

# I. SCHOOL INFORMATION AND COVER PAGE

Created Tuesday, July 29, 2014  
Updated Thursday, July 31, 2014

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## Page 1

### 1. SCHOOL NAME

(Select School name from dropdown menu; BEDS # appears first)

310500860921 HARLEM SUCCESS ACAD CS 2

### 2. CHARTER AUTHORIZER

SUNY-Authorized Charter School

### 3. DISTRICT / CSD OF LOCATION

NYC CSD 5

### 4. SCHOOL INFORMATION

| PRIMARY ADDRESS                                 | PHONE NUMBER | FAX NUMBER   | EMAIL ADDRESS                 |
|---|--------------|--------------|-------------------------------|
| 144 E. 128th St., 3rd Floor, New York, NY 10035 | 646-442-6600 | 646-478-9491 | SAH2.MainOffice@saschools.org |

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

|                                       |                                  |
|---------------------------------------|----------------------------------|
| Contact Name                          | Ja'von Jones                     |
| Title                                 | Associate Director of Operations |
| Emergency Phone Number (###-###-####) |                                  |

### 5. SCHOOL WEB ADDRESS (URL)

www.successacademies.org

### 6. DATE OF INITIAL CHARTER

2008-03-01 00:00:00

### 7. DATE FIRST OPENED FOR INSTRUCTION

2008-08-01 00:00:00

### 8. TOTAL NUMBER OF STUDENTS ENROLLED IN 2013-14 (as reported on BEDS Day)

(as reported on BEDS Day)

## 9. GRADES SERVED IN SCHOOL YEAR 2013-14

Check all that apply

|     |
|-----|
| • K |
| • 1 |
| • 2 |
| • 3 |
| • 4 |
| • 5 |

## 10. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?

| Yes/No | Name of CMO/EMO                 |
|--------|---------------------------------|
| Yes    | Success Academy Charter Schools |

10a. Please provide the name and contact information for each of the following individuals who are management level personnel associated with the CMO.

|                                    | Name            | Work Phone | Alternate Phone | Email Address                  | Contact this individual also in emergencies |
|------------------------------------|-----------------|------------|-----------------|--------------------------------|---|
| CEO (e.g., network superintendent) | Eva Moskowitz   |            |                 | info@successacademies.org      | Yes   |
| CFO (e.g., network CFO)            | Dennis McIntosh |            |                 | info@successacademies.org      | Yes   |
| Compliance Contact                 | Emily Kim       |            |                 | emily.kim@successacademies.org | Yes   |
| Complaint Contact                  | Emily Kim       |            |                 | emily.kim@successacademies.org | Yes   |

## 11. FACILITIES

Will the School maintain or operate multiple sites?

Yes, 2 sites

## 12. SCHOOL SITES

Please list the sites where the school will operate in 2014-15.

|                               | Physical Address                                | Phone Number | District/C SD | Grades Served at Site | School at Full Capacity at Site | Facilities Agreement |
|-------------------------------|---|--------------|---------------|-----------------------|---------------------------------|----------------------|
| Site 1 (same as primary site) | 144 E. 128th St., 3rd Floor, New York, NY 10035 | 646-442-6600 | CSD 5         | K-4                   | Yes                             | DOE space            |
| Site 2                        | 509 W. 129th St., 3rd Floor New York, NY        | 646-790-2169 | CSD 5         | 5-6                   | No                              | DOE space            |

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

|                    | Name             | Work Phone | Alternate Phone | Email Address                 |
|--------------------|------------------|------------|-----------------|-------------------------------|
| School Leader      | Allison Candamil |            |                 | SAH2.MainOffice@saschools.org |
| Operational Leader | Joshua Pearson   |            |                 | SAH2.MainOffice@saschools.org |

12b. Please provide the contact information for Site 2.

|                    | Name         | Work Phone | Alternate Phone | Email Address                  |
|--------------------|--------------|------------|-----------------|--------------------------------|
| School Leader      | Lauren Jonas |            |                 | SAHNW.MainOffice@saschools.org |
| Operational Leader | Elyse Piker  |            |                 | SAHNW.MainOffice@saschools.org |

14. Were there any revisions to the school's charter during the 2013-2014 school year? (Please include both those that required authorizer approval and those that did not require authorizer approval).

Yes

### 15. 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 | Other                                  | An amendment to merge the school, operated by Success Academy NYC, with Success Academy Bronx 1, Success Academy Bronx 2, Success Academy Upper West, Success Academy Bed-Stuy 1, Success Academy Bed-Stuy 2, Success Academy Cobble Hill, and Success Academy Williamsburg, with Success Academy NYC as sole successor, was finalized. The merger became effective on July 1, 2014. | 09/2013                              | 02/2014                                     |
| 2 | Change in admissions/enrollment policy | An amendment was made to the school's admissions policy pursuant to U.S. Department of Education guidance to remove the school's lottery preference for English Language Learners.   | 06/2013                              | 09/2013                                     |

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

• Yes

Signature, Head of Charter School

KM

Signature, President of the Board of Trustees

SC

Thank you.

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

Created Thursday, July 31, 2014

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## Page 1

Charter School Name: 310500860921 HARLEM SUCCESS ACAD CS 2

### 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).

<https://reportcards.nysed.gov/files/2011-12/RC-2012-310500860921.pdf>

# Appendix B: Total Expenditures and Administrative Expenditures per Child

Created Friday, August 01, 2014

## Page 1

Charter School Name: 310500860921 HARLEM SUCCESS ACAD CS 2

### B. Financial Information

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

#### 1. Total Expenditures Per Child

To calculate 'Total Expenditures per Child' take total expenditures (from the unaudited 2013-14 Schedule of Functional Expenses) and divide by the count of students you reported on of BEDS Day. (Integers Only. No dollar signs or commas).

|   |         |
|---|---------|
| 1. Total Expenditures Per Child   Line 1: Total Expenditures      | 9753174 |
| 1. Total Expenditures Per Child   Line 2: BEDS Day Pupil Count    | 749     |
| 1. Total Expenditures Per Child   Line 3: Divide Line 1 by Line 2 | 13022   |

#### 2. Administrative Expenditures per Child

To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the unaudited 2013-14 Schedule of Functional Expenses) and divide by the BEDS per pupil count. The relevant portion that must be included in this calculation is defined as follows:

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

Please note the following:

Do not include the FTE of personnel dedicated to administration of the instructional programs.

Do not include Employee Benefit costs or expenditures in the above calculations.

A template for the Schedule of Functional Expenses is provided on page 21 of the 2012 Annual Report Guidelines to assist schools identify the categories of expenses needed to compute the two per pupil calculations. This template does not need to be completed or submitted on August 1st as it will be submitted November 1st as part of the audited financial statements. Therefore schools should use unaudited amounts for these per pupil calculations. (See the 2013-14 Annual Report Guidelines in "Resources" area of your portal task page).

To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).

|  |         |
|--|---------|
| To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).   Line 1: Relevant Personnel Services Cost (Row)    | 295245  |
| To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).   Line 2: Management and General Cost (Column)      | 1425829 |
| To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).   Line 3: Sum of Line 1 and Line 2                  | 1721074 |
| To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).   Line 4: BEDS Day Pupil Count                      | 749     |
| To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).   Line 5: Divide Line 3 by the BEDS Day Pupil Count | 2298    |

Thank you.



**Budget and Quarterly Report Template**  
*for SUNY Authorized Charter Schools*

Success Academy - Harlem 2

Contact Name: Scott Sobelman  
Contact Email: Scott.Sobelman@successacademies.org  
Contact Phone: 646.287.2905

Prior Year: 2013-14  
Current Year: 2014-15



Success Academy - Harlem 2  
Budget / Operating Plan  
2014-15

|  |                              |           |                          |          |           |                            |          |           |                          |          |           |                          |          |
|--|------------------------------|-----------|--------------------------|----------|-----------|----------------------------|----------|-----------|--------------------------|----------|-----------|--------------------------|----------|
| Total Revenue  | -                            | 2,000,583 | -                        | -        | 2,000,583 | -                          | -        | 2,000,583 | -                        | -        | 2,000,583 | -                        | -        |
| Total Expenses   | -                            | 1,952,597 | -                        | -        | 1,952,597 | -                          | -        | 1,952,597 | -                        | -        | 1,952,597 | -                        | -        |
| Net Income   | -                            | 47,986    | -                        | -        | 47,986    | -                          | -        | 47,986    | -                        | -        | 47,986    | -                        | -        |
| Actual Student Enrollment  | -                            | 555       | -                        | -        | 555       | -                          | -        | 555       | -                        | -        | 555       | -                        | -        |
| Total Paid Student Enrollment  | -                            | 534       | -                        | -        | 534       | -                          | -        | 534       | -                        | -        | 534       | -                        | -        |
|  | Prior Year Actual<br>2013-14 | Original  | Current                  | Variance | Original  | Current                    | Variance | Original  | Current                  | Variance | Original  | Current                  | Variance |
|  |                              |           | 1st Quarter - 7/1 - 9/30 |          |           | 2nd Quarter - 10/1 - 12/31 |          |           | 3rd Quarter - 1/1 - 3/31 |          |           | 4th Quarter - 4/1 - 6/30 |          |
| REVENUE  |                              |           |                          |          |           |                            |          |           |                          |          |           |                          |          |
| * If there are NO budget revisions at the time of quarterly submittal leave 'CURRENT' Column(s) COMPLETELY BLANK. IF Current Column(s) are left blank the Original Budget numbers for that particular quarter will flow to the TY Current Budget AND to the Quarterly Tab. IF Current Budget column is utilized, the ORANGE CELLS MUST be filled in first for the entire column to register. If utilizing the CURRENT BUDGET column the entire column should be completed. |                              |           |                          |          |           |                            |          |           |                          |          |           |                          |          |
| REVENUES FROM STATE SOURCES  |                              |           |                          |          |           |                            |          |           |                          |          |           |                          |          |
| Per Pupil Revenue  |                              |           |                          |          |           |                            |          |           |                          |          |           |                          |          |
| New York City  | 13,777                       |           |                          |          |           |                            |          |           |                          |          |           |                          |          |
| School District 2 (Enter Name)   | -                            | 1,839,230 | -                        | -        | 1,839,230 | -                          | -        | 1,839,230 | -                        | -        | 1,839,230 | -                        | -        |
| School District 3 (Enter Name)   | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 4 (Enter Name)   | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 5 (Enter Name)   | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 6 (Enter Name)   | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 7 (Enter Name)   | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 8 (Enter Name)   | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 9 (Enter Name)   | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 10 (Enter Name)  | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 11 (Enter Name)  | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 12 (Enter Name)  | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 13 (Enter Name)  | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 14 (Enter Name)  | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District 15 (Enter Name)  | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| School District - ALL OTHER  | -                            | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)  | 13,777                       | 1,839,230 | -                        | -        | 1,839,230 | -                          | -        | 1,839,230 | -                        | -        | 1,839,230 | -                        | -        |
| Special Education Revenue  |                              | 96,630    | -                        | -        | 96,630    | -                          | -        | 96,630    | -                        | -        | 96,630    | -                        | -        |
| Grants   |                              |           |                          |          |           |                            |          |           |                          |          |           |                          |          |
| Stimulus   |                              | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| DYCD (Department of Youth and Community Developmt.)  |                              | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| Other  |                              | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| Other  |                              | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| TOTAL REVENUE FROM STATE SOURCES   |                              | 1,935,859 | -                        | -        | 1,935,859 | -                          | -        | 1,935,859 | -                        | -        | 1,935,859 | -                        | -        |
| REVENUE FROM FEDERAL FUNDING   |                              |           |                          |          |           |                            |          |           |                          |          |           |                          |          |
| IDEA Special Needs   |                              | 6,792     | -                        | -        | 6,792     | -                          | -        | 6,792     | -                        | -        | 6,792     | -                        | -        |
| Title I  |                              | 56,027    | -                        | -        | 56,027    | -                          | -        | 56,027    | -                        | -        | 56,027    | -                        | -        |
| Title Funding - Other  |                              | 1,905     | -                        | -        | 1,905     | -                          | -        | 1,905     | -                        | -        | 1,905     | -                        | -        |
| School Food Service (Free Lunch)   |                              | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| Grants   |                              | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| Charter School Program (CSP) Planning & Implementation   |                              | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| Other  |                              | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| Other  |                              | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| TOTAL REVENUE FROM FEDERAL SOURCES   |                              | 64,724    | -                        | -        | 64,724    | -                          | -        | 64,724    | -                        | -        | 64,724    | -                        | -        |
| LOCAL and OTHER REVENUE  |                              |           |                          |          |           |                            |          |           |                          |          |           |                          |          |
| 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   |                              | -         | -                        | -        | -         | -                          | -        | -         | -                        | -        | -         | -                        | -        |
| TOTAL REVENUE  |                              | 2,000,583 | -                        | -        | 2,000,583 | -                          | -        | 2,000,583 | -                        | -        | 2,000,583 | -                        | -        |

Success Academy - Harlem 2  
Budget / Operating Plan  
2014-15

|   |                  |                   |                          |         |           |                            |         |           |                          |         |           |                          |         |
|---|------------------|-------------------|--------------------------|---------|-----------|----------------------------|---------|-----------|--------------------------|---------|-----------|--------------------------|---------|
| Total Revenue                               | -                | 2,000,583         | -                        | -       | 2,000,583 | -                          | -       | 2,000,583 | -                        | -       | 2,000,583 | -                        | -       |
| Total Expenses                              | -                | 1,952,597         | -                        | -       | 1,952,597 | -                          | -       | 1,952,597 | -                        | -       | 1,952,597 | -                        | -       |
| Net Income                                  | -                | 47,986            | -                        | -       | 47,986    | -                          | -       | 47,986    | -                        | -       | 47,986    | -                        | -       |
| Actual Student Enrollment                   | -                | 555               | -                        | -       | 555       | -                          | -       | 555       | -                        | -       | 555       | -                        | -       |
| Total Paid Student Enrollment               | -                | 534               | -                        | -       | 534       | -                          | -       | 534       | -                        | -       | 534       | -                        | -       |
|   |                  | Prior Year Actual | 1st Quarter - 7/1 - 9/30 |         |           | 2nd Quarter - 10/1 - 12/31 |         |           | 3rd Quarter - 1/1 - 3/31 |         |           | 4th Quarter - 4/1 - 6/30 |         |
|   |                  | 2013-14           | Original                 | Current | Variance  | Original                   | Current | Variance  | Original                 | Current | Variance  | Original                 | Current |
| EXPENSES                                    |                  |                   |                          |         |           |                            |         |           |                          |         |           |                          |         |
| ADMINISTRATIVE STAFF PERSONNEL COSTS        |                  |                   |                          |         |           |                            |         |           |                          |         |           |                          |         |
|   | No. of Positions |                   |                          |         |           |                            |         |           |                          |         |           |                          |         |
| Executive Management                        | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Instructional Management                    | -                | 99,047            | -                        | -       | 99,047    | -                          | -       | 99,047    | -                        | -       | 99,047    | -                        | -       |
| Deans, Directors & Coordinators             | -                | 103,999           | -                        | -       | 103,999   | -                          | -       | 103,999   | -                        | -       | 103,999   | -                        | -       |
| CFO / Director of Finance                   | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Operation / Business Manager                | -                | 50,326            | -                        | -       | 50,326    | -                          | -       | 50,326    | -                        | -       | 50,326    | -                        | -       |
| Administrative Staff                        | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| TOTAL ADMINISTRATIVE STAFF                  | -                | 253,372           | -                        | -       | 253,372   | -                          | -       | 253,372   | -                        | -       | 253,372   | -                        | -       |
| INSTRUCTIONAL PERSONNEL COSTS               |                  |                   |                          |         |           |                            |         |           |                          |         |           |                          |         |
| Teachers - Regular                          | -                | 317,886           | -                        | -       | 317,886   | -                          | -       | 317,886   | -                        | -       | 317,886   | -                        | -       |
| Teachers - SPED                             | -                | 83,119            | -                        | -       | 83,119    | -                          | -       | 83,119    | -                        | -       | 83,119    | -                        | -       |
| Substitute Teachers                         | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Teaching Assistants                         | -                | 147,231           | -                        | -       | 147,231   | -                          | -       | 147,231   | -                        | -       | 147,231   | -                        | -       |
| Specialty Teachers                          | -                | 136,524           | -                        | -       | 136,524   | -                          | -       | 136,524   | -                        | -       | 136,524   | -                        | -       |
| Aides                                       | -                | 32,123            | -                        | -       | 32,123    | -                          | -       | 32,123    | -                        | -       | 32,123    | -                        | -       |
| Therapists & Counselors                     | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Other                                       | -                | 1,285             | -                        | -       | 1,285     | -                          | -       | 1,285     | -                        | -       | 1,285     | -                        | -       |
| TOTAL INSTRUCTIONAL                         | -                | 718,168           | -                        | -       | 718,168   | -                          | -       | 718,168   | -                        | -       | 718,168   | -                        | -       |
| NON-INSTRUCTIONAL PERSONNEL COSTS           |                  |                   |                          |         |           |                            |         |           |                          |         |           |                          |         |
| Nurse                                       | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Librarian                                   | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Custodian                                   | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Security                                    | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Other                                       | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| TOTAL NON-INSTRUCTIONAL                     | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| SUBTOTAL PERSONNEL SERVICE COSTS            | -                | 971,540           | -                        | -       | 971,540   | -                          | -       | 971,540   | -                        | -       | 971,540   | -                        | -       |
| PAYROLL TAXES AND BENEFITS                  |                  |                   |                          |         |           |                            |         |           |                          |         |           |                          |         |
| Payroll Taxes                               | -                | 109,083           | -                        | -       | 109,083   | -                          | -       | 109,083   | -                        | -       | 109,083   | -                        | -       |
| Fringe / Employee Benefits                  | -                | 109,659           | -                        | -       | 109,659   | -                          | -       | 109,659   | -                        | -       | 109,659   | -                        | -       |
| Retirement / Pension                        | -                | 19,431            | -                        | -       | 19,431    | -                          | -       | 19,431    | -                        | -       | 19,431    | -                        | -       |
| TOTAL PAYROLL TAXES AND BENEFITS            | -                | 238,173           | -                        | -       | 238,173   | -                          | -       | 238,173   | -                        | -       | 238,173   | -                        | -       |
| TOTAL PERSONNEL SERVICE COSTS               | -                | 1,209,713         | -                        | -       | 1,209,713 | -                          | -       | 1,209,713 | -                        | -       | 1,209,713 | -                        | -       |
| CONTRACTED SERVICES                         |                  |                   |                          |         |           |                            |         |           |                          |         |           |                          |         |
| Accounting / Audit                          | -                | 242               | -                        | -       | 242       | -                          | -       | 242       | -                        | -       | 242       | -                        | -       |
| Legal                                       | -                | 771               | -                        | -       | 771       | -                          | -       | 771       | -                        | -       | 771       | -                        | -       |
| Management Company Fee                      | -                | 275,884           | -                        | -       | 275,884   | -                          | -       | 275,884   | -                        | -       | 275,884   | -                        | -       |
| Nurse Services                              | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Food Service / School Lunch                 | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Payroll Services                            | -                | 3,510             | -                        | -       | 3,510     | -                          | -       | 3,510     | -                        | -       | 3,510     | -                        | -       |
| Special Ed Services                         | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Titement Services (i.e. Title I)            | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Other Purchased / Professional / Consulting | -                | 2,922             | -                        | -       | 2,922     | -                          | -       | 2,922     | -                        | -       | 2,922     | -                        | -       |
| TOTAL CONTRACTED SERVICES                   | -                | 283,330           | -                        | -       | 283,330   | -                          | -       | 283,330   | -                        | -       | 283,330   | -                        | -       |
| SCHOOL OPERATIONS                           |                  |                   |                          |         |           |                            |         |           |                          |         |           |                          |         |
| Board Expenses                              | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Classroom / Teaching Supplies & Materials   | -                | 53,124            | -                        | -       | 53,124    | -                          | -       | 53,124    | -                        | -       | 53,124    | -                        | -       |
| Special Ed Supplies & Materials             | -                | 7,938             | -                        | -       | 7,938     | -                          | -       | 7,938     | -                        | -       | 7,938     | -                        | -       |
| Textbooks / Workbooks                       | -                | 35,418            | -                        | -       | 35,418    | -                          | -       | 35,418    | -                        | -       | 35,418    | -                        | -       |
| Supplies & Materials other                  | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Equipment / Furniture                       | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Telephone                                   | -                | 5,618             | -                        | -       | 5,618     | -                          | -       | 5,618     | -                        | -       | 5,618     | -                        | -       |
| Technology                                  | -                | 33,615            | -                        | -       | 33,615    | -                          | -       | 33,615    | -                        | -       | 33,615    | -                        | -       |
| Student Testing & Assessment                | -                | 6,424             | -                        | -       | 6,424     | -                          | -       | 6,424     | -                        | -       | 6,424     | -                        | -       |
| Field Trips                                 | -                | 20,580            | -                        | -       | 20,580    | -                          | -       | 20,580    | -                        | -       | 20,580    | -                        | -       |
| Transportation (student)                    | -                | 5,141             | -                        | -       | 5,141     | -                          | -       | 5,141     | -                        | -       | 5,141     | -                        | -       |
| Student Services - other                    | -                | 27,315            | -                        | -       | 27,315    | -                          | -       | 27,315    | -                        | -       | 27,315    | -                        | -       |
| Office Expense                              | -                | 39,545            | -                        | -       | 39,545    | -                          | -       | 39,545    | -                        | -       | 39,545    | -                        | -       |
| Staff Development                           | -                | 35,761            | -                        | -       | 35,761    | -                          | -       | 35,761    | -                        | -       | 35,761    | -                        | -       |
| Staff Recruitment                           | -                | 11,139            | -                        | -       | 11,139    | -                          | -       | 11,139    | -                        | -       | 11,139    | -                        | -       |
| Student Recruitment / Marketing             | -                | 24,190            | -                        | -       | 24,190    | -                          | -       | 24,190    | -                        | -       | 24,190    | -                        | -       |
| School Meals / Lunch                        | -                | 39,950            | -                        | -       | 39,950    | -                          | -       | 39,950    | -                        | -       | 39,950    | -                        | -       |
| Travel (Staff)                              | -                | 4,946             | -                        | -       | 4,946     | -                          | -       | 4,946     | -                        | -       | 4,946     | -                        | -       |
| Fundraising                                 | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Other                                       | -                | 29,490            | -                        | -       | 29,490    | -                          | -       | 29,490    | -                        | -       | 29,490    | -                        | -       |
| TOTAL SCHOOL OPERATIONS                     | -                | 380,192           | -                        | -       | 380,192   | -                          | -       | 380,192   | -                        | -       | 380,192   | -                        | -       |
| FACILITY OPERATION & MAINTENANCE            |                  |                   |                          |         |           |                            |         |           |                          |         |           |                          |         |
| Insurance                                   | -                | 9,677             | -                        | -       | 9,677     | -                          | -       | 9,677     | -                        | -       | 9,677     | -                        | -       |
| Janitorial                                  | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Building and Land Rent / Lease              | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Repairs & Maintenance                       | -                | 10,459            | -                        | -       | 10,459    | -                          | -       | 10,459    | -                        | -       | 10,459    | -                        | -       |
| Equipment / Furniture                       | -                | 8,743             | -                        | -       | 8,743     | -                          | -       | 8,743     | -                        | -       | 8,743     | -                        | -       |
| Security                                    | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| Utilities                                   | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| TOTAL FACILITY OPERATION & MAINTENANCE      | -                | 28,879            | -                        | -       | 28,879    | -                          | -       | 28,879    | -                        | -       | 28,879    | -                        | -       |
| DEPRECIATION & AMORTIZATION                 | -                | 50,483            | -                        | -       | 50,483    | -                          | -       | 50,483    | -                        | -       | 50,483    | -                        | -       |
| RESERVES / CONTINGENCY                      | -                | -                 | -                        | -       | -         | -                          | -       | -         | -                        | -       | -         | -                        | -       |
| TOTAL EXPENSES                              | -                | 1,952,597         | -                        | -       | 1,952,597 | -                          | -       | 1,952,597 | -                        | -       | 1,952,597 | -                        | -       |
| NET INCOME                                  | -                | 47,986            | -                        | -       | 47,986    | -                          | -       | 47,986    | -                        | -       | 47,986    | -                        | -       |

|   |  |                   |                          |         |          |                            |         |          |                          |         |          |                          |         |          |
|---|--|-------------------|--------------------------|---------|----------|----------------------------|---------|----------|--------------------------|---------|----------|--------------------------|---------|----------|
| Success Academy - Harlem 2                                  |  |                   |                          |         |          |                            |         |          |                          |         |          |                          |         |          |
| Budget / Operating Plan                                     |  |                   |                          |         |          |                            |         |          |                          |         |          |                          |         |          |
| 2014-15   |  |                   |                          |         |          |                            |         |          |                          |         |          |                          |         |          |
| Total Revenue   |  | -                 | 2,000,583                | -       | -        | 2,000,583                  | -       | -        | 2,000,583                | -       | -        | 2,000,583                | -       | -        |
| Total Expenses  |  | -                 | 1,952,597                | -       | -        | 1,952,597                  | -       | -        | 1,952,597                | -       | -        | 1,952,597                | -       | -        |
| Net Income  |  | -                 | 47,986                   | -       | -        | 47,986                     | -       | -        | 47,986                   | -       | -        | 47,986                   | -       | -        |
| Actual Student Enrollment                                   |  | -                 | 555                      | -       | -        | 555                        | -       | -        | 555                      | -       | -        | 555                      | -       | -        |
| Total Paid Student Enrollment                               |  | -                 | 534                      | -       | -        | 534                        | -       | -        | 534                      | -       | -        | 534                      | -       | -        |
|   |  |                   |                          |         |          |                            |         |          |                          |         |          |                          |         |          |
|   |  | Prior Year Actual | 1st Quarter - 7/1 - 9/30 |         |          | 2nd Quarter - 10/1 - 12/31 |         |          | 3rd Quarter - 1/1 - 3/31 |         |          | 4th Quarter - 4/1 - 6/30 |         |          |
|   |  | 2013-14           | Original                 | Current | Variance | Original                   | Current | Variance | Original                 | Current | Variance | Original                 | Current | Variance |
| ENROLLMENT - *School Districts Are Linked To Above Entries* |  |                   |                          |         |          |                            |         |          |                          |         |          |                          |         |          |
| New York City   |  | -                 | 555                      | -       | -        | 555                        | -       | -        | 555                      | -       | -        | 555                      | -       | -        |
| School District 2 (Enter Name)                              |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 3 (Enter Name)                              |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 4 (Enter Name)                              |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 5 (Enter Name)                              |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 6 (Enter Name)                              |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 7 (Enter Name)                              |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 8 (Enter Name)                              |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 9 (Enter Name)                              |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 10 (Enter Name)                             |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 11 (Enter Name)                             |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 12 (Enter Name)                             |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 13 (Enter Name)                             |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 14 (Enter Name)                             |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District 15 (Enter Name)                             |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| School District - ALL OTHER                                 |  | -                 | -                        | -       | -        | -                          | -       | -        | -                        | -       | -        | -                        | -       | -        |
| TOTAL ENROLLMENT  |  | -                 | 555                      | -       | -        | 555                        | -       | -        | 555                      | -       | -        | 555                      | -       | -        |
| REVENUE PER PUPIL   |  | -                 | 3,606                    | -       | -        | 3,606                      | -       | -        | 3,606                    | -       | -        | 3,606                    | -       | -        |
| EXPENSES PER PUPIL  |  | -                 | 3,520                    | -       | -        | 3,520                      | -       | -        | 3,520                    | -       | -        | 3,520                    | -       | -        |

| Success Academy - Harlem 2<br>Budget / Operating Plan<br>2014-15 |                   |                       |           |                             |                  | DESCRIPTION OF ASSUMPTIONS |
|--|-------------------|-----------------------|-----------|-----------------------------|------------------|----------------------------|
| Total Revenue  | 8,002,331         | 8,002,331             | -         | 8,002,331                   | 8,002,331        |                            |
| Total Expenses   | 7,810,388         | 7,810,388             | -         | (7,810,388)                 | (7,810,388)      |                            |
| Net Income   | 191,943           | 191,943               | -         | 191,943                     | 191,943          |                            |
| Actual Student Enrollment  |                   |                       |           |                             |                  |                            |
| Total Paid Student Enrollment                                    |                   |                       |           |                             |                  |                            |
|  | Original          | Total Year<br>Current | Variance  | VARIANCE<br>Original vs. PY | Current vs. PY   |                            |
| <b>REVENUE</b>   |                   |                       |           |                             |                  |                            |
| <b>REVENUES FROM STATE SOURCES</b>                               |                   |                       |           |                             |                  |                            |
| Per Pupil Revenue  | CY Per Pupil Rate |                       |           |                             |                  |                            |
| New York City  | 13,777            | 7,356,918             | 7,356,918 | -                           | 7,356,918        | 7,356,918                  |
| School District 2 (Enter Name)                                   | -                 | -                     | -         | -                           | -                | -                          |
| School District 3 (Enter Name)                                   | -                 | -                     | -         | -                           | -                | -                          |
| School District 4 (Enter Name)                                   | -                 | -                     | -         | -                           | -                | -                          |
| School District 5 (Enter Name)                                   | -                 | -                     | -         | -                           | -                | -                          |
| School District 6 (Enter Name)                                   | -                 | -                     | -         | -                           | -                | -                          |
| School District 7 (Enter Name)                                   | -                 | -                     | -         | -                           | -                | -                          |
| School District 8 (Enter Name)                                   | -                 | -                     | -         | -                           | -                | -                          |
| School District 9 (Enter Name)                                   | -                 | -                     | -         | -                           | -                | -                          |
| School District 10 (Enter Name)                                  | -                 | -                     | -         | -                           | -                | -                          |
| School District 11 (Enter Name)                                  | -                 | -                     | -         | -                           | -                | -                          |
| School District 12 (Enter Name)                                  | -                 | -                     | -         | -                           | -                | -                          |
| School District 13 (Enter Name)                                  | -                 | -                     | -         | -                           | -                | -                          |
| School District 14 (Enter Name)                                  | -                 | -                     | -         | -                           | -                | -                          |
| School District 15 (Enter Name)                                  | -                 | -                     | -         | -                           | -                | -                          |
| School District - ALL OTHER                                      | -                 | -                     | -         | -                           | -                | -                          |
| TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)    | 13,777            | 7,356,918             | 7,356,918 | -                           | 7,356,918        | 7,356,918                  |
| Special Education Revenue  |                   | 386,519               | 386,519   | -                           | 386,519          | 386,519                    |
| Grants   |                   |                       |           |                             |                  |                            |
| Stimulus   |                   | -                     | -         | -                           | -                | -                          |
| DYCD (Department of Youth and Community Developm.)               |                   | -                     | -         | -                           | -                | -                          |
| Other  |                   | -                     | -         | -                           | -                | -                          |
| Other  |                   | -                     | -         | -                           | -                | -                          |
| TOTAL REVENUE FROM STATE SOURCES                                 |                   | 7,743,437             | 7,743,437 | -                           | 7,743,437        | 7,743,437                  |
| <b>REVENUE FROM FEDERAL FUNDING</b>                              |                   |                       |           |                             |                  |                            |
| IDEA Special Needs   |                   | 27,168                | 27,168    | -                           | 27,168           | 27,168                     |
| Title I  |                   | 224,108               | 224,108   | -                           | 224,108          | 224,108                    |
| Title Funding - Other  |                   | 7,618                 | 7,618     | -                           | 7,618            | 7,618                      |
| School Food Service (Free Lunch)                                 |                   | -                     | -         | -                           | -                | -                          |
| Grants   |                   |                       |           |                             |                  |                            |
| Charter School Program (CSP) Planning & Implementation           |                   | -                     | -         | -                           | -                | -                          |
| Other  |                   | -                     | -         | -                           | -                | -                          |
| Other  |                   | -                     | -         | -                           | -                | -                          |
| TOTAL REVENUE FROM FEDERAL SOURCES                               |                   | 258,894               | 258,894   | -                           | 258,894          | 258,894                    |
| <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>   | <b>8,002,331</b>  | <b>8,002,331</b>      | <b>-</b>  | <b>8,002,331</b>            | <b>8,002,331</b> |                            |

| Success Academy - Harlem 2<br>Budget / Operating Plan<br>2014-15 |                               |           |           |   |             | DESCRIPTION OF ASSUMPTIONS |
|--|-------------------------------|-----------|-----------|---|-------------|----------------------------|
| 6  | Total Revenue                 | 8,002,331 | 8,002,331 | - | 8,002,331   | 8,002,331                  |
| 7  | Total Expenses                | 7,810,388 | 7,810,388 | - | (7,810,388) | (7,810,388)                |
| 8  | Net Income                    | 191,943   | 191,943   | - | 191,943     | 191,943                    |
| 9  | Actual Student Enrollment     |           |           |   |             |                            |
| 10   | Total Paid Student Enrollment |           |           |   |             |                            |
| 11   |                               |           |           |   |             |                            |
| 12   |                               |           |           |   |             |                            |
| 13   |                               |           |           |   |             |                            |
| 14   |                               |           |           |   |             |                            |
| 15   |                               |           |           |   |             |                            |
| 16   |                               |           |           |   |             |                            |
| 17   |                               |           |           |   |             |                            |
| 18   |                               |           |           |   |             |                            |
| 19   |                               |           |           |   |             |                            |
| 20   |                               |           |           |   |             |                            |
| 21   |                               |           |           |   |             |                            |
| 22   |                               |           |           |   |             |                            |
| 23   |                               |           |           |   |             |                            |
| 24   |                               |           |           |   |             |                            |
| 25   |                               |           |           |   |             |                            |
| 26   |                               |           |           |   |             |                            |
| 27   |                               |           |           |   |             |                            |
| 28   |                               |           |           |   |             |                            |
| 29   |                               |           |           |   |             |                            |
| 30   |                               |           |           |   |             |                            |
| 31   |                               |           |           |   |             |                            |
| 32   |                               |           |           |   |             |                            |
| 33   |                               |           |           |   |             |                            |
| 34   |                               |           |           |   |             |                            |
| 35   |                               |           |           |   |             |                            |
| 36   |                               |           |           |   |             |                            |
| 37   |                               |           |           |   |             |                            |
| 38   |                               |           |           |   |             |                            |
| 39   |                               |           |           |   |             |                            |
| 40   |                               |           |           |   |             |                            |
| 41   |                               |           |           |   |             |                            |
| 42   |                               |           |           |   |             |                            |
| 43   |                               |           |           |   |             |                            |
| 44   |                               |           |           |   |             |                            |
| 45   |                               |           |           |   |             |                            |
| 46   |                               |           |           |   |             |                            |
| 47   |                               |           |           |   |             |                            |
| 48   |                               |           |           |   |             |                            |
| 49   |                               |           |           |   |             |                            |
| 50   |                               |           |           |   |             |                            |
| 51   |                               |           |           |   |             |                            |
| 52   |                               |           |           |   |             |                            |
| 53   |                               |           |           |   |             |                            |
| 54   |                               |           |           |   |             |                            |
| 55   |                               |           |           |   |             |                            |
| 56   |                               |           |           |   |             |                            |
| 57   |                               |           |           |   |             |                            |
| 58   |                               |           |           |   |             |                            |
| 59   |                               |           |           |   |             |                            |
| 60   |                               |           |           |   |             |                            |
| 61   |                               |           |           |   |             |                            |
| 62   |                               |           |           |   |             |                            |
| 63   |                               |           |           |   |             |                            |
| 64   |                               |           |           |   |             |                            |
| 65   |                               |           |           |   |             |                            |
| 66   |                               |           |           |   |             |                            |
| 67   |                               |           |           |   |             |                            |
| 68   |                               |           |           |   |             |                            |
| 69   |                               |           |           |   |             |                            |
| 70   |                               |           |           |   |             |                            |
| 71   |                               |           |           |   |             |                            |
| 72   |                               |           |           |   |             |                            |
| 73   |                               |           |           |   |             |                            |
| 74   |                               |           |           |   |             |                            |
| 75   |                               |           |           |   |             |                            |
| 76   |                               |           |           |   |             |                            |
| 77   |                               |           |           |   |             |                            |
| 78   |                               |           |           |   |             |                            |
| 79   |                               |           |           |   |             |                            |
| 80   |                               |           |           |   |             |                            |
| 81   |                               |           |           |   |             |                            |
| 82   |                               |           |           |   |             |                            |
| 83   |                               |           |           |   |             |                            |
| 84   |                               |           |           |   |             |                            |
| 85   |                               |           |           |   |             |                            |
| 86   |                               |           |           |   |             |                            |
| 87   |                               |           |           |   |             |                            |
| 88   |                               |           |           |   |             |                            |
| 89   |                               |           |           |   |             |                            |
| 90   |                               |           |           |   |             |                            |
| 91   |                               |           |           |   |             |                            |
| 92   |                               |           |           |   |             |                            |
| 93   |                               |           |           |   |             |                            |
| 94   |                               |           |           |   |             |                            |
| 95   |                               |           |           |   |             |                            |
| 96   |                               |           |           |   |             |                            |
| 97   |                               |           |           |   |             |                            |
| 98   |                               |           |           |   |             |                            |
| 99   |                               |           |           |   |             |                            |
| 100  |                               |           |           |   |             |                            |
| 101  |                               |           |           |   |             |                            |
| 102  |                               |           |           |   |             |                            |
| 103  |                               |           |           |   |             |                            |
| 104  |                               |           |           |   |             |                            |
| 105  |                               |           |           |   |             |                            |
| 106  |                               |           |           |   |             |                            |
| 107  |                               |           |           |   |             |                            |
| 108  |                               |           |           |   |             |                            |
| 109  |                               |           |           |   |             |                            |
| 110  |                               |           |           |   |             |                            |
| 111  |                               |           |           |   |             |                            |
| 112  |                               |           |           |   |             |                            |
| 113  |                               |           |           |   |             |                            |
| 114  |                               |           |           |   |             |                            |
| 115  |                               |           |           |   |             |                            |
| 116  |                               |           |           |   |             |                            |
| 117  |                               |           |           |   |             |                            |
| 118  |                               |           |           |   |             |                            |
| 119  |                               |           |           |   |             |                            |
| 120  |                               |           |           |   |             |                            |
| 121  |                               |           |           |   |             |                            |
| 122  |                               |           |           |   |             |                            |
| 123  |                               |           |           |   |             |                            |
| 124  |                               |           |           |   |             |                            |
| 125  |                               |           |           |   |             |                            |
| 126  |                               |           |           |   |             |                            |
| 127  |                               |           |           |   |             |                            |
| 128  |                               |           |           |   |             |                            |
| 129  |                               |           |           |   |             |                            |
| 130  |                               |           |           |   |             |                            |
| 131  |                               |           |           |   |             |                            |
| 132  |                               |           |           |   |             |                            |
| 133  |                               |           |           |   |             |                            |
| 134  |                               |           |           |   |             |                            |
| 135  |                               |           |           |   |             |                            |
| 136  |                               |           |           |   |             |                            |
| 137  |                               |           |           |   |             |                            |
| 138  |                               |           |           |   |             |                            |
| 139  |                               |           |           |   |             |                            |
| 140  |                               |           |           |   |             |                            |
| 141  |                               |           |           |   |             |                            |
| 142  |                               |           |           |   |             |                            |
| 143  |                               |           |           |   |             |                            |
| 144  |                               |           |           |   |             |                            |
| 145  |                               |           |           |   |             |                            |
| 146  |                               |           |           |   |             |                            |
| 147  |                               |           |           |   |             |                            |
| 148  |                               |           |           |   |             |                            |
| 149  |                               |           |           |   |             |                            |
| 150  |                               |           |           |   |             |                            |
| 151  |                               |           |           |   |             |                            |
| 152  |                               |           |           |   |             |                            |
| 153  |                               |           |           |   |             |                            |
| 154  |                               |           |           |   |             |                            |
| 155  |                               |           |           |   |             |                            |
| 156  |                               |           |           |   |             |                            |
| 157  |                               |           |           |   |             |                            |
| 158  |                               |           |           |   |             |                            |

| Success Academy - Harlem 2<br>Budget / Operating Plan<br>2014-15 |   |           |           |   |             | DESCRIPTION OF ASSUMPTIONS |
|--|---|-----------|-----------|---|-------------|----------------------------|
| 6  | Total Revenue   | 8,002,331 | 8,002,331 | - | 8,002,331   | 8,002,331                  |
| 7  | Total Expenses  | 7,810,388 | 7,810,388 |   | (7,810,388) | (7,810,388)                |
| 8  | Net Income  | 191,943   | 191,943   | - | 191,943     | 191,943                    |
| 9  | Actual Student Enrollment                                   |           |           |   |             |                            |
| 10   | Total Paid Student Enrollment                               |           |           |   |             |                            |
| 11   |   |           |           |   |             |                            |
| 12   |   |           |           |   |             |                            |
| 13   |   |           |           |   |             |                            |
| 14   |   |           |           |   |             |                            |
| 15   |   |           |           |   |             |                            |
| 16   | ENROLLMENT - *School Districts Are Linked To Above Entries* |           |           |   |             |                            |
| 161  | New York City   |           |           |   |             |                            |
| 162  | School District 2 (Enter Name)                              |           |           |   |             |                            |
| 163  | School District 3 (Enter Name)                              |           |           |   |             |                            |
| 164  | School District 4 (Enter Name)                              |           |           |   |             |                            |
| 165  | School District 5 (Enter Name)                              |           |           |   |             |                            |
| 166  | School District 6 (Enter Name)                              |           |           |   |             |                            |
| 167  | School District 7 (Enter Name)                              |           |           |   |             |                            |
| 168  | School District 8 (Enter Name)                              |           |           |   |             |                            |
| 169  | School District 9 (Enter Name)                              |           |           |   |             |                            |
| 170  | School District 10 (Enter Name)                             |           |           |   |             |                            |
| 171  | School District 11 (Enter Name)                             |           |           |   |             |                            |
| 172  | School District 12 (Enter Name)                             |           |           |   |             |                            |
| 173  | School District 13 (Enter Name)                             |           |           |   |             |                            |
| 174  | School District 14 (Enter Name)                             |           |           |   |             |                            |
| 175  | School District 15 (Enter Name)                             |           |           |   |             |                            |
| 176  | School District - ALL OTHER                                 |           |           |   |             |                            |
| 177  | TOTAL ENROLLMENT  |           |           |   |             |                            |
| 178  | REVENUE PER PUPIL   |           |           |   |             |                            |
| 180  | EXPENSES PER PUPIL  |           |           |   |             |                            |



**Budget and Quarterly Report Template**  
*for SUNY Authorized Charter Schools*

Success Academy MS - Harlem North West

Contact Name: Scott Sobelman  
Contact Email: [scott.sobelman@successacademies.org](mailto:scott.sobelman@successacademies.org)  
Contact Phone: 646.287.2905

Prior Year: 2013-14  
Current Year: 2014-15

| Success Academy MS - Harlem North West |   |         |   |   |         |   |   |         |   |   |         |   |
|--|---|---------|---|---|---------|---|---|---------|---|---|---------|---|
| Budget / Operating Plan                |   |         |   |   |         |   |   |         |   |   |         |   |
| 2014-15                                |   |         |   |   |         |   |   |         |   |   |         |   |
| Total Revenue                          | - | Err:510 | - | - | Err:510 | - | - | Err:510 | - | - | Err:510 | - |
| Total Expenses                         | - | Err:510 | - | - | Err:510 | - | - | Err:510 | - | - | Err:510 | - |
| Net Income                             | - | Err:510 | - | - | Err:510 | - | - | Err:510 | - | - | Err:510 | - |
| Actual Student Enrollment              | - | 198     | - | - | 198     | - | - | 198     | - | - | 198     | - |
| Total Paid Student Enrollment          | - | 191     | - | - | 191     | - | - | 191     | - | - | 191     | - |
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Success Academy MS - Harlem North West  
Budget / Operating Plan  
2014-15

|   |                              |          |         |          |          |         |          |          |         |          |          |         |          |
|---|------------------------------|----------|---------|----------|----------|---------|----------|----------|---------|----------|----------|---------|----------|
| Total Revenue                               | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Total Expenses                              | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Net Income                                  | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Actual Student Enrollment                   | -                            | 191      | -       | -        | 191      | -       | -        | 191      | -       | -        | 191      | -       | -        |
| Total Paid Student Enrollment               | -                            | 191      | -       | -        | 191      | -       | -        | 191      | -       | -        | 191      | -       | -        |
|   | Prior Year Actual<br>2013-14 | Original | Current | Variance | Original | Current | Variance | Original | Current | Variance | Original | Current | Variance |
| EXPENSES                                    |                              |          |         |          |          |         |          |          |         |          |          |         |          |
| ADMINISTRATIVE STAFF PERSONNEL COSTS        | No. of Positions             |          |         |          |          |         |          |          |         |          |          |         |          |
| Executive Management                        | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Instructional Management                    | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Deans, Directors & Coordinators             | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| CFO / Director of Finance                   | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Operation / Business Manager                | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Administrative Staff                        | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| TOTAL ADMINISTRATIVE STAFF                  | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| INSTRUCTIONAL PERSONNEL COSTS               |                              |          |         |          |          |         |          |          |         |          |          |         |          |
| Teachers - Regular                          | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Teachers - SPED                             | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Substitute Teachers                         | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Teaching Assistants                         | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Specialty Teachers                          | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Aides                                       | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Therapists & Counselors                     | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Other                                       | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| TOTAL INSTRUCTIONAL                         | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| NON-INSTRUCTIONAL PERSONNEL COSTS           |                              |          |         |          |          |         |          |          |         |          |          |         |          |
| Nurse                                       | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| Librarian                                   | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| Custodian                                   | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| Security                                    | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| Other                                       | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| TOTAL NON-INSTRUCTIONAL                     | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| SUBTOTAL PERSONNEL SERVICE COSTS            | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| PAYROLL TAXES AND BENEFITS                  |                              |          |         |          |          |         |          |          |         |          |          |         |          |
| Payroll Taxes                               | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Fringe / Employee Benefits                  | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Retirement / Pension                        | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| TOTAL PAYROLL TAXES AND BENEFITS            | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| TOTAL PERSONNEL SERVICE COSTS               | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| CONTRACTED SERVICES                         |                              |          |         |          |          |         |          |          |         |          |          |         |          |
| Accounting / Audit                          | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Legal                                       | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Management Company Fee                      | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Nurse Services                              | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Food Service / School Lunch                 | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Payroll Services                            | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Special Ed Services                         | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Titlement Services (i.e. Title I)           | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Other Purchased / Professional / Consulting | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| TOTAL CONTRACTED SERVICES                   | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| SCHOOL OPERATIONS                           |                              |          |         |          |          |         |          |          |         |          |          |         |          |
| Board Expenses                              | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Classroom / Teaching Supplies & Materials   | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Special Ed Supplies & Materials             | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Textbooks / Workbooks                       | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Supplies & Materials other                  | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Equipment / Furniture                       | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Telephone                                   | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Technology                                  | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Student Testing & Assessment                | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Field Trips                                 | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Transportation (student)                    | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Student Services - other                    | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Office Expense                              | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Staff Development                           | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Staff Recruitment                           | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Student Recruitment / Marketing             | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| School Meals / Lunch                        | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Travel (Staff)                              | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Fundraising                                 | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Other                                       | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| TOTAL SCHOOL OPERATIONS                     | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| FACILITY OPERATION & MAINTENANCE            |                              |          |         |          |          |         |          |          |         |          |          |         |          |
| Insurance                                   | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Janitorial                                  | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Building and Land Rent / Lease              | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Repairs & Maintenance                       | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Equipment / Furniture                       | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Security                                    | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| Utilities                                   | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| TOTAL FACILITY OPERATION & MAINTENANCE      | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| DEPRECIATION & AMORTIZATION                 | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| RESERVES / CONTINGENCY                      | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| TOTAL EXPENSES                              | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |
| NET INCOME                                  | -                            | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        | Err:510  | -       | -        |

|  |  |                              |          |         |          |          |         |          |          |         |          |          |         |          |
|--|--|------------------------------|----------|---------|----------|----------|---------|----------|----------|---------|----------|----------|---------|----------|
| Success Academy MS - Harlem North West<br>Budget / Operating Plan<br>2014-15 |  |                              |          |         |          |          |         |          |          |         |          |          |         |          |
| Total Revenue  |  | -                            | Err:\$10 | -       | -        | Err:\$10 | -       | -        | Err:\$10 | -       | -        | Err:\$10 | -       | -        |
| Total Expenses   |  | -                            | Err:\$10 | -       | -        | Err:\$10 | -       | -        | Err:\$10 | -       | -        | Err:\$10 | -       | -        |
| Net Income   |  | -                            | Err:\$10 | -       | -        | Err:\$10 | -       | -        | Err:\$10 | -       | -        | Err:\$10 | -       | -        |
| Actual Student Enrollment  |  | -                            | 198      | -       | -        | 198      | -       | -        | 198      | -       | -        | 198      | -       | -        |
| Total Paid Student Enrollment  |  | -                            | 191      | -       | -        | 191      | -       | -        | 191      | -       | -        | 191      | -       | -        |
|  |  | Prior Year Actual<br>2013-14 | Original | Current | Variance | Original | Current | Variance | Original | Current | Variance | Original | Current | Variance |
| ENROLLMENT - *School Districts Are Linked To Above Entries*                  |  |                              |          |         |          |          |         |          |          |         |          |          |         |          |
| NEW YORK CITY  |  | -                            | 198      | -       | -        | 198      | -       | -        | 198      | -       | -        | 198      | -       | -        |
| School District 2 (Enter Name)   |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 3 (Enter Name)   |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 4 (Enter Name)   |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 5 (Enter Name)   |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 6 (Enter Name)   |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 7 (Enter Name)   |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 8 (Enter Name)   |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 9 (Enter Name)   |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 10 (Enter Name)  |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 11 (Enter Name)  |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 12 (Enter Name)  |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 13 (Enter Name)  |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 14 (Enter Name)  |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District 15 (Enter Name)  |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| School District - ALL OTHER  |  | -                            | -        | -       | -        | -        | -       | -        | -        | -       | -        | -        | -       | -        |
| TOTAL ENROLLMENT   |  | -                            | 198      | -       | -        | 198      | -       | -        | 198      | -       | -        | 198      | -       | -        |
| REVENUE PER PUPIL  |  | -                            | Err:\$10 | -       | -        | Err:\$10 | -       | -        | Err:\$10 | -       | -        | Err:\$10 | -       | -        |
| EXPENSES PER PUPIL   |  | -                            | Err:\$10 | -       | -        | Err:\$10 | -       | -        | Err:\$10 | -       | -        | Err:\$10 | -       | -        |

|    |  |                   |         |          |                 |                            |
|----|--|-------------------|---------|----------|-----------------|----------------------------|
|    | Success Academy MS - Harlem North West<br>Budget / Operating Plan<br>2014-15 |                   |         |          |                 | DESCRIPTION OF ASSUMPTIONS |
| 6  | Total Revenue  | Err:510           | Err:510 | Err:510  | Err:510         |                            |
| 7  | Total Expenses   | Err:510           | Err:510 | Err:510  | Err:510         |                            |
| 8  | Net Income   | Err:510           | Err:510 | Err:510  | Err:510         |                            |
| 9  | Actual Student Enrollment  | Err:510           | Err:510 | Err:510  | Err:510         |                            |
| 10 | Total Paid Student Enrollment  |                   |         |          |                 |                            |
| 11 |  |                   |         |          |                 |                            |
| 12 |  | Total Year        |         |          | VARIANCE        |                            |
| 13 |  | Original          | Current | Variance | Original vs. PY | Current vs. PY             |
| 14 |  |                   |         |          |                 |                            |
| 15 | REVENUE  |                   |         |          |                 |                            |
| 16 | REVENUES FROM STATE SOURCES  |                   |         |          |                 |                            |
| 17 | Per Pupil Revenue  | CY Per Pupil Rate |         |          |                 |                            |
| 18 | NEW YORK CITY  | 13,777            |         |          |                 |                            |
| 19 | School District 2 (Enter Name)   | -                 | Err:510 | Err:510  | Err:510         | Err:510                    |
| 20 | School District 3 (Enter Name)   | -                 | -       | -        | -               | -                          |
| 21 | School District 4 (Enter Name)   | -                 | -       | -        | -               | -                          |
| 22 | School District 5 (Enter Name)   | -                 | -       | -        | -               | -                          |
| 23 | School District 6 (Enter Name)   | -                 | -       | -        | -               | -                          |
| 24 | School District 7 (Enter Name)   | -                 | -       | -        | -               | -                          |
| 25 | School District 8 (Enter Name)   | -                 | -       | -        | -               | -                          |
| 26 | School District 9 (Enter Name)   | -                 | -       | -        | -               | -                          |
| 27 | School District 10 (Enter Name)  | -                 | -       | -        | -               | -                          |
| 28 | School District 11 (Enter Name)  | -                 | -       | -        | -               | -                          |
| 29 | School District 12 (Enter Name)  | -                 | -       | -        | -               | -                          |
| 30 | School District 13 (Enter Name)  | -                 | -       | -        | -               | -                          |
| 31 | School District 14 (Enter Name)  | -                 | -       | -        | -               | -                          |
| 32 | School District 15 (Enter Name)  | -                 | -       | -        | -               | -                          |
| 33 | School District - ALL OTHER  | -                 | -       | -        | -               | -                          |
| 34 | TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)                | 13,777            | Err:510 | Err:510  | Err:510         | Err:510                    |
| 35 | Special Education Revenue  |                   | Err:510 | Err:510  | Err:510         | Err:510                    |
| 36 | Grants   |                   |         |          |                 |                            |
| 37 | Stimulus   |                   | -       | -        | -               | -                          |
| 38 | DYCD (Department of Youth and Community Developm.)                           |                   | -       | -        | -               | -                          |
| 39 | Other  |                   | -       | -        | -               | -                          |
| 40 | Other  |                   | -       | -        | -               | -                          |
| 41 | TOTAL REVENUE FROM STATE SOURCES   |                   | Err:510 | Err:510  | Err:510         | Err:510                    |
| 42 |  |                   |         |          |                 |                            |
| 43 | REVENUE FROM FEDERAL FUNDING   |                   |         |          |                 |                            |
| 44 | IDEA Special Needs   |                   | Err:510 | Err:510  | Err:510         | Err:510                    |
| 45 | Title I  |                   | Err:510 | Err:510  | Err:510         | Err:510                    |
| 46 | Title Funding - Other  |                   | Err:510 | Err:510  | Err:510         | Err:510                    |
| 47 | School Food Service (Free Lunch)   |                   | -       | -        | -               | -                          |
| 48 | Grants   |                   |         |          |                 |                            |
| 49 | Charter School Program (CSP) Planning & Implementation                       |                   | Err:511 | Err:511  | Err:511         | Err:511                    |
| 50 | Other  |                   | -       | -        | -               | -                          |
| 51 | Other  |                   | -       | -        | -               | -                          |
| 52 | TOTAL REVENUE FROM FEDERAL SOURCES   |                   | Err:510 | Err:510  | Err:510         | Err:510                    |
| 53 |  |                   |         |          |                 |                            |
| 54 | LOCAL and OTHER REVENUE  |                   |         |          |                 |                            |
| 55 | Contributions and Donations  |                   | -       | -        | -               | -                          |
| 56 | Fundraising  |                   | -       | -        | -               | -                          |
| 57 | Estate Reimbursement   |                   | -       | -        | -               | -                          |
| 58 | Earnings on Investments  |                   | -       | -        | -               | -                          |
| 59 | Interest Income  |                   | -       | -        | -               | -                          |
| 60 | Food Service (Income from meals)   |                   | -       | -        | -               | -                          |
| 61 | Text Book  |                   | -       | -        | -               | -                          |
| 62 | OTHER  |                   | -       | -        | -               | -                          |
| 63 | TOTAL REVENUE FROM LOCAL and OTHER SOURCES                                   |                   | -       | -        | -               | -                          |
| 64 |  |                   |         |          |                 |                            |
| 65 | TOTAL REVENUE  |                   | Err:510 | Err:510  | Err:510         | Err:510                    |
| 66 |  |                   |         |          |                 |                            |

| Success Academy MS - Harlem North West<br>Budget / Operating Plan<br>2014-15 |                               |         |         |         |         | DESCRIPTION OF ASSUMPTIONS |
|--|-------------------------------|---------|---------|---------|---------|----------------------------|
| 6  | Total Revenue                 | Err:510 | Err:510 | Err:510 | Err:510 | Err:510                    |
| 7  | Total Expenses                | Err:510 | Err:510 | Err:510 | Err:510 | Err:510                    |
| 8  | Net Income                    | Err:510 | Err:510 | Err:510 | Err:510 | Err:510                    |
| 9  | Actual Student Enrollment     |         |         |         |         |                            |
| 10   | Total Paid Student Enrollment |         |         |         |         |                            |
| 11   |                               |         |         |         |         |                            |
| 12   |                               |         |         |         |         |                            |
| 13   |                               |         |         |         |         |                            |
| 14   |                               |         |         |         |         |                            |
| 15   |                               |         |         |         |         |                            |
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| 18   |                               |         |         |         |         |                            |
| 19   |                               |         |         |         |         |                            |
| 20   |                               |         |         |         |         |                            |
| 21   |                               |         |         |         |         |                            |
| 22   |                               |         |         |         |         |                            |
| 23   |                               |         |         |         |         |                            |
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| 32   |                               |         |         |         |         |                            |
| 33   |                               |         |         |         |         |                            |
| 34   |                               |         |         |         |         |                            |
| 35   |                               |         |         |         |         |                            |
| 36   |                               |         |         |         |         |                            |
| 37   |                               |         |         |         |         |                            |
| 38   |                               |         |         |         |         |                            |
| 39   |                               |         |         |         |         |                            |
| 40   |                               |         |         |         |         |                            |
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| 61   |                               |         |         |         |         |                            |
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| 70   |                               |         |         |         |         |                            |
| 71   |                               |         |         |         |         |                            |
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| 77   |                               |         |         |         |         |                            |
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| 79   |                               |         |         |         |         |                            |
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| 83   |                               |         |         |         |         |                            |
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| 103  |                               |         |         |         |         |                            |
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| 113  |                               |         |         |         |         |                            |
| 114  |                               |         |         |         |         |                            |
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| 118  |                               |         |         |         |         |                            |
| 119  |                               |         |         |         |         |                            |
| 120  |                               |         |         |         |         |                            |
| 121  |                               |         |         |         |         |                            |
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| 123  |                               |         |         |         |         |                            |
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| 125  |                               |         |         |         |         |                            |
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| 136  |                               |         |         |         |         |                            |
| 137  |                               |         |         |         |         |                            |
| 138  |                               |         |         |         |         |                            |
| 139  |                               |         |         |         |         |                            |
| 140  |                               |         |         |         |         |                            |
| 141  |                               |         |         |         |         |                            |
| 142  |                               |         |         |         |         |                            |
| 143  |                               |         |         |         |         |                            |
| 144  |                               |         |         |         |         |                            |
| 145  |                               |         |         |         |         |                            |
| 146  |                               |         |         |         |         |                            |
| 147  |                               |         |         |         |         |                            |
| 148  |                               |         |         |         |         |                            |
| 149  |                               |         |         |         |         |                            |
| 150  |                               |         |         |         |         |                            |
| 151  |                               |         |         |         |         |                            |
| 152  |                               |         |         |         |         |                            |
| 153  |                               |         |         |         |         |                            |
| 154  |                               |         |         |         |         |                            |
| 155  |                               |         |         |         |         |                            |
| 156  |                               |         |         |         |         |                            |
| 157  |                               |         |         |         |         |                            |
| 158  |                               |         |         |         |         |                            |

|    |   |            |          |          |                 |                            |
|----|---|------------|----------|----------|-----------------|----------------------------|
| 2  | Success Academy MS - Harlem North West                      |            |          |          |                 | DESCRIPTION OF ASSUMPTIONS |
| 3  | Budget / Operating Plan                                     |            |          |          |                 |                            |
| 4  | 2014-15   |            |          |          |                 |                            |
| 5  |   |            |          |          |                 |                            |
| 6  | Total Revenue   | Err:\$10   | Err:\$10 | Err:\$10 | Err:\$10        | Err:\$10                   |
| 7  | Total Expenses  | Err:\$10   | Err:\$10 | Err:\$10 | Err:\$10        | Err:\$10                   |
| 8  | Net Income  | Err:\$10   | Err:\$10 | Err:\$10 | Err:\$10        | Err:\$10                   |
| 9  | Actual Student Enrollment                                   |            |          |          |                 |                            |
| 10 | Total Paid Student Enrollment                               |            |          |          |                 |                            |
| 11 |   |            |          |          |                 |                            |
| 12 |   | Total Year |          |          | VARIANCE        |                            |
| 13 |   | Original   | Current  | Variance | Original vs. PY | Current vs. PY             |
| 14 | ENROLLMENT - *School Districts Are Linked To Above Entries* |            |          |          |                 |                            |
| 15 | NEW YORK CITY   |            |          |          |                 |                            |
| 16 | School District 2 (Enter Name)                              |            |          |          |                 |                            |
| 17 | School District 3 (Enter Name)                              |            |          |          |                 |                            |
| 18 | School District 4 (Enter Name)                              |            |          |          |                 |                            |
| 19 | School District 5 (Enter Name)                              |            |          |          |                 |                            |
| 20 | School District 6 (Enter Name)                              |            |          |          |                 |                            |
| 21 | School District 7 (Enter Name)                              |            |          |          |                 |                            |
| 22 | School District 8 (Enter Name)                              |            |          |          |                 |                            |
| 23 | School District 9 (Enter Name)                              |            |          |          |                 |                            |
| 24 | School District 10 (Enter Name)                             |            |          |          |                 |                            |
| 25 | School District 11 (Enter Name)                             |            |          |          |                 |                            |
| 26 | School District 12 (Enter Name)                             |            |          |          |                 |                            |
| 27 | School District 13 (Enter Name)                             |            |          |          |                 |                            |
| 28 | School District 14 (Enter Name)                             |            |          |          |                 |                            |
| 29 | School District 15 (Enter Name)                             |            |          |          |                 |                            |
| 30 | School District - ALL OTHER                                 |            |          |          |                 |                            |
| 31 | TOTAL ENROLLMENT  |            |          |          |                 |                            |
| 32 | REVENUE PER PUPIL   |            |          |          |                 |                            |
| 33 | EXPENSES PER PUPIL  |            |          |          |                 |                            |

# Appendix E: Disclosure of Financial Interest Form

Created Thursday, July 31, 2014

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## Page 1

310500860921 HARLEM SUCCESS ACAD CS 2

An Appendix E: Disclosure of Financial Interest Form must be completed for each active Trustee who served on the charter school's Board of Trustees during the 2013-14 school year. Trustees are at times difficult to track down in the summer months. Trustees may complete and submit at their leisure (but before the deadline) their individual form at:

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-trustee-disclosure-form/>. Trustees may download and/or email their forms to you upon completion.

Trustees who are technologically advanced may complete the survey using their smartphones or other mobile devices by downloading the this bar code link to the survey <https://fluidsurveys.com/account/surveys/540612/publish/qrcode/>. (Make sure you have the bar code application reader on your phone).

If a Trustee is unable to complete the form by the deadline (i.e, out of the country), the school is responsible for submitting the information required on the form for that individual trustee.

Just send the links via email today to your Trustees requesting that they each complete their form as soon as possible.  
Thank you.

Yes, each member of the school's Board of Trustees has received a link to the Disclosure of Financial Interest Form.

Yes

Thank you.

# Appendix F: BOT Membership Table

Created Wednesday, July 30, 2014

Updated Friday, August 01, 2014

## Page 1

310500860921 HARLEM SUCCESS ACAD CS 2

### 1. Current Board Member Information

|    | Full Name of Individual Trustees | Position on Board (Officer or Rep). | Voting Member | Area of Expertise &/or Additional Role | Terms Served & Length (include date of election and expiration) | Committee affiliations |
|----|----------------------------------|-------------------------------------|---------------|--|---|------------------------|
| 1  | Samuel Cole                      | Chair/President                     | Yes           |  | Date appointed: 2/15/12<br>Terms served: 1                      |                        |
| 2  | Bryan Binder                     | Vice Chair/Vice President           | Yes           |  | Date appointed: 2/15/12<br>Terms served: 1                      |                        |
| 3  | Scott Friedman                   | Treasurer                           | Yes           |  | Date appointed: 6/27/12<br>Terms served: 1                      |                        |
| 4  | Gregory Sawers                   | Secretary                           | Yes           |  | Date appointed: 2/15/12<br>Terms served: 1                      |                        |
| 5  | Catherine Shinker                |                                     | Yes           |  | Date appointed: 1/16/13<br>Terms served: 1                      |                        |
| 6  | Jay Bryant                       |                                     | Yes           |  | Date appointed: 2/15/12<br>Terms served: 1                      |                        |
| 7  | Sandeep Chainani                 |                                     | Yes           |  | Date appointed: 2/15/12<br>Terms served: 1                      |                        |
| 8  | Donna Kennedy                    |                                     | Yes           |  | Date appointed: 2/15/12<br>Terms served: 1                      |                        |
| 9  | Lance Rosen                      |                                     | Yes           |  | Date appointed: 2/15/12<br>Terms served: 1                      |                        |
| 10 | Derrell Bradford                 |                                     | Yes           |  | Date appointed: 3/19/14<br>Terms served: 1                      |                        |
| 11 | Khadijah Patrick-Pickel          | Parent Rep                          | No            |  | Date appointed: 6/27/12<br>Terms served: 1                      |                        |

### 2. Total Number of Members Joining Board during the 2013-14 school year

(No response)

### 3. Total Number of Members Departing the Board during the 2013-14 school year

(No response)

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

5. How many times did the Board meet during the 2013-14 school year?

Bi-monthly

6. How many times will the Board meet during the 2014-15 school year?

Bi-monthly

Thank you.



## Appendix H: 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 2013-2014 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;
- 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 2014-2015 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 also work 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.

# Appendix I: Teacher and Administrator Attrition

Created Friday, August 01, 2014

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## Page 1

Charter School Name: 310500860921 HARLEM SUCCESS ACAD CS 2

Instructions for completing the Teacher and Administrator Attrition Tables  
ALL charter schools should provide, for teachers and administrators only, the full time equivalent (FTE) of staff on June 30, 2013, the FTE for added staff from July 1, 2013 through June 30, 2014, and the FTE for any departed staff from July 1, 2013 through June 30, 2014 using the two tables provided.

### 2013-14 Teacher Attrition Table

| FTE Teachers on June 30, 2013 | FTE Teachers Additions 7/1/13 – 6/30/14 | FTE Teacher Departures 7/1/13 – 6/30/14 |
|-------------------------------|---|---|
| 73 (includes middles school)  | 30                                      | 19 (left Success Academy)               |

### 2013-14 Administrator Position Attrition Table

| FTE Administrator Positions On 6/30/2013 | FTE Administrator Additions 7/1/13 – 6/30/14 | FTE Administrator Departures 7/1/13 – 6/30/14 |
|--|--|---|
| 9 (includes middles school)              | 0  | 1 (left Success Academy)                      |

Thank you