - | #NAME? | - | - | #NAME? | - | - |
| Total Expenses            | - | #NAME? | - | - | #NAME? | - | - |
| Net Income                | - | #NAME? | - | - | #NAME? | - | - |
| Actual Student Enrollment | - | #NAME? | - | - | #NAME? | - | - |

| *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 |
|--|--------------------------|----------------|----------|----------------------------|----------------|----------|-------------|
|  | Actual                   | Current Budget | Variance | Actual                     | Current Budget | Variance | Actual      |

|   |        |                  |        |        |        |        |   |
|---|--------|------------------|--------|--------|--------|--------|---|
| <b>EXPENSES</b>                             |        | Quarter 0        |        |        |        |        |   |
| <b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b> |        | No. of Positions |        |        |        |        |   |
| Executive Management                        | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Instructional Management                    | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Deans, Directors & Coordinators             | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| CFO / Director of Finance                   | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Operation / Business Manager                | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Administrative Staff                        | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| TOTAL ADMINISTRATIVE STAFF                  | #NAME? |                  | -      | #NAME? | -      | #NAME? | - |
| <b>INSTRUCTIONAL PERSONNEL COSTS</b>        |        |                  |        |        |        |        |   |
| Teachers - Regular                          | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Teachers - SPED                             | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Substitute Teachers                         | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Teaching Assistants                         | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Specialty Teachers                          | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Aides                                       | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Therapists & Counselors                     | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Other                                       | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| TOTAL INSTRUCTIONAL                         | #NAME? |                  | -      | #NAME? | -      | #NAME? | - |
| <b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>    |        |                  |        |        |        |        |   |
| Nurse                                       | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Librarian                                   | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Custodian                                   | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Security                                    | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| Other                                       | #NAME? |                  | #NAME? | -      | #NAME? | -      |   |
| TOTAL NON-INSTRUCTIONAL                     | #NAME? |                  | -      | #NAME? | -      | #NAME? | - |
| <b>SUBTOTAL PERSONNEL SERVICE COSTS</b>     |        |                  | -      | #NAME? | -      | #NAME? | - |
| <b>PAYROLL TAXES AND BENEFITS</b>           |        |                  |        |        |        |        |   |
| Payroll Taxes                               |        |                  | #NAME? | -      | #NAME? | -      |   |
| Fringe / Employee Benefits                  |        |                  | #NAME? | -      | #NAME? | -      |   |
| Retirement / Pension                        |        |                  | #NAME? | -      | #NAME? | -      |   |
| TOTAL PAYROLL TAXES AND BENEFITS            |        |                  | -      | #NAME? | -      | #NAME? | - |
| <b>TOTAL PERSONNEL SERVICE COSTS</b>        |        | #NAME?           | -      | #NAME? | -      | #NAME? | - |
| <b>CONTRACTED SERVICES</b>                  |        |                  |        |        |        |        |   |
| Accounting / Audit                          |        |                  | #NAME? | -      | #NAME? | -      |   |
| Legal                                       |        |                  | #NAME? | -      | #NAME? | -      |   |
| Management Company Fee                      |        |                  | #NAME? | -      | #NAME? | -      |   |
| Nurse Services                              |        |                  | #NAME? | -      | #NAME? | -      |   |
| Food Service / School Lunch                 |        |                  | #NAME? | -      | #NAME? | -      |   |
| Payroll Services                            |        |                  | #NAME? | -      | #NAME? | -      |   |
| Special Ed Services                         |        |                  | #NAME? | -      | #NAME? | -      |   |
| Titlement Services (i.e. Title I)           |        |                  | #NAME? | -      | #NAME? | -      |   |
| Other Purchased / Professional / Consulting |        |                  | #NAME? | -      | #NAME? | -      |   |
| TOTAL CONTRACTED SERVICES                   |        |                  | -      | #NAME? | -      | #NAME? | - |

2016-17

|  |                          |                |          |                            |                |          |             |
|--|--------------------------|----------------|----------|----------------------------|----------------|----------|-------------|
| Total Revenue  | -                        | #NAME?         | -        | -                          | #NAME?         | -        | -           |
| Total Expenses   | -                        | #NAME?         | -        | -                          | #NAME?         | -        | -           |
| Net Income   | -                        | #NAME?         | -        | -                          | #NAME?         | -        | -           |
| Actual Student Enrollment  | -                        | #NAME?         | -        | -                          | #NAME?         | -        | -           |
|  |                          |                |          |                            |                |          |             |
| *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 |
|  | Actual                   | Current Budget | Variance | Actual                     | Current Budget | Variance | Actual      |
|  |                          |                |          |                            |                |          |             |
| <b>SCHOOL OPERATIONS</b>   |                          |                |          |                            |                |          |             |
| Board Expenses   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Classroom / Teaching Supplies & Materials  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Special Ed Supplies & Materials  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Textbooks / Workbooks  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Supplies & Materials other   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Equipment / Furniture  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Telephone  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Technology   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Student Testing & Assessment   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Field Trips  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Transportation (student)   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Student Services - other   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Office Expense   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Staff Development  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Staff Recruitment  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Student Recruitment / Marketing  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| School Meals / Lunch   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Travel (Staff)   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Fundraising  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Other  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| TOTAL SCHOOL OPERATIONS  | -                        | #NAME?         | -        | -                          | #NAME?         | -        | -           |
| <b>FACILITY OPERATION &amp; MAINTENANCE</b>  |                          |                |          |                            |                |          |             |
| Insurance  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Janitorial   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Building and Land Rent / Lease / Facility Finance Interest   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Repairs & Maintenance  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Equipment / Furniture  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Security   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| Utilities  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| TOTAL FACILITY OPERATION & MAINTENANCE   | -                        | #NAME?         | -        | -                          | #NAME?         | -        | -           |
| <b>DEPRECIATION &amp; AMORTIZATION</b>   |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| <b>RESERVES / CONTINGENCY</b>  |                          | #NAME?         | -        |                            | #NAME?         | -        |             |
| <b>TOTAL EXPENSES</b>  | -                        | #NAME?         | -        | -                          | #NAME?         | -        | -           |
| <b>NET INCOME</b>  | -                        | #NAME?         | -        | -                          | #NAME?         | -        | -           |

|                           |   |        |   |   |        |   |   |
|---------------------------|---|--------|---|---|--------|---|---|
| Total Revenue             | - | #NAME? | - | - | #NAME? | - | - |
| Total Expenses            | - | #NAME? | - | - | #NAME? | - | - |
| Net Income                | - | #NAME? | - | - | #NAME? | - | - |
| Actual Student Enrollment | - | #NAME? | - | - | #NAME? | - | - |

|  |                          |                |          |                            |                |          |             |
|--|--------------------------|----------------|----------|----------------------------|----------------|----------|-------------|
| *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 |
|  | Actual                   | Current Budget | Variance | Actual                     | Current Budget | Variance | Actual      |
|  |                          |                |          |                            |                |          |             |

|   |   |        |   |   |        |   |   |
|---|---|--------|---|---|--------|---|---|
| ENROLLMENT - *School Districts Are Linked To Above Entries* |   |        |   |   |        |   |   |
| NYC CHANCELLOR'S OFFICE                                     | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| -   | - | #NAME? | - | - | #NAME? | - | - |
| ALL OTHER School Districts: ( Count = 0 )                   | - | #NAME? | - | - | #NAME? | - | - |
| TOTAL ENROLLMENT  | - | #NAME? | - | - | #NAME? | - | - |
| REVENUE PER PUPIL   | - | #NAME? | - | - | #NAME? | - | - |
| EXPENSES PER PUPIL  | - | #NAME? | - | - | #NAME? | - | - |

| JOL - HARLEM 3   |                   |        |   |        |        |                          |          |                          |                |
|--|-------------------|--------|---|--------|--------|--------------------------|----------|--------------------------|----------------|
| n  |                   |        |   |        |        |                          |          |                          |                |
| Total Revenue  | #NAME?            | -      | - | #NAME? | -      |                          |          |                          |                |
| Total Expenses   | #NAME?            | -      | - | #NAME? | -      |                          |          |                          |                |
| Net Income   | #NAME?            | -      | - | #NAME? | -      |                          |          |                          |                |
| Actual Student Enrollment  | #NAME?            | -      | - | #NAME? | -      |                          |          |                          |                |
| *NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed |                   |        |   |        |        | 3rd Quarter - 1/1 - 3/31 |          | 4th Quarter - 4/1 - 6/30 |                |
|  |                   |        |   |        |        | Current Budget           | Variance | Actual                   | Current Budget |
| REVENUE  |                   |        |   |        |        |                          |          |                          |                |
| REVENUES FROM STATE SOURCES  |                   |        |   |        |        |                          |          |                          |                |
| Per Pupil Revenue  | CY Per Pupil Rate |        |   |        |        |                          |          |                          |                |
| NYC CHANCELLOR'S OFFICE  | #NAME?            | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| -  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| ALL OTHER School Districts: ( Count = 0 )  | #N/A              | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)   | #NAME?            | #NAME? | - | -      | #NAME? | -                        |          |                          |                |
| Special Education Revenue  | #NAME?            | #NAME? | - |        | #NAME? | -                        |          |                          |                |
| Grants   |                   |        |   |        |        |                          |          |                          |                |
| Stimulus   | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| DYCD (Department of Youth and Community Development)   | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Other  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Other  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| TOTAL REVENUE FROM STATE SOURCES   | #NAME?            | -      | - | #NAME? | -      |                          |          |                          |                |
| REVENUE FROM FEDERAL FUNDING   |                   |        |   |        |        |                          |          |                          |                |
| IDEA Special Needs   | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Title I  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Title Funding - Other  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| School Food Service (Free Lunch)   | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Grants   |                   |        |   |        |        |                          |          |                          |                |
| Charter School Program (CSP) Planning & Implementation   | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Other  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Other  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| TOTAL REVENUE FROM FEDERAL SOURCES   | #NAME?            | -      | - | #NAME? | -      |                          |          |                          |                |
| LOCAL and OTHER REVENUE  |                   |        |   |        |        |                          |          |                          |                |
| Contributions and Donations  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Fundraising  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Erate Reimbursement  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Earnings on Investments  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Interest Income  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Food Service (Income from meals)   | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| Text Book  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| OTHER  | #NAME?            | -      |   | #NAME? | -      |                          |          |                          |                |
| TOTAL REVENUE FROM LOCAL and OTHER SOURCES   | #NAME?            | -      | - | #NAME? | -      |                          |          |                          |                |
| TOTAL REVENUE  |                   |        |   |        |        |                          |          |                          |                |
|  | #NAME?            | -      | - | #NAME? | -      |                          |          |                          |                |

| JOL - HARLEM 3   |        |                          |          |        |                          |                |          |  |  |
|--|--------|--------------------------|----------|--------|--------------------------|----------------|----------|--|--|
| n  |        |                          |          |        |                          |                |          |  |  |
| Total Revenue  | #NAME? | -                        | -        | #NAME? | -                        |                |          |  |  |
| Total Expenses   | #NAME? | -                        | -        | #NAME? | -                        |                |          |  |  |
| Net Income   | #NAME? | -                        | -        | #NAME? | -                        |                |          |  |  |
| Actual Student Enrollment  | #NAME? | -                        | -        | #NAME? | -                        |                |          |  |  |
|  |        |                          |          |        |                          |                |          |  |  |
| *NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed |        | 3rd Quarter - 1/1 - 3/31 |          |        | 4th Quarter - 4/1 - 6/30 |                |          |  |  |
|  |        | Current Budget           | Variance |        | Actual                   | Current Budget | Variance |  |  |
|  |        |                          |          |        |                          |                |          |  |  |
| EXPENSES   |        |                          |          |        |                          |                |          |  |  |
| ADMINISTRATIVE STAFF PERSONNEL COSTS   |        |                          |          |        |                          |                |          |  |  |
| Quarter 0  |        |                          |          |        |                          |                |          |  |  |
| No. of Positions   |        |                          |          |        |                          |                |          |  |  |
| Executive Management   | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Instructional Management   | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Deans, Directors & Coordinators  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| CFO / Director of Finance  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Operation / Business Manager   | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Administrative Staff   | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| TOTAL ADMINISTRATIVE STAFF   | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
|  |        |                          |          |        |                          |                |          |  |  |
| INSTRUCTIONAL PERSONNEL COSTS  |        |                          |          |        |                          |                |          |  |  |
| Teachers - Regular   | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Teachers - SPED  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Substitute Teachers  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Teaching Assistants  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Specialty Teachers   | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Aides  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Therapists & Counselors  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Other  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| TOTAL INSTRUCTIONAL  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
|  |        |                          |          |        |                          |                |          |  |  |
| NON-INSTRUCTIONAL PERSONNEL COSTS  |        |                          |          |        |                          |                |          |  |  |
| Nurse  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Librarian  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Custodian  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Security   | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Other  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| TOTAL NON-INSTRUCTIONAL  | #NAME? | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
|  |        |                          |          |        |                          |                |          |  |  |
| SUBTOTAL PERSONNEL SERVICE COSTS   |        |                          |          |        |                          |                |          |  |  |
|  |        |                          |          |        |                          |                |          |  |  |
| PAYROLL TAXES AND BENEFITS   |        |                          |          |        |                          |                |          |  |  |
| Payroll Taxes  |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Fringe / Employee Benefits   |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Retirement / Pension   |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| TOTAL PAYROLL TAXES AND BENEFITS   |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
|  |        |                          |          |        |                          |                |          |  |  |
| TOTAL PERSONNEL SERVICE COSTS  |        |                          |          |        |                          |                |          |  |  |
|  |        |                          |          |        |                          |                |          |  |  |
| CONTRACTED SERVICES  |        |                          |          |        |                          |                |          |  |  |
| Accounting / Audit   |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Legal  |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Management Company Fee   |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Nurse Services   |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Food Service / School Lunch  |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Payroll Services   |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Special Ed Services  |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Titlement Services (i.e. Title I)  |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| Other Purchased / Professional / Consulting  |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |
| TOTAL CONTRACTED SERVICES  |        | #NAME?                   | -        |        | #NAME?                   | #NAME?         | -        |  |  |

| JOL - HARLEM 3   |                          |          |                          |                |          |
|--|--------------------------|----------|--------------------------|----------------|----------|
| n  |                          |          |                          |                |          |
| Total Revenue  | #NAME?                   | -        | -                        | #NAME?         | -        |
| Total Expenses   | #NAME?                   | -        | -                        | #NAME?         | -        |
| Net Income   | #NAME?                   | -        | -                        | #NAME?         | -        |
| Actual Student Enrollment  | #NAME?                   | -        | -                        | #NAME?         | -        |
|  |                          |          |                          |                |          |
| *NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed | 3rd Quarter - 1/1 - 3/31 |          | 4th Quarter - 4/1 - 6/30 |                |          |
|  |                          |          |                          |                |          |
|  | Current Budget           | Variance | Actual                   | Current Budget | Variance |
| SCHOOL OPERATIONS  |                          |          |                          |                |          |
| Board Expenses   | #NAME?                   | -        |                          | #NAME?         | -        |
| Classroom / Teaching Supplies & Materials  | #NAME?                   | -        |                          | #NAME?         | -        |
| Special Ed Supplies & Materials  | #NAME?                   | -        |                          | #NAME?         | -        |
| Textbooks / Workbooks  | #NAME?                   | -        |                          | #NAME?         | -        |
| Supplies & Materials other   | #NAME?                   | -        |                          | #NAME?         | -        |
| Equipment / Furniture  | #NAME?                   | -        |                          | #NAME?         | -        |
| Telephone  | #NAME?                   | -        |                          | #NAME?         | -        |
| Technology   | #NAME?                   | -        |                          | #NAME?         | -        |
| Student Testing & Assessment   | #NAME?                   | -        |                          | #NAME?         | -        |
| Field Trips  | #NAME?                   | -        |                          | #NAME?         | -        |
| Transportation (student)   | #NAME?                   | -        |                          | #NAME?         | -        |
| Student Services - other   | #NAME?                   | -        |                          | #NAME?         | -        |
| Office Expense   | #NAME?                   | -        |                          | #NAME?         | -        |
| Staff Development  | #NAME?                   | -        |                          | #NAME?         | -        |
| Staff Recruitment  | #NAME?                   | -        |                          | #NAME?         | -        |
| Student Recruitment / Marketing  | #NAME?                   | -        |                          | #NAME?         | -        |
| School Meals / Lunch   | #NAME?                   | -        |                          | #NAME?         | -        |
| Travel (Staff)   | #NAME?                   | -        |                          | #NAME?         | -        |
| Fundraising  | #NAME?                   | -        |                          | #NAME?         | -        |
| Other  | #NAME?                   | -        |                          | #NAME?         | -        |
| TOTAL SCHOOL OPERATIONS  | #NAME?                   | -        | -                        | #NAME?         | -        |
| FACILITY OPERATION & MAINTENANCE   |                          |          |                          |                |          |
| Insurance  | #NAME?                   | -        |                          | #NAME?         | -        |
| Janitorial   | #NAME?                   | -        |                          | #NAME?         | -        |
| Building and Land Rent / Lease / Facility Finance Interest   | #NAME?                   | -        |                          | #NAME?         | -        |
| Repairs & Maintenance  | #NAME?                   | -        |                          | #NAME?         | -        |
| Equipment / Furniture  | #NAME?                   | -        |                          | #NAME?         | -        |
| Security   | #NAME?                   | -        |                          | #NAME?         | -        |
| Utilities  | #NAME?                   | -        |                          | #NAME?         | -        |
| TOTAL FACILITY OPERATION & MAINTENANCE   | #NAME?                   | -        | -                        | #NAME?         | -        |
| DEPRECIATION & AMORTIZATION  |                          |          |                          |                |          |
|  | #NAME?                   | -        |                          | #NAME?         | -        |
| RESERVES / CONTINGENCY   |                          |          |                          |                |          |
|  | #NAME?                   | -        |                          | #NAME?         | -        |
| TOTAL EXPENSES   | #NAME?                   | -        | -                        | #NAME?         | -        |
| NET INCOME   | #NAME?                   | -        | -                        | #NAME?         | -        |

| JOL - HARLEM 3   |        |                          |          |                          |                         |
|--|--------|--------------------------|----------|--------------------------|-------------------------|
| n  |        |                          |          |                          |                         |
| Total Revenue  | #NAME? | -                        | -        | #NAME?                   | -                       |
| Total Expenses   | #NAME? | -                        | -        | #NAME?                   | -                       |
| Net Income   | #NAME? | -                        | -        | #NAME?                   | -                       |
| Actual Student Enrollment  | #NAME? | -                        | -        | #NAME?                   | -                       |
| *NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed |        | 3rd Quarter - 1/1 - 3/31 |          | 4th Quarter - 4/1 - 6/30 |                         |
|  |        | Current Budget           | Variance | Actual                   | Current Budget Variance |
| ENROLLMENT - *School Districts Are Linked To Above Entries*  |        |                          |          |                          |                         |
| NYC CHANCELLOR'S OFFICE  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| -  |        | #NAME?                   | -        | -                        | #NAME? -                |
| ALL OTHER School Districts: ( Count = 0 )  |        | #NAME?                   | -        | -                        | #NAME? -                |
| TOTAL ENROLLMENT   |        | #NAME?                   | -        | -                        | #NAME? -                |
| REVENUE PER PUPIL  |        | #NAME?                   | -        | -                        | #NAME? -                |
| EXPENSES PER PUPIL   |        | #NAME?                   | -        | -                        | #NAME? -                |

|  |   |   |   | SUCCESS ACADEMY CHARTER SCHOOL |                                  |                           |                     |                              |                                   |                            |   |
|--|---|---|---|--------------------------------|----------------------------------|---------------------------|---------------------|------------------------------|-----------------------------------|----------------------------|---|
|  |   |   |   | Budget / Operating Plan        |                                  |                           |                     |                              |                                   |                            |   |
|  |   |   |   | 2016-17                        |                                  |                           |                     |                              |                                   |                            |   |
| Total Revenue  | - | - | - | #NAME?                         | #NAME?                           | -                         | -                   |                              |                                   |                            |   |
| Total Expenses   | - | - | - | #NAME?                         | #NAME?                           | -                         | -                   |                              |                                   |                            |   |
| Net Income   | - | - | - | #NAME?                         | #NAME?                           | -                         | -                   |                              |                                   |                            |   |
| 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   |                                  |                           |                     |                              |                                   |                            |   |
|  |   |   |   | Actual                         | Current Budget (Current Quarter) | Actual vs. Current Budget | Current Budget - TY | Actual vs. Current Budget TY | Original Budget (Current Quarter) | Actual vs. Original Budget |   |
| REVENUE  |   |   |   |                                |                                  |                           |                     |                              |                                   |                            |   |
| REVENUES FROM STATE SOURCES  |   |   |   |                                |                                  |                           |                     |                              |                                   |                            |   |
| Per Pupil Revenue  |   |   |   | CY Per Pupil Rate              |                                  |                           |                     |                              |                                   |                            |   |
| NYC CHANCELLOR'S OFFICE  |   |   |   | #NAME?                         | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| -  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| ALL OTHER School Districts: ( Count = 0 )  |   |   |   | #N/A                           | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)   |   |   |   | #NAME?                         | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Special Education Revenue  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Grants   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Stimulus   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| DYCD (Department of Youth and Community Development)   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Other  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Other  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| TOTAL REVENUE FROM STATE SOURCES   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| REVENUE FROM FEDERAL FUNDING   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| IDEA Special Needs   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Title I  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Title Funding - Other  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| School Food Service (Free Lunch)   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Grants   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Charter School Program (CSP) Planning & Implementation   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Other  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Other  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| TOTAL REVENUE FROM FEDERAL SOURCES   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| LOCAL and OTHER REVENUE  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Contributions and Donations  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Fundraising  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Erate Reimbursement  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Earnings on Investments  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Interest Income  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Food Service (Income from meals)   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| Text Book  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| OTHER  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| TOTAL REVENUE FROM LOCAL and OTHER SOURCES   |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |
| TOTAL REVENUE  |   |   |   |                                | -                                | -                         | -                   | #NAME?                       | #NAME?                            | -                          | - |

| SUCCESS ACADEMY CHARTER SCHOOL   |   |   |   |                              |                                  |                           |                     |                              |                                   |
|--|---|---|---|------------------------------|----------------------------------|---------------------------|---------------------|------------------------------|-----------------------------------|
| Budget / Operating Plan  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| 2016-17  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Total Revenue  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                   |                              |                                   |
| Total Expenses   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                   |                              |                                   |
| Net Income   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                   |                              |                                   |
| 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 |                                  |                           |                     |                              |                                   |
|  |   |   |   | Actual                       | Current Budget (Current Quarter) | Actual vs. Current Budget | Current Budget - TY | Actual vs. Current Budget TY | Original Budget (Current Quarter) |
| EXPENSES   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| ADMINISTRATIVE STAFF PERSONNEL COSTS   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Executive Management   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Instructional Management   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Deans, Directors & Coordinators  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| CFO / Director of Finance  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Operation / Business Manager   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Administrative Staff   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| TOTAL ADMINISTRATIVE STAFF   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| INSTRUCTIONAL PERSONNEL COSTS  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Teachers - Regular   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Teachers - SPED  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Substitute Teachers  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Teaching Assistants  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Specialty Teachers   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Aides  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Therapists & Counselors  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Other  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| TOTAL INSTRUCTIONAL  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| NON-INSTRUCTIONAL PERSONNEL COSTS  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Nurse  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Librarian  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Custodian  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Security   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Other  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| TOTAL NON-INSTRUCTIONAL  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| SUBTOTAL PERSONNEL SERVICE COSTS   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| PAYROLL TAXES AND BENEFITS   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Payroll Taxes  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Fringe / Employee Benefits   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Retirement / Pension   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| TOTAL PAYROLL TAXES AND BENEFITS   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| TOTAL PERSONNEL SERVICE COSTS  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| CONTRACTED SERVICES  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Accounting / Audit   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Legal  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Management Company Fee   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Nurse Services   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Food Service / School Lunch  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Payroll Services   |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Special Ed Services  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Titlement Services (i.e. Title I)  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| Other Purchased / Professional / Consulting  |   |   |   |                              |                                  |                           |                     |                              |                                   |
| TOTAL CONTRACTED SERVICES  |   |   |   |                              |                                  |                           |                     |                              |                                   |

| SUCCESS ACADEMY CHARTER SCHOOL   |   |   |   |                              |                                  |                           |                              |
|--|---|---|---|------------------------------|----------------------------------|---------------------------|------------------------------|
| Budget / Operating Plan  |   |   |   |                              |                                  |                           |                              |
| 2016-17  |   |   |   |                              |                                  |                           |                              |
| Total Revenue  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Total Expenses   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Net Income   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Actual Student Enrollment  | - | - | - |                              |                                  | -                         | -                            |
|  |   |   |   | TOTALS AND VARIANCE ANALYSIS |                                  |                           |                              |
| *NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed |   |   |   | Actual                       | Current Budget (Current Quarter) | Actual vs. Current Budget | Actual vs. Original Budget   |
|  |   |   |   | Actual                       | Current Budget (Current Quarter) | Current Budget - TY       | Actual vs. Current Budget TY |
| SCHOOL OPERATIONS  |   |   |   |                              |                                  |                           |                              |
| Board Expenses   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Classroom / Teaching Supplies & Materials  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Special Ed Supplies & Materials  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Textbooks / Workbooks  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Supplies & Materials other   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Equipment / Furniture  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Telephone  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Technology   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Student Testing & Assessment   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Field Trips  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Transportation (student)   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Student Services - other   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Office Expense   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Staff Development  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Staff Recruitment  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Student Recruitment / Marketing  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| School Meals / Lunch   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Travel (Staff)   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Fundraising  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Other  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| TOTAL SCHOOL OPERATIONS  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| FACILITY OPERATION & MAINTENANCE   |   |   |   |                              |                                  |                           |                              |
| Insurance  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Janitorial   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Building and Land Rent / Lease / Facility Finance Interest   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Repairs & Maintenance  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Equipment / Furniture  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Security   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| Utilities  | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| TOTAL FACILITY OPERATION & MAINTENANCE   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| DEPRECIATION & AMORTIZATION  |   |   |   | -                            | -                                | -                         | -                            |
| RESERVES / CONTINGENCY   |   |   |   | -                            | -                                | -                         | -                            |
| TOTAL EXPENSES   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |
| NET INCOME   | - | - | - | #NAME?                       | #NAME?                           | -                         | -                            |

|  |   |   |   | SUCCESS ACADEMY CHARTER SCHOOL                           |                          |                     |                            |
|--|---|---|---|--|--------------------------|---------------------|----------------------------|
|  |   |   |   | Budget / Operating Plan                                  |                          |                     |                            |
|  |   |   |   | 2016-17  |                          |                     |                            |
| Total Revenue  | - | - | - | #NAME?   | #NAME?                   | -                   | -                          |
| Total Expenses   | - | - | - | #NAME?   | #NAME?                   | -                   | -                          |
| Net Income   | - | - | - | #NAME?   | #NAME?                   | -                   | -                          |
| Actual Student Enrollment  | - | - | - |  |                          | -                   | -                          |
|  |   |   |   | TOTALS AND VARIANCE ANALYSIS                             |                          |                     |                            |
| *NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed |   |   |   | Actual   | Current                  | Actual              | Original                   |
|  |   |   |   | Actual   | Budget (Current Quarter) | vs. Current Budget  | Budget (Current Quarter)   |
|  |   |   |   |  |                          | Current Budget - TY | Actual vs. Original Budget |
| ENROLLMENT - *School Districts Are Linked To Above Entries*  |   |   |   | * Enrollment Data Based on Last Actual Quarter Completed |                          |                     |                            |
| NYC CHANCELLOR'S OFFICE  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| -  |   |   |   | -  | -                        | -                   | -                          |
| ALL OTHER School Districts: ( Count = 0 )  |   |   |   | -  | -                        | -                   | -                          |
| TOTAL ENROLLMENT   |   |   |   | -  | -                        | -                   | -                          |
| REVENUE PER PUPIL  |   |   |   | -  | -                        | -                   | -                          |
| EXPENSES PER PUPIL   |   |   |   | -  | -                        | -                   | -                          |

|  |                      |                               |  |                         |
|--|----------------------|-------------------------------|--|-------------------------|
| Total Revenue  | #NAME?               | #NAME?                        | -  | -                       |
| Total Expenses   | 14,429,095           | 14,429,095                    | -  | -                       |
| Net Income   | #NAME?               | #NAME?                        | -  | -                       |
| Actual Student Enrollment  |                      |                               | -  |                         |
| 5  |                      |                               |  |                         |
| *NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed | Original Budget - TY | Actual vs. Original Budget TY | PY Actual (PY TY / No. of COMPLETED Actual CY Quarters | Actual CY vs. Actual PY |
| <b>REVENUE</b>   |                      |                               |  |                         |
| <b>REVENUES FROM STATE SOURCES</b>   |                      |                               |  |                         |
| Per Pupil Revenue  | CY Per Pupil Rate    |                               |  |                         |
| NYC CHANCELLOR'S OFFICE  | #NAME?               | #NAME?                        | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| -  | #N/A                 | #N/A                          | -  | -                       |
| ALL OTHER School Districts: ( Count = 0 )  | #N/A                 | #N/A                          | -  | -                       |
| TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)   | #NAME?               | #NAME?                        | -  | -                       |
| Special Education Revenue  | 1,465,409            | (1,465,409)                   | -  | -                       |
| Grants   |                      |                               |  |                         |
| Stimulus   | -                    | -                             | -  | -                       |
| DYCD (Department of Youth and Community Development)   | -                    | -                             | -  | -                       |
| Other  | 353,843              | (353,843)                     | -  | -                       |
| Other  | -                    | -                             | -  | -                       |
| TOTAL REVENUE FROM STATE SOURCES   | #NAME?               | #NAME?                        | -  | -                       |
| <b>REVENUE FROM FEDERAL FUNDING</b>  |                      |                               |  |                         |
| IDEA Special Needs   | 43,510               | (43,510)                      | -  | -                       |
| Title I  | 296,005              | (296,005)                     | -  | -                       |
| Title Funding - Other  | 7,500                | (7,500)                       | -  | -                       |
| School Food Service (Free Lunch)   | -                    | -                             | -  | -                       |
| Grants   |                      |                               |  |                         |
| Charter School Program (CSP) Planning & Implementation   | -                    | -                             | -  | -                       |
| Other  | -                    | -                             | -  | -                       |
| Other  | -                    | -                             | -  | -                       |
| TOTAL REVENUE FROM FEDERAL SOURCES   | 347,015              | (347,015)                     | -  | -                       |
| <b>LOCAL and OTHER REVENUE</b>   |                      |                               |  |                         |
| Contributions and Donations  | -                    | -                             | -  | -                       |
| Fundraising  | -                    | -                             | -  | -                       |
| Erate Reimbursement  | 48,837               | (48,837)                      | -  | -                       |
| Earnings on Investments  | -                    | -                             | -  | -                       |
| Interest Income  | -                    | -                             | -  | -                       |
| Food Service (Income from meals)   | -                    | -                             | -  | -                       |
| Text Book  | -                    | -                             | -  | -                       |
| OTHER  | -                    | -                             | -  | -                       |
| TOTAL REVENUE FROM LOCAL and OTHER SOURCES   | 48,837               | (48,837)                      | -  | -                       |
| <b>TOTAL REVENUE</b>   | #NAME?               | #NAME?                        | -  | -                       |

**. - HARLEM 3**

|   |                             |                                      |   |                                |
|---|-----------------------------|--------------------------------------|---|--------------------------------|
| <b>Total Revenue</b>  | <b>#NAME?</b>               | <b>#NAME?</b>                        | -   | -                              |
| <b>Total Expenses</b>   | <b>14,429,095</b>           | <b>14,429,095</b>                    | -   | -                              |
| <b>Net Income</b>   | <b>#NAME?</b>               | <b>#NAME?</b>                        | -   | -                              |
| <b>Actual Student Enrollment</b>  |                             |                                      | -   |                                |
| 5   |                             |                                      |   |                                |
| <b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b> |                             |                                      |   |                                |
|   | <b>Original Budget - TY</b> | <b>Actual vs. Original Budget TY</b> | <b>PY Actual (PY TY / No. of COMPLETED Actual CY Quarters</b> | <b>Actual CY vs. Actual PY</b> |

|   |                  |           |           |   |   |
|---|------------------|-----------|-----------|---|---|
| <b>EXPENSES</b>                             | Quarter 0        |           |           |   |   |
| <b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b> | No. of Positions |           |           |   |   |
| Executive Management                        | #NAME?           | -         | -         | - | - |
| Instructional Management                    | #NAME?           | 959,585   | 959,585   | - | - |
| Deans, Directors & Coordinators             | #NAME?           | 322,641   | 322,641   | - | - |
| CFO / Director of Finance                   | #NAME?           | -         | -         | - | - |
| Operation / Business Manager                | #NAME?           | 633,484   | 633,484   | - | - |
| Administrative Staff                        | #NAME?           | -         | -         | - | - |
| <b>TOTAL ADMINISTRATIVE STAFF</b>           | #NAME?           | 1,915,709 | 1,915,709 | - | - |
| <b>INSTRUCTIONAL PERSONNEL COSTS</b>        |                  |           |           |   |   |
| Teachers - Regular                          | #NAME?           | 3,186,380 | 3,186,380 | - | - |
| Teachers - SPED                             | #NAME?           | 207,945   | 207,945   | - | - |
| Substitute Teachers                         | #NAME?           | -         | -         | - | - |
| Teaching Assistants                         | #NAME?           | 528,189   | 528,189   | - | - |
| Specialty Teachers                          | #NAME?           | 934,407   | 934,407   | - | - |
| Aides                                       | #NAME?           | -         | -         | - | - |
| Therapists & Counselors                     | #NAME?           | 159,382   | 159,382   | - | - |
| Other                                       | #NAME?           | -         | -         | - | - |
| <b>TOTAL INSTRUCTIONAL</b>                  | #NAME?           | 5,016,303 | 5,016,303 | - | - |
| <b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>    |                  |           |           |   |   |
| Nurse                                       | #NAME?           | -         | -         | - | - |
| Librarian                                   | #NAME?           | -         | -         | - | - |
| Custodian                                   | #NAME?           | -         | -         | - | - |
| Security                                    | #NAME?           | -         | -         | - | - |
| Other                                       | #NAME?           | -         | -         | - | - |
| <b>TOTAL NON-INSTRUCTIONAL</b>              | #NAME?           | -         | -         | - | - |
| <b>SUBTOTAL PERSONNEL SERVICE COSTS</b>     | #NAME?           | 6,932,012 | 6,932,012 | - | - |
| <b>PAYROLL TAXES AND BENEFITS</b>           |                  |           |           |   |   |
| Payroll Taxes                               |                  | 564,936   | 564,936   | - | - |
| Fringe / Employee Benefits                  |                  | 819,710   | 819,710   | - | - |
| Retirement / Pension                        |                  | 155,970   | 155,970   | - | - |
| <b>TOTAL PAYROLL TAXES AND BENEFITS</b>     |                  | 1,540,616 | 1,540,616 | - | - |
| <b>TOTAL PERSONNEL SERVICE COSTS</b>        | #NAME?           | 8,472,629 | 8,472,629 | - | - |
| <b>CONTRACTED SERVICES</b>                  |                  |           |           |   |   |
| Accounting / Audit                          |                  | 8,537     | 8,537     | - | - |
| Legal                                       |                  | -         | -         | - | - |
| Management Company Fee                      |                  | 1,784,479 | 1,784,479 | - | - |
| Nurse Services                              |                  | -         | -         | - | - |
| Food Service / School Lunch                 |                  | -         | -         | - | - |
| Payroll Services                            |                  | 32,988    | 32,988    | - | - |
| Special Ed Services                         |                  | -         | -         | - | - |
| Titlement Services (i.e. Title I)           |                  | -         | -         | - | - |
| Other Purchased / Professional / Consulting |                  | 25,000    | 25,000    | - | - |
| <b>TOTAL CONTRACTED SERVICES</b>            |                  | 1,851,003 | 1,851,003 | - | - |

**. - HARLEM 3**

| <b>Total Revenue</b>  | <b>#NAME?</b>                   | <b>#NAME?</b>                                    | -   | -                                      |
|---|---------------------------------|--|---|--|
| <b>Total Expenses</b>   | <b>14,429,095</b>               | <b>14,429,095</b>                                | -   | -                                      |
| <b>Net Income</b>   | <b>#NAME?</b>                   | <b>#NAME?</b>                                    | -   | -                                      |
| <b>Actual Student Enrollment</b>  |                                 |  | -   |  |
| 5   |                                 |  |   |  |
| <b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b> |                                 |  |   |  |
|   | <b>Original<br/>Budget - TY</b> | <b>Actual<br/>vs.<br/>Original<br/>Budget TY</b> | <b>PY Actual (PY<br/>TY / No. of<br/>COMPLETED<br/>Actual CY<br/>Quarters</b> | <b>Actual CY<br/>vs.<br/>Actual PY</b> |
| <b>SCHOOL OPERATIONS</b>  |                                 |  |   |  |
| Board Expenses  | -                               | -  | -   | -                                      |
| Classroom / Teaching Supplies & Materials   | 373,746                         | 373,746  | -   | -                                      |
| Special Ed Supplies & Materials   | -                               | -  | -   | -                                      |
| Textbooks / Workbooks   | -                               | -  | -   | -                                      |
| Supplies & Materials other  | 348,660                         | 348,660  | -   | -                                      |
| Equipment / Furniture   | 164,832                         | 164,832  | -   | -                                      |
| Telephone   | -                               | -  | -   | -                                      |
| Technology  | 216,969                         | 216,969  | -   | -                                      |
| Student Testing & Assessment  | 25,500                          | 25,500   | -   | -                                      |
| Field Trips   | 191,376                         | 191,376  | -   | -                                      |
| Transportation (student)  | 34,724                          | 34,724   | -   | -                                      |
| Student Services - other  | 392,632                         | 392,632  | -   | -                                      |
| Office Expense  | 336,575                         | 336,575  | -   | -                                      |
| Staff Development   | 223,756                         | 223,756  | -   | -                                      |
| Staff Recruitment   | 65,769                          | 65,769   | -   | -                                      |
| Student Recruitment / Marketing   | 68,418                          | 68,418   | -   | -                                      |
| School Meals / Lunch  | 379,769                         | 379,769  | -   | -                                      |
| Travel (Staff)  | 38,080                          | 38,080   | -   | -                                      |
| Fundraising   | -                               | -  | -   | -                                      |
| Other   | 50,146                          | 50,146   | -   | -                                      |
| <b>TOTAL SCHOOL OPERATIONS</b>  | <b>2,910,952</b>                | <b>2,910,952</b>                                 | -   | -                                      |
| <b>FACILITY OPERATION &amp; MAINTENANCE</b>   |                                 |  |   |  |
| Insurance   | 102,626                         | 102,626  | -   | -                                      |
| Janitorial  | -                               | -  | -   | -                                      |
| Building and Land Rent / Lease / Facility Finance Interest  | -                               | -  | -   | -                                      |
| Repairs & Maintenance   | 121,363                         | 121,363  | -   | -                                      |
| Equipment / Furniture   | -                               | -  | -   | -                                      |
| Security  | -                               | -  | -   | -                                      |
| Utilities   | -                               | -  | -   | -                                      |
| <b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>   | <b>223,989</b>                  | <b>223,989</b>                                   | -   | -                                      |
| <b>DEPRECIATION &amp; AMORTIZATION</b>  | <b>970,522</b>                  | <b>970,522</b>                                   | -   | -                                      |
| <b>RESERVES / CONTINGENCY</b>   | -                               | -  | -   | -                                      |
| <b>TOTAL EXPENSES</b>   | <b>14,429,095</b>               | <b>14,429,095</b>                                | -   | -                                      |
| <b>NET INCOME</b>   | <b>#NAME?</b>                   | <b>#NAME?</b>                                    | -   | -                                      |

.. - HARLEM 3

| ENROLLMENT - *School Districts Are Linked To Above Entries* |  |          |          |
|---|--|----------|----------|
| NYC CHANCELLOR'S OFFICE                                     |  | -        | -        |
| -   |  | -        | -        |
| -   |  | -        | -        |
| -   |  | -        | -        |
| -   |  | -        | -        |
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| -   |  | -        | -        |
| -   |  | -        | -        |
| -   |  | -        | -        |
| -   |  | -        | -        |
| ALL OTHER School Districts: ( Count = 0 )                   |  | -        | -        |
| <b>TOTAL ENROLLMENT</b>                                     |  | <b>-</b> | <b>-</b> |
| <b>REVENUE PER PUPIL</b>                                    |  | <b>-</b> | <b>-</b> |
| <b>EXPENSES PER PUPIL</b>                                   |  | <b>-</b> | <b>-</b> |



**Annual Report Requirement**  
*for SUNY Authorized Charter Schools*

**SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3**  
**2016-17**

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**

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|  |  | TOTAL       | 1H01                                      |
|--|--|-------------|---|
|  |  |             | Success Academy Charter School - Harlem 1 |
| Total Revenue  |  |             |   |
| Total Expenses   |  |             |   |
| Net Income   |  |             |   |
| Actual Student Enrollment                                    |  |             |   |
|  |  |             |   |
| REVENUE  |  |             |   |
| REVENUES FROM STATE SOURCES                                  |  |             |   |
| Per Pupil Revenue  |  |             |   |
| NYC CHANCELLOR'S OFFICE                                      |  | 184,489,650 | 16,266,332                                |
| -  |  |             |   |
| -  |  |             |   |
| -  |  |             |   |
| -  |  |             |   |
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| -  |  |             |   |
| -  |  |             |   |
| -  |  |             |   |
| -  |  |             |   |
| ALL OTHER School Districts: ( Weighted Avg )                 |  |             |   |
| TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding) |  | 184,489,650 | 16,266,332                                |
| Special Education Revenue                                    |  | 22,293,912  | 2,091,174                                 |
| Grants   |  |             |   |
| Stimulus   |  |             |   |
| DYCD (Department of Youth and Community Deve                 |  | 548,250     |   |
| Other  |  | 5,655,561   | 498,647                                   |
| Other  |  |             |   |
| TOTAL REVENUE FROM STATE SOURCES                             |  | 212,987,373 | 18,856,153                                |

|    |   |                           |                          |
|----|---|---------------------------|--------------------------|
| 42 |   |                           |                          |
| 43 | <b>REVENUE FROM FEDERAL FUNDING</b>               |                           |                          |
| 44 | IDEA Special Needs                                | 683,389                   | 62,762                   |
| 45 | Title I   | 4,766,619                 | 334,200                  |
| 46 | Title Funding - Other                             | 217,500                   | 7,500                    |
| 47 | School Food Service (Free Lunch)                  |                           | -                        |
| 48 | Grants  |                           | -                        |
| 49 | Charter School Program (CSP) Planning & Implem    | 3,808,000                 | 300,000                  |
| 50 | Other   |                           |                          |
| 51 | Other   |                           |                          |
| 52 | <b>TOTAL REVENUE FROM FEDERAL SOURCES</b>         | <b>9,475,508</b>          | <b>704,462</b>           |
| 53 |   |                           |                          |
| 54 | <b>LOCAL and OTHER REVENUE</b>                    |                           |                          |
| 55 | Contributions and Donations                       |                           |                          |
| 56 | Fundraising                                       |                           |                          |
| 57 | Erate Reimbursement                               | 700,000                   | 48,837                   |
| 58 | Earnings on Investments                           |                           |                          |
| 59 | Interest Income                                   |                           |                          |
| 60 | Food Service (Income from meals)                  |                           |                          |
| 61 | Text Book   |                           |                          |
| 62 | OTHER   |                           |                          |
| 63 | <b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b> | <b>700,000</b>            | <b>48,837</b>            |
| 64 |   |                           |                          |
| 65 | <b>TOTAL REVENUE</b>                              | <b><u>223,162,881</u></b> | <b><u>19,609,452</u></b> |
| 66 |   |                           |                          |
| 67 |   |                           |                          |
| 68 | <b>EXPENSES</b>                                   |                           |                          |
| 69 | <b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>       |                           |                          |
| 70 | Executive Management                              |                           |                          |
| 71 | Instructional Management                          | 14,707,852                | 2,199,130                |
| 72 | Deans, Directors & Coordinators                   | 5,083,349                 | 475,985                  |
| 73 | CFO / Director of Finance                         |                           | -                        |
| 74 | Operation / Business Manager                      | 9,775,433                 | 801,227                  |
| 75 | Administrative Staff                              |                           |                          |
| 76 | <b>TOTAL ADMINISTRATIVE STAFF</b>                 | <b>29,566,633</b>         | <b>3,476,342</b>         |
| 77 |   |                           |                          |
| 78 | <b>INSTRUCTIONAL PERSONNEL COSTS</b>              |                           |                          |
| 79 | Teachers - Regular                                | 46,038,618                | 4,726,180                |
| 80 | Teachers - SPED                                   | 4,702,339                 | 552,277                  |
| 81 | Substitute Teachers                               |                           | -                        |
| 82 | Teaching Assistants                               | 11,880,235                | 744,948                  |
| 83 | Specialty Teachers                                | 18,455,802                | 2,020,287                |
| 84 | Aides   |                           | -                        |
| 85 | Therapists & Counselors                           | 2,208,880                 | 193,811                  |
| 86 | Other   |                           |                          |

|     |   |             |            |
|-----|---|-------------|------------|
| 87  | TOTAL INSTRUCTIONAL                         | 83,285,874  | 8,237,503  |
| 88  |   |             |            |
| 89  | <b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>    |             |            |
| 90  | Nurse                                       |             |            |
| 91  | Librarian                                   |             |            |
| 92  | Custodian                                   |             |            |
| 93  | Security                                    |             |            |
| 94  | Other                                       |             |            |
| 95  | TOTAL NON-INSTRUCTIONAL                     |             |            |
| 96  |   |             |            |
| 97  | <b>SUBTOTAL PERSONNEL SERVICE COSTS</b>     | 112,852,508 | 11,713,845 |
| 98  |   |             |            |
| 99  | <b>PAYROLL TAXES AND BENEFITS</b>           |             |            |
| 100 | Payroll Taxes                               | 9,197,986   | 951,050    |
| 101 | Fringe / Employee Benefits                  | 13,344,809  | 1,385,162  |
| 102 | Retirement / Pension                        | 2,539,181   | 263,562    |
| 103 | TOTAL PAYROLL TAXES AND BENEFITS            | 25,081,976  | 2,599,774  |
| 104 |   |             |            |
| 105 | <b>TOTAL PERSONNEL SERVICE COSTS</b>        | 137,934,484 | 14,313,619 |
| 106 |   |             |            |
| 107 | <b>CONTRACTED SERVICES</b>                  |             |            |
| 108 | Accounting / Audit                          | 170,732     | 12,805     |
| 109 | Legal                                       |             | -          |
| 110 | Management Company Fee                      | 28,521,782  | 2,514,747  |
| 111 | Nurse Services                              |             | -          |
| 112 | Food Service / School Lunch                 |             | -          |
| 113 | Payroll Services                            | 537,875     | 52,325     |
| 114 | Special Ed Services                         |             | -          |
| 115 | Titlement Services (i.e. Title I)           |             | -          |
| 116 | Other Purchased / Professional / Consulting | 435,000     | 50,000     |
| 117 | TOTAL CONTRACTED SERVICES                   | 29,665,388  | 2,629,877  |
| 118 |   |             |            |
| 119 | <b>SCHOOL OPERATIONS</b>                    |             |            |
| 120 | Board Expenses                              |             |            |
| 121 | Classroom / Teaching Supplies & Materials   | 5,507,689   | 487,194    |
| 122 | Special Ed Supplies & Materials             |             | -          |
| 123 | Textbooks / Workbooks                       |             | -          |
| 124 | Supplies & Materials other                  | 5,315,783   | 425,607    |
| 125 | Equipment / Furniture                       | 2,328,252   | 164,832    |
| 126 | Telephone                                   |             | -          |
| 127 | Technology                                  | 3,959,731   | 334,297    |
| 128 | Student Testing & Assessment                | 365,500     | 25,500     |
| 129 | Field Trips                                 | 2,236,072   | 433,765    |
| 130 | Transportation (student)                    | 767,861     | 51,937     |
| 131 | Student Services - other                    | 5,095,830   | 753,025    |
| 132 | Office Expense                              | 5,029,362   | 467,644    |

|     |  |                    |                   |
|-----|--|--------------------|-------------------|
| 133 | Staff Development  | 3,507,772          | 342,371           |
| 134 | Staff Recruitment  | 1,011,102          | 98,319            |
| 135 | Student Recruitment / Marketing                                    | 1,822,500          | 68,418            |
| 136 | School Meals / Lunch   | 5,155,410          | 418,172           |
| 137 | Travel (Staff)   | 995,830            | 87,720            |
| 138 | Fundraising  |                    | -                 |
| 139 | Other  | 874,598            | 66,146            |
| 140 | <b>TOTAL SCHOOL OPERATIONS</b>                                     | <b>43,973,291</b>  | <b>4,224,948</b>  |
| 141 |  |                    |                   |
| 142 | <b>FACILITY OPERATION &amp; MAINTENANCE</b>                        |                    |                   |
| 143 | Insurance  | 1,676,343          | 162,522           |
| 144 | Janitorial   |                    | -                 |
| 145 | Building and Land Rent / Lease / Facility Finance Inte             | 35,000             | 35,000            |
| 146 | Repairs & Maintenance  | 1,925,625          | 174,164           |
| 147 | Equipment / Furniture  |                    | -                 |
| 148 | Security   |                    | -                 |
| 149 | Utilities  |                    | -                 |
| 150 | <b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>                  | <b>3,636,968</b>   | <b>371,686</b>    |
| 151 |  |                    |                   |
| 152 | <b>DEPRECIATION &amp; AMORTIZATION</b>                             | <b>13,558,571</b>  | <b>1,657,375</b>  |
| 153 | <b>RESERVES / CONTINGENCY</b>                                      |                    |                   |
| 154 |  |                    |                   |
| 155 | <b>TOTAL EXPENSES</b>  | <b>228,768,703</b> | <b>23,197,505</b> |
| 156 |  |                    |                   |
| 157 | <b>NET INCOME</b>  |                    |                   |
| 158 |  |                    |                   |
| 159 | <b>ENROLLMENT - *School Districts Are Linked To Above Entries*</b> |                    |                   |
| 160 | <b>Number of Districts:</b>  |                    |                   |
| 161 | NYC CHANCELLOR'S OFFICE  | 13,152             | 1,160             |
| 162 | Headcount  | 13,832             | 1,244             |
| 163 |  |                    |                   |
| 164 | <b>K</b>   | <b>2,414</b>       | <b>126</b>        |
| 165 | <b>1</b>   | <b>2,454</b>       | <b>90</b>         |
| 166 | <b>2</b>   | <b>2,270</b>       | <b>102</b>        |
| 167 | <b>3</b>   | <b>2,346</b>       | <b>132</b>        |
| 168 | <b>4</b>   | <b>1,510</b>       | <b>130</b>        |
| 169 | <b>5</b>   | <b>975</b>         | <b>96</b>         |
| 170 | <b>6</b>   | <b>670</b>         | <b>83</b>         |
| 171 | <b>7</b>   | <b>579</b>         | <b>121</b>        |
| 172 | <b>8</b>   | <b>330</b>         | <b>77</b>         |
| 173 | <b>9</b>   | <b>223</b>         | <b>223</b>        |
| 174 | <b>10</b>  | <b>44</b>          | <b>44</b>         |
| 175 | <b>11</b>  | <b>21</b>          | <b>21</b>         |
| 176 | <b>12</b>  |                    | <b>-</b>          |
| 177 |  | <b>13,833</b>      | <b>1,245</b>      |
| 178 |  |                    |                   |

|     |                                 |              |             |
|-----|---------------------------------|--------------|-------------|
| 179 | Instructional Management        | 147          | 22          |
| 180 | Deans, Directors & Coordinators | 79           | 7           |
| 181 | Operation / Business Manager    | 157          | 13          |
|     | Teachers - Regular              | 662          | 65          |
|     | Teachers - SPED                 | 68           | 8           |
|     | Therapists & Counselors         | 43           | 4           |
|     | Teaching Assistants             | 224          | 14          |
|     | Specialty Teachers              | 276          | 29          |
|     |                                 | <b>1,655</b> | <b>161</b>  |
|     |                                 |              |             |
|     |                                 | -228,768,703 | (3,588,052) |

| 1H02<br>Success<br>Academy<br>Charter<br>School -<br>Harlem 2 | 1H03<br>Success<br>Academy<br>Charter<br>School -<br>Harlem 3 | 1H04<br>Success<br>Academy<br>Charter<br>School -<br>Harlem 4 | 1H05<br>Success<br>Academy<br>Charter<br>School -<br>Harlem 5 | 1X01<br>Success<br>Academy<br>Charter<br>School -<br>Bronx 1 | 1X02<br>Success<br>Academy<br>Charter<br>School -<br>Bronx 2 |
|---|---|---|---|--|--|
| 11,679,217  | 11,542,681  | 8,368,413   | 9,352,014   | 9,507,943  | 9,689,227  |
| 1,564,018   | 1,465,409   | 1,653,892   | 1,411,439   | 996,202  | 1,514,992  |
| -   | -   | -   | -   | -  | -  |
| 358,028   | 353,843   | 256,535   | 286,688   | 291,468  | 297,025  |
| 13,601,263  | 13,361,933  | 10,278,840  | 11,050,140  | 10,795,613   | 11,501,244   |

|                   |                   |                   |                   |                   |                   |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 43,958            | 43,510            | 30,504            | 34,580            | 36,020            | 36,581            |
| 327,982           | 296,005           | 195,783           | 208,243           | 353,173           | 427,314           |
| 7,500             | 7,500             | 7,500             | 7,500             | 7,500             | 7,500             |
| -                 | -                 | -                 | -                 | -                 | -                 |
| -                 | -                 | -                 | -                 | -                 | -                 |
| -                 | -                 | -                 | -                 | -                 | -                 |
| 379,440           | 347,015           | 233,787           | 250,324           | 396,693           | 471,395           |
| 32,558            | 48,837            | 32,558            | 32,558            | 32,558            | 32,558            |
| 32,558            | 48,837            | 32,558            | 32,558            | 32,558            | 32,558            |
| <u>14,013,261</u> | <u>13,757,785</u> | <u>10,545,185</u> | <u>11,333,022</u> | <u>11,224,864</u> | <u>12,005,196</u> |
| 869,029           | 959,585           | 781,526           | 871,204           | 782,379           | 781,539           |
| 321,606           | 322,641           | 250,799           | 251,296           | 251,143           | 250,893           |
| -                 | -                 | -                 | -                 | -                 | -                 |
| 549,556           | 633,484           | 491,369           | 492,341           | 492,042           | 491,552           |
| -                 | -                 | -                 | -                 | -                 | -                 |
| 1,740,192         | 1,915,709         | 1,523,694         | 1,614,841         | 1,525,564         | 1,523,984         |
| 3,215,187         | 3,186,380         | 2,248,400         | 2,635,178         | 2,495,202         | 2,700,240         |
| 276,397           | 207,945           | 553,769           | 208,211           | 138,504           | 207,477           |
| -                 | -                 | -                 | -                 | -                 | -                 |
| 632,799           | 528,189           | 528,342           | 528,979           | 528,799           | 528,197           |
| 1,095,548         | 934,407           | 1,063,342         | 933,926           | 901,568           | 964,368           |
| -                 | -                 | -                 | -                 | -                 | -                 |
| 158,914           | 159,382           | 132,566           | 106,258           | 132,714           | 106,088           |
| -                 | -                 | -                 | -                 | -                 | -                 |

|           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 5,378,845 | 5,016,303 | 4,526,418 | 4,412,552 | 4,196,788 | 4,506,370 |
|           |           |           |           |           |           |
|           |           |           |           |           |           |
|           |           |           |           |           |           |
|           |           |           |           |           |           |
|           |           |           |           |           |           |
| 7,119,037 | 6,932,012 | 6,050,113 | 6,027,393 | 5,722,352 | 6,030,354 |
|           |           |           |           |           |           |
| 580,438   | 564,936   | 493,205   | 491,126   | 466,425   | 491,523   |
| 841,826   | 819,710   | 715,426   | 712,739   | 676,668   | 713,089   |
| 160,178   | 155,970   | 136,128   | 135,616   | 128,753   | 135,683   |
| 1,582,442 | 1,540,616 | 1,344,758 | 1,339,481 | 1,271,846 | 1,340,295 |
|           |           |           |           |           |           |
| 8,701,479 | 8,472,629 | 7,394,871 | 7,366,874 | 6,994,198 | 7,370,649 |
|           |           |           |           |           |           |
| 8,537     | 8,537     | 8,537     | 8,537     | 8,537     | 8,537     |
| -         | -         | -         | -         | -         | -         |
| 1,805,587 | 1,784,479 | 1,293,742 | 1,445,805 | 1,469,912 | 1,497,938 |
| -         | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| 34,125    | 32,988    | 28,925    | 28,600    | 27,300    | 28,763    |
| -         | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| 20,000    | 25,000    | 20,000    | 20,000    | 20,000    | 20,000    |
| 1,868,248 | 1,851,003 | 1,351,204 | 1,502,942 | 1,525,748 | 1,555,237 |
|           |           |           |           |           |           |
| 316,025   | 373,746   | 235,408   | 242,984   | 250,122   | 257,455   |
| -         | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| 265,085   | 348,660   | 210,279   | 203,745   | 222,288   | 228,769   |
| 123,624   | 164,832   | 103,020   | 123,624   | 103,020   | 103,020   |
| -         | -         | -         | -         | -         | -         |
| 219,225   | 216,969   | 207,469   | 206,728   | 173,703   | 206,997   |
| 17,000    | 25,500    | 17,000    | 17,000    | 17,000    | 17,000    |
| 170,734   | 191,376   | 120,465   | 134,234   | 123,447   | 126,921   |
| 36,104    | 34,724    | 26,077    | 27,638    | 57,348    | 59,049    |
| 360,209   | 392,632   | 248,083   | 288,641   | 274,941   | 281,726   |
| 302,946   | 336,575   | 257,853   | 256,671   | 255,619   | 264,094   |

|           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 217,440   | 223,756   | 188,138   | 182,444   | 177,006   | 186,300   |
| 56,908    | 65,769    | 54,160    | 47,867    | 50,479    | 52,969    |
| 60,918    | 68,418    | 60,918    | 60,918    | 60,918    | 60,918    |
| 182,693   | 379,769   | 132,200   | 305,658   | 312,039   | 146,703   |
| 37,500    | 38,080    | 32,180    | 32,860    | 31,080    | 122,070   |
| -         | -         | -         | -         | -         | -         |
| 46,598    | 50,146    | 44,098    | 46,598    | 44,098    | 44,098    |
| 2,413,008 | 2,910,952 | 1,937,346 | 2,177,609 | 2,153,108 | 2,158,087 |

|         |         |         |         |         |         |
|---------|---------|---------|---------|---------|---------|
| 106,747 | 102,626 | 83,984  | 85,960  | 84,523  | 88,071  |
| -       | -       | -       | -       | -       | -       |
| -       | -       | -       | -       | -       | -       |
| 125,827 | 121,363 | 93,974  | 98,017  | 98,323  | 102,077 |
| -       | -       | -       | -       | -       | -       |
| -       | -       | -       | -       | -       | -       |
| -       | -       | -       | -       | -       | -       |
| 232,574 | 223,989 | 177,958 | 183,977 | 182,845 | 190,148 |
| 871,033 | 970,522 | 782,556 | 775,106 | 793,241 | 585,754 |

|            |            |            |            |            |            |
|------------|------------|------------|------------|------------|------------|
| 14,086,343 | 14,429,095 | 11,643,935 | 12,006,507 | 11,649,141 | 11,859,875 |
|------------|------------|------------|------------|------------|------------|

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 833 | 823 | 597 | 667 | 678 | 691 |
| 889 | 844 | 643 | 679 | 693 | 714 |
| 90  | 60  | 84  | 60  | 90  | 90  |
| 120 | 90  | 84  | 90  | 90  | 90  |
| 120 | 90  | 84  | 90  | 90  | 90  |
| 120 | 90  | 84  | 90  | 120 | 120 |
| 112 | 86  | 83  | 84  | 87  | 102 |
| 85  | 132 | -   | 118 | 90  | 78  |
| 80  | 98  | 73  | 82  | 65  | 74  |
| 84  | 100 | 75  | 66  | 62  | 71  |
| 78  | 98  | 77  | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| 889 | 844 | 643 | 679 | 693 | 714 |

|            |            |             |           |           |           |
|------------|------------|-------------|-----------|-----------|-----------|
| 9          | 10         | 8           | 9         | 8         | 8         |
| 5          | 5          | 4           | 4         | 4         | 4         |
| 9          | 10         | 8           | 8         | 8         | 8         |
| 47         | 46         | 33          | 38        | 36        | 39        |
| 4          | 3          | 8           | 3         | 2         | 3         |
| 3          | 4          | 3           | 2         | 3         | 2         |
| 12         | 10         | 10          | 10        | 10        | 10        |
| 17         | 14         | 16          | 14        | 14        | 15        |
| <b>105</b> | <b>102</b> | <b>89</b>   | <b>88</b> | <b>84</b> | <b>89</b> |
|            |            |             |           |           |           |
| (73,082)   | (671,310)  | (1,098,750) | (673,485) | (424,277) | 145,322   |

[illegible]

|                  |                  |                   |                  |                  |                  |
|------------------|------------------|-------------------|------------------|------------------|------------------|
| 21,737           | 20,955           | 30,730            | 19,320           | 22,186           | 20,330           |
| 253,652          | 205,596          | 64,315            | 68,644           | 39,789           | 90,965           |
| 7,500            | 7,500            | 7,500             | 7,500            | 7,500            | 7,500            |
| -                | -                | 354,000           | -                | -                | -                |
| 282,889          | 234,052          | 456,545           | 95,464           | 69,475           | 118,795          |
| 32,558           | 16,279           | 32,558            | 16,279           | 16,279           | 16,279           |
| 32,558           | 16,279           | 32,558            | 16,279           | 16,279           | 16,279           |
| <u>6,779,317</u> | <u>6,601,598</u> | <u>10,441,205</u> | <u>6,197,417</u> | <u>7,246,236</u> | <u>6,240,950</u> |
| -                | -                | -                 | -                | -                | -                |
| 518,684          | 301,770          | 783,243           | 301,788          | 389,844          | 301,867          |
| 197,106          | 125,055          | 251,514           | 125,062          | 125,111          | 125,095          |
| -                | -                | -                 | -                | -                | -                |
| 396,823          | 245,009          | 444,600           | 245,023          | 245,118          | 245,087          |
| -                | -                | -                 | -                | -                | -                |
| 1,112,612        | 671,833          | 1,479,356         | 671,873          | 760,073          | 672,050          |
| 1,250,036        | 1,035,565        | 2,288,995         | 1,242,752        | 1,312,303        | 1,174,018        |
| 138,898          | 207,113          | 208,461           | 69,042           | 241,740          | 69,060           |
| -                | -                | -                 | -                | -                | -                |
| 427,076          | 477,654          | 477,013           | 371,531          | 424,772          | 371,629          |
| 632,603          | 398,045          | 801,840           | 467,111          | 564,959          | 495,828          |
| -                | -                | -                 | -                | -                | -                |
| 53,193           | 52,878           | 132,867           | 52,881           | 52,902           | 52,895           |
| -                | -                | -                 | -                | -                | -                |

|           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 2,501,806 | 2,171,255 | 3,909,177 | 2,203,316 | 2,596,676 | 2,163,430 |
|           |           |           |           |           |           |
|           | -         |           | -         | -         | -         |
| 3,614,419 | 2,843,088 | 5,388,533 | 2,875,190 | 3,356,748 | 2,835,480 |
| 294,248   | 232,170   | 439,011   | 234,626   | 273,854   | 231,417   |
| 427,405   | 336,195   | 637,194   | 339,991   | 396,935   | 335,295   |
| 81,324    | 63,969    | 121,242   | 64,692    | 75,527    | 63,798    |
| 802,977   | 632,335   | 1,197,447 | 639,309   | 746,316   | 630,511   |
| 4,417,396 | 3,475,423 | 6,585,980 | 3,514,498 | 4,103,064 | 3,465,991 |
| 4,268     | 4,268     | 8,537     | 4,268     | 4,268     | 4,268     |
| -         |           | -         |           |           |           |
| 891,132   | 869,055   | 1,298,898 | 835,727   | 959,697   | 838,687   |
| -         |           | -         |           |           |           |
| -         |           | -         |           |           |           |
| 16,900    | 13,975    | 25,513    | 13,975    | 16,250    | 13,813    |
| -         |           | -         |           |           |           |
| -         |           | -         |           |           |           |
| 15,000    | 10,000    | 20,000    | 10,000    | 10,000    | 10,000    |
| 927,300   | 897,298   | 1,352,947 | 863,970   | 990,215   | 866,768   |
| 227,226   | 163,973   | 276,797   | 123,982   | 142,373   | 159,079   |
| -         |           | -         |           |           |           |
| -         |           | -         |           |           |           |
| 278,039   | 139,006   | 308,167   | 104,678   | 120,205   | 134,857   |
| 82,416    | 61,812    | 103,020   | 61,812    | 61,812    | 61,812    |
| -         |           | -         |           |           |           |
| 138,578   | 102,053   | 184,528   | 87,053    | 107,128   | 101,691   |
| 17,000    | 8,500     | 17,000    | 8,500     | 8,500     | 8,500     |
| 41,700    | 40,200    | 111,173   | 39,100    | 44,900    | 39,000    |
| 33,443    | 32,240    | 24,584    | 14,594    | 16,759    | 15,272    |
| 108,930   | 116,580   | 238,500   | 113,390   | 130,210   | 113,100   |
| 172,788   | 138,300   | 220,212   | 127,150   | 142,400   | 136,125   |

|           |           |           |         |           |           |
|-----------|-----------|-----------|---------|-----------|-----------|
| 117,863   | 92,665    | 165,544   | 86,538  | 100,625   | 91,588    |
| 43,342    | 26,319    | 50,525    | 21,215  | 24,668    | 26,013    |
| 60,918    | 68,724    | 60,918    | 53,418  | 53,418    | 68,724    |
| 187,650   | 180,900   | 234,325   | 107,920 | 164,450   | 107,644   |
| 109,765   | 14,860    | 23,925    | 11,850  | 13,800    | 14,750    |
| -         |           | -         |         |           |           |
| 33,098    | 22,049    | 38,098    | 24,549  | 24,549    | 22,049    |
| 1,652,756 | 1,208,182 | 2,057,315 | 985,748 | 1,155,798 | 1,100,203 |

|           |           |            |           |           |           |
|-----------|-----------|------------|-----------|-----------|-----------|
| 52,128    | 45,443    | 78,801     | 45,024    | 52,116    | 44,666    |
| -         |           | -          |           |           |           |
| -         | -         | -          | -         | -         | -         |
| 56,070    | 55,350    | 90,548     | 55,020    | 62,970    | 51,975    |
| -         |           | -          |           |           |           |
| -         |           | -          |           |           |           |
| -         |           | -          |           |           |           |
| 108,198   | 100,793   | 169,349    | 100,044   | 115,086   | 96,641    |
| 498,274   | 274,774   | 603,483    | 453,292   | 531,748   | 316,855   |
|           |           |            |           |           |           |
| 7,603,925 | 5,956,470 | 10,769,074 | 5,917,553 | 6,895,911 | 5,846,457 |

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 411 | 401 | 599 | 385 | 443 | 387 |
| 417 | 402 | 640 | 391 | 449 | 390 |
|     |     |     |     |     |     |
| 90  | 90  | 84  | 84  | 102 | 90  |
| 90  | 90  | 84  | 84  | 84  | 90  |
| 60  | 120 | 84  | 84  | 84  | 120 |
| 90  | 102 | 112 | 84  | 96  | 90  |
| 87  | -   | 87  | 55  | 83  | -   |
| -   | -   | 129 | -   | -   | -   |
| -   | -   | 60  | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| 417 | 402 | 640 | 391 | 449 | 390 |

|           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 5         | 3         | 8         | 3         | 4         | 3         |
| 3         | 2         | 4         | 2         | 2         | 2         |
| 6         | 4         | 7         | 4         | 4         | 4         |
| 18        | 15        | 33        | 18        | 19        | 17        |
| 2         | 3         | 3         | 1         | 4         | 1         |
| 1         | 1         | 3         | 1         | 1         | 1         |
| 8         | 9         | 9         | 7         | 8         | 7         |
| 10        | 6         | 12        | 7         | 9         | 8         |
| <b>52</b> | <b>43</b> | <b>79</b> | <b>43</b> | <b>50</b> | <b>43</b> |
|           |           |           |           |           |           |
| (824,607) | 645,128   | (327,869) | 279,864   | 350,325   | 394,494   |

| 1K02  |   | 1K05   |   | 1K06                                   |  |
|---|---|--|---|--|--|
| 1K01  | 1K02  | 1K03   | 1K04  | 1K05                                   | 1K06   |
| Success Academy Charter School - Bed Stuy 1 | Success Academy Charter School - Bed Stuy 2 | Success Academy Charter School - Cobble Hill | Success Academy Charter School - Williamsburg | Academy Charter School - Crown Heights | Success Academy Charter School - Fort Greene |
| 7,582,222                                   | 4,829,715                                   | 6,262,918                                    | 7,045,136                                     | 5,589,165                              | 4,476,749                                    |
| 986,857                                     | 499,967                                     | 344,786                                      | 1,106,968                                     | 518,677                                | 491,271                                      |
| -   | -   | -  | -   | -                                      | -  |
| 232,434                                     | 148,056                                     | 191,991                                      | 215,970                                       | 171,337                                | 137,235                                      |
| 8,801,513                                   | 5,477,738                                   | 6,799,696                                    | 8,368,074                                     | 6,279,179                              | 5,105,256                                    |

|                  |                  |                  |                  |                  |                  |
|------------------|------------------|------------------|------------------|------------------|------------------|
| 27,021           | 16,875           | 23,844           | 27,243           | 20,732           | 16,831           |
| 360,751          | 137,577          | 101,297          | 171,694          | 188,612          | 177,846          |
| 9,127            | 5,873            | 7,500            | 7,500            | 7,500            | 7,500            |
| 354,000          | -                | 400,000          | 400,000          | -                | -                |
| 750,899          | 160,325          | 532,641          | 606,438          | 216,844          | 202,177          |
| 32,558           | 16,279           | 32,558           | 32,558           | 16,279           | 16,279           |
| 32,558           | 16,279           | 32,558           | 32,558           | 16,279           | 16,279           |
| <u>9,584,970</u> | <u>5,654,342</u> | <u>7,364,895</u> | <u>9,007,070</u> | <u>6,512,302</u> | <u>5,323,712</u> |
| -                | -                | -                | -                | -                | -                |
| 606,134          | 301,871          | 606,690          | 428,296          | 301,658          | 390,991          |
| 251,184          | 125,097          | 197,192          | 204,713          | 125,008          | 125,479          |
| -                | -                | -                | -                | -                | -                |
| 443,909          | 245,091          | 304,964          | 303,373          | 244,917          | 255,106          |
| -                | -                | -                | -                | -                | -                |
| 1,301,227        | 672,059          | 1,108,846        | 936,382          | 671,583          | 771,576          |
| 2,007,620        | 1,174,034        | 1,526,439        | 1,656,043        | 1,242,216        | 1,177,622        |
| 277,337          | 103,591          | 138,574          | 413,030          | 69,012           | 69,272           |
| -                | -                | -                | -                | -                | -                |
| 422,742          | 318,543          | 585,007          | 422,801          | 424,424          | 372,769          |
| 767,159          | 531,984          | 568,588          | 698,928          | 466,909          | 468,668          |
| -                | -                | -                | -                | -                | -                |
| 106,211          | 52,896           | 79,807           | 79,464           | 52,858           | 53,058           |
| -                | -                | -                | -                | -                | -                |

|           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 3,581,070 | 2,181,048 | 2,898,414 | 3,270,265 | 2,255,419 | 2,141,388 |
|           |           |           |           |           |           |
|           | -         |           |           | -         | -         |
| 4,882,297 | 2,853,106 | 4,007,261 | 4,206,647 | 2,927,002 | 2,912,964 |
|           |           |           |           |           |           |
| 397,895   | 232,766   | 326,860   | 343,137   | 238,931   | 237,515   |
| 577,332   | 337,380   | 473,859   | 497,436   | 346,118   | 344,458   |
| 109,852   | 64,195    | 90,163    | 94,650    | 65,858    | 65,542    |
| 1,085,078 | 634,340   | 890,882   | 935,222   | 650,906   | 647,515   |
|           |           |           |           |           |           |
| 5,967,375 | 3,487,447 | 4,898,142 | 5,141,869 | 3,577,909 | 3,560,479 |
|           |           |           |           |           |           |
| 8,537     | 4,268     | 6,402     | 6,402     | 4,268     | 4,268     |
| -         |           | -         | -         |           |           |
| 1,172,198 | 746,666   | 968,236   | 1,089,166 | 864,075   | 692,098   |
| -         |           | -         | -         |           |           |
| -         |           | -         | -         |           |           |
| 23,238    | 13,813    | 19,338    | 20,313    | 14,300    | 13,975    |
| -         |           | -         | -         |           |           |
| -         |           | -         | -         |           |           |
| 20,000    | 10,000    | 17,500    | 17,500    | 10,000    | 10,000    |
| 1,223,972 | 774,746   | 1,011,476 | 1,133,381 | 892,644   | 720,341   |
|           |           |           |           |           |           |
| 254,094   | 120,177   | 186,406   | 202,148   | 131,592   | 119,860   |
| -         |           | -         | -         |           |           |
| -         |           | -         | -         |           |           |
| 284,305   | 101,465   | 180,656   | 196,708   | 111,103   | 101,197   |
| 103,020   | 61,812    | 103,020   | 103,020   | 61,812    | 61,812    |
| -         |           | -         | -         |           |           |
| 164,422   | 101,691   | 134,783   | 136,958   | 102,778   | 102,053   |
| 17,000    | 8,500     | 17,000    | 17,000    | 8,500     | 8,500     |
| 102,508   | 37,900    | 66,250    | 72,100    | 41,500    | 37,800    |
| 37,043    | 23,377    | 32,129    | 20,557    | 25,597    | 13,812    |
| 229,134   | 109,910   | 167,254   | 182,694   | 120,350   | 109,620   |
| 205,686   | 125,275   | 193,064   | 201,361   | 130,900   | 125,850   |

|           |         |           |           |           |           |
|-----------|---------|-----------|-----------|-----------|-----------|
| 151,181   | 85,531  | 125,729   | 131,766   | 88,550    | 86,538    |
| 46,642    | 20,968  | 33,859    | 35,339    | 21,708    | 21,215    |
| 60,918    | 53,418  | 60,918    | 60,918    | 53,418    | 53,418    |
| 119,752   | 104,608 | 215,689   | 287,717   | 228,250   | 207,900   |
| 26,080    | 14,750  | 22,090    | 20,950    | 15,080    | 15,760    |
| -         |         | -         | -         |           |           |
| 38,098    | 24,549  | 38,098    | 38,098    | 24,549    | 24,549    |
| 1,839,883 | 993,931 | 1,576,944 | 1,707,335 | 1,165,687 | 1,089,884 |

|           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 71,590    | 44,138    | 60,954    | 64,910    | 46,853    | 44,527    |
| -         |           | -         | -         |           |           |
| -         | -         | -         | -         | -         | -         |
| 82,631    | 51,645    | 71,235    | 75,555    | 55,770    | 51,630    |
| -         |           | -         | -         |           |           |
| -         |           | -         | -         |           |           |
| -         |           | -         | -         |           |           |
| 154,221   | 95,783    | 132,189   | 140,465   | 102,623   | 96,157    |
| 579,335   | 435,239   | 512,946   | 505,429   | 495,265   | 422,002   |
| 9,764,788 | 5,787,146 | 8,131,698 | 8,628,479 | 6,234,127 | 5,888,863 |

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 541 | 344 | 446 | 502 | 398 | 319 |
| 583 | 379 | 515 | 556 | 415 | 378 |
| 60  | 60  | 102 | 108 | 60  | 60  |
| 90  | 60  | 84  | 90  | 120 | 90  |
| 90  | 90  | 84  | 90  | 90  | 90  |
| 90  | 90  | 84  | 102 | 90  | 90  |
| 76  | 79  | 102 | 100 | 55  | 48  |
| 122 | -   | 59  | 66  | -   | -   |
| 55  | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| -   | -   | -   | -   | -   | -   |
| 583 | 379 | 515 | 556 | 415 | 378 |

|           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 6         | 3         | 6         | 4         | 3         | 4         |
| 4         | 2         | 3         | 3         | 2         | 2         |
| 7         | 4         | 5         | 5         | 4         | 4         |
| 29        | 17        | 22        | 24        | 18        | 17        |
| 4         | 2         | 2         | 6         | 1         | 1         |
| 2         | 1         | 2         | 2         | 1         | 1         |
| 8         | 6         | 11        | 8         | 8         | 7         |
| 12        | 8         | 9         | 11        | 7         | 7         |
| <b>72</b> | <b>43</b> | <b>60</b> | <b>63</b> | <b>44</b> | <b>43</b> |
|           |           |           |           |           |           |
| (179,818) | (132,804) | (766,803) | 378,591   | 278,175   | (565,151) |

| 1K07  | 1K08   | 1K09  | 1K10  | 1K11  | 1K12  |
|---|--|---|---|---|---|
| 1K07<br>Academy<br>Charter<br>School -<br>Prospect<br>Heights | 1K08<br>Success<br>Academy<br>Charter<br>School -<br>Bensonhurst | 1K09<br>Success<br>Academy<br>Charter<br>School -<br>Bergen Beach | 1K10<br>Success<br>Academy<br>Charter<br>School - Bed<br>Stuy 3 | 1K11<br>Success<br>Academy<br>Charter<br>School -<br>Bushwick | 1K12<br>Success<br>Academy<br>Charter<br>School -<br>Flatbush |
| 5,312,601   | 5,223,778  | 4,912,957   | 1,908,494   | 1,908,494   | 1,908,494   |
| 511,864   | 414,431  | 406,773   | 237,509   | 237,509   | 237,509   |
| -   | -  | -   | 109,650   | 109,650   | 109,650   |
| 162,859   | 160,136  | 150,608   | 58,505  | 58,505  | 58,505  |
| 5,987,323   | 5,798,344  | 5,470,337   | 2,314,158   | 2,314,158   | 2,314,158   |

|                  |                  |                  |                  |                  |                  |
|------------------|------------------|------------------|------------------|------------------|------------------|
| 19,483           | 18,678           | 17,789           | 6,679            | 6,679            | 7,331            |
| 122,934          | 84,424           | 107,276          | 72,633           | 72,633           | 72,633           |
| 7,500            | 7,500            | 7,500            | 7,500            | 7,500            | 7,500            |
| -                | -                | -                | 300,000          | 300,000          | 300,000          |
| 149,917          | 110,602          | 132,565          | 386,812          | 386,812          | 387,464          |
| 16,279           | 16,279           | 16,279           | 16,279           | 16,279           | 16,279           |
| 16,279           | 16,279           | 16,279           | 16,279           | 16,279           | 16,279           |
| <u>6,153,520</u> | <u>5,925,225</u> | <u>5,619,181</u> | <u>2,717,249</u> | <u>2,717,249</u> | <u>2,717,901</u> |
| -                | -                | -                | -                | -                | -                |
| 301,539          | 302,201          | 302,266          | 126,152          | 126,262          | 126,262          |
| 124,959          | 125,233          | 125,260          | 70,986           | 71,048           | 71,048           |
| 234,191          | 245,359          | 245,411          | 197,520          | 197,691          | 197,691          |
| 660,690          | 672,793          | 672,937          | 394,658          | 395,001          | 395,001          |
| 1,241,728        | 1,037,045        | 1,037,266        | 483,957          | 484,378          | 484,378          |
| 137,970          | 69,136           | 69,151           | -                | -                | -                |
| 371,225          | 372,040          | 372,119          | 159,447          | 159,585          | 159,585          |
| 531,399          | 463,429          | 431,654          | 329,480          | 264,894          | 264,894          |
| 52,838           | 52,954           | 52,965           | 26,477           | 26,500           | 26,500           |

|           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 2,335,160 | 1,994,604 | 1,963,155 | 999,361   | 935,357   | 935,357   |
|           |           |           |           |           |           |
| -         | -         | -         | -         | -         | -         |
|           |           |           |           |           |           |
| 2,995,850 | 2,667,397 | 2,636,092 | 1,394,019 | 1,330,358 | 1,330,358 |
|           |           |           |           |           |           |
| 244,539   | 217,706   | 215,140   | 113,638   | 108,427   | 108,427   |
| 354,259   | 315,420   | 311,718   | 164,843   | 157,315   | 157,315   |
| 67,407    | 60,016    | 59,312    | 31,365    | 29,933    | 29,933    |
| 666,205   | 593,142   | 586,170   | 309,846   | 295,675   | 295,675   |
|           |           |           |           |           |           |
| 3,662,055 | 3,260,539 | 3,222,262 | 1,703,865 | 1,626,032 | 1,626,032 |
|           |           |           |           |           |           |
| 4,268     | 4,268     | 4,268     | 4,268     | 4,268     | 4,268     |
|           |           |           |           |           |           |
| 821,319   | 807,587   | 759,535   | 295,050   | 295,050   | 295,050   |
|           |           |           |           |           |           |
| 14,625    | 13,000    | 12,838    | 6,663     | 6,338     | 6,338     |
|           |           |           |           |           |           |
| 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    |
| 850,212   | 834,855   | 786,640   | 315,981   | 315,656   | 315,656   |
|           |           |           |           |           |           |
| 123,665   | 154,184   | 146,842   | 102,756   | 102,756   | 102,756   |
|           |           |           |           |           |           |
| 104,410   | 130,707   | 124,483   | 147,649   | 147,649   | 147,649   |
| 61,812    | 61,812    | 61,812    | 41,208    | 41,208    | 41,208    |
|           |           |           |           |           |           |
| 103,503   | 99,878    | 99,516    | 85,741    | 85,016    | 85,016    |
| 8,500     | 8,500     | 8,500     | 8,500     | 8,500     | 8,500     |
| 39,000    | 37,800    | 36,000    | 15,000    | 15,000    | 15,000    |
| 14,251    | 22,706    | 21,625    | 9,252     | 9,252     | 9,252     |
| 113,100   | 109,620   | 104,400   | 43,500    | 43,500    | 43,500    |
| 129,750   | 131,250   | 128,325   | 64,275    | 62,925    | 62,925    |

|           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 90,563    | 86,200    | 85,123    | 46,894    | 44,606    | 44,606    |
| 22,202    | 24,483    | 24,176    | 18,907    | 17,985    | 17,985    |
| 53,418    | 68,724    | 68,724    | 68,724    | 68,724    | 68,724    |
| 214,500   | 104,332   | 99,364    | 82,500    | 82,500    | 82,500    |
| 15,300    | 14,200    | 59,090    | 7,210     | 6,990     | 6,990     |
| 24,549    | 22,049    | 22,049    | 13,549    | 13,549    | 13,549    |
| 1,118,521 | 1,076,445 | 1,090,029 | 755,665   | 750,160   | 750,160   |
| 45,869    | 42,685    | 41,371    | 19,455    | 18,978    | 18,978    |
| -         | -         | -         | -         | -         | -         |
| 55,050    | 48,540    | 47,985    | 20,115    | 20,085    | 20,085    |
| 100,919   | 91,225    | 89,356    | 39,570    | 39,063    | 39,063    |
| 463,521   | 269,468   | 271,722   | -         | -         | -         |
| 6,195,229 | 5,532,534 | 5,460,009 | 2,815,081 | 2,730,911 | 2,730,911 |
| 379       | 372       | 350       | 136       | 136       | 136       |
| 390       | 378       | 360       | 150       | 150       | 150       |
| 56        | 108       | 90        | 90        | 90        | 90        |
| 84        | 90        | 90        | 60        | 60        | 60        |
| 56        | 90        | 120       | -         | -         | -         |
| 140       | 90        | 60        | -         | -         | -         |
| 54        | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| -         | -         | -         | -         | -         | -         |
| 390       | 378       | 360       | 150       | 150       | 150       |

|           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 3         | 3         | 3         | 1         | 1         | 1         |
| 2         | 2         | 2         | 1         | 1         | 1         |
| 4         | 4         | 4         | 3         | 3         | 3         |
| 18        | 15        | 15        | 7         | 7         | 7         |
| 2         | 1         | 1         | -         | -         | -         |
| 1         | 1         | 1         | 1         | 1         | 1         |
| 7         | 7         | 7         | 3         | 3         | 3         |
| 8         | 7         | 7         | 5         | 4         | 4         |
| <b>45</b> | <b>40</b> | <b>40</b> | <b>21</b> | <b>20</b> | <b>20</b> |
|           |           |           |           |           |           |
| (41,709)  | 392,692   | 159,172   | (97,832)  | (13,662)  | (13,010)  |

| 1Q01  | 1Q02  | 1Q03  | 1Q04   |
|---|---|---|--|
| 1Q01<br>Success Academy<br>Charter School -<br>Rosedale | 1Q02<br>Academy Charter<br>School -<br>Springfield<br>Gardens | 1Q03<br>Success Academy<br>Charter School - Far<br>Rockaway | 1Q04<br>Academy Charter<br>School -<br>South Jamaica |
| 5,113,140   | 5,027,627   | 2,078,297   | 2,078,297  |
| 5,113,140   | 5,027,627   | 2,078,297   | 2,078,297  |
| 545,048   | 409,598   | 241,692   | 241,692  |
| -   | -   | 109,650   | 109,650  |
| 156,744   | 154,123   | 63,711  | 63,711   |
| 5,814,932   | 5,591,348   | 2,493,350   | 2,493,350  |

|                  |                  |                  |                  |
|------------------|------------------|------------------|------------------|
| 18,988           | 17,789           | 6,923            | 7,331            |
| 83,346           | 80,055           | 33,623           | 33,623           |
| 7,500            | 7,500            | 7,500            | 7,500            |
| 250,000          | 250,000          | 300,000          | 300,000          |
| 359,833          | 355,344          | 348,046          | 348,453          |
| 16,279           | 16,279           | 16,279           | 16,279           |
| 16,279           | 16,279           | 16,279           | 16,279           |
| <u>6,191,044</u> | <u>5,962,971</u> | <u>2,857,675</u> | <u>2,858,082</u> |
| -                | -                | -                | -                |
| 301,977          | 302,114          | 215,589          | 126,262          |
| 125,140          | 125,197          | 71,454           | 71,048           |
| 245,177          | 245,288          | 198,821          | 197,691          |
| 672,294          | 672,600          | 485,863          | 395,001          |
| 967,190          | 1,036,746        | 487,146          | 484,378          |
| 207,255          | 69,116           | -                | -                |
| 424,873          | 425,066          | 160,497          | 159,585          |
| 431,242          | 431,438          | 266,408          | 264,894          |
| 52,914           | 52,938           | 26,651           | 26,500           |

|           |           |           |           |
|-----------|-----------|-----------|-----------|
| 2,083,474 | 2,015,305 | 940,702   | 935,357   |
|           |           |           |           |
| -         | -         | -         | -         |
|           |           |           |           |
| 2,755,768 | 2,687,904 | 1,426,565 | 1,330,358 |
|           |           |           |           |
| 224,978   | 219,445   | 116,128   | 108,427   |
| 325,870   | 317,845   | 168,691   | 157,315   |
| 62,005    | 60,478    | 32,098    | 29,933    |
| 612,852   | 597,768   | 316,917   | 295,675   |
|           |           |           |           |
| 3,368,620 | 3,285,672 | 1,743,482 | 1,626,032 |
|           |           |           |           |
| 4,268     | 4,268     | 4,268     | 4,268     |
|           |           |           |           |
| 790,483   | 777,263   | 321,301   | 321,301   |
|           |           |           |           |
| 13,488    | 13,163    | 6,663     | 6,338     |
|           |           |           |           |
| 10,000    | 10,000    | 10,000    | 10,000    |
| 818,238   | 804,693   | 342,232   | 341,907   |
|           |           |           |           |
| 151,736   | 146,842   | 102,756   | 102,756   |
|           |           |           |           |
| 128,633   | 124,483   | 147,649   | 147,649   |
| 61,812    | 61,812    | 41,208    | 41,208    |
|           |           |           |           |
| 100,966   | 100,241   | 85,741    | 85,016    |
| 8,500     | 8,500     | 8,500     | 8,500     |
| 37,200    | 36,000    | 15,000    | 15,000    |
| 35,772    | 34,618    | 14,424    | 14,424    |
| 107,880   | 104,400   | 43,500    | 43,500    |
| 132,525   | 129,675   | 64,275    | 62,925    |

|           |           |           |           |
|-----------|-----------|-----------|-----------|
| 89,433    | 87,278    | 46,894    | 44,606    |
| 25,401    | 24,789    | 18,907    | 17,985    |
| 68,724    | 68,724    | 68,724    | 68,724    |
| 102,676   | 198,000   | 82,500    | 82,500    |
| 67,000    | 66,600    | 11,800    | 55,500    |
| 22,049    | 22,049    | 13,549    | 13,549    |
| 1,140,305 | 1,214,009 | 765,427   | 803,842   |
| 42,988    | 41,759    | 19,699    | 18,978    |
| -         | -         | -         | -         |
| 51,405    | 48,015    | 20,115    | 20,085    |
| 94,393    | 89,774    | 39,814    | 39,063    |
| 257,509   | 232,122   | -         | -         |
| 5,679,066 | 5,626,271 | 2,890,955 | 2,810,844 |
| 365       | 358       | 148       | 148       |
| 372       | 360       | 150       | 150       |
| 60        | 60        | 90        | 90        |
| 90        | 90        | 60        | 60        |
| 132       | 120       | -         | -         |
| 90        | 90        | -         | -         |
| -         | -         | -         | -         |
| -         | -         | -         | -         |
| -         | -         | -         | -         |
| -         | -         | -         | -         |
| -         | -         | -         | -         |
| -         | -         | -         | -         |
| -         | -         | -         | -         |
| -         | -         | -         | -         |
| -         | -         | -         | -         |
| 372       | 360       | 150       | 150       |

|           |           |           |           |
|-----------|-----------|-----------|-----------|
| 3         | 3         | 2         | 1         |
| 2         | 2         | 1         | 1         |
| 4         | 4         | 3         | 3         |
| 14        | 15        | 7         | 7         |
| 3         | 1         | -         | -         |
| 1         | 1         | 1         | 1         |
| 8         | 8         | 3         | 3         |
| 7         | 7         | 4         | 4         |
| <b>42</b> | <b>41</b> | <b>21</b> | <b>20</b> |
|           |           |           |           |
| 511,978   | 336,700   | (33,280)  | 47,238    |

|   |
|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee</b></p> |
|---|

**Trustee Name:**

Samuel Cole

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

*Chairperson*

2. Is the trustee an employee of any school operated by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
|---------|--|--|---|
|         |  |  |   |

|  |      |      |      |
|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| None   | None | None | None |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| None   | None                         | None  | None  | None                                      |

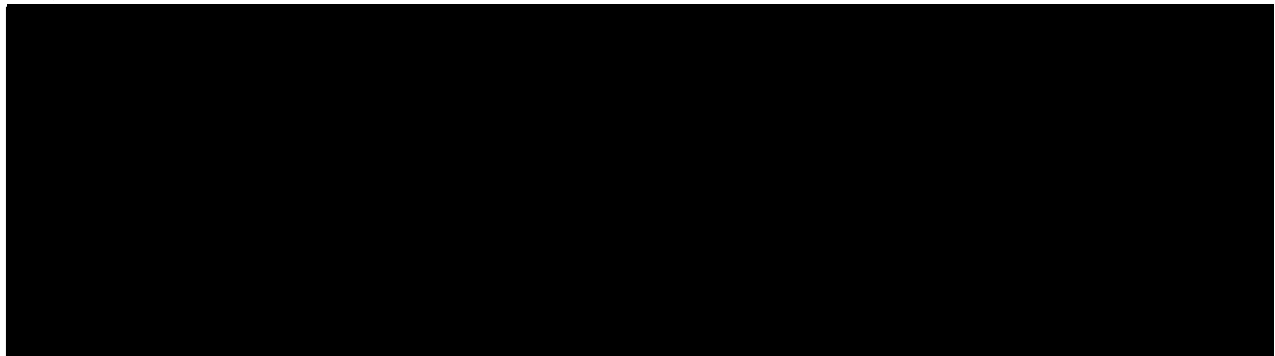
Samuel A. Cole  
Samuel A. Cole (Jul 29, 2016)

Jul 29, 2016

Signature

Date

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|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School<br/>Education Corporation Trustee</b></p> |
|---|

Trustee Name:

Bryan Binder

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

Vice Chairperson

2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
|---------|--|--|---|
|         |  |  |   |

|  |      |      |      |
|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| None   | None | None | None |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| None   | None                         | None  | None  | None                                      |

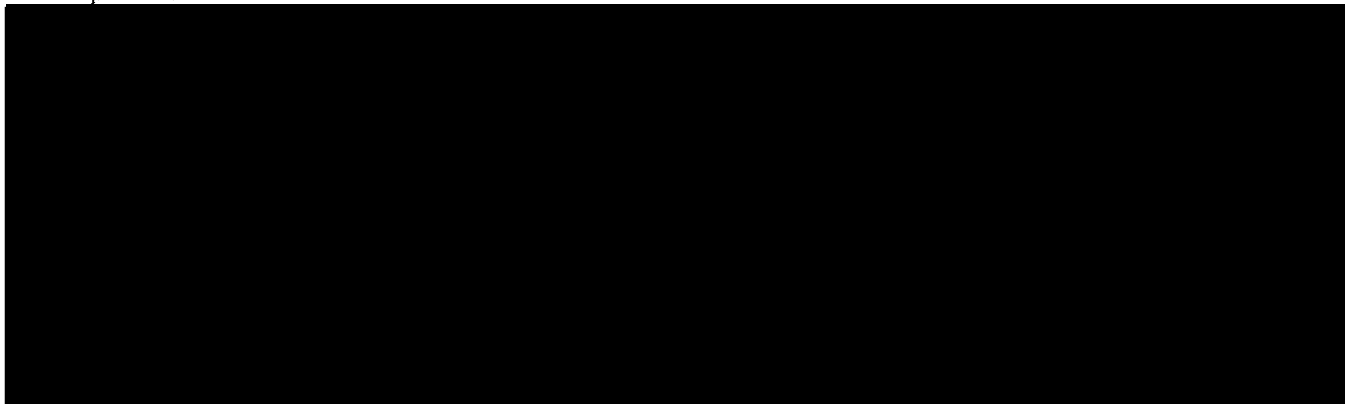
Bryan Binder  
Bryan Binder (Jul 27, 2016)

Jul 27, 2016

Signature

Date

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|   |
|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee</b></p> |
|---|

Trustee Name:

Gregory Sawers

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

*Secretary*

2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
|---------|--|--|---|
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| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| None   | None | None | None |

5. 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(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| None   | None                         | None  | None  | None                                      |

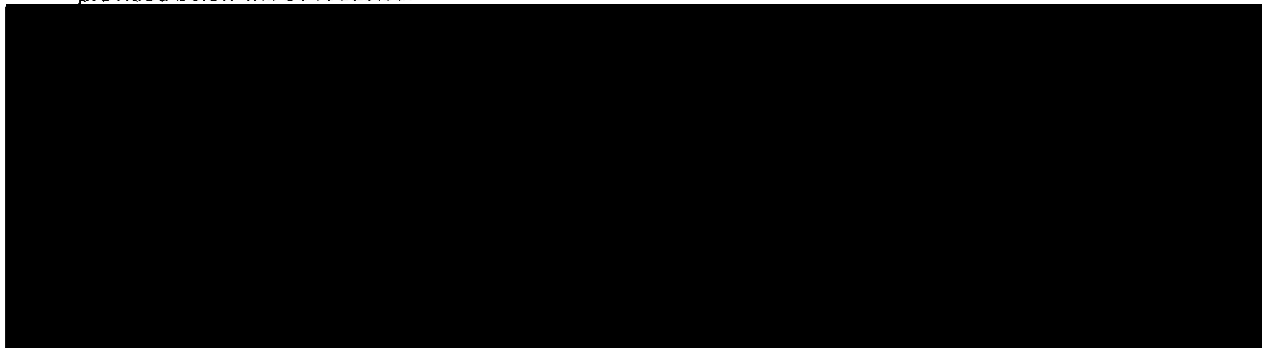
Gregory Sawyer  
Gregory Sawyer (Jul 26, 2016)

Jul 26, 2016

Signature

Date

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|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School<br/>Education Corporation Trustee</b></p> |
|---|

**Trustee Name:**

Scott J. Friedman

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

Treasurer

2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

☐ Yes ☒ No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
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| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| NONE   | NONE | NONE | NONE |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| NONE   | NONE                         | NONE  | NONE  | NONE                                      |

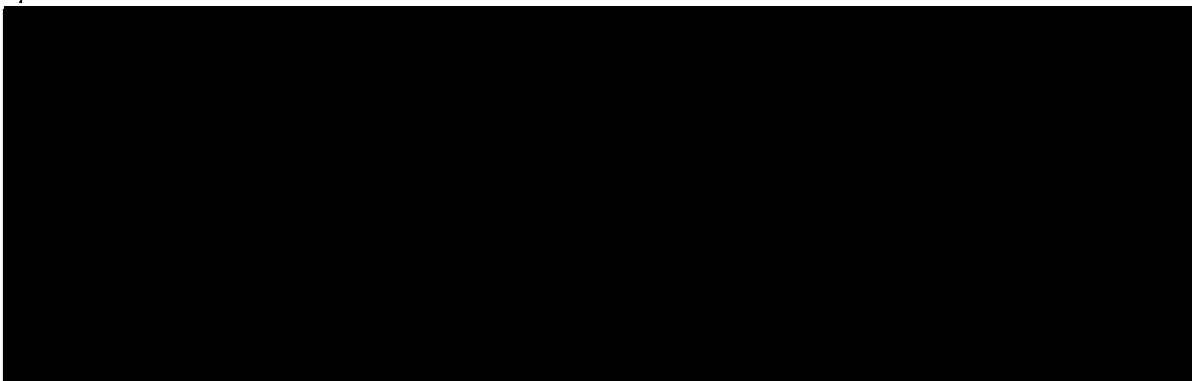
Scott J. Friedman  
 Scott J. Friedman (Jul 26, 2016)

Jul 26, 2016

Signature

Date

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**Disclosure of Financial Interest by a Current or Proposed Charter School  
Education Corporation Trustee**

**Trustee Name:**

Brian T Levine

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
|---------|--|--|---|
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|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| None   | None | None | None |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| None   | None                         | None  | None  | None                                      |

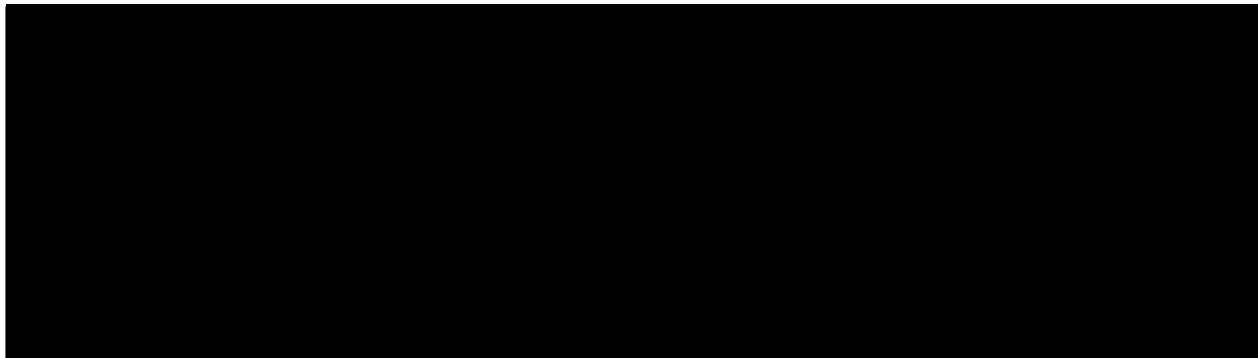
Brian T Levine  
 Brian T Levine (Jul 27, 2016)

Jul 27, 2016

Signature

Date

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|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School<br/>Education Corporation Trustee</b></p> |
|---|

**Trustee Name:**

andrew stone

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
|---------|--|--|---|
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|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| none   | none | none | none |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| none   | none                         | none  | none  | none                                      |

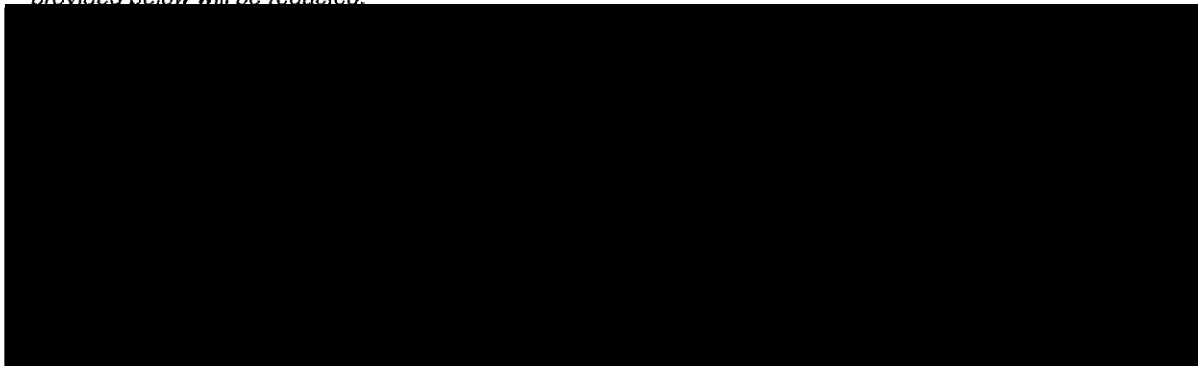
andrew d stone  
andrew d stone (Jul 27, 2016)

Jul 27, 2016

Signature

Date

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|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee</b></p> |
|---|

**Trustee Name:**

Catherine Shainker

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).
2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
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|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| None   | None | None | None |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| none   | None                         | None  | None  | None                                      |

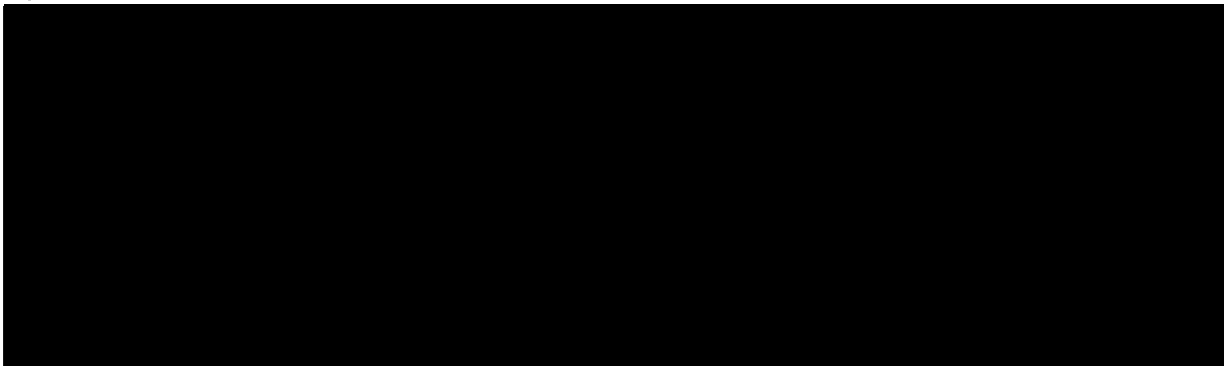
Catherine Shainker  
Catherine Shainker (Jul 28, 2016)

Jul 28, 2016

Signature

Date

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|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School<br/>Education Corporation Trustee</b></p> |
|---|

**Trustee Name:**

Derrell Bradford

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
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|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| none   | none | none | none |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

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| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| none   | none                         | none  | none  | none                                      |

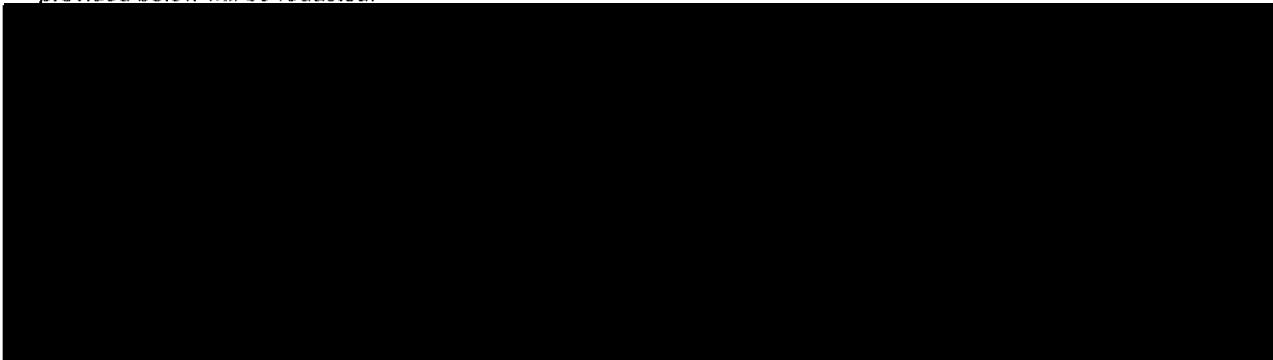
Derrell Bradford  
Derrell Bradford (Jul 27, 2016)

Jul 27, 2016

Signature

Date

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|   |
|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School<br/>Education Corporation Trustee</b></p> |
|---|

Trustee Name:

Isela Bahena

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

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If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

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|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| none   | none | none | none |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

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| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| none   | none                         | none  | none  | none                                      |

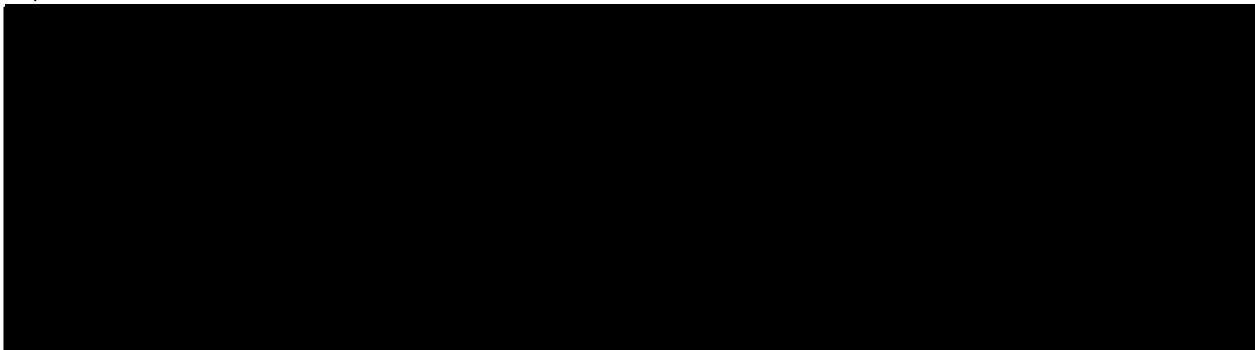
Iseia Bahena  
Iseia Bahena (Jul 31, 2016)

Jul 31, 2016

Signature

Date

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|   |
|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School<br/>Education Corporation Trustee</b></p> |
|---|

**Trustee Name:**

jarrett posner

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

2. Is the trustee an employee of any school operated by the Education Corporation?  
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If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

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☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
|---------|--|--|---|
|         |  |  |   |

|  |      |      |      |
|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| none   | none | none | none |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| none   | none                         | none  | none  | none                                      |

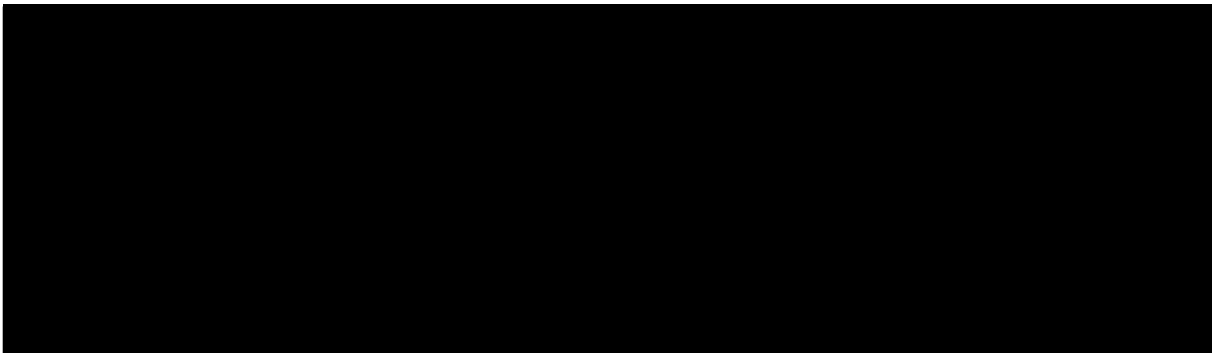
Jarrett Posner  
jarrett posner (Jul 29, 2016)

Jul 29, 2016

Signature

Date

*Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*



|   |
|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee</b></p> |
|---|

**Trustee Name:**

Khadijah Pickel

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

Parent Representative

2. Is the trustee an employee of any school operated by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

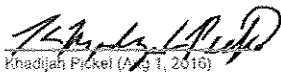
4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
|---------|--|--|---|
|         |  |  |   |

|  |      |      |      |
|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| None   | None | None | None |

5. 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(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| None   | None                         | None  | None  | None                                      |

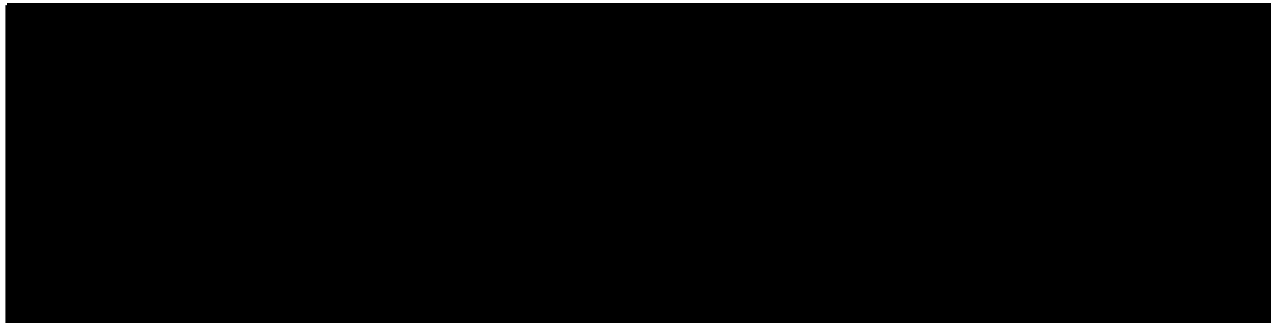
  
Kradjen Pickel (Aug 1, 2016)

Aug 1, 2016

Signature

Date

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|   |
|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School<br/>Education Corporation Trustee</b></p> |
|---|

**Trustee Name:**

Lorenzo Smith III

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).
2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
|---------|--|--|---|
|         |  |  |   |

|  |      |      |      |
|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| None   | None | None | None |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write None.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest   |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| JP Morgan  | Lending                      | \$7MM credit facility                       | Lorenzo Smith III   | As an employee of JPM, I recuse myself from discussions and voting on this transaction. |

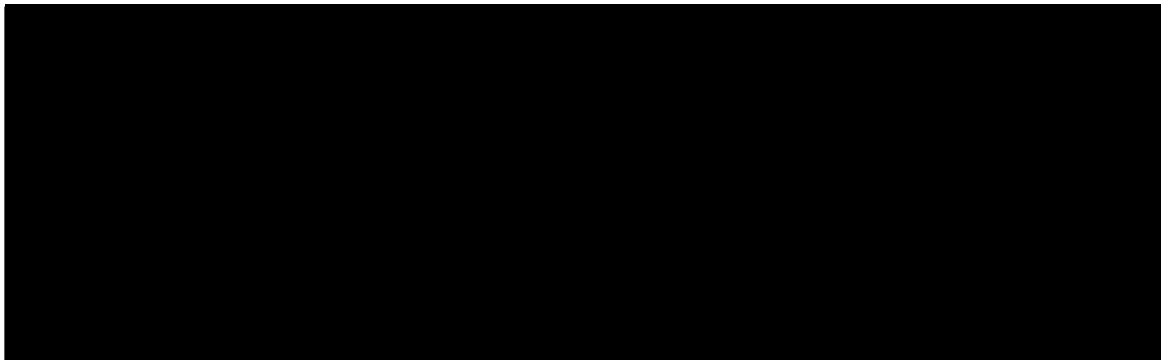
Lorenzo Smith III  
Lorenzo Smith III (Jul 27, 2016)

Jul 27, 2016

Signature

Date

Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.



|   |
|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School<br/>Education Corporation Trustee</b></p> |
|---|

**Trustee Name:**

richard barrera

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).
2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. 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 have held or engaged in with the charter school(s) governed by the Education Corporation 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 Questions 2-4 above, you need not disclose again your employment status, salary, etc.

| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
|---------|--|--|---|
|         |  |  |   |

|  |      |      |      |
|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| none   | none | none | none |

5. 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(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| none   | none                         | none  | none  | none                                      |

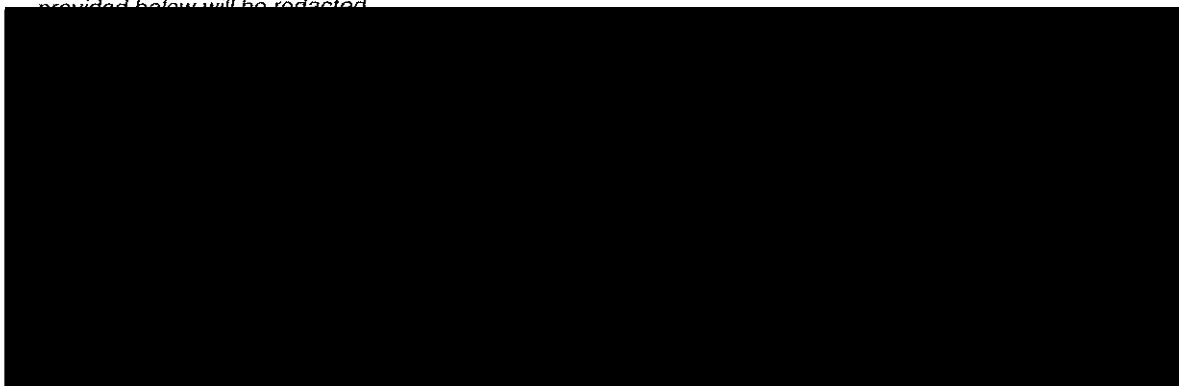
Richard Barrera  
richard barrera (Jul 27, 2016)

Jul 27, 2016

Signature

Date

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|   |
|---|
| <p align="center"><b>Disclosure of Financial Interest by a Current or Proposed Charter School<br/>Education Corporation Trustee</b></p> |
|---|

**Trustee Name:**

Sandeep Chainani

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

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|---------|--|--|---|
|         |  |  |   |

|  |      |      |      |
|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| None   | none | none | none |

5. 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(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

| Organization conducting business with the school(s)                      | Nature of business conducted | Approximate value of the business conducted | Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest | Steps Taken to Avoid Conflict of Interest |
|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| none   | none                         | none  | none  | none                                      |

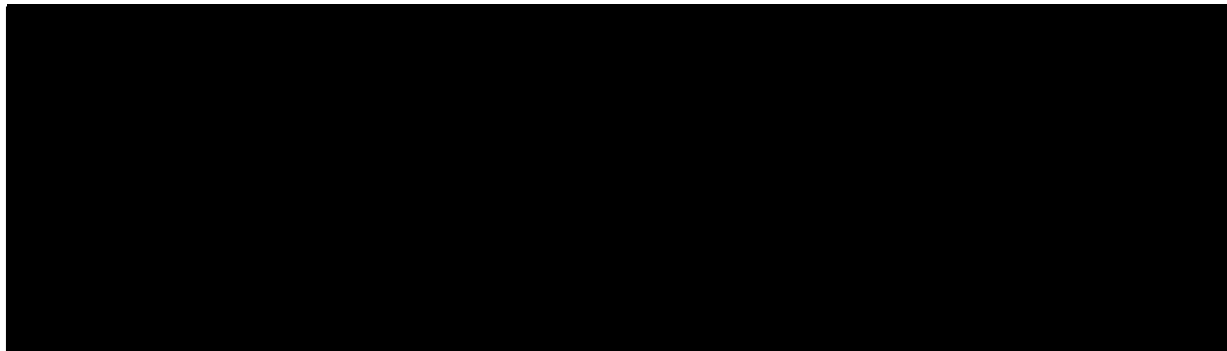
Sandeep Chainani  
Sandeep Chainani (Jul 31, 2016)

Jul 31, 2016

Signature

Date

*Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*



**Disclosure of Financial Interest by a Current or Proposed Charter School  
Education Corporation Trustee**

**Trustee Name:**

Suleman E. Lunat

**Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):**

Success Academy Charter Schools— NYC

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

2. Is the trustee an employee of any school operated by the Education Corporation?  
☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

☐ Yes ☒ No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

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| Date(s) | Nature of Financial Interest/Transaction | Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion) | Name of person holding interest or engaging in transaction and relationship to yourself |
|---------|--|--|---|
|         |  |  |   |

|  |      |      |      |
|--|------|------|------|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |      |      |      |
| None   | None | None | None |

5. 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(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

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|--|------------------------------|---|---|---|
| <i>Please write "None" if applicable. Do not leave this space blank.</i> |                              |   |   |   |
| None   | None                         | None  | None  | None                                      |

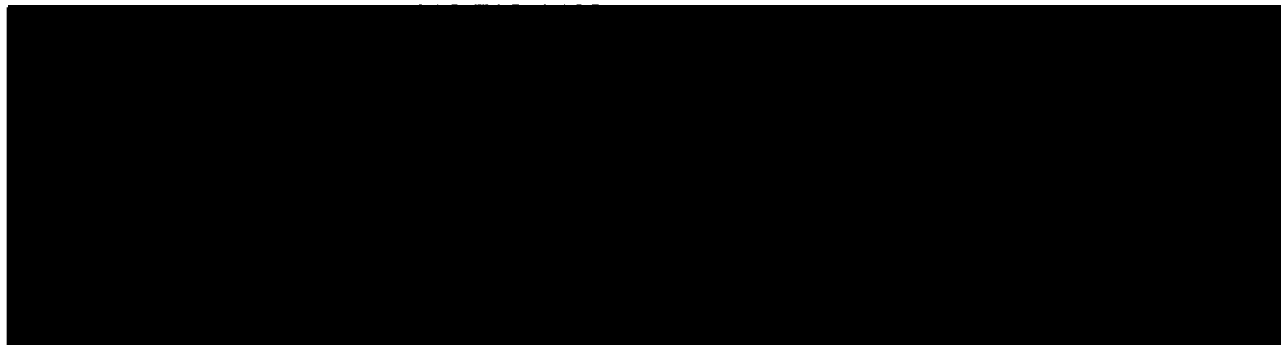
Suleman Lunat  
Suleman Lunat (Jul 27, 2016)

Jul 27, 2016

Signature

Date

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# Entry 9 BOT Table

Created: 07/28/2016

Last updated: 08/01/2016

## Page 1

### 1. Current Board Member Information

|    | Trustee Name     | Email Address | Position on the Board     | Committee Affiliations | Voting Member? (Y/N) | Area of Expertise, and/or Additional Role at School (parent, staff member, etc.) | Number of Terms Served and Length of Each (Include election date and term expiration) |
|----|------------------|---------------|---------------------------|------------------------|----------------------|--|---|
| 1  | Rich Barrera     |               |                           |                        | Yes                  |  |   |
| 2  | Bryan Binder     |               | Vice Chair/Vice President |                        | Yes                  |  |   |
| 3  | Derrell Bradford |               |                           |                        | Yes                  |  |   |
| 4  | Sam Chainani     |               |                           |                        | Yes                  |  |   |
| 5  | Sam Cole         |               | Chair/Board President     |                        | Yes                  |  |   |
| 6  | Scott Friedman   |               | Treasurer                 |                        | Yes                  |  |   |
| 7  | Suleman Lunat    |               |                           |                        | Yes                  |  |   |
| 8  | Graham Officer   |               |                           |                        | Yes                  |  |   |
| 9  | Khadijah Pickel  |               | Parent Representative     |                        | No                   |  |   |
| 10 | Jarrett Posner   |               |                           |                        | Yes                  |  |   |

|    |               |  |           |  |     |  |  |
|----|---------------|--|-----------|--|-----|--|--|
| 11 | Greg Sawers   |  | Secretary |  | Yes |  |  |
| 12 | Cate Shainker |  |           |  | Yes |  |  |
| 13 | Isela Bahena  |  |           |  | Yes |  |  |
| 14 | Brian Levine  |  |           |  | Yes |  |  |
| 15 | Lorenzo Smith |  |           |  | Yes |  |  |
| 16 | Andy Stone    |  |           |  | Yes |  |  |
| 17 |               |  |           |  |     |  |  |
| 18 |               |  |           |  |     |  |  |
| 19 |               |  |           |  |     |  |  |
| 20 |               |  |           |  |     |  |  |

## 2. Total Number of Members on June 30, 2015

(No response)

## 3. Total Number of Members Joining the Board 2015-16 School Year

(No response)

## 4. Total Number of Members Departing the Board during the 2015-16 School Year

(No response)

## 5. Number of Voting Members 2015-16, as set by the by-laws, resolution or minutes

(No response)

## 6. Number of Board Meetings Conducted in the 2015-16 School Year

bi-monthly

**7. Number of Board Meetings Scheduled for the 2016-17 School Year**

bi-monthly

**Thank you.**

## Entry 11: Enrollment and Retention Efforts

Success Academy Charter Schools undertake numerous strategies for recruiting and retaining students eligible for the Free and Reduced Price Lunch program (“FRPL”), English Language Learners (“ELL”), and students with special education needs. For the 2015-16 school year, strategies included extensive outreach, including but not limited to:

- Mailings and distributions to residents of the CSD of a school’s location (“in-district residents”), including residents in low-income in-district communities;
- Written applications in five languages (English, Spanish, Chinese, French, and Russian);
- Bilingual flyers dropped in public housing complexes, supermarkets, preschools, and community centers;
- Advertisements and marketing materials (including bilingual advertisements and materials) posted in local newspapers, supermarkets, preschools, community centers, and public housing apartment complexes;
- Tours of existing Success Academy schools; and/or
- Information sessions hosted at public and private venues frequented by families of young children, including daycare and nursery schools.

Success Academy Charter Schools will continue these extensive outreach efforts for the 2016-17 school year, with a focus on reaching typically underserved families within the community, including those targeted by the enrollment and retention targets. Success Academy Charter Schools has also reinstated a lottery preference for ELL students in its admissions policy. Additionally, Success Academy Charter Schools works to ensure student retention through strong programs that serve special education, ELL, and FRPL students at a very high level. Further information about our programs and outreach efforts is available in our charter.



# Entry 12 Teacher and Administrator Attrition

Last updated: 08/01/2016

Report changes in teacher and administrator staffing.

## Page 1

### Instructions for completing the Teacher and Administrator Attrition Tables

The following tables reflect formatting in the online portal required for Regents authorized charter schools. Schools should provide, for teachers and administrators only, the full time equivalent (FTE) of staff on June 30, 2015; the FTE for added staff from July 1, 2015 through June 30, 2016; and the FTE for any departed staff from July 1, 2015 through June 30, 2016 using the two tables provided.

#### 2015-16 Teacher Attrition Table

|  | FTE Teachers on June 30, 2015 | FTE Teachers Departed 7/1/15 - 6/30/16 | FTE Teachers Filling Vacant Positions 7/1/15 - 6/30/16 | FTE Teachers Added in New Positions 7/1/15-6/30/16 | FTE of Teachers on June 30, 2016 |
|--|-------------------------------|--|--|--|----------------------------------|
|  | 80                            | 26.5                                   | 24.5   | 5  | 71.14                            |

#### 2015-16 Administrator Position Attrition Table

|  | FTE Administrative Positions on June 30, 2015 | FTE Administrators Departed 7/1/15 - 6/30/16 | FTE Administrators Filling Vacant Positions 7/1/15 - 6/30/16 | FTE Administrators Added in New Positions 7/1/15-6/30/16 | FTE Administrative Positions on June 30, 2016 |
|--|---|--|--|--|---|
|  | 7   | 0  | 2  | 0  | 9   |

Thank you

# 2016-2017 ACADEMIC CALENDAR

## Success Academy



*\*All dates are subject to change*

| Date   | Event  | Grades   |
|--|--|--|
| <b>August 2016</b>                           |  |  |
| Monday, August 15 & Wednesday, August 17     | First Day of School  | Harlem 2, Harlem 3 (Lower & Upper), Harlem 4, Harlem 5, Hell's Kitchen, Union Square, Upper West, Washington Heights, Bed-Stuy 1, Bed-Stuy 2, Bensonhurst, Bergen Beach, Cobble Hill, Crown Heights, Fort Greene, Prospect Heights, Williamsburg, Bronx 1, Bronx 2, Bronx 3 (Lower & Upper), Bronx 4, Rosedal, Springfield Gardens |
| Wednesday, August 17                         | First Day of School  | Harlem Central, Harlem East, Harlem North Central, Harlem North West, Harlem West  |
| Monday, August 22 & Wednesday, August 24     | First Day of School  | Harlem 1, Bed-Stuy 3, Bushwick, Flatbush, Far Rockaway, South Jamaica<br>Harlem Central, Harlem East, Harlem North Central, Harlem North West, Harlem West, Midtown West, Bed-Stuy Middle School, Bronx 1 Middle School, Bronx 2 Middle School,  |
| Wednesday, August 24                         | First Day of School  | High School of the Liberal Arts  |
| <b>September 2016</b>                        |  |  |
| Friday, September 2 - Tuesday, September 6   | No School: Labor Day and Teacher Training                  | All Grades   |
| <b>October 2016</b>                          |  |  |
| Monday, October 10 - Wednesday, October 12   | No School: Columbus Day and Teacher Training               | All Grades   |
| <b>November 2016</b>                         |  |  |
| Monday, November 21 - Friday, November 25    | No School: Thanksgiving Break and Teacher Training         | All Grades   |
| <b>December 2016</b>                         |  |  |
| Thursday, December 22 - Wednesday, January 4 | No School: Winter Break and Teacher Training               | All Grades   |
| <b>January 2017</b>                          |  |  |
| Monday, January 16 - Tuesday, January 17     | No School: Martin Luther King Jr. Day and Teacher Training | All Grades   |
| <b>February 2017</b>                         |  |  |
| Monday, February 20 - Tuesday, February 21   | No School: President's Day and Teacher Training            | All Grades   |
| <b>April 2017</b>                            |  |  |
| Monday, April 3 - Friday, April 7            | No School: Spring Break                                    | All Grades   |
| <b>May 2017</b>                              |  |  |
| Friday, May 5 - Monday, May 8                | No School: Teacher Training                                | All Grades   |
| Monday, May 29                               | No School: Memorial Day                                    | All Grades   |
| <b>June 2017</b>                             |  |  |
| Wednesday, June 14                           | Last Day of School   | All Grades   |