



# Entry 1 School Information and Cover Page (New schools that were not open for instruction for the 2018-19 school year are not required to complete or submit an annual report this year).

Last updated: 07/30/2019

---

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your authorizer are visible on your task page. While completing this cover page task, please ensure that you select the correct authorizer (**as of June 30, 2019**) or you may not be assigned the correct tasks.

## BASIC INFORMATION

**a. SCHOOL NAME** PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL

(Select name from the drop down menu)

**a1. Popular School Name (Optional)** (No response)

**b. CHARTER AUTHORIZER (As of June 30th, 2019)** SUNY Authorized Charter School

Please select the correct authorizer as of June 30, 2019 or you may not be assigned the correct tasks.

**c. DISTRICT / CSD OF LOCATION** Buffalo

**d. DATE OF INITIAL CHARTER** 10/2012

**e. DATE FIRST OPENED FOR INSTRUCTION** 07/2019

**h. SCHOOL WEB ADDRESS (URL)** <https://www.persistenceprep.org/>

**i. TOTAL MAX APPROVED** 110

**ENROLLMENT FOR THE 2018-19  
SCHOOL YEAR (exclude Pre-K  
program enrollment)**

**j. TOTAL STUDENT ENROLLMENT** 100

**ON JUNE 30, 2019 (exclude Pre-K  
program enrollment)**

**k. GRADES SERVED IN SCHOOL YEAR 2018-19 (does not include Pre-K program  
students)**

Check all that apply

Grades Served	K, 1
---------------	------

**l. DOES THE SCHOOL CONTRACT** No  
**WITH A CHARTER OR  
EDUCATIONAL MANAGEMENT  
ORGANIZATION?**

**FACILITIES INFORMATION**

**m. FACILITIES**

Will the school maintain or operate multiple sites in 2019-20?

	No, just one site.
--	--------------------

**School Site 1 (Primary)**

**m1. SCHOOL SITES**

Please provide information on Site 1 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K 5, 6 9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 1					

**m1a. Please provide the contact information for Site 1.**

	Name	Work Phone	Alternate Phone	Email Address
School Leader				
Operational Leader				
Compliance Contact				
Complaint Contact				
DASA Coordinator				
Phone Contact for After Hours Emergencies				

**m1b. Is site 1 in public (co-located) space or in private space?**

Private Space

**IF LOCATED IN PRIVATE SPACE IN NYC OR IN DISTRICTS OUTSIDE NYC**

**m1d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 1 if located in private space in NYC or located outside of NYC .**

**Site 1 Certificate of Occupancy (COO)**

(No response)

**Site 1 Fire Inspection Report**

(No response)

**CHARTER REVISIONS DURING THE 2018-19 SCHOOL YEAR**

**n1. Were there any revisions to the school’s charter during the 2018-19 school year? (Please include approved or pending material and non-material charter revisions).** No

**ATTESTATION**

**o. Individual Primarily Responsible for Submitting the Annual Report.**

Name	Karen Burhans
Position	CFO
Phone/Extension	[REDACTED]
Email	[REDACTED]

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

No Responses Selected

**Signature, Head of Charter School**



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



**Date**

2019/07/30

**Thank you.**



# Entry 2 NYS School Report Card Link

Last updated: 07/30/2019

---

## **PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL**

**1. CHARTER AUTHORIZER (As of June 30th, 2019)**      SUNY Authorized Charter School

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

**2. NEW YORK STATE REPORT CARD**      URL is not available

**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.)



**PERSISTENCE PREPARATORY  
ACADEMY CHARTER SCHOOL**

**2018-19 ACCOUNTABILITY PLAN  
PROGRESS REPORT**

Submitted to the SUNY Charter Schools Institute on:

September 13, 2019

By Joelle Formato

833 Michigan Avenue  
Buffalo, NY 14203

716-235-1520

## 2018-19 ACCOUNTABILITY PLAN PROGRESS REPORT

Joelle Formato, Founder & Head of School, prepared this 2018-19 Accountability Progress Report on behalf of the school's board of trustees:

<b>Trustee's Name</b>	<b>Board Position</b>
Daniel Greene	Chair; Governance (chair), Finance, Development, Academic Accountability
Amanda Winkelsas	Vice Chair; Governance, Academic Accountability (chair)
Catherine Roberts	Secretary; Academic Accountability, Audit
Kenneth Newsom	Treasurer; Finance (chair)
Misha Russo	Trustee; Development (chair), Finance
Kevin Celniker	Trustee; Facilities (chair), Finance
Darnell Haywood	Trustee; Audit
Shatorah Donovan	Trustee; Development
Cord Stone	Trustee; Academic Accountability
Derrick Parson	Trustee; Governance, Academic Accountability
Joelle Formato	Head of School, non-voting member

**Joelle Formato has served as the Head of School since September 1, 2017.**

*Through rigorous academics, high-quality instruction and leadership development, **Persistence Preparatory Academy Charter School** ensures that all K through 8 scholars are firmly on the path to succeed within a four-year college and create positive change within their communities.*

Persistence Preparatory Academy Charter School (Persistence Prep) officially opened its doors on August 22, 2018, offering Kindergarten and first grade. Persistence Prep was born out of the Building Excellent Schools Fellowship. Our Founder and Head of School, Joelle Formato, was a 2016-2017 BES Fellow, and had the opportunity to observe best practices from over 50 high-performing charter schools across the country. Building Excellent Schools is still involved with the school providing coaching, observation and resources to our Head of School and Board of Trustees.

Our mission, shown above, is grounded in our five core beliefs:

### **1. We believe that high-quality teaching is the key driver of academic achievement.**

Persistence Prep fundamentally believes that every classroom must be led by an engaging, highly skilled, strategically supported, and effective teacher. We consider a strong teacher to be the number one factor in ensuring scholar achievement. To guarantee a strong teacher in every classroom, Persistence Prep will focus extensive time and resources into the recruitment, development, and retention of strong teachers. Our school design features **27 days of practice-based professional development, weekly observations and feedback meetings, weekly whole staff professional development and four dedicated data analysis days throughout the year.**

### **2. We believe that college preparation begins in Kindergarten.**

To ensure our scholars can reach ambitious goals and be firmly on the path to the four-year college of their choice, we believe that college preparation must begin on the first day of Kindergarten. This preparation is grounded in our **extended day schedule**, providing scholars with 90 more minutes of instructional time per day than the BPS district. Our school calendar will also be longer by five (5) days. In total, this will provide our scholars with the equivalent of approximately 40 more instructional days each year. This extended time is prioritized as instructional time, with scholars receiving **215 minutes of Literacy and 90 minutes of Math instruction daily.** College will be a consistent part of the language used at Persistence Prep, with **classrooms named after universities, daily college cheers, annual college tours,** etc. We firmly believe in the power of exposing our scholars to the world of opportunities available to them.

### **3. We believe that a structured, supportive, and joyful school culture, with a focus on leadership development, is foundational.**

Persistence Prep firmly believes that school culture is the foundation upon which all else rests. Scholars thrive in structure, and can flourish within a consistent environment in which they know what to expect and what is expected of them. **Structured routines and procedures within every classroom** work to promote efficiency and ensure scholars' physical, emotional, and intellectual safety. Persistence Prep believes that character and leadership can be developed, and that the school is responsible for playing a key role in this development. Our **core values of Community, Enthusiasm, Respect, Grit, and Justice** will be explicitly taught and reinforced throughout the

## 2018-19 ACCOUNTABILITY PLAN PROGRESS REPORT

year through our **Character and Movement block** in our Lower Academy, and through **daily Advisory** in our Middle and Upper Academies. Scholars will also consistently be celebrated for their leadership and growth through **weekly Community Celebrations**.

#### 4. We believe in proactive supports for all learners based upon the purposeful use of assessment and data analysis.

To best educate our scholars, it is imperative that teachers have a constant pulse on what scholars have, and have not yet, mastered. Information will be gained through the purposeful use of both formative and summative assessments. This data will be leveraged to intimately know the strengths and areas for growth for each scholar, and provide them with targeted interventions, supports, and extensions to ensure continued academic achievement and growth. All K-2 classrooms will feature a **two-teacher model** that will allow for increased **small group instruction and daily literacy rotations**. Additionally, our annual calendar features **four dedicated data days** during which our teachers will closely analyze scholar data, allowing them to further target their instruction and meet scholars where they are. Our school will also feature a dedicated **data room**, further emphasizing our belief in that all adults in the building are responsible for the success of every scholar.

#### 5. We believe that family engagement is vital to scholar achievement.

Persistence Prep acknowledges and welcomes families as key partners in ensuring the academic and character growth of every scholar. This vital relationship will proactively begin to be built before a scholar starts school, through **Home Visits** made by members of the school Leadership Team, and will continue to be cultivated throughout the year through frequent communication and a variety of events including **Family Orientations, Weekly communication, Monthly University Nights, Monthly Coffee Chats and Family Achievement Conferences**. We view familial involvement as an imperative piece of our school, and will develop and maintain strong relationships with our families.

Our Founding Class of 103 scholars (102 on BEDS day) came to us from all across the City of Buffalo. Our Founding Class is 86% African American, 5% Hispanic, 8% Multiracial, and 1% white. 91% of our scholars are economically disadvantaged and 11% of them receive Special Education services. We have filled open seats throughout the year, welcoming 16 mid-year enrollees over the course of the year.

School Enrollment by Grade Level and School Year

School Year	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2016-17														0
2017-18														0
2018-19	55	47												102

## GOAL 1: ENGLISH LANGUAGE ARTS

### Goal 1: English Language Arts

**Students will be proficient in English Language Arts.**

#### BACKGROUND

In the 2018-2019 school year, Persistence Prep dedicated 215 minutes of instruction daily to a balanced literacy approach. This approach included three small group rotations (reading comprehension/guided reading, direct phonics, and independent reading/word work), Read Aloud, Oral Language (Speaking & Listening Standards), and writing. Scholars were broken into leveled, small groups for the majority of these blocks to ensure all had access to the instruction at the appropriate level. Groups were fluid and adjusted frequently based on updated scholar data. All K-2 classrooms feature a two-teacher model to ensure high-quality instruction in both whole and small group instruction.

#### METHOD

Persistence Prep utilized the Strategic Teaching & Evaluation of Progress (STEP) assessment to progress monitor reading growth over the course of the year. The STEP assessment is a nationally-normed, research-based assessment out of the University of Chicago that monitors developmental reading growth across the K-3 spectrum. The assessment was given 4 times throughout the year (October, December, March, June), with teachers engaging in a data analysis and planning day after the conclusion of each round. This analysis allowed teachers to reflect on instruction, develop intervention & enrichment plans, and plan targeted instruction.

Additionally, Persistence Prep administered the nationally-normed NWEA MAP Assessment in October, January and June. This assessment provided us data on scholar progress across the year and allowed us to compare the progress of our scholars to their peers around the country.

## RESULTS AND EVALUATION

### **STEP Assessment**

In alignment with the recommendation of the STEP assessment, we set an internal goal for 100% of scholars to grow a minimum of 3 STEP levels over the course of the year, and 50% of scholars to grow more than 3 STEP levels. A growth of 3 STEP levels represents one full year of reading growth. The table below represents the annual growth made by our scholars in the 2018-2019 school year.

	TOTAL	
	# of scholars	%
No growth	4	4%
1 STEP	17	17%
2 STEPs	29	28%
3 STEPs	29	28%
4 STEPs	17	17%
5 STEPs	6	6%

## 2018-19 ACCOUNTABILITY PLAN PROGRESS REPORT

As illustrated in the table, 51% of scholars made at least one full year of growth in literacy, with 23% growing more than one year, as measured by the STEP assessment. Scholars who did not make a full year of growth, and are below grade level, have been identified for Rtl services for the start of the 2019-2020 school year.

### **NWEA MAP Assessment**

As measured by the NWEA MAP Assessment, 32% of scholars met their projected growth goal in Reading. This data, however, is impacted by our transient enrollment during the 2018-2019 school year. As a first year school, we continued to fill open seats over the course of the year, resulting in 16 mid-year enrollees. These scholars did not take the initial October benchmark assessment, so we were unable to measure their growth across the full year of instruction. Additionally, the diagnostic assessment was not given until the middle of October, after scholars had already received 8 weeks of instruction. This delay in diagnostic testing resulted in higher initial scores and impacted the overall observed growth. The table below illustrates the comprehensive results as measured by the NWEA MAP Reading assessment.

### **GROWTH STATISTICS: READING**

	<b>BC (K)</b>	<b>HOWARD (K)</b>	<b>CORNELL (1)</b>	<b>UB (1)</b>
% of students who met or exceeded projected RIT	36% (9)	36% (9)	47% (8)	33% (7)
% of projected growth met	77.4%	78%	91.6%	72.5%
Median conditional growth percentile	37	33	39	23

### **ADDITIONAL EVIDENCE**

As a first-year school, we have no historical data to which to compare our academic results. As we progress through the 2019-2020 school year, we will compare data after each round of assessments to ensure greater amounts of growth across the course of the year. We are also able to compare our results to other schools within the Building Excellent Schools network, and collaborate on best practices with school leaders demonstrating stronger results on these assessments.

### **ACTION PLAN**

The Persistence Prep Leadership Team and Board of Trustees spent extensive time analyzing Year 1 results and developing an action plan for the 2019-2020 school year. The table below encompasses the root cause analysis and action steps surrounding our literacy program.

The most notable shift in our literacy program is the expansion of our Scholar Supports Team, to include two full-time Rtl teachers and a Special Education teacher. We have also purchased the Fountas & Pinnell Leveled Literacy Instruction program to ensure that scholars in need of Tier 2 services are receiving instruction differently than in the classroom.

Within the classroom, we are focused extensively on creating scholar-centered classrooms where scholars are doing the heavy lifting throughout academic instruction. Our professional development and

## 2018-19 ACCOUNTABILITY PLAN PROGRESS REPORT

coaching is focused in this area, including sessions with our STEP trainer, use of The New Teacher Project rubric for feedback, daily live coaching, and participation in national trainings (including Great Habits, Great Readers from the Uncommon Network of schools).

AREA FOR GROWTH	ROOT CAUSE ANALYSIS	PLAN OF ACTION	MEASURABLE OUTCOME(S)/ CHECKPOINTS
Increase in frequency of classroom observations/ coaching sessions	LT capacity- too much time spent on reactive behaviors, additional duties that detracted from core responsibility to support teachers	<ol style="list-style-type: none"> <li>1. Promotion of a high-performing teacher to Director of Curriculum &amp; Instruction</li> <li>2. Increasing size of staff-freeing up LT to do frequent classroom rounds, coaching sessions, etc.</li> <li>3. Streamlining schoolwide priority: Creating student-centered classrooms</li> <li>4. Clarity &amp; consistency in feedback- use of TNTP Teaching Rubric</li> <li>5. Hiring of more flexible staff roles (teaching fellow, ops associate, enrichment teacher)</li> </ol>	<ol style="list-style-type: none"> <li>1. Teacher quarterly scores on the The New Teacher Project (TNTP) teaching rubric</li> <li>2. Growth in scholar academic data</li> </ol>
Large percentage of K/1 scholars below grade level benchmark	<ol style="list-style-type: none"> <li>1. Student work analysis did not happen frequently enough</li> <li>2. Rtl support did not have clear structure and procedure</li> <li>3. Interventions happened too late in the year</li> </ol>	<ol style="list-style-type: none"> <li>1. Development of strong and structured Rtl program, including purchase of F&amp;P assessment system and LLI</li> <li>2. Expansion of the Scholar Supports Team; subject area specialization for academic Rtl services</li> <li>3. Stronger PD on daily data collection with teachers</li> <li>4. 3 staff members attending high-quality PD throughout summer in Math and Literacy</li> <li>5. External trainers scheduled for PD, particularly for CGI Math instruction</li> </ol>	<ol style="list-style-type: none"> <li>1. 6-8 week cycles of Rtl data trackers</li> <li>2. More frequent checkpoints (STEP &amp; running records)</li> <li>3. Weekly Scholar Concern Meetings where teachers bring academic data</li> </ol>

## GOAL 2: MATHEMATICS

### Goal 2: Mathematics

**Students will be proficient in Mathematics.**

#### BACKGROUND

Persistence Prep's schedule included 60 minutes of direct Math instruction and 30 minutes of Cognitively Guided Instruction (CGI) in the 2018-2019 school year. For our direct instruction, we utilized a hybrid curriculum of EngageNY and the math curriculum from the Achievement First network of schools. Our Cognitively Guided Instruction scope and sequence was guided by the book *Children's Mathematics: Cognitively Guided Instruction* (Carpenter, Fennema, Franke, Levi, Empson 2015). Our CGI blocks allowed scholars dedicated time to engage with varying types of story problems and solve in a way that makes sense to them. This block also featured a mathematical discourse during which scholars were able to explain their thinking to their peers.

#### METHOD

In addition to regular exit tickets and unit assessments, Persistence Prep utilized internally created interim and end of year assessments, as well as the nationally-normed NWEA MAP assessment to track progress across the year. Teachers utilized staff data days and coaching meetings to analyze this data, reflect on instructional practices, and tweak instruction. Based on early data during the year, particularly with our incoming first graders, we shifted towards a center-based model of instruction 3 days a week to ensure that foundational gaps were being addressed and closed.

#### RESULTS AND EVALUATION

##### *Internal Assessments*

We set an internal goal for 80% of our scholars to reach mastery (>80%) on their End of Year assessment. While this goal was not met in either Kindergarten or first grade, we did see an increase in mastery across the year. The greatest observed growth was in first grade, with a dramatic decrease in scholars scoring below 60% from the beginning to the end of the year. The tables below show performance levels across the year for both grade levels.

## KINDERGARTEN MATH

		< 60%	60%-80%	>80%
<b>DECEMBER</b>	# of students	10	23	22
	Percent	18%	42%	40%

		< 60%	60%-80%	>80%
<b>MARCH</b>	# of students	13	19	23
	Percent	24%	35%	42%

		< 60%	60%-80%	>80%
<b>EOY</b>	# of students	10	13	32
	Percent	18%	24%	58%



## FIRST GRADE MATH

		< 60%	60%-80%	>80%
<b>INTERIM #1</b>	# of students	27	12	7
	Percent	59%	26%	15%

		< 60%	60%-80%	>80%
<b>INTERIM #2</b>	# of students	15	14	7
	Percent	42%	39%	19%

		< 60%	60%-80%	>80%
<b>INTERIM #3</b>	# of students	10	17	12
	Percent	26%	44%	31%

		< 60%	60%-80%	>80%
<b>EOY</b>	# of students	13	16	18
	Percent	28%	34%	38%



**NWEA MAP Assessment**

As measured by the NWEA MAP Assessment, 39% of scholars met their projected growth goal in Mathematics. This data, however, is impacted by our transient enrollment during the 2018-2019 school year. As a first-year school, we continued to fill open seats over the course of the year, resulting in 16 mid-year enrollees. These scholars did not take the initial October benchmark assessment, so we were unable to measure their growth across the full year of instruction. Additionally, the diagnostic assessment was not given until the middle of October, after scholars had already received 8 weeks of instruction. This delay in diagnostic testing resulted in higher initial scores and impacted the overall observed growth. The table below illustrates the comprehensive results as measured by the NWEA MAP Mathematics assessment.

**GROWTH STATISTICS: MATHEMATICS**

	BC (K)	HOWARD (K)	CORNELL (1)	UB (1)
% of students who met or exceeded projected RIT	56% (14)	50% (12)	44% (8)	30% (6)
% of projected growth met	87.9%	87%	89.6%	73.2%
Median conditional growth percentile	50	44	33	24

**ADDITIONAL EVIDENCE**

As a first-year school, we have no historical data to which to compare our academic results. As we progress through the 2019-2020 school year, we will compare data after each round of assessments to ensure greater amounts of growth across the course of the year. We are also able to compare our results to other schools within the Building Excellent Schools network and collaborate on best practices with school leaders demonstrating stronger results on these assessments.

**ACTION PLAN**

In addition to the action steps outlined above in our reading goal (increased Rtl services, increased coaching, etc.), we have made some notable shifts in our Math program for the 2019-2020 school year. The largest change is a shift in curriculum to the Everyday Mathematics program. After teacher and leadership reflection, curriculum vetting and testing, our team felt that this curriculum better fit the needs of our scholars as it offers increased engagement, an emphasis on spiral review throughout the year, and detailed intervention & enrichment pathways for each lesson. We also increased our math blocks to 75 minutes each day to allow more time for daily math routines (calendar, attendance, fluency, etc.) and daily learning centers. Our CGI block remains 30 minutes. Staff went through a two-day training in August with CGI expert, Debra Fuentes, to deepen teachers' understanding of the approach and enhance their facilitation of the block. Our trainer will be back on site three more times throughout the year to observe instruction, provide feedback and continue training. The last shift in our Math program is the addition of counting jar (K & 1) and money jar (2) routines. These routines will take place once a week during our CGI block, allowing scholars opportunities to master their counting skills and increase fluency.

## GOAL 3: SCIENCE

### Goal 3: Science

**Students will be proficient in Science.**

#### BACKGROUND

Persistence Prep utilizes the FOSS Curriculum to support our Science instruction. Scholars participated in a daily, 35-minute Science block. Our Kindergarten scholars completed modules on Materials & Motion, Trees & Weather, and Animals Two by Two, while our first grade scholars completed the Sound & Light, Air & Weather, and Plants & Animals modules.

#### METHOD

For the 2018-2019 school year, progress in Science was assessed through exit tickets, informal class assessments and unit projects/explorations. As our scholars progress with us, we will utilize the nationally-normed NWEA MAP Science assessment to further assess progress and mastery (beginning in Grade 3).

#### ACTION PLAN

We will continue to use the FOSS Curriculum and Next Generation Science Standards to guide our Science instruction in the 2019-2020 school year. Our focus this year is on cross-content connections and integrated science instruction, particularly within Mathematics. Our Director of Curriculum and Instruction has provided cross-content connection opportunities within all scope and sequence documents, and teachers are responsible for demonstrating Science integration in the weekly lesson plans that are submitted for feedback.

## GOAL 4: ESSA

### Goal 4: ESSA

**The school will remain in good standing according to the state's ESSA accountability system.**

#### Goal 4: Absolute Measure

Under the state's ESSA accountability system, the school is in good standing: the state has not identified the school for comprehensive or targeted improvement.

#### METHOD

Because *all* students are expected to meet the state's performance standards, the federal statute stipulates that various sub-populations and demographic categories of students among all tested students must meet the state standard in and of themselves aside from the overall school results. As New York State, like all states, is required to establish a specific system for making these determinations for its public schools, charter schools do not have latitude in establishing their own performance levels or criteria of success for meeting the ESSA accountability requirements. Each year, the state issues School Report Cards that indicate a school's status under the state accountability system.

## RESULTS AND EVALUATION

Persistence Prep was a first-year school in the 2018-2019 school year. As such, we remain a school in Good Standing.

Accountability Status by Year

Year	Status
2016-17	n/a
2017-18	n/a
2018-19	Good Standing

## APPENDIX A: OPTIONAL GOALS

### Goal 5: Family Satisfaction

**Families will demonstrate satisfaction with the academic program and school-to-home communication.**

### Goal 5: Absolute Measure

- **Satisfaction with the academic program, as measured by an annual survey given at the end of each school year, will on average, exceed 85%, with 85% of families responding.**
- **Satisfaction with the school's communication, as measured by an annual survey given at the end of each school year, will on average, exceed 85%, with 85% of families responding.**

## METHOD

We administered the family satisfaction survey once per trimester during the 2018-2019 school year (November, March and June). Over the course of the year, we received 63 unique responses from families. Surveys were available at each of our Family Achievement Conferences (paper and electronic versions) and were emailed/texted home multiple times to solicit responses. Families who completed the survey were entered into a raffle to win two \$50 gift cards to a local grocery store.

## RESULTS

The survey results we did receive were overwhelmingly positive, with 95-100% of families responding agree or strongly agree to the presented statements. Families were also able to provide open responses for strengths of the school, reasons they would recommend it to another family, and ways in which the school could improve. A sample of these responses are shown below.

List 3 strengths of Persistence Prep:

- The quality of teachers love for students overall Persistence Prep is the best EVER
- They push students to do their best. They communicate greatly with me. My scholar loves it as well.
- Communication, excellent teaching, safe learning environment.
- Motivation, loving, and the teachers love what they do
- Great Communication family oriented and great education system
- I like that the principal knows my daughter's name and not because she's bad. I like the fact that the school is like a close knit family. And also how they get the parents involved
- Communication, interactive, caring staff
- Constant interaction with parents, willingness to work with special needs children, centralized family environment and staff that knows its students parents.
- The type of education they provide The expectations the have for the kids The teachers

List ways in which Persistence Prep can improve:

- Later bus time for morning pickup for children
- Have the after school program focus more on the homework for the week than other activities

## 2018-19 ACCOUNTABILITY PLAN PROGRESS REPORT

- Ensuring that children are bundled up when they get on bus, that progress notes are completed every day and sent home with scholars,
- More one on one with her so she can do better at everything.
- Busing and lunches
- Once they get their own school building I will not have any complaints!
- Time and busses
- The hours my son is on the bus at 6:20 am
- Lighten up on uniform, later start time, allow kids to wear any shoes

### 2018 19 Parent Satisfaction Survey Response Rate

Number of Responses	Number of Families	Response Rate
63	103	61%

### 2018 19 Parent Satisfaction on Key Survey Results

Item	Percent of Respondents Satisfied
The quality of instruction your scholar receives.	100%
The quality of teachers.	100%
The level of communication from the office staff.	95%
The level of communication with teachers	98%
Your overall satisfaction with Persistence Prep & the education it is providing your scholar.	100%

## EVALUATION

Persistence Prep exceeded our satisfaction target on all results, with over 85% of families satisfied on each component. We do, however, need to increase the overall number of families who respond to the survey. For the 2019-2020 school year, we will continue to utilize a raffle incentive prize, will have paper and electronic copies available, and will have teachers reach out to families individually to complete.

### Goal 6: Enrollment

**Persistence Prep is fully enrolled, with high levels of attendance and re-enrollment.**

### Goal 6: Absolute Measure

- The school will meet projected enrollment targets, and will maintain at least 90% of the is enrollment over the course of the year.
- Of the students who successfully complete the year, 90% will reenroll for the following year.
- Each year, the school's chronic absenteeism rate will be lower than that of the local district.

### METHOD

Persistence Prep utilizes the SchoolRunner SIS to track daily attendance. Teachers take attendance each morning during breakfast, the Office Manager verifies and updates as tardy scholars arrive and then contacts families of any absent scholars. SchoolRunner provides a daily dashboard of attendance data for analysis. Families for whom attendance was a problem attended a meeting with our Head of School or Dean of Culture to develop an attendance plan. As needed, the Head of School completed a home visit to stress the importance of school attendance.

Given our results in 2018-2019, improvement in attendance has been flagged as a key area of improvement for the 2019-2020 school year. We have increased the number of attendance interventions and have created dynamic groups set up within the Schoolrunner platform that alert us when a scholar has reached a threshold for an attendance intervention. Those interventions are outlined below:

**No Absences in a Trimester:** The scholar and family are congratulated and recognized for exceptional attendance and commitment to their education. The scholar will receive an award at community circle.

**Three Absences:** The Director of Operations will contact the parent/guardian and an attendance plan will be created.

**Five Absences:** The School Counselor will make contact with the family and schedule a meeting, as well as send a letter home. The parent/guardian will be asked to meet with the child's teachers and School Counselor immediately. At this meeting, both the family and the school will discuss the problem and its impact on the scholar's education and a more intensive attendance plan will be developed.

**Seven Absences:** The School Counselor and a member of the Leadership Team will complete a home visit with the family to discuss the ongoing attendance concern. An immediate action plan will be developed and signed by all involved parties.

**Ten Absences:** The parent/guardian will be required to attend a meeting with the Head of School. At this point, the chronic absenteeism is severely impacting academic progress in a negative way, and retention will be discussed.

**Thirteen Absences:** The Head of School and another member of the Leadership Team will complete one final home visit and alert the family of the next steps if the chronic absenteeism continues. The seriousness of grade level retention will be reinforced and the team will work to connect the family to any needed support services to improve attendance.

**Fifteen Absences in a Year:** If a student is absent fifteen or more times in a year, the student may be considered truant. When this occurs, the student is at risk of not being promoted to the next grade. Students missing 15 or more days in a year will be required to attend Summer School to

## 2018-19 ACCOUNTABILITY PLAN PROGRESS REPORT

recover any lost instructional time. The school leader reserves the right to retain any student who misses 15 or more days of school. In addition, a report may be filed with the New York State Office of Children and Family Services.

### Reenrollment

While this report does not encompass our 2019-2020 school data, we have begun the year with 100 of 103 families returning to Persistence Prep, for a reenrollment rate of 97%.

## RESULTS

Over the course of the 2018-2019 school year, Persistence Prep maintained an overall average daily attendance of 92%. Within that, however, we did have a significant number of scholars who were chronically absent. Our chronic absenteeism rate (absent for >10% of total school days) was 27%. While the 2018-2019 chronic absenteeism rate for the Buffalo City School District is not yet available, the 2017-2018 rate was 35.2%, leading us to believe we met our goal of maintaining a lower rate.

### 2018 19 Attendance

Grade	Average Daily Attendance Rate
K	93%
1	91%
2	n/a
3	n/a
4	n/a
5	n/a
6	n/a
7	n/a
8	n/a
Overall	92%

## EVALUATION

While we predict that we did meet our goal of maintaining a rate lower than that of the district, we have flagged improvement in our attendance rate as a top priority for the 2019-2020 school year. In addition to the more stringent plan outlined above, we have also changed our school hours from 7:00am-4:45pm to 9:30am-4:45pm. Approximately 90% of our student population uses bus transportation each day, and families cited the early bus times (as early as 6:05am) as a major hurdle to daily school attendance.

## ADDITIONAL EVIDENCE

Year	Average Daily Attendance Rate
2016-17	n/a
2017-18	n/a
2018-19	92%



# Entry 4 Expenditures per Child

Last updated: 07/30/2019

## PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL Section Heading

### 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 2018-19 Schedule of Functional Expenses) and divide by the year end FTE student enrollment. (Integers Only. No dollar signs or commas).

**Note:** *The information on the Schedule of Functional Expenses on pages 41-43 of the Audit Guide can help schools locate the amounts to use in the two per pupil calculations:* [Audit Guide](#) available within the portal or on the NYSED website

at: <http://www.p12.nysed.gov/psc/regentsoversightplan/otherdocuments/auditguide2018.pdf>.

Line 1: Total Expenditures	1756705
Line 2: Year End FTE student enrollment	100
Line 3: Divide Line 1 by Line 2	17567

## 2. Administrative Expenditures per Child

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

1. Take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the unaudited 2018 19 Schedule of Functional Expenses)
2. Any contracted administrative/management fee paid to other organizations or corporations
3. Take the total from above and divide it by the year end FTE enrollment. The relevant portion that must be included in this calculation is defined as follows:

Administrative Expenditures: Administration and management of the charter school includes the activities and personnel of the offices of the chief school officer, the finance or business offices, school operations personnel, data management and reporting, human resources, technology, etc. It also includes those administrative and management services provided by other organizations or corporations on behalf of the charter school for which the charter school pays a fee or other compensation. Do not include the FTE of personnel whose role is to directly support the instructional program.

**Notes:**  
***The information on the Schedule of Functional Expenses on pages 41-43 of the Audit Guide can help schools locate the amounts to use in the two per pupil calculations:***  
**<http://www.p12.nysed.gov/psc/AuditGuide.html>.**  
**Employee benefit costs or expenditures should not be reported in the above calculations.**

Line 1: Relevant Personnel Services Cost (Row)	154046
Line 2: Management and General Cost (Column)	214701
Line 3: Sum of Line 1 and Line 2	368747
Line 5: Divide Line 3 by the Year End FTE student enrollment	100

***Thank you.***

**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL**

**FINANCIAL STATEMENTS**

**June 30, 2019**

**Table of Contents**

June 30, 2019

---

**Financial Statements**

Independent Auditors' Report

Financial Statements

Notes to Financial Statements

**Reporting Required by *Government Auditing Standards***

Independent Auditors' Report on Internal Control over Financial Reporting  
and on Compliance and Other Matters Based on an Audit of Financial  
Statements Performed in Accordance with *Government Auditing Standards*

## INDEPENDENT AUDITORS' REPORT

The Board of Trustees  
Persistence Preparatory Academy Charter School

We have audited the accompanying balance sheet of Persistence Preparatory Academy Charter School (the School) as of June 30, 2019, and the related statements of activities, functional expenses, and cash flows for the period October 12, 2017 (date of inception) through June 30, 2019, and the related notes to the financial statements.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

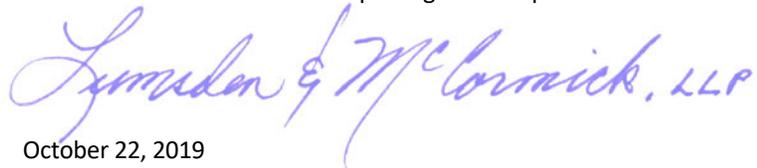
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the School as of June 30, 2019, and the changes in its net assets and cash flows for the period October 12, 2017 (date of inception) through June 30, 2019 in accordance with accounting principles generally accepted in the United States of America.

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated October 22, 2019, on our consideration of the School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

Handwritten signature in blue ink that reads "Lumsden & McCormick, LLP".

October 22, 2019

PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL

---

**Balance Sheet**

June 30, 2019

---

**Assets**

**Current assets:**

Cash	\$	575,584
Grants and other receivables (Note 2)		67,645
Prepaid expenses		14,265
		<u>657,494</u>

Property and equipment, net (Note 3) 243,707

Restricted cash 25,000

\$ 926,201

**Liabilities and Net Assets**

**Current liabilities:**

Current portion of long-term debt (Note 5)	\$	6,581
Accounts payable		31,351
Accrued expenses		54,742
Deferred revenue		76,194
		<u>168,868</u>

Long-term debt (Note 5) 7,382

**Net assets:**

Without donor restrictions 749,951

\$ 926,201

---

PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL

---

**Statement of Activities**

For the period October 12, 2017 (date of inception) through June 30, 2019

---

**Support and revenue:**

Public school districts:

Revenue - resident student enrollment	\$ 1,331,199
Revenue - students with disabilities	80,671
Revenue - additional state aid	26,000
Federal, state, and local grants	1,271,393
Contributions	34,362
Other income	<u>7,439</u>
<b>Total support and revenue</b>	<b><u>2,751,064</u></b>

**Expenses:**

Program expenses:

Regular education	1,109,722
Special education	165,588
Other program	100,073
Supporting services:	
Management and general	<u>625,730</u>
<b>Total expenses</b>	<b><u>2,001,113</u></b>

**Change in net assets** **749,951**

Net assets - beginning -

Net assets - ending **\$ 749,951**

---

PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL

**Statement of Functional Expenses**

For the period October 12, 2017 (date of inception) through June 30, 2019

	Number of Positions	Regular Education	Special Education	Other Program	Management and General	Total
Administrative personnel	3.0	\$ -	\$ -	\$ -	\$ 275,713	\$ 275,713
Instructional personnel	12.0	542,834	87,484	-	-	630,318
Non-instructional personnel	0.5	-	-	29,035	-	29,035
<b>Total salaries</b>	<b>15.5</b>	<b>\$ 542,834</b>	<b>\$ 87,484</b>	<b>\$ 29,035</b>	<b>\$ 275,713</b>	<b>\$ 935,066</b>
Salaries		\$ 542,834	\$ 87,484	\$ 29,035	\$ 275,713	\$ 935,066
Employee benefits and payroll taxes		124,082	20,372	5,556	54,028	204,038
Afterschool program		-	-	14,302	-	14,302
Classroom supplies and materials		61,933	-	-	-	61,933
Consultants and professional fees		13,500	51,275	-	101,862	166,637
Insurance		-	-	-	25,849	25,849
Interest		-	-	-	525	525
Occupancy		95,868	5,992	5,992	11,983	119,835
Office expense		-	-	-	24,326	24,326
Other expenses		-	-	-	11,323	11,323
Recruitment		-	-	-	62,359	62,359
Repairs and maintenance		-	-	-	40,040	40,040
Staff development		42,459	-	-	-	42,459
Student services		50,883	-	44,723	-	95,606
Technology		68,889	-	-	-	68,889
Telephone		7,447	465	465	931	9,308
		<b>1,007,895</b>	<b>165,588</b>	<b>100,073</b>	<b>608,939</b>	<b>1,882,495</b>
Depreciation		101,827	-	-	16,791	118,618
<b>Total</b>		<b>\$ 1,109,722</b>	<b>\$ 165,588</b>	<b>\$ 100,073</b>	<b>\$ 625,730</b>	<b>\$ 2,001,113</b>

PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL

---

**Statement of Cash Flows**

For the period October 12, 2017 (date of inception) through June 30, 2019

---

**Operating activities:**

Cash received from public school districts	\$ 1,387,424
Cash received from federal, state, and local grants	1,330,388
Cash received from contributions	34,362
Cash received from other sources	7,439
Payments to employees for services and benefits	(1,084,362)
Payments to vendors and suppliers	(725,780)
Interest Paid	(525)

**Net operating activities**

948,946

**Investing activities:**

Property and equipment expenditures	(342,519)
Increase in restricted cash	(25,000)

**Net investing activities**

(367,519)

**Financing activities:**

Principal payments on long-term debt	(5,843)
--------------------------------------	---------

**Net change in cash**

575,584

Cash - beginning

-

**Cash - ending**

\$ 575,584

---

**Notes to Financial Statements**

**1. Summary of Significant Accounting Policies:**

**Organization and Purpose:**

Persistence Preparatory Academy Charter School (the School), chartered on October 12, 2017, operates a charter school in the City of Buffalo, New York (the City) authorized by the Board of Regents of the University of the State of New York. Pursuant to its charter application, the School began operations in the fiscal year ended June 30, 2019 offering classes from kindergarten through first grade and plans to add one grade per year until a full kindergarten through eighth grade school. The School has been chartered through June 2023 and continued operations subsequent to that date are contingent upon approval of its charter renewal.

The School’s accompanying statements of activities and cash flows are presented for the period beginning October 12, 2017 (date of inception) through June 30, 2019 to facilitate state reporting requirements.

Summarized startup related activity included in the statement of activities for the period October 12, 2017 through June 30, 2018 is as follows:

Total revenue (primarily federal state and local grants)	\$ 866,102
Total expenses	<u>(241,908)</u>
Net assets	<u>\$ 624,194</u>

**Subsequent Events:**

The School has evaluated events and transactions for potential recognition or disclosure through October 22, 2019 (the date the financial statements were available to be issued).

**Cash:**

Cash in financial institutions potentially subjects the School to concentrations of credit risk since it may exceed insured limits at various times throughout the year. The School complies with a requirement to hold amounts in an escrow account to pay legal and audit expenses that would be associated with dissolution should it occur. This is presented as restricted cash on the balance sheet as of June 30, 2019.

**Receivables:**

Receivables are stated at the amounts management expects to collect from outstanding balances. Balances outstanding after management has used reasonable collection efforts are written off through a charge to bad debts expense and a credit to accounts receivable. An allowance for doubtful accounts is considered unnecessary by management because all significant amounts deemed uncollectible are written off each year.

In June 2019, all New York State charter schools serving students in the fiscal 2019 school year received additional state aid. The additional aid received by each school was based on the number of students served and was paid directly from the New York State Department of Education. Additional aid totaling \$26,000 is included as enrollment fees receivable on the accompanying balance sheet as of June 30, 2019.

**Property and Equipment:**

Property and equipment is stated at cost net of accumulated depreciation. Depreciation is provided over estimated asset service lives using the straight-line method. Maintenance and repairs are charged to operations as incurred; significant improvements are capitalized.

**Enrollment Fees:**

The School is reimbursed based on the approved operating expense per pupil of the public-school district in which the pupil resides. The amount received each year from the resident district is the product of the approved operating expense per pupil and the full-time equivalent enrollment of the students in the School residing in the district. The School’s enrollment fees are received primarily from the Board of Education for the City School District.

**Grants:**

The School is the recipient of awards and reimbursements from federal, state and local sources. The awards and reimbursements are subject to compliance and financial audits by the funding source. Management believes no significant adjustments are necessary to recognized amounts.

### Transportation and Food Services:

The City School District provides the School with certain transportation and food services at no charge. The value of these services has not been recorded in these financial statements.

### Income Taxes:

The School is a 501(c)(3) organization exempt from taxation under Section 501(a) of the Internal Revenue Code.

### Use of Estimates:

The preparation of financial statements in accordance with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

### Functional Expense Allocation:

The School's costs of providing its various programs and activities have been summarized on a functional basis in the statement of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited. These costs include salaries and benefits, which are allocated based on estimates of time and effort, and occupancy and telephone which are allocated based on management's estimate of program benefit.

### 2. Grants and Other Receivables:

	2019
Resident student enrollment	\$ 50,446
Grants	17,199
	<u>\$ 67,645</u>

### 3. Property and Equipment:

	2019
Leasehold improvements	\$ 229,977
Instructional and office equipment	132,348
	<u>362,325</u>
Less accumulated depreciation	118,618
	<u>\$ 243,707</u>

### 4. Short-Term Borrowings:

At June 30, 2019, the School has available a \$250,000 bank demand line of credit for working capital secured by essentially all assets of the School with interest payable at prime plus 1%. The line is subject to the usual terms and conditions applied by the bank for working capital financing and is annually reviewed and renewed. There were no borrowings on the line of credit at June 30, 2019.

### 5. Long-Term Debt – Lease Obligation:

In July 2018, the School entered into a capital lease agreement for office equipment totaling \$19,806.

### 6. Operating Lease:

In August 2018, the School began to lease property under the terms of a noncancelable operating lease. Rental expense under this lease was \$109,405 for the period ended June 30, 2019.

Future minimum annual rentals due are \$115,896 in 2020 and \$9,658 in 2021.

### 7. Retirement Plan:

The School participates in a multiple employer 401(k) pension plan covering essentially all employees effective January 1, 2018. The School contributes 6% of employees' salaries to the plan, subject to certain limitations. The School's pension expense was \$46,443 for the period ended June 30, 2019.

### 8. Cash Flows Information:

Noncash investing and financing activities excluded from the 2019 statement of cash flows include \$19,806 of equipment acquired through a capital lease.

**9. Financial Assets Available for Operations:**

The School obtains financial assets generally through enrollment fees and grants. The financial assets are acquired throughout the year to help meet the School's cash needs for general expenditures. If necessary, the School also has access to a \$250,000 bank demand line of credit (Note 4).

The School's financial assets available within one year of the balance sheet date to meet cash needs for general expenditures consist of the following at June 30, 2019:

	<u>2019</u>
Cash	\$ 575,584
Receivables	<u>67,645</u>
	<u>\$ 643,229</u>

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

The Board of Trustees  
Persistence Preparatory Academy Charter School

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Persistence Preparatory Academy Charter School (the School), which comprise the balance sheet as of June 30, 2019, and the related statements of activities, functional expenses, and cash flows for the period October 12, 2017 (date of inception) through June 30, 2019, and the related notes to the financial statements, and have issued our report thereon dated October 22, 2019.

**Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the School's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses.

**Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the School's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

**Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the School's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Handwritten signature in blue ink that reads "Lunden & McCormick, LLP".

October 22, 2019



# Annual Financial Statement Audit Report

<b>School Name:</b>	<b>Persistence Preparatory Academy Charter School</b>
Date (Report is due Nov. 1):	November 1, 2019
Primary District of Location (If NYC select NYC DOE):	Buffalo City School District
If located in NYC DOE select CSD:	-
School Fiscal Contact Name:	Karen Burhans
School Fiscal Contact Email:	[REDACTED]
School Fiscal Contact Phone:	[REDACTED]
School Audit Firm Name:	Lumsden, McCormick, LLP
School Audit Contact Name:	Donna Gonser
School Audit Contact Email:	[REDACTED]
School Audit Contact Phone:	[REDACTED]
Audit Period:	2018-19
Prior Year:	2017-18

**The following items are required to be included:**

- 1.) The independent auditor's report on financial statements and notes.
- 2.) Excel template file containing the Financial Position, Statement of Activities, Cash Flow and Functional Expenses worksheets.
- 3.) Reports on internal controls over financial reporting and on compliance.

The additional items listed below should be included if applicable. Please explain the reason(s) if the items are not included. Examples might include: a written management letter was not issued; the school did not expend federal funds in excess of the Single Audit Threshold of \$750,000; the management letter response will be submitted by the following date (should be no later than 30 days from the submission of the report); etc.

Item	If not included, state the reason(s) below (if not applicable fill in N/A):
Management Letter	
Management Letter Response	
Federal Single Audit (A-133)	
Corrective Action Plan	



**Persistence Preparatory Academy Charter School**  
**Statement of Financial Position**  
**as of June 30**

	<u>2019</u>	<u>2018</u>
<b><u>CURRENT ASSETS</u></b>		
Cash and cash equivalents	\$ 575,584	\$ -
Grants and contracts receivable	67,645	-
Accounts receivables	-	-
Prepaid Expenses	14,265	-
Contributions and other receivables	-	-
Other current assets	-	-
<b>TOTAL CURRENT ASSETS</b>	<b>657,494</b>	<b>-</b>
<b><u>NON-CURRENT ASSETS</u></b>		
Property, Building and Equipment, net	\$ 243,707	\$ -
Restricted Cash	25,000	-
Security Deposits	-	-
Other Non-Current Assets	-	-
<b>TOTAL NON-CURRENT</b>	<b>268,707</b>	<b>-</b>
<b>TOTAL ASSETS</b>	<b><u>926,201</u></b>	<b><u>-</u></b>
<b><u>CURRENT LIABILITIES</u></b>		
Accounts payable and accrued expenses	\$ 86,093	\$ -
Accrued payroll, payroll taxes and benefits	-	-
Current Portion of Loan Payable	6,581	-
Due to Related Parties	-	-
Refundable Advances	-	-
Deferred Revenue	76,194	-
Other Current Liabilities	-	-
<b>TOTAL CURRENT</b>	<b>168,868</b>	<b>-</b>
<b><u>LONG-TERM LIABILITIES</u></b>		
Loan Payable; Due in More than One Year	\$ 7,382	\$ -
Deferred Rent	-	-
Due to Related Party	-	-
Other Long-Term Liabilities	-	-
<b>TOTAL LONG-TERM</b>	<b>7,382</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b><u>176,250</u></b>	<b><u>-</u></b>

**NET ASSETS**

Unrestricted	\$ 749,951	\$ -
Temporarily restricted	-	-
Permanently restricted	-	-
<b>TOTAL NET ASSETS</b>	<u>749,951</u>	-
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u><u>926,201</u></u>	<u><u>-</u></u>

**Persistence Preparatory Academy Charter School  
Statement of Activities  
as of June 30**

	2019			2018
	Unrestricted	Temporarily Restricted	Total	Total
<b>OPERATING REVENUE</b>				
State and Local Per Pupil Revenue - Reg. Ed	\$ 1,331,199	\$ -	\$ 1,331,199	\$ -
State and Local Per Pupil Revenue - SPED	80,671	-	80,671	-
State and Local Per Pupil Facilities Revenue	26,000	-	26,000	-
Federal Grants	1,271,393	-	1,271,393	-
State and City Grants	-	-	-	-
Other Operating Income	41,801	-	41,801	-
Food Service/Child Nutrition Program	-	-	-	-
<b>TOTAL OPERATING REVENUE</b>	<b>2,751,064</b>	<b>-</b>	<b>2,751,064</b>	<b>-</b>
<b>EXPENSES</b>				
Program Services				
Regular Education	\$ 1,109,722	\$ -	\$ 1,109,722	\$ -
Special Education	165,588	-	165,588	-
Other Programs	100,073	-	100,073	-
Total Program Services	1,375,383	-	1,375,383	-
Management and general	625,730	-	625,730	-
Fundraising	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>2,001,113</b>	<b>-</b>	<b>2,001,113</b>	<b>-</b>
<b>SURPLUS / (DEFICIT) FROM OPERATIONS</b>	<b>749,951</b>	<b>-</b>	<b>749,951</b>	<b>-</b>
<b>SUPPORT AND OTHER REVENUE</b>				
Interest and Other Income	\$ -	\$ -	\$ -	\$ -
Contributions and Grants	-	-	-	-
Fundraising Support	-	-	-	-
Investments	-	-	-	-
Donated Services	-	-	-	-
Other Support and Revenue	-	-	-	-
<b>TOTAL SUPPORT AND OTHER REVENUE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets Released from Restrictions / Loss on Disposal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CHANGE IN NET ASSETS</b>	<b>749,951</b>	<b>-</b>	<b>749,951</b>	<b>-</b>
<b>NET ASSETS - BEGINNING OF YEAR</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>PRIOR YEAR/PERIOD ADJUSTMENTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**NET ASSETS - END OF YEAR**

\$ 749,951   \$ -   \$ 749,951   \$ -

**Persistence Preparatory Academy Charter School  
Statement of Cash Flows**

as of June 30

	2019	2018
<b>CASH FLOWS - OPERATING ACTIVITIES</b>		
Increase (decrease) in net assets	\$ -	\$ -
Revenues from School Districts	1,387,424	-
Accounts Receivable	-	-
Due from School Districts	-	-
Depreciation	-	-
Grants Receivable	-	-
Due from NYS	-	-
Grant revenues	1,330,388	-
Prepaid Expenses	-	-
Accounts Payable	(725,780)	-
Accrued Expenses	(1,084,362)	-
Accrued Liabilities	-	-
Contributions and fund-raising activities	34,362	-
Miscellaneous sources	-	-
Deferred Revenue	-	-
Interest payments	(525)	-
Other	7,439	-
Other	-	-
<b>NET CASH PROVIDED FROM OPERATING ACTIVITIES</b>	<b>\$ 948,946</b>	<b>\$ -</b>
<b>CASH FLOWS - INVESTING ACTIVITIES</b>	<b>\$</b>	<b>\$</b>
Purchase of equipment	(342,519)	-
Other	(25,000)	-
<b>NET CASH PROVIDED FROM INVESTING ACTIVITIES</b>	<b>\$ (367,519)</b>	<b>\$ -</b>
<b>CASH FLOWS - FINANCING ACTIVITIES</b>	<b>\$</b>	<b>\$</b>
Principal payments on long-term debt	(5,843)	-
Other	-	-
<b>NET CASH PROVIDED FROM FINANCING ACTIVITIES</b>	<b>\$ (5,843)</b>	<b>\$ -</b>
<b>NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>\$ 575,584</b>	<b>\$ -</b>
Cash at beginning of year	-	-
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>\$ 575,584</b>	<b>\$ -</b>

**Persistence Preparatory Academy Charter School  
Statement of Functional Expenses  
as of June 30**

		2019						
		Program Services				Supporting Services		
	No. of Positions	Regular	Special	Other	Total	Fundraising	Management	Total
		Education	Education	Education		and General		
		\$	\$	\$	\$	\$	\$	\$
Personnel Services Costs								
Administrative Staff Personnel	3.00	-	-	-	-	-	275,713	275,713
Instructional Personnel	12.00	542,834	87,484	-	630,318	-	-	-
Non-Instructional Personnel	0.50	-	-	29,035	29,035	-	-	-
Total Salaries and Staff	15.50	542,834	87,484	29,035	659,353	-	275,713	275,713
Fringe Benefits & Payroll Taxes		124,082	20,372	5,556	150,010	-	54,028	54,028
Retirement		-	-	-	-	-	-	-
Management Company Fees		-	-	-	-	-	-	-
Legal Service		-	-	-	-	-	-	-
Accounting / Audit Services		-	-	-	-	-	-	-
Other Purchased / Professional / Consulting Services		13,500	51,275	-	64,775	-	101,862	101,862
Building and Land Rent / Lease		95,868	5,992	5,992	107,851	-	11,983	11,983
Repairs & Maintenance		-	-	-	-	-	40,040	40,040
Insurance		-	-	-	-	-	25,849	25,849
Utilities		-	-	-	-	-	-	-
Supplies / Materials		61,933	-	-	61,933	-	-	-
Equipment / Furnishings		-	-	-	-	-	-	-
Staff Development		42,459	-	-	42,459	-	-	-
Marketing / Recruitment		-	-	-	-	-	62,359	62,359
Technology		68,889	-	-	68,889	-	-	-
Food Service		-	-	-	-	-	-	-
Student Services		50,883	-	59,025	109,908	-	-	-
Office Expense		-	-	-	-	-	24,326	24,326
Depreciation		101,827	-	-	101,827	-	16,791	16,791
OTHER		7,447	465	465	8,377	-	12,779	12,779
<b>Total Expenses</b>		<b>\$ 1,109,722</b>	<b>\$ 165,588</b>	<b>\$ 100,073</b>	<b>\$ 1,375,382</b>	<b>\$ -</b>	<b>\$ 625,730</b>	<b>\$ 625,730</b>

	2018
Total	
\$	\$
275,713	-
630,318	-
29,035	-
935,066	-
204,038	-
-	-
-	-
-	-
-	-
166,637	-
119,835	-
40,040	-
25,849	-
-	-
61,933	-
-	-
42,459	-
62,359	-
68,889	-
-	-
109,908	-
24,326	-
118,618	-
21,156	-
<u>\$ 2,001,113</u>	<u>\$ -</u>



**GENERAL INSTRUCTIONS FOR  
ANNUAL BUDGET/QUARTERLY REPORT**

**TEMPLATE TABS**

**1- GRAY tab contains the Instructions**

<a href="#">Instructions</a>	Provides description of tabs and input requirements.
<a href="#">Funding by District</a>	Charter School Tuition Rates

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

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

<a href="#">6.) Quarterly Report</a>	Enter Actual Quarterly Report information . Includes: >Actual Enrollment data and Per Pupil Revenue for the current year are populated based upon input on tab "2.) Enrollment." >Actual FTE for current year is populated based upon input on tab "3.) Staffing Plan." >All other sources of revenue >All expenses
<a href="#">7.) Annual Report Requirement</a>	Complete when submitting Actual Quarter 4.

**CELL COLORS & GUIDANCE COMMENTS**

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

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



## ANNUAL BUDGET & QUARTERLY REPORT TEMPLATE

### Persistence Preparatory Academy Charter School

#### SCHOOL

<b>Name:</b>	Persistence Preparatory Academy Charter School
--------------	--

#### CONTACT INFORMATION

<b>Contact Name:</b>	Joelle Formato
<b>Contact Title:</b>	Founder & Head of School
<b>Contact Email:</b>	[REDACTED]
<b>Contact Phone:</b>	[REDACTED]

#### REPORT PERIOD

<b>Current Academic Year:</b>	2019-20
<b>Prior Academic Year:</b>	2018-19









**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL  
2019-20**

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

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

**\*NOTE:** If there are NO budget revisions at the time of quarterly submittal leave the 'REVISED' Column(s) COMPLETELY BLANK.

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

<b>ADMINISTRATIVE PERSONNEL FTE</b>
Executive Management
Instructional Management
Deans, Directors & Coordinators
CFO / Director of Finance
Operation / Business Manager
Administrative Staff
<b>TOTAL ADMINISTRATIVE STAFF</b>

<b>PRIOR YEAR</b>
<b>2018-19</b>
<b>ACTUAL</b>
<b>0.0</b>

<b>ANNUAL BUDGETED FTE</b>							
<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>
1.0		1.0		1.0		1.0	
3.0		3.0		3.0		3.0	
1.0		1.0		1.0		1.0	
2.0		2.0		2.0		2.0	
7.0	0.0	7.0	0.0	7.0	0.0	7.0	0.0

<b>ACTUAL QUARTERLY FTE</b>		
<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
0.0	0.0	0.0

<b>INSTRUCTIONAL PERSONNEL FTE</b>
Teachers - Regular
Teachers - SPED
Substitute Teachers
Teaching Assistants
Specialty Teachers
Aides
Therapists & Counselors
Other
<b>TOTAL INSTRUCTIONAL</b>

<b>PRIOR YEAR</b>
<b>2018-19</b>
<b>ACTUAL</b>
<b>0.0</b>

<b>ANNUAL BUDGETED FTE</b>							
<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>
12.0		12.0		12.0		12.0	
2.0		2.0		2.0		2.0	
0.5		0.5		0.5		0.5	
1.0		1.0		1.0		1.0	
2.0		2.0		2.0		2.0	
1.0		1.0		1.0		1.0	
18.5	0.0	18.5	0.0	18.5	0.0	18.5	0.0

<b>ACTUAL QUARTERLY FTE</b>		
<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
0.0	0.0	0.0

<b>NON-INSTRUCTIONAL PERSONNEL FTE</b>
Nurse
Librarian
Custodian
Security
Other
<b>TOTAL NON-INSTRUCTIONAL</b>

<b>PRIOR YEAR</b>
<b>2018-19</b>
<b>ACTUAL</b>
<b>0.0</b>

<b>ANNUAL BUDGETED FTE</b>							
<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>
1.0		1.0		1.0		1.0	
0.5		0.5		0.5		0.5	
1.5	0.0	1.5	0.0	1.5	0.0	1.5	0.0

<b>ACTUAL QUARTERLY FTE</b>		
<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
0.0	0.0	0.0

<b>TOTAL PERSONNEL SERVICE FTE</b>
------------------------------------

<b>0.0</b>
------------

27.0	0.0	27.0	0.0	27.0	0.0	27.0	0.0
------	-----	------	-----	------	-----	------	-----

0.0	0.0	0.0
-----	-----	-----

**PREPARATORY ACADEMY CH  
2019-20**

**PLAN - FULL TIME EQUIVALENT**

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

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

ADMINISTRATIVE PERSONNEL FTE		Description of Assumptions
	<b>Q4</b>	
	<b>Actual</b>	
Executive Management		
Instructional Management		
Deans, Directors & Coordinators		
CFO / Director of Finance		
Operation / Business Manager		
Administrative Staff		
<b>TOTAL ADMINISTRATIVE STAFF</b>	0.0	

INSTRUCTIONAL PERSONNEL FTE		Description of Assumptions
	<b>Q4</b>	
	<b>Actual</b>	
Teachers - Regular		
Teachers - SPED		
Substitute Teachers		
Teaching Assistants		
Specialty Teachers		
Aides		
Therapists & Counselors		
Other		
<b>TOTAL INSTRUCTIONAL</b>	0.0	

NON-INSTRUCTIONAL PERSONNEL FTE		Description of Assumptions
	<b>Q4</b>	
	<b>Actual</b>	
Nurse		
Librarian		
Custodian		
Security		
Other		
<b>TOTAL NON-INSTRUCTIONAL</b>	0.0	

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



<b>PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL</b>								
<b>Budget / Operating Plan</b>								
<b>2019-20</b>								
<b>Total Revenue</b>	-	<b>345,823</b>	-	-	<b>811,979</b>	-	-	<b>811,979</b>
<b>Total Expenses</b>	-	<b>607,526</b>	-	-	<b>705,031</b>	-	-	<b>709,031</b>
<b>Net Income</b>	-	<b>(261,703)</b>	-	-	<b>106,948</b>	-	-	<b>102,948</b>
<b>Actual Student Enrollment</b>	-	<b>164</b>	-	-	<b>164</b>	-	-	<b>164</b>
	<b>Prior Year Actual</b>	<b>1st Quarter - 7/1 - 9/30</b>			<b>2nd Quarter - 10/1 - 12/31</b>			<b>3rd Q</b>
	<b>2018-19</b>	<b>Original</b>	<b>Revised</b>		<b>Original</b>	<b>Revised</b>		<b>Original</b>
	<b>Revenue Per</b>	<b>Budget</b>	<b>Budget</b>	<b>Variance</b>	<b>Budget</b>	<b>Budget</b>	<b>Variance</b>	<b>Budget</b>
	<b>Pupil</b>							
Charter School Program (CSP) Planning & Implementation		37,500		-	37,500		-	37,500
Other				-			-	
Other				-			-	
<b>TOTAL REVENUE FROM FEDERAL SOURCES</b>	-	63,175	-	-	65,575	-	-	65,575
<b>LOCAL and OTHER REVENUE</b>								
Contributions and Donations		48,240		-	48,240		-	48,240
Fundraising		500		-	1,500		-	1,500
Erate Reimbursement		2,500		-	2,500		-	2,500
Earnings on Investments				-			-	
Interest Income		30		-	30		-	30
Food Service (Income from meals)				-			-	
Text Book				-			-	
OTHER		<u>16</u>		-	<u>49</u>		-	<u>49</u>
<b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b>	-	51,286	-	-	52,319	-	-	52,319
<b>TOTAL REVENUE</b>	-	<b><u>345,823</u></b>	-	-	<b><u>811,979</u></b>	-	-	<b><u>811,979</u></b>

**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL**  
**Budget / Operating Plan**  
**2019-20**

<b>Total Revenue</b>	-	<b>345,823</b>	-	-	<b>811,979</b>	-	-	<b>811,979</b>
<b>Total Expenses</b>	-	<b>607,526</b>	-	-	<b>705,031</b>	-	-	<b>709,031</b>
<b>Net Income</b>	-	<b>(261,703)</b>	-	-	<b>106,948</b>	-	-	<b>102,948</b>
<b>Actual Student Enrollment</b>	-	<b>164</b>	-	-	<b>164</b>	-	-	<b>164</b>
	<b>Prior Year Actual</b>	<b>1st Quarter - 7/1 - 9/30</b>			<b>2nd Quarter - 10/1 - 12/31</b>			<b>3rd Q</b>
	<b>2018-19</b>	<b>Original</b>	<b>Revised</b>	<b>Variance</b>	<b>Original</b>	<b>Revised</b>	<b>Variance</b>	<b>Original</b>
	<b>Revenue Per Pupil</b>	<b>Budget</b>	<b>Budget</b>		<b>Budget</b>	<b>Budget</b>		<b>Budget</b>

**EXPENSES**

**ADMINISTRATIVE STAFF PERSONNEL COSTS**

Avg. No. of Positions

Executive Management	1.00	23,868		-	23,868		-	23,868
Instructional Management	-			-			-	
Deans, Directors & Coordinators	3.00	53,200		-	53,200		-	53,200
CFO / Director of Finance	-			-			-	
Operation / Business Manager	1.00	18,615		-	18,615		-	18,615
Administrative Staff	2.00	15,925		-	15,925		-	15,925
<b>TOTAL ADMINISTRATIVE STAFF</b>	<b>7.00</b>	<b>111,608</b>	<b>-</b>	<b>-</b>	<b>111,608</b>	<b>-</b>	<b>-</b>	<b>111,608</b>

**INSTRUCTIONAL PERSONNEL COSTS**

Teachers - Regular	12.00	99,020		-	148,530		-	148,530
Teachers - SPED	2.00	17,091		-	25,636		-	25,636
Substitute Teachers	0.50	2,081		-	3,121		-	3,121
Teaching Assistants	1.00	5,455		-	8,182		-	8,182
Specialty Teachers	2.00	15,975		-	23,962		-	23,962
Aides	-			-			-	
Therapists & Counselors	1.00	9,091		-	13,636		-	13,636
Other	-	5,120		-	7,680		-	7,680
<b>TOTAL INSTRUCTIONAL</b>	<b>18.50</b>	<b>153,833</b>	<b>-</b>	<b>-</b>	<b>230,747</b>	<b>-</b>	<b>-</b>	<b>230,747</b>

**NON-INSTRUCTIONAL PERSONNEL COSTS**

Nurse	1.00	5,564		-	8,345		-	8,345
Librarian	-			-			-	
Custodian	0.50			-			-	
Security	-			-			-	
Other	-			-			-	
<b>TOTAL NON-INSTRUCTIONAL</b>	<b>1.50</b>	<b>5,564</b>	<b>-</b>	<b>-</b>	<b>8,345</b>	<b>-</b>	<b>-</b>	<b>8,345</b>

**SUBTOTAL PERSONNEL SERVICE COSTS**

	27.00	-	271,005	-	-	350,700	-	-	350,700
--	-------	---	---------	---	---	---------	---	---	---------

**PAYROLL TAXES AND BENEFITS**

Payroll Taxes		28,193		-	36,911		-	36,911
---------------	--	--------	--	---	--------	--	---	--------

		PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL Budget / Operating Plan 2019-20							
<b>Total Revenue</b>		-	345,823	-	-	811,979	-	-	811,979
<b>Total Expenses</b>		-	607,526	-	-	705,031	-	-	709,031
<b>Net Income</b>		-	(261,703)	-	-	106,948	-	-	102,948
<b>Actual Student Enrollment</b>		-	164	-	-	164	-	-	164
		<b>Prior Year Actual</b>	<b>1st Quarter - 7/1 - 9/30</b>			<b>2nd Quarter - 10/1 - 12/31</b>			<b>3rd Q</b>
		<b>2018-19 Revenue Per Pupil</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget</b>
Fringe / Employee Benefits			50,370		-	50,370		-	50,370
Retirement / Pension			16,110		-	21,092		-	21,092
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>		-	94,673	-	-	108,373	-	-	108,373
<b>TOTAL PERSONNEL SERVICE COSTS</b>									
	27.00	-	365,678	-	-	459,073	-	-	459,073
<b>CONTRACTED SERVICES</b>									
Accounting / Audit			14,875		-	14,875		-	14,875
Legal			5,513		-	5,513		-	5,513
Management Company Fee					-			-	
Nurse Services					-			-	
Food Service / School Lunch					-			-	
Payroll Services			6,750		-	6,750		-	6,750
Special Ed Services			6,000		-	18,000		-	18,000
Titlement Services (i.e. Title I)					-			-	
Other Purchased / Professional / Consulting			7,500		-	22,500		-	22,500
<b>TOTAL CONTRACTED SERVICES</b>		-	40,638	-	-	67,638	-	-	67,638

**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL**  
**Budget / Operating Plan**  
**2019-20**

	-	345,823	-	-	811,979	-	-	811,979
<b>Total Revenue</b>	-	607,526	-	-	705,031	-	-	709,031
<b>Total Expenses</b>	-	(261,703)	-	-	106,948	-	-	102,948
<b>Net Income</b>	-	164	-	-	164	-	-	164
<b>Actual Student Enrollment</b>								
	Prior Year Actual 2018-19 Revenue Per Pupil	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Q
		Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget
<b>SCHOOL OPERATIONS</b>								
Board Expenses		375		-	375		-	375
Classroom / Teaching Supplies & Materials		22,500		-	11,000		-	7,500
Special Ed Supplies & Materials				-			-	
Textbooks / Workbooks				-			-	
Supplies & Materials other				-			-	
Equipment / Furniture				-			-	
Telephone		5,300		-	5,300		-	5,300
Technology		6,970		-	20,910		-	20,910
Student Testing & Assessment		675		-	2,025		-	2,025
Field Trips		820		-	2,460		-	2,460
Transportation (student)		21,000		-			-	
Student Services - other		2,250		-	6,750		-	6,750
Office Expense		11,485		-	11,485		-	11,485
Staff Development		11,250		-	11,250		-	11,250
Staff Recruitment		5,000		-	-		-	-
Student Recruitment / Marketing		12,500		-			-	7,500
School Meals / Lunch				-			-	
Travel (Staff)				-			-	
Fundraising		200		-	600		-	600
Other		2,640		-	7,920		-	7,920
<b>TOTAL SCHOOL OPERATIONS</b>	-	102,965	-	-	80,075	-	-	84,075
<b>FACILITY OPERATION &amp; MAINTENANCE</b>								
Insurance		9,375		-	9,375		-	9,375
Janitorial		15,845		-	15,845		-	15,845
Building and Land Rent / Lease / Facility Finance Interest		35,750.00		-	35,750.00		-	35,750.00
Repairs & Maintenance		5,100		-	5,100		-	5,100
Equipment / Furniture				-			-	
Security				-			-	
Utilities		4,675		-	4,675		-	4,675
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	-	70,745	-	-	70,745	-	-	70,745
<b>DEPRECIATION &amp; AMORTIZATION</b>		27,500		-	27,500		-	27,500
<b>RESERVES / CONTINGENCY</b>				-			-	
<b>DEFERRED RENT</b>				-			-	

<b>PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL</b>									
<b>Budget / Operating Plan</b>									
<b>2019-20</b>									
	-	345,823	-	-	811,979	-	-	811,979	
Total Revenue	-	345,823	-	-	811,979	-	-	811,979	
Total Expenses	-	607,526	-	-	705,031	-	-	709,031	
Net Income	-	(261,703)	-	-	106,948	-	-	102,948	
Actual Student Enrollment	-	164	-	-	164	-	-	164	
	Prior Year Actual	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd C	
	2018-19	Original	Revised	Variance	Original	Revised	Variance	Original	
	Revenue Per Pupil	Budget	Budget		Budget	Budget		Budget	
<b>TOTAL EXPENSES</b>	-	<u>607,526</u>	-	-	<u>705,031</u>	-	-	<u>709,031</u>	
<b>NET INCOME</b>	-	<u>(261,703)</u>	-	-	<u>106,948</u>	-	-	<u>102,948</u>	

		PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL Budget / Operating Plan 2019-20						
Total Revenue	-	345,823	-	-	811,979	-	-	811,979
Total Expenses	-	607,526	-	-	705,031	-	-	709,851 C
Net Income	-	(261,703)	-	-	106,948	-	-	102,948
Actual Student Enrollment	-	164	-	-	164	-	-	164
	Prior Year Actual 2018-19 Revenue Per Pupil	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Q
		Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget
<b>ENROLLMENT - *School Districts Are Linked To Above Entries*</b>								
Number of Districts:	-	1	-	-	1	-	-	1
BUFFALO CITY SD	-	164	-	-	164	-	-	164
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
ALL OTHER School Districts: ( Weighted Avg )	-	-	-	-	-	-	-	-
<b>TOTAL ENROLLMENT</b>	-	<b>164</b>	-	-	<b>164</b>	-	-	<b>164</b>
<b>REVENUE PER PUPIL</b>	-	<b>2,109</b>	-	-	<b>4,951</b>	-	-	<b>4,951</b>
<b>EXPENSES PER PUPIL</b>	-	<b>3,704</b>	-	-	<b>4,299</b>	-	-	<b>4,323</b>



<b>Total Revenue</b>	-	-	<b>812,000</b>	-	-
<b>Total Expenses</b>	-	-	<b>714,266</b>	-	-
<b>Net Income</b>	-	-	<b>97,734</b>	-	-
<b>Actual Student Enrollment</b>	-	-	<b>164</b>	-	-
	<b>Quarter - 1/1 - 3/31</b>		<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>
Charter School Program (CSP) Planning & Implementation		-	37,500		-
Other		-			-
Other		=			=
<b>TOTAL REVENUE FROM FEDERAL SOURCES</b>	-	-	65,575	-	-
<b>LOCAL and OTHER REVENUE</b>					
Contributions and Donations		-	48,280		-
Fundraising		-	1,500		-
Erate Reimbursement		-	2,500		-
Earnings on Investments		-			-
Interest Income		-	10		-
Food Service (Income from meals)		-			-
Text Book		-			-
OTHER		=	50		=
<b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b>	-	-	52,340	-	-
<b>TOTAL REVENUE</b>	-	-	<b>812,000</b>	-	-



<b>Total Revenue</b>		-	-	<b>812,000</b>	-	-
<b>Total Expenses</b>		-	-	<b>714,266</b>	-	-
<b>Net Income</b>		-	-	<b>97,734</b>	-	-
<b>Actual Student Enrollment</b>		-	-	<b>164</b>	-	-
		<b>Quarter - 1/1 - 3/31</b>			<b>4th Quarter - 4/1 - 6/30</b>	
		<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>
Fringe / Employee Benefits			-	50,370		-
Retirement / Pension			-	<u>21,106</u>		-
TOTAL PAYROLL TAXES AND BENEFITS		-	-	108,361	-	-
<b>TOTAL PERSONNEL SERVICE COSTS</b>						
	27.00	-	-	459,060	-	-
<b>CONTRACTED SERVICES</b>						
Accounting / Audit			-	14,875		-
Legal			-	5,511		-
Management Company Fee			-			-
Nurse Services			-			-
Food Service / School Lunch			-			-
Payroll Services			-	6,750		-
Special Ed Services			-	18,000		-
Titlement Services (i.e. Title I)			-			-
Other Purchased / Professional / Consulting			-	<u>22,500</u>		-
TOTAL CONTRACTED SERVICES		-	-	67,636	-	-

<b>Total Revenue</b>	-	-	<b>812,000</b>	-	-
<b>Total Expenses</b>	-	-	<b>714,266</b>	-	-
<b>Net Income</b>	-	-	<b>97,734</b>	-	-
<b>Actual Student Enrollment</b>	-	-	<b>164</b>	-	-
	<b>Quarter - 1/1 - 3/31</b>		<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>
<b>SCHOOL OPERATIONS</b>					
Board Expenses		-	375		-
Classroom / Teaching Supplies & Materials		-	9,000		-
Special Ed Supplies & Materials		-			-
Textbooks / Workbooks		-			-
Supplies & Materials other		-			-
Equipment / Furniture		-			-
Telephone		-	5,300		-
Technology		-	20,910		-
Student Testing & Assessment		-	2,025		-
Field Trips		-	2,460		-
Transportation (student)		-			-
Student Services - other		-	6,750		-
Office Expense		-	11,485		-
Staff Development		-	11,250		-
Staff Recruitment		-	5,000		-
Student Recruitment / Marketing		-	6,250		-
School Meals / Lunch		-			-
Travel (Staff)		-			-
Fundraising		-	600		-
Other		-	<u>7,920</u>		-
<b>TOTAL SCHOOL OPERATIONS</b>	-	-	<b>89,325</b>	-	-
<b>FACILITY OPERATION &amp; MAINTENANCE</b>					
Insurance		-	9,375		-
Janitorial		-	15,845		-
Building and Land Rent / Lease / Facility Finance Interest		-	35,750.00		-
Repairs & Maintenance		-	5,100		-
Equipment / Furniture		-			-
Security		-			-
Utilities		-	<u>4,675</u>		-
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	-	-	<b>70,745</b>	-	-
<b>DEPRECIATION &amp; AMORTIZATION</b>		-	<b>27,500</b>		-
<b>RESERVES / CONTINGENCY</b>		-			-
<b>DEFERRED RENT</b>		-			-

<b>Total Revenue</b>	-	-	<b>812,000</b>	-	-
<b>Total Expenses</b>	-	-	<b>714,266</b>	-	-
<b>Net Income</b>	-	-	<b>97,734</b>	-	-
<b>Actual Student Enrollment</b>	-	-	<b>164</b>	-	-
	<b>Quarter - 1/1 - 3/31</b>		<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>
<b>TOTAL EXPENSES</b>	-	-	<u><b>714,266</b></u>	-	-
<b>NET INCOME</b>	-	-	<u><b>97,734</b></u>	-	-

<b>Total Revenue</b>	-	-	<b>812,000</b>	-	-
<b>Total Expenses</b>	Quarter - 1/1 - 3/31	-	<b>714,266</b>	-	-
<b>Net Income</b>	-	-	<b>97,734</b>	-	-
<b>Actual Student Enrollment</b>	-	-	<b>164</b>	-	-
	Quarter - 1/1 - 3/31		4th Quarter - 4/1 - 6/30		
	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>
<b>ENROLLMENT - *School Districts Are Linked To Above Entries*</b>					
<b>Number of Districts:</b>	-	-	<b>1</b>	-	-
BUFFALO CITY SD	-	-	<b>164</b>	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
ALL OTHER School Districts: ( Weighted Avg )	-	-	-	-	-
<b>TOTAL ENROLLMENT</b>	-	-	<b>164</b>	-	-
<b>REVENUE PER PUPIL</b>	-	-	<b>4,951</b>	-	-
<b>EXPENSES PER PUPIL</b>	-	-	<b>4,355</b>	-	-



**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL  
Budget / Operating Plan**

2019-20

<b>Total Revenue</b>	<b>2,781,780</b>	<b>2,781,780</b>	<b>-</b>	<b>2,781,780</b>	<b>2,781,780</b>
<b>Total Expenses</b>	<b>2,735,854</b>	<b>2,735,854</b>	<b>-</b>	<b>(2,735,854)</b>	<b>(2,735,854)</b>
<b>Net Income</b>	<b>45,926</b>	<b>45,926</b>	<b>-</b>	<b>45,926</b>	<b>45,926</b>
<b>Actual Student Enrollment</b>					

	Total Year			VARIANCE	
	Original Budget	Revised Budget	Variance	Original Budget vs. PY Budget	Revised Budget vs. PY Budget
Charter School Program (CSP) Planning & Implementation	150,000	150,000	-	150,000	150,000
Other	-	-	-	-	-
Other	-	-	-	-	-
<b>TOTAL REVENUE FROM FEDERAL SOURCES</b>	<b>259,900</b>	<b>259,900</b>	<b>-</b>	<b>259,900</b>	<b>259,900</b>
<b>LOCAL and OTHER REVENUE</b>					
Contributions and Donations	193,000	193,000	-	193,000	193,000
Fundraising	5,000	5,000	-	5,000	5,000
Erate Reimbursement	10,000	10,000	-	10,000	10,000
Earnings on Investments	-	-	-	-	-
Interest Income	100	100	-	100	100
Food Service (Income from meals)	-	-	-	-	-
Text Book	-	-	-	-	-
OTHER	<u>164</u>	<u>164</u>	<u>-</u>	<u>164</u>	<u>164</u>
<b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b>	<b>208,264</b>	<b>208,264</b>	<b>-</b>	<b>208,264</b>	<b>208,264</b>
<b>TOTAL REVENUE</b>	<b><u>2,781,780</u></b>	<b><u>2,781,780</u></b>	<b><u>-</u></b>	<b><u>2,781,780</u></b>	<b><u>2,781,780</u></b>

**DESCRIPTION OF ASSUMPTIONS**

\$150,000 remaining in CSP funding

various private grants and contributions

**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL  
Budget / Operating Plan**

**2019-20**

<b>Total Revenue</b>	<b>2,781,780</b>	<b>2,781,780</b>	<b>-</b>	<b>2,781,780</b>	<b>2,781,780</b>
<b>Total Expenses</b>	<b>2,735,854</b>	<b>2,735,854</b>	<b>-</b>	<b>(2,735,854)</b>	<b>(2,735,854)</b>
<b>Net Income</b>	<b>45,926</b>	<b>45,926</b>	<b>-</b>	<b>45,926</b>	<b>45,926</b>
<b>Actual Student Enrollment</b>					

	<b>Total Year</b>			<b>VARIANCE</b>	
	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget vs. PY Budget</b>	<b>Revised Budget vs. PY Budget</b>

**DESCRIPTION OF ASSUMPTIONS**

**EXPENSES**

**ADMINISTRATIVE STAFF PERSONNEL COSTS**

Avg. No.  
of Positions

Executive Management	1.00	95,470	95,470	-	(95,470)	(95,470)
Instructional Management	-	-	-	-	-	-
Deans, Directors & Coordinators	3.00	212,800	212,800	-	(212,800)	(212,800)
CFO / Director of Finance	-	-	-	-	-	-
Operation / Business Manager	1.00	74,460	74,460	-	(74,460)	(74,460)
Administrative Staff	2.00	63,700	63,700	-	(63,700)	(63,700)
<b>TOTAL ADMINISTRATIVE STAFF</b>	<b>7.00</b>	<b>446,430</b>	<b>446,430</b>	<b>-</b>	<b>(446,430)</b>	<b>(446,430)</b>

1 HoS  
Director of Curriculum, Dean of Culture, Scholar Supports Coordinator  
Director of Operations  
Office Manager and Operations Fellow

**INSTRUCTIONAL PERSONNEL COSTS**

Teachers - Regular	12.00	544,610	544,610	-	(544,610)	(544,610)
Teachers - SPED	2.00	93,999	93,999	-	(93,999)	(93,999)
Substitute Teachers	0.50	11,444	11,444	-	(11,444)	(11,444)
Teaching Assistants	1.00	30,001	30,001	-	(30,001)	(30,001)
Specialty Teachers	2.00	87,861	87,861	-	(87,861)	(87,861)
Aides	-	-	-	-	-	-
Therapists & Counselors	1.00	49,999	49,999	-	(49,999)	(49,999)
Other	-	28,160	28,160	-	(28,160)	(28,160)
<b>TOTAL INSTRUCTIONAL</b>	<b>18.50</b>	<b>846,074</b>	<b>846,074</b>	<b>-</b>	<b>(846,074)</b>	<b>(846,074)</b>

12 classroom teachers  
Literacy and Enrichment teachers  
leadership stipends and health buyouts

**NON-INSTRUCTIONAL PERSONNEL COSTS**

Nurse	1.00	30,600	30,600	-	(30,600)	(30,600)
Librarian	-	-	-	-	-	-
Custodian	0.50	-	-	-	-	-
Security	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>TOTAL NON-INSTRUCTIONAL</b>	<b>1.50</b>	<b>30,600</b>	<b>30,600</b>	<b>-</b>	<b>(30,600)</b>	<b>(30,600)</b>

**SUBTOTAL PERSONNEL SERVICE COSTS**

27.00	1,323,104	1,323,104	-	(1,323,104)	(1,323,104)
-------	-----------	-----------	---	-------------	-------------

**PAYROLL TAXES AND BENEFITS**

Payroll Taxes		138,900	138,900	-	(138,900)	(138,900)
---------------	--	---------	---------	---	-----------	-----------

10.5% of salaries

**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL  
Budget / Operating Plan**

2019-20

<b>Total Revenue</b>	2,781,780	2,781,780	-	2,781,780	2,781,780
<b>Total Expenses</b>	2,735,854	2,735,854	-	(2,735,854)	(2,735,854)
<b>Net Income</b>	45,926	45,926	-	45,926	45,926
<b>Actual Student Enrollment</b>					

	Total Year			VARIANCE	
	Original Budget	Revised Budget	Variance	Original Budget vs. PY Budget	Revised Budget vs. PY Budget
Fringe / Employee Benefits	201,480	201,480	-	(201,480)	(201,480)
Retirement / Pension	79,400	79,400	-	(79,400)	(79,400)
TOTAL PAYROLL TAXES AND BENEFITS	419,780	419,780	-	(419,780)	(419,780)
<b>TOTAL PERSONNEL SERVICE COSTS</b>	1,742,884	1,742,884	-	(1,742,884)	(1,742,884)
<b>CONTRACTED SERVICES</b>					
Accounting / Audit	59,500	59,500	-	(59,500)	(59,500)
Legal	22,050	22,050	-	(22,050)	(22,050)
Management Company Fee	-	-	-	-	-
Nurse Services	-	-	-	-	-
Food Service / School Lunch	-	-	-	-	-
Payroll Services	27,000	27,000	-	(27,000)	(27,000)
Special Ed Services	60,000	60,000	-	(60,000)	(60,000)
Titlement Services (i.e. Title I)	-	-	-	-	-
Other Purchased / Professional / Consulting	75,000	75,000	-	(75,000)	(75,000)
<b>TOTAL CONTRACTED SERVICES</b>	243,550	243,550	-	(243,550)	(243,550)

**DESCRIPTION OF ASSUMPTIONS**

Health = \$650 per month per employee  
6% of salaries

approx. \$1,000 per employee per year  
speech, OT & PT

Afterschool \$60,000, Teach for America \$10,000,  
\$5,000 Misc

27.00

**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL  
Budget / Operating Plan**

**2019-20**

<b>Total Revenue</b>	<b>2,781,780</b>	<b>2,781,780</b>	<b>-</b>	<b>2,781,780</b>	<b>2,781,780</b>
<b>Total Expenses</b>	<b>2,735,854</b>	<b>2,735,854</b>	<b>-</b>	<b>(2,735,854)</b>	<b>(2,735,854)</b>
<b>Net Income</b>	<b>45,926</b>	<b>45,926</b>	<b>-</b>	<b>45,926</b>	<b>45,926</b>
<b>Actual Student Enrollment</b>					

	<b>Total Year</b>			<b>VARIANCE</b>	
	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget vs. PY Budget</b>	<b>Revised Budget vs. PY Budget</b>

**DESCRIPTION OF ASSUMPTIONS**

**SCHOOL OPERATIONS**

Board Expenses	1,500	1,500	-	(1,500)	(1,500)
Classroom / Teaching Supplies & Materials	50,000	50,000	-	(50,000)	(50,000)
Special Ed Supplies & Materials	-	-	-	-	-
Textbooks / Workbooks	-	-	-	-	-
Supplies & Materials other	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-
Telephone	21,200	21,200	-	(21,200)	(21,200)
Technology	69,700	69,700	-	(69,700)	(69,700)
Student Testing & Assessment	6,750	6,750	-	(6,750)	(6,750)
Field Trips	8,200	8,200	-	(8,200)	(8,200)
Transportation (student)	21,000	21,000	-	(21,000)	(21,000)
Student Services - other	22,500	22,500	-	(22,500)	(22,500)
Office Expense	45,940	45,940	-	(45,940)	(45,940)
Staff Development	45,000	45,000	-	(45,000)	(45,000)
Staff Recruitment	10,000	10,000	-	(10,000)	(10,000)
Student Recruitment / Marketing	26,250	26,250	-	(26,250)	(26,250)
School Meals / Lunch	-	-	-	-	-
Travel (Staff)	-	-	-	-	-
Fundraising	2,000	2,000	-	(2,000)	(2,000)
Other	26,400	26,400	-	(26,400)	(26,400)
<b>TOTAL SCHOOL OPERATIONS</b>	<b>356,440</b>	<b>356,440</b>	<b>-</b>	<b>(356,440)</b>	<b>(356,440)</b>

**FACILITY OPERATION & MAINTENANCE**

Insurance	37,500	37,500	-	(37,500)	(37,500)
Janitorial	63,380	63,380	-	(63,380)	(63,380)
Building and Land Rent / Lease / Facility Finance Interest	143,000	143,000	-	(143,000)	(143,000)
Repairs & Maintenance	20,400	20,400	-	(20,400)	(20,400)
Equipment / Furniture	-	-	-	-	-
Security	-	-	-	-	-
Utilities	18,700	18,700	-	(18,700)	(18,700)
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>282,980</b>	<b>282,980</b>	<b>-</b>	<b>(282,980)</b>	<b>(282,980)</b>

11,000 square feet at \$13 per square foot

\$1.70 per square foot

**DEPRECIATION & AMORTIZATION**

	110,000	110,000	-	(110,000)	(110,000)
--	---------	---------	---	-----------	-----------

**RESERVES / CONTINGENCY**

	-	-	-	-	-
--	---	---	---	---	---

**DEFERRED RENT**

	-	-	-	-	-
--	---	---	---	---	---

**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL  
Budget / Operating Plan**

2019-20

<b>Total Revenue</b>	2,781,780	2,781,780	-	2,781,780	2,781,780
<b>Total Expenses</b>	2,735,854	2,735,854	-	(2,735,854)	(2,735,854)
<b>Net Income</b>	45,926	45,926	-	45,926	45,926
<b>Actual Student Enrollment</b>					
	<b>Total Year</b>			<b>VARIANCE</b>	
	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget vs. PY Budget</b>	<b>Revised Budget vs. PY Budget</b>
<b>TOTAL EXPENSES</b>	<u>2,735,854</u>	<u>2,735,854</u>	-	<u>(2,735,854)</u>	<u>(2,735,854)</u>
<b>NET INCOME</b>	<u>45,926</u>	<u>45,926</u>	-	<u>45,926</u>	<u>45,926</u>

**DESCRIPTION OF ASSUMPTIONS**

**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL  
Budget / Operating Plan**

2019-20

<b>Total Revenue</b>	2,781,780	2,781,780	-	2,781,780	2,781,780
<b>Total Expenses</b>	2,735,854	2,735,854	-	(2,735,854)	(2,735,854)
<b>Net Income</b>	45,926	45,926	-	45,926	45,926
<b>Actual Student Enrollment</b>					

**Total Year**

**VARIANCE**

<b>Original Budget</b>	<b>Revised Budget</b>	<b>Variance</b>	<b>Original Budget vs. PY Budget</b>	<b>Revised Budget vs. PY Budget</b>
----------------------------	---------------------------	-----------------	--	---

**DESCRIPTION OF ASSUMPTIONS**

**ENROLLMENT - \*School Districts Are Linked To Above Entries\***

**Number of Districts:**

BUFFALO CITY SD

- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 

ALL OTHER School Districts: ( Weighted Avg )

**TOTAL ENROLLMENT**

**REVENUE PER PUPIL**

**EXPENSES PER PUPIL**

		PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL Budget / Operating Plan 2019-20							
<b>Total Revenue</b>	-	345,823	-	-	811,979	-	-	811,979	
<b>Total Expenses</b>	-	607,526	-	-	705,031	-	-	709,031	
<b>Net Income</b>	-	(261,703)	-	-	106,948	-	-	102,948	
<b>Actual Student Enrollment</b>	-	164	-	-	164	-	-	164	
	<b>Prior Year Actual</b>	<b>1st Quarter - 7/1 - 9/30</b>			<b>2nd Quarter - 10/1 - 12/31</b>			<b>3rd Quarter</b>	
	<b>2018-19</b>	<b>Original</b>	<b>Revised</b>		<b>Original</b>	<b>Revised</b>		<b>Original</b>	
	<b>Revenue Per Pupil</b>	<b>Budget</b>	<b>Budget</b>	<b>Variance</b>	<b>Budget</b>	<b>Budget</b>	<b>Variance</b>	<b>Budget</b>	
<b>CASH FLOW ADJUSTMENTS</b>									
OPERATING ACTIVITIES <i>{enter descriptions below}</i>									
Add Back Depreciation	-	27,500	-	-	27,500	-	-	27,500	
Less: Fund reserve for dissolution	-	-	-	-	-	-	-	-	
<b>Total Operating Activities</b>	-	27,500	-	-	27,500	-	-	27,500	
INVESTMENT ACTIVITIES <i>{enter descriptions below}</i>									
Subtract Property and Equipment Expenditures	-	(13,200)	-	-	(13,200)	-	-	(13,200)	
Other	-	-	-	-	-	-	-	-	
<b>Total Investment Activities</b>	-	(13,200)	-	-	(13,200)	-	-	(13,200)	
FINANCING ACTIVITIES <i>{enter descriptions below}</i>									
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	
<b>Total Financing Activities</b>	-	-	-	-	-	-	-	-	
<b>Total Cash Flow Adjustments</b>	-	14,300	-	-	14,300	-	-	14,300	
<b>NET INCOME</b>	-	(247,403)	-	-	121,248	-	-	117,248	
<b>Beginning Cash Balance</b>	-	-	-	-	(247,403)	-	-	(126,156)	
<b>ENDING CASH BALANCE</b>	-	(247,403)	-	-	(126,156)	-	-	(8,908)	

<b>Total Revenue</b>	-	-	<b>812,000</b>	-	-
<b>Total Expenses</b>	-	-	<b>714,266</b>	-	-
<b>Net Income</b>	-	-	<b>97,734</b>	-	-
<b>Actual Student Enrollment</b>	-	-	<b>164</b>	-	-
	<b>Quarter - 1/1 - 3/31</b>		<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Revised</b>		<b>Original</b>	<b>Revised</b>	
	<b>Budget</b>	<b>Variance</b>	<b>Budget</b>	<b>Budget</b>	<b>Variance</b>
<b>CASH FLOW ADJUSTMENTS</b>					
OPERATING ACTIVITIES <i>{enter descriptions below}</i>					
Add Back Depreciation	-	-	27,500	-	-
Less: Fund reserve for dissolution	-	-	(25,000)	-	-
Total Operating Activities	-	-	2,500	-	-
INVESTMENT ACTIVITIES <i>{enter descriptions below}</i>					
Subtract Property and Equipment Expenditures	-	-	(13,200)	-	-
Other	-	-	-	-	-
Total Investment Activities	-	-	(13,200)	-	-
FINANCING ACTIVITIES <i>{enter descriptions below}</i>					
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-
Other	-	-	-	-	-
Total Financing Activities	-	-	-	-	-
<b>Total Cash Flow Adjustments</b>	-	-	<b>(10,700)</b>	-	-
<b>NET INCOME</b>	-	-	<b>87,034</b>	-	-
<b>Beginning Cash Balance</b>	-	-	<b>(8,908)</b>	-	-
<b>ENDING CASH BALANCE</b>	-	-	<b>78,126</b>	-	-

**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL**  
**Budget / Operating Plan**

2019-20

<b>Total Revenue</b>	2,781,780	2,781,780	-	2,781,780	2,781,780
<b>Total Expenses</b>	2,735,854	2,735,854	-	(2,735,854)	(2,735,854)
<b>Net Income</b>	45,926	45,926	-	45,926	45,926
<b>Actual Student Enrollment</b>					

	Total Year			VARIANCE	
	Original Budget	Revised Budget	Variance	Original Budget vs. PY Budget	Revised Budget vs. PY Budget

**DESCRIPTION OF ASSUMPTIONS**

<b>CASH FLOW ADJUSTMENTS</b>					
<i>OPERATING ACTIVITIES {enter descriptions below}</i>					
Add Back Depreciation	110,000	110,000	-	110,000	110,000
Less: Fund reserve for dissolution	(25,000)	(25,000)	-	(25,000)	(25,000)
<b>Total Operating Activities</b>	<b>85,000</b>	<b>85,000</b>	<b>-</b>	<b>85,000</b>	<b>85,000</b>
<i>INVESTMENT ACTIVITIES {enter descriptions below}</i>					
Subtract Property and Equipment Expenditures	(52,800)	(52,800)	-	(52,800)	(52,800)
Other	-	-	-	-	-
<b>Total Investment Activities</b>	<b>(52,800)</b>	<b>(52,800)</b>	<b>-</b>	<b>(52,800)</b>	<b>(52,800)</b>
<i>FINANCING ACTIVITIES {enter descriptions below}</i>					
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Cash Flow Adjustments</b>	<b>32,200</b>	<b>32,200</b>	<b>-</b>	<b>32,200</b>	<b>32,200</b>
<b>NET INCOME</b>	<b>78,126</b>	<b>78,126</b>	<b>-</b>	<b>78,126</b>	<b>78,126</b>
<b>Beginning Cash Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING CASH BALANCE</b>	<b>78,126</b>	<b>78,126</b>	<b>-</b>	<b>78,126</b>	<b>78,126</b>

**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL  
ALANCE SHEET  
2019-20**

	Prior Year	Q1	Q2	Q3	Q4
	2018-19	As of 9/30	As of 12/31	As of 3/31	As of 6/30
<b><u>ASSETS</u></b>					
<b><u>CURRENT ASSETS</u></b>					
Cash and cash equivalents	-	-	-	-	-
Grants and contracts receivable	-	-	-	-	-
Accounts receivables	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and other receivables	-	-	-	-	-
<b>TOTAL CURRENT ASSETS</b>	-	-	-	-	-
<b><u>PROPERTY, BUILDING AND EQUIPMENT, net</u></b>	-	-	-	-	-
<b><u>OTHER ASSETS</u></b>	-	-	-	-	-
<b>TOTAL ASSETS</b>	-	-	-	-	-
<b><u>LIABILITIES AND NET ASSETS</u></b>					
<b><u>CURRENT LIABILITIES</u></b>					
Accounts payable and accrued expenses	-	-	-	-	-
Accrued payroll and benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current maturities of long-term debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>TOTAL CURRENT LIABILITIES</b>	-	-	-	-	-
<b><u>LONG-TERM DEBT and NOTES PAYABLE, net current maturities</u></b>	-	-	-	-	-
<b>TOTAL LIABILITIES</b>	-	-	-	-	-
<b><u>NET ASSETS</u></b>					
Unrestricted	-	-	-	-	-
Temporarily restricted	-	-	-	-	-
<b>TOTAL NET ASSETS</b>	-	-	-	-	-
<b>TOTAL LIABILITIES AND NET ASSETS</b>	-	-	-	-	-

2019-20

<b>Total Revenue</b>	-	345,823	-	-	811,979	-	-
<b>Total Expenses</b>	-	607,526	-	-	705,031	-	-
<b>Net Income</b>	-	(261,703)	-	-	106,948	-	-
<b>Actual Student Enrollment</b>	-	164	-	-	164	-	-

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

	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter
	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual

REVENUE	2019-20						
REVENUES FROM STATE SOURCES	Per Pupil Rate						
Per Pupil Revenue							
BUFFALO CITY SD	13,494		221,302	-		663,905	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
-	-		-	-		-	-
ALL OTHER School Districts: ( Count = 0 )	-		-	-		-	-
TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)	13,494		-	221,302	-	-	663,905
Special Education Revenue			10,060	-		30,180	-
Grants							
Stimulus			-	-		-	-
DYCD (Department of Youth and Community Development)			-	-		-	-
Other			-	-		-	-
NYC DoE Rental Assistance			-	-		-	-
Other			-	-		-	-
TOTAL REVENUE FROM STATE SOURCES			-	231,362	-	-	694,085
REVENUE FROM FEDERAL FUNDING							
IDEA Special Needs			1,200	-		3,600	-
Title I			19,375	-		19,375	-
Title Funding - Other			5,100	-		5,100	-
School Food Service (Free Lunch)			-	-		-	-
Grants							
Charter School Program (CSP) Planning & Implementation			37,500	-		37,500	-
Other			-	-		-	-

2019-20

<b>Total Revenue</b>	-	<b>345,823</b>	-	-	<b>811,979</b>	-	-
<b>Total Expenses</b>	-	<b>607,526</b>	-	-	<b>705,031</b>	-	-
<b>Net Income</b>	-	<b>(261,703)</b>	-	-	<b>106,948</b>	-	-
<b>Actual Student Enrollment</b>	-	<b>164</b>	-	-	<b>164</b>	-	-

	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Q
	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual
	<p><b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b></p>						
Other		-	-		-	-	
TOTAL REVENUE FROM FEDERAL SOURCES	-	63,175	-	-	65,575	-	-
<b>LOCAL and OTHER REVENUE</b>							
Contributions and Donations		48,240	-		48,240	-	
Fundraising		500	-		1,500	-	
Erate Reimbursement		2,500	-		2,500	-	
Earnings on Investments		-	-		-	-	
Interest Income		30	-		30	-	
Food Service (Income from meals)		-	-		-	-	
Text Book		-	-		-	-	
OTHER		16	-		49	-	
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	51,286	-	-	52,319	-	-
<b>TOTAL REVENUE</b>	-	<b>345,823</b>	-	-	<b>811,979</b>	-	-

PERSISTENCE PREPARATORY ACADEMY

Budget / Operating Plan

2019-20

Total Revenue	-	345,823	-	-	811,979	-	-
Total Expenses	-	607,526	-	-	705,031	-	-
Net Income	-	(261,703)	-	-	106,948	-	-
Actual Student Enrollment	-	164	-	-	164	-	-

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

	Quarter 0 No. of Positions	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter
		Actual	Current Budget	Variance	Actual	Current Budget	Variance	
<b>EXPENSES</b>								
<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>								
Executive Management	-		23,868	-		23,868	-	
Instructional Management	-		-	-		-	-	
Deans, Directors & Coordinators	-		53,200	-		53,200	-	
CFO / Director of Finance	-		-	-		-	-	
Operation / Business Manager	-		18,615	-		18,615	-	
Administrative Staff	-		15,925	-		15,925	-	
<b>TOTAL ADMINISTRATIVE STAFF</b>	-		111,608	-		111,608	-	
<b>INSTRUCTIONAL PERSONNEL COSTS</b>								
Teachers - Regular	-		99,020	-		148,530	-	
Teachers - SPED	-		17,091	-		25,636	-	
Substitute Teachers	-		2,081	-		3,121	-	
Teaching Assistants	-		5,455	-		8,182	-	
Specialty Teachers	-		15,975	-		23,962	-	
Aides	-		-	-		-	-	
Therapists & Counselors	-		9,091	-		13,636	-	
Other	-		5,120	-		7,680	-	
<b>TOTAL INSTRUCTIONAL</b>	-		153,833	-		230,747	-	
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>								
Nurse	-		5,564	-		8,345	-	
Librarian	-		-	-		-	-	
Custodian	-		-	-		-	-	
Security	-		-	-		-	-	
Other	-		-	-		-	-	
<b>TOTAL NON-INSTRUCTIONAL</b>	-		5,564	-		8,345	-	
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>	-		271,005	-		350,700	-	
<b>PAYROLL TAXES AND BENEFITS</b>								
Payroll Taxes	-		28,193	-		36,911	-	
Fringe / Employee Benefits	-		50,370	-		50,370	-	
Retirement / Pension	-		16,110	-		21,092	-	
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>	-		94,673	-		108,373	-	
<b>TOTAL PERSONNEL SERVICE COSTS</b>	-		365,678	-		459,073	-	

PERSISTENCE PREPARATORY ACADEMY

Budget / Operating Plan

2019-20

Total Revenue	-	345,823	-	-	811,979	-	-
Total Expenses	-	607,526	-	-	705,031	-	-
Net Income	-	(261,703)	-	-	106,948	-	-
Actual Student Enrollment	-	164	-	-	164	-	-

*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter
	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual
	<b>CONTRACTED SERVICES</b>						
Accounting / Audit		14,875	-		14,875	-	
Legal		5,513	-		5,513	-	
Management Company Fee		-	-		-	-	
Nurse Services		-	-		-	-	
Food Service / School Lunch		-	-		-	-	
Payroll Services		6,750	-		6,750	-	
Special Ed Services		6,000	-		18,000	-	
Titlement Services (i.e. Title I)		-	-		-	-	
Other Purchased / Professional / Consulting		7,500	-		22,500	-	
<b>TOTAL CONTRACTED SERVICES</b>	-	40,638	-	-	67,638	-	-

PERSISTENCE PREPARATORY ACADEMY

Budget / Operating Plan

2019-20

Total Revenue	-	345,823	-	-	811,979	-	-
Total Expenses	-	607,526	-	-	705,031	-	-
Net Income	-	(261,703)	-	-	106,948	-	-
Actual Student Enrollment	-	164	-	-	164	-	-

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

**SCHOOL OPERATIONS**

Board Expenses		375	-		375	-	
Classroom / Teaching Supplies & Materials		22,500	-		11,000	-	
Special Ed Supplies & Materials		-	-		-	-	
Textbooks / Workbooks		-	-		-	-	
Supplies & Materials other		-	-		-	-	
Equipment / Furniture		-	-		-	-	
Telephone		5,300	-		5,300	-	
Technology		6,970	-		20,910	-	
Student Testing & Assessment		675	-		2,025	-	
Field Trips		820	-		2,460	-	
Transportation (student)		21,000	-		-	-	
Student Services - other		2,250	-		6,750	-	
Office Expense		11,485	-		11,485	-	
Staff Development		11,250	-		11,250	-	
Staff Recruitment		5,000	-		-	-	
Student Recruitment / Marketing		12,500	-		-	-	
School Meals / Lunch		-	-		-	-	
Travel (Staff)		-	-		-	-	
Fundraising		200	-		600	-	
Other		2,640	-		7,920	-	
<b>TOTAL SCHOOL OPERATIONS</b>		<b>102,965</b>	<b>-</b>		<b>80,075</b>	<b>-</b>	

**FACILITY OPERATION & MAINTENANCE**

Insurance		9,375	-		9,375	-	
Janitorial		15,845	-		15,845	-	
Building and Land Rent / Lease / Facility Finance Interest		35,750	-		35,750	-	
Repairs & Maintenance		5,100	-		5,100	-	
Equipment / Furniture		-	-		-	-	
Security		-	-		-	-	
Utilities		4,675	-		4,675	-	
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>		<b>70,745</b>	<b>-</b>		<b>70,745</b>	<b>-</b>	

**DEPRECIATION & AMORTIZATION**

RESERVES / CONTINGENCY		-	-		-	-	
DEFERRED RENT		-	-		-	-	

2019-20

Total Revenue	-	345,823	-	-	811,979	-	-
Total Expenses	-	607,526	-	-	705,031	-	-
Net Income	-	(261,703)	-	-	106,948	-	-
Actual Student Enrollment	-	164	-	-	164	-	-

*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter
	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual
TOTAL EXPENSES	-	607,526	-	-	705,031	-	-
NET INCOME	-	(261,703)	-	-	106,948	-	-

Total Revenue	-	345,823	-	-	811,979	-	-
Total Expenses	-	607,526	-	-	705,031	-	-
Net Income	-	(261,703)	-	-	106,948	-	-
Actual Student Enrollment	-	164	-	-	164	-	3rd C

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

<b>ENROLLMENT - *School Districts Are Linked To Above Entries*</b>							
BUFFALO CITY SD	-	164	-	-	164	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
ALL OTHER School Districts: ( Count = 0 )	-	-	-	-	-	-	-
<b>TOTAL ENROLLMENT</b>	-	<b>164</b>	-	-	<b>164</b>	-	-
<b>REVENUE PER PUPIL</b>	-	<b>2,109</b>	-	-	<b>4,951</b>	-	-
<b>EXPENSES PER PUPIL</b>	-	<b>3,704</b>	-	-	<b>4,299</b>	-	-

**/ CHARTER SCHOOL  
n**

<b>Total Revenue</b>	<b>811,979</b>	-	-	<b>812,000</b>	-
<b>Total Expenses</b>	<b>709,031</b>	-	-	<b>714,266</b>	-
<b>Net Income</b>	<b>102,948</b>	-	-	<b>97,734</b>	-
<b>Actual Student Enrollment</b>	<b>164</b>	-	-	<b>164</b>	-

<p><b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b></p>	<b>Quarter - 1/1 - 3/31</b>		<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>

<b>REVENUE</b>		2019-20				
<b>REVENUES FROM STATE SOURCES</b>		Per Pupil Rate				
Per Pupil Revenue		Per Pupil Rate				
BUFFALO CITY SD	13,494	663,905	-		663,905	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
-	-	-	-		-	-
ALL OTHER School Districts: ( Count = 0 )	-	-	-		-	-
<b>TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)</b>	<b>13,494</b>	<b>663,905</b>	-	-	<b>663,905</b>	-
Special Education Revenue		30,180	-		30,180	-
Grants						
Stimulus		-	-		-	-
DYCD (Department of Youth and Community Development)		-	-		-	-
Other		-	-		-	-
NYC DoE Rental Assistance		-	-		-	-
Other		-	-		-	-
<b>TOTAL REVENUE FROM STATE SOURCES</b>		<b>694,085</b>	-	-	<b>694,085</b>	-
<b>REVENUE FROM FEDERAL FUNDING</b>						
IDEA Special Needs		3,600	-		3,600	-
Title I		19,375	-		19,375	-
Title Funding - Other		5,100	-		5,100	-
School Food Service (Free Lunch)		-	-		-	-
Grants						
Charter School Program (CSP) Planning & Implementation		37,500	-		37,500	-
Other		-	-		-	-

**/ CHARTER SCHOOL  
n**

<b>Total Revenue</b>	<b>811,979</b>	-	-	<b>812,000</b>	-
<b>Total Expenses</b>	<b>709,031</b>	-	-	<b>714,266</b>	-
<b>Net Income</b>	<b>102,948</b>	-	-	<b>97,734</b>	-
<b>Actual Student Enrollment</b>	<b>164</b>	-	-	<b>164</b>	-
	<b>Quarter - 1/1 - 3/31</b>		<b>4th Quarter - 4/1 - 6/30</b>		
<b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b>	<b>Current</b>			<b>Current</b>	
	<b>Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
Other	-	-		-	-
TOTAL REVENUE FROM FEDERAL SOURCES	65,575	-	-	65,575	-
<b>LOCAL and OTHER REVENUE</b>					
Contributions and Donations	48,240	-		48,280	-
Fundraising	1,500	-		1,500	-
Erate Reimbursement	2,500	-		2,500	-
Earnings on Investments	-	-		-	-
Interest Income	30	-		10	-
Food Service (Income from meals)	-	-		-	-
Text Book	-	-		-	-
OTHER	<u>49</u>	-		<u>50</u>	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	52,319	-	-	52,340	-
<b>TOTAL REVENUE</b>	<b><u>811,979</u></b>	-	-	<b><u>812,000</u></b>	-

**/ CHARTER SCHOOL**

**n**

<b>Total Revenue</b>	<b>811,979</b>	-	-	<b>812,000</b>	-
<b>Total Expenses</b>	<b>709,031</b>	-	-	<b>714,266</b>	-
<b>Net Income</b>	<b>102,948</b>	-	-	<b>97,734</b>	-
<b>Actual Student Enrollment</b>	<b>164</b>	-	-	<b>164</b>	-

<p><b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b></p>	<b>Quarter - 1/1 - 3/31</b>		<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>

**EXPENSES**

**ADMINISTRATIVE STAFF PERSONNEL COSTS**

	Quarter 0 No. of Positions				
Executive Management	-	23,868	-	23,866	-
Instructional Management	-	-	-	-	-
Deans, Directors & Coordinators	-	53,200	-	53,200	-
CFO / Director of Finance	-	-	-	-	-
Operation / Business Manager	-	18,615	-	18,615	-
Administrative Staff	-	<u>15,925</u>	-	<u>15,925</u>	-
<b>TOTAL ADMINISTRATIVE STAFF</b>	-	<b>111,608</b>	-	<b>111,606</b>	-

**INSTRUCTIONAL PERSONNEL COSTS**

Teachers - Regular	-	148,530	-	148,530	-
Teachers - SPED	-	25,636	-	25,636	-
Substitute Teachers	-	3,121	-	3,121	-
Teaching Assistants	-	8,182	-	8,182	-
Specialty Teachers	-	23,962	-	23,962	-
Aides	-	-	-	-	-
Therapists & Counselors	-	13,636	-	13,636	-
Other	-	<u>7,680</u>	-	<u>7,680</u>	-
<b>TOTAL INSTRUCTIONAL</b>	-	<b>230,747</b>	-	<b>230,747</b>	-

**NON-INSTRUCTIONAL PERSONNEL COSTS**

Nurse	-	8,345	-	8,346	-
Librarian	-	-	-	-	-
Custodian	-	-	-	-	-
Security	-	-	-	-	-
Other	-	-	-	-	-
<b>TOTAL NON-INSTRUCTIONAL</b>	-	<b>8,345</b>	-	<b>8,346</b>	-

**SUBTOTAL PERSONNEL SERVICE COSTS**

**PAYROLL TAXES AND BENEFITS**

Payroll Taxes		36,911	-	36,885	-
Fringe / Employee Benefits		50,370	-	50,370	-
Retirement / Pension		<u>21,092</u>	-	<u>21,106</u>	-
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>		<b>108,373</b>	-	<b>108,361</b>	-

**TOTAL PERSONNEL SERVICE COSTS**

		459,073	-	459,060	-
--	--	---------	---	---------	---

/ CHARTER SCHOOL n					
<b>Total Revenue</b>	811,979	-	-	812,000	-
<b>Total Expenses</b>	709,031	-	-	714,266	-
<b>Net Income</b>	102,948	-	-	97,734	-
<b>Actual Student Enrollment</b>	164	-	-	164	-
		Quarter - 1/1 - 3/31		4th Quarter - 4/1 - 6/30	
<b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b>		/ CHARTER SCHOOL n			
		Current Budget	Variance	Actual	Current Budget
<b>CONTRACTED SERVICES</b>					
Accounting / Audit	14,875	-		14,875	-
Legal	5,513	-		5,511	-
Management Company Fee	-	-		-	-
Nurse Services	-	-		-	-
Food Service / School Lunch	-	-		-	-
Payroll Services	6,750	-		6,750	-
Special Ed Services	18,000	-		18,000	-
Titlement Services (i.e. Title I)	-	-		-	-
Other Purchased / Professional / Consulting	<u>22,500</u>	-		<u>22,500</u>	-
<b>TOTAL CONTRACTED SERVICES</b>	<u>67,638</u>	-	-	<u>67,636</u>	-

**/ CHARTER SCHOOL**

**n**

<b>Total Revenue</b>	<b>811,979</b>	-	-	<b>812,000</b>	-
<b>Total Expenses</b>	<b>709,031</b>	-	-	<b>714,266</b>	-
<b>Net Income</b>	<b>102,948</b>	-	-	<b>97,734</b>	-
<b>Actual Student Enrollment</b>	<b>164</b>	-	-	<b>164</b>	-

<p><b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b></p>	<b>Quarter - 1/1 - 3/31</b>		<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>

<b>SCHOOL OPERATIONS</b>					
Board Expenses	375	-		375	-
Classroom / Teaching Supplies & Materials	7,500	-		9,000	-
Special Ed Supplies & Materials	-	-		-	-
Textbooks / Workbooks	-	-		-	-
Supplies & Materials other	-	-		-	-
Equipment / Furniture	-	-		-	-
Telephone	5,300	-		5,300	-
Technology	20,910	-		20,910	-
Student Testing & Assessment	2,025	-		2,025	-
Field Trips	2,460	-		2,460	-
Transportation (student)	-	-		-	-
Student Services - other	6,750	-		6,750	-
Office Expense	11,485	-		11,485	-
Staff Development	11,250	-		11,250	-
Staff Recruitment	-	-		5,000	-
Student Recruitment / Marketing	7,500	-		6,250	-
School Meals / Lunch	-	-		-	-
Travel (Staff)	-	-		-	-
Fundraising	600	-		600	-
Other	<u>7,920</u>	-		<u>7,920</u>	-
<b>TOTAL SCHOOL OPERATIONS</b>	<b>84,075</b>	-	-	<b>89,325</b>	-
<b>FACILITY OPERATION &amp; MAINTENANCE</b>					
Insurance	9,375	-		9,375	-
Janitorial	15,845	-		15,845	-
Building and Land Rent / Lease / Facility Finance Interest	35,750	-		35,750	-
Repairs & Maintenance	5,100	-		5,100	-
Equipment / Furniture	-	-		-	-
Security	-	-		-	-
Utilities	<u>4,675</u>	-		<u>4,675</u>	-
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>70,745</b>	-	-	<b>70,745</b>	-
<b>DEPRECIATION &amp; AMORTIZATION</b>	<b>27,500</b>	-		<b>27,500</b>	-
<b>RESERVES / CONTINGENCY</b>	-	-		-	-
<b>DEFERRED RENT</b>	-	-		-	-

/ CHARTER SCHOOL					
n					
/ CHARTER SCHOOL					
Total Revenue	811,979	-	-	812,000	-
Total Expenses	709,031	-	-	714,266	-
Net Income	102,948	-	-	97,734	-
Actual Student Enrollment	164	-	-	164	-
		Quarter - 1/1 - 3/31		4th Quarter - 4/1 - 6/30	
*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed		Quarter - 1/1 - 3/31		Current	
		Budget	Variance	Actual	Budget
TOTAL EXPENSES	709,031	-	-	714,266	-
NET INCOME	102,948	-	-	97,734	-

**/ CHARTER SCHOOL  
n**

<b>Total Revenue</b>	811,979	-	-	812,000	-
<b>Total Expenses</b>	709,031	-	-	714,266	-
<b>Net Income</b>	102,948	-	-	97,734	-
<b>Actual Student Enrollment</b>	Quarter - 1/1 - 3/31 <del>164</del>	-	-	164	-

<p><b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b></p>	<b>Quarter - 1/1 - 3/31</b>		<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>

<b>ENROLLMENT - *School Districts Are Linked To Above Entries*</b>					
BUFFALO CITY SD	164	-	-	164	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
ALL OTHER School Districts: ( Count = 0 )	-	-	-	-	-
<b>TOTAL ENROLLMENT</b>	<b>164</b>	-	-	<b>164</b>	-
<b>REVENUE PER PUPIL</b>	<b>4,951</b>	-	-	<b>4,951</b>	-
<b>EXPENSES PER PUPIL</b>	<b>4,323</b>	-	-	<b>4,355</b>	-



**PERSISTENCE PREPARATORY ACADEMY CHARTER  
Budget / Operating Plan**

**2019-20**

<b>Total Revenue</b>	-	-	-	2,781,780	(2,781,780)	-	-	2,781,780
<b>Total Expenses</b>	-	-	-	2,735,854	2,735,854	-	-	2,735,854
<b>Net Income</b>	-	-	-	45,926	(45,926)	-	-	45,926
<b>Actual Student Enrollment</b>	-	-	-			-	-	

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

**TOTALS AND VARIANCE ANALYSIS**

	<b>Actual</b>	<b>Current Budget (Current Quarter)</b>	<b>Actual vs. Current Budget</b>	<b>Current Budget - TY</b>	<b>Actual vs. Current Budget TY</b>	<b>Original Budget (Current Quarter)</b>	<b>Actual vs. Original Budget</b>	<b>Original Budget -</b>
Other	-	-	-	-	-	-	-	
<b>TOTAL REVENUE FROM FEDERAL SOURCES</b>	-	-	-	259,900	(259,900)	-	-	259,900
<b>LOCAL and OTHER REVENUE</b>								
Contributions and Donations	-	-	-	193,000	(193,000)	-	-	193,000
Fundraising	-	-	-	5,000	(5,000)	-	-	5,000
Erate Reimbursement	-	-	-	10,000	(10,000)	-	-	10,000
Earnings on Investments	-	-	-	-	-	-	-	
Interest Income	-	-	-	100	(100)	-	-	100
Food Service (Income from meals)	-	-	-	-	-	-	-	
Text Book	-	-	-	-	-	-	-	
<b>OTHER</b>	-	-	-	164	(164)	-	-	164
<b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b>	-	-	-	208,264	(208,264)	-	-	208,264
<b>TOTAL REVENUE</b>	-	-	-	<b>2,781,780</b>	<b>(2,781,780)</b>	-	-	<b>2,781,780</b>

**PERSISTENCE PREPARATORY ACADEMY CHARTER**

**Budget / Operating Plan**

**2019-20**

<b>Total Revenue</b>	-	-	-	2,781,780	(2,781,780)	-	-	2,781,780
<b>Total Expenses</b>	-	-	-	2,735,854	2,735,854	-	-	2,735,854
<b>Net Income</b>	-	-	-	45,926	(45,926)	-	-	45,926
<b>Actual Student Enrollment</b>	-	-	-			-	-	

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

**TOTALS AND VARIANCE ANALYSIS**

				<b>Current Budget (Current Quarter)</b>	<b>Actual vs. Current Budget</b>	<b>Current Budget - TY</b>	<b>Actual vs. Current Budget TY</b>	<b>Original Budget (Current Quarter)</b>	<b>Actual vs. Original Budget</b>	<b>Original Budget - TY</b>
<b>EXPENSES</b>										
<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>	Quarter 0	No. of Positions								
Executive Management		-	-	95,470	-	95,470	-	-	-	95,470
Instructional Management		-	-	-	-	-	-	-	-	-
Deans, Directors & Coordinators		-	-	212,800	-	212,800	-	-	-	212,800
CFO / Director of Finance		-	-	-	-	-	-	-	-	-
Operation / Business Manager		-	-	74,460	-	74,460	-	-	-	74,460
Administrative Staff		-	-	63,700	-	63,700	-	-	-	63,700
<b>TOTAL ADMINISTRATIVE STAFF</b>		-	-	446,430	-	446,430	-	-	-	446,430
<b>INSTRUCTIONAL PERSONNEL COSTS</b>										
Teachers - Regular		-	-	544,610	-	544,610	-	-	-	544,610
Teachers - SPED		-	-	93,999	-	93,999	-	-	-	93,999
Substitute Teachers		-	-	11,444	-	11,444	-	-	-	11,444
Teaching Assistants		-	-	30,001	-	30,001	-	-	-	30,001
Specialty Teachers		-	-	87,861	-	87,861	-	-	-	87,861
Aides		-	-	-	-	-	-	-	-	-
Therapists & Counselors		-	-	49,999	-	49,999	-	-	-	49,999
Other		-	-	28,160	-	28,160	-	-	-	28,160
<b>TOTAL INSTRUCTIONAL</b>		-	-	846,074	-	846,074	-	-	-	846,074
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>										
Nurse		-	-	30,600	-	30,600	-	-	-	30,600
Librarian		-	-	-	-	-	-	-	-	-
Custodian		-	-	-	-	-	-	-	-	-
Security		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<b>TOTAL NON-INSTRUCTIONAL</b>		-	-	30,600	-	30,600	-	-	-	30,600
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>		-	-	1,323,104	-	1,323,104	-	-	-	1,323,104
<b>PAYROLL TAXES AND BENEFITS</b>										
Payroll Taxes		-	-	138,900	-	138,900	-	-	-	138,900
Fringe / Employee Benefits		-	-	201,480	-	201,480	-	-	-	201,480
Retirement / Pension		-	-	79,400	-	79,400	-	-	-	79,400
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>		-	-	419,780	-	419,780	-	-	-	419,780
<b>TOTAL PERSONNEL SERVICE COSTS</b>		-	-	1,742,884	-	1,742,884	-	-	-	1,742,884

**PERSISTENCE PREPARATORY ACADEMY CHARTER  
Budget / Operating Plan**

**2019-20**

<b>Total Revenue</b>	-	-	-	2,781,780	(2,781,780)	-	-	2,781,780
<b>Total Expenses</b>	-	-	-	2,735,854	2,735,854	-	-	2,735,854
<b>Net Income</b>	-	-	-	45,926	(45,926)	-	-	45,926
<b>Actual Student Enrollment</b>	-	-	-			-	-	

**TOTALS AND VARIANCE ANALYSIS**

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

	<b>Actual</b>	<b>Current Budget (Current Quarter)</b>	<b>Actual vs. Current Budget</b>	<b>Current Budget - TY</b>	<b>Actual vs. Current Budget TY</b>	<b>Original Budget (Current Quarter)</b>	<b>Actual vs. Original Budget</b>	<b>Original Budget -</b>
<b>CONTRACTED SERVICES</b>								
Accounting / Audit	-	-	-	59,500	59,500	-	-	59,500
Legal	-	-	-	22,050	22,050	-	-	22,050
Management Company Fee	-	-	-	-	-	-	-	
Nurse Services	-	-	-	-	-	-	-	
Food Service / School Lunch	-	-	-	-	-	-	-	
Payroll Services	-	-	-	27,000	27,000	-	-	27,000
Special Ed Services	-	-	-	60,000	60,000	-	-	60,000
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-	
Other Purchased / Professional / Consulting	-	-	-	75,000	75,000	-	-	75,000
<b>TOTAL CONTRACTED SERVICES</b>	-	-	-	243,550	243,550	-	-	243,550

**PERSISTENCE PREPARATORY ACADEMY CHARTER**

**Budget / Operating Plan**

**2019-20**

<b>Total Revenue</b>	-	-	-	2,781,780	(2,781,780)	-	-	2,781,780
<b>Total Expenses</b>	-	-	-	2,735,854	2,735,854	-	-	2,735,854
<b>Net Income</b>	-	-	-	45,926	(45,926)	-	-	45,926
<b>Actual Student Enrollment</b>	-	-	-			-	-	

**TOTALS AND VARIANCE ANALYSIS**

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

<b>Actual</b>	<b>Current Budget (Current Quarter)</b>	<b>Actual vs. Current Budget</b>	<b>Current Budget - TY</b>	<b>Actual vs. Current Budget TY</b>	<b>Original Budget (Current Quarter)</b>	<b>Actual vs. Original Budget</b>	<b>Original Budget -</b>
---------------	---	----------------------------------	----------------------------	-------------------------------------	--	-----------------------------------	--------------------------

**SCHOOL OPERATIONS**

Board Expenses	-	-	-	1,500	1,500	-	-	1,500
Classroom / Teaching Supplies & Materials	-	-	-	50,000	50,000	-	-	50,000
Special Ed Supplies & Materials	-	-	-	-	-	-	-	
Textbooks / Workbooks	-	-	-	-	-	-	-	
Supplies & Materials other	-	-	-	-	-	-	-	
Equipment / Furniture	-	-	-	-	-	-	-	
Telephone	-	-	-	21,200	21,200	-	-	21,200
Technology	-	-	-	69,700	69,700	-	-	69,700
Student Testing & Assessment	-	-	-	6,750	6,750	-	-	6,750
Field Trips	-	-	-	8,200	8,200	-	-	8,200
Transportation (student)	-	-	-	21,000	21,000	-	-	21,000
Student Services - other	-	-	-	22,500	22,500	-	-	22,500
Office Expense	-	-	-	45,940	45,940	-	-	45,940
Staff Development	-	-	-	45,000	45,000	-	-	45,000
Staff Recruitment	-	-	-	10,000	10,000	-	-	10,000
Student Recruitment / Marketing	-	-	-	26,250	26,250	-	-	26,250
School Meals / Lunch	-	-	-	-	-	-	-	
Travel (Staff)	-	-	-	-	-	-	-	
Fundraising	-	-	-	2,000	2,000	-	-	2,000
Other	-	-	-	26,400	26,400	-	-	26,400
<b>TOTAL SCHOOL OPERATIONS</b>	-	-	-	356,440	356,440	-	-	356,440

**FACILITY OPERATION & MAINTENANCE**

Insurance	-	-	-	37,500	37,500	-	-	37,500
Janitorial	-	-	-	63,380	63,380	-	-	63,380
Building and Land Rent / Lease / Facility Finance Interest	-	-	-	143,000	143,000	-	-	143,000
Repairs & Maintenance	-	-	-	20,400	20,400	-	-	20,400
Equipment / Furniture	-	-	-	-	-	-	-	
Security	-	-	-	-	-	-	-	
Utilities	-	-	-	18,700	18,700	-	-	18,700
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	-	-	-	282,980	282,980	-	-	282,980

**DEPRECIATION & AMORTIZATION**

<b>RESERVES / CONTINGENCY</b>	-	-	-	-	-	-	-	
<b>DEFERRED RENT</b>	-	-	-	-	-	-	-	

**PERSISTENCE PREPARATORY ACADEMY CHARTER**  
**Budget / Operating Plan**

**2019-20**

<b>Total Revenue</b>	-	-	-	2,781,780	(2,781,780)	-	-	2,781,780
<b>Total Expenses</b>	-	-	-	2,735,854	2,735,854	-	-	2,735,854
<b>Net Income</b>	-	-	-	45,926	(45,926)	-	-	45,926
<b>Actual Student Enrollment</b>	-	-	-			-	-	

**TOTALS AND VARIANCE ANALYSIS**

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

	Actual	Current Budget (Current Quarter)	Actual vs. Current Budget	Current Budget - TY	Actual vs. Current Budget TY	Original Budget (Current Quarter)	Actual vs. Original Budget	Original Budget -
<b>TOTAL EXPENSES</b>	-	-	-	2,735,854	2,735,854	-	-	2,735,854
<b>NET INCOME</b>	-	-	-	45,926	(45,926)	-	-	45,926





**CHOOOL**

<b>Total Revenue</b>	<b>(2,781,780)</b>	-	-
<b>Total Expenses</b>	<b>2,735,854</b>	-	-
<b>Net Income</b>	<b>(45,926)</b>	-	-
<b>Actual Student Enrollment</b>		-	
<p><b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b></p>			
	<b>Actual vs. Original Budget TY</b>	<b>PY Actual (PY TY / No. of COMPLETED Actual CY</b>	<b>Actual CY vs. Actual PY</b>
Other	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	(259,900)	-	-
<b>LOCAL and OTHER REVENUE</b>			
Contributions and Donations	(193,000)	-	-
Fundraising	(5,000)	-	-
Erate Reimbursement	(10,000)	-	-
Earnings on Investments	-	-	-
Interest Income	(100)	-	-
Food Service (Income from meals)	-	-	-
Text Book	-	-	-
OTHER	(164)	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	(208,264)	-	-
<b>TOTAL REVENUE</b>	<b>(2,781,780)</b>	-	-

**CHOOOL**

<b>Total Revenue</b>	<b>(2,781,780)</b>	-	-
<b>Total Expenses</b>	<b>2,735,854</b>	-	-
<b>Net Income</b>	<b>(45,926)</b>	-	-
<b>Actual Student Enrollment</b>		-	

<b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b>	<b>Actual vs. Original Budget TY</b>	<b>PY Actual (PY TY) / No. of COMPLETED Actual CY</b>	<b>Actual CY vs. Actual PY</b>
---	--------------------------------------	---	--------------------------------

<b>EXPENSES</b>	Quarter 0 No. of Positions			
<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>				
Executive Management	-	95,470	-	-
Instructional Management	-	-	-	-
Deans, Directors & Coordinators	-	212,800	-	-
CFO / Director of Finance	-	-	-	-
Operation / Business Manager	-	74,460	-	-
Administrative Staff	-	63,700	-	-
<b>TOTAL ADMINISTRATIVE STAFF</b>	-	<b>446,430</b>	-	-
<b>INSTRUCTIONAL PERSONNEL COSTS</b>				
Teachers - Regular	-	544,610	-	-
Teachers - SPED	-	93,999	-	-
Substitute Teachers	-	11,444	-	-
Teaching Assistants	-	30,001	-	-
Specialty Teachers	-	87,861	-	-
Aides	-	-	-	-
Therapists & Counselors	-	49,999	-	-
Other	-	28,160	-	-
<b>TOTAL INSTRUCTIONAL</b>	-	<b>846,074</b>	-	-
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>				
Nurse	-	30,600	-	-
Librarian	-	-	-	-
Custodian	-	-	-	-
Security	-	-	-	-
Other	-	-	-	-
<b>TOTAL NON-INSTRUCTIONAL</b>	-	<b>30,600</b>	-	-
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>	-	<b>1,323,104</b>	-	-
<b>PAYROLL TAXES AND BENEFITS</b>				
Payroll Taxes		138,900	-	-
Fringe / Employee Benefits		201,480	-	-
Retirement / Pension		79,400	-	-
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>		<b>419,780</b>	-	-
<b>TOTAL PERSONNEL SERVICE COSTS</b>	-	<b>1,742,884</b>	-	-

**CHOOOL**

<b>Total Revenue</b>	<b>(2,781,780)</b>	-	-
<b>Total Expenses</b>	<b>2,735,854</b>	-	-
<b>Net Income</b>	<b>(45,926)</b>	-	-
<b>Actual Student Enrollment</b>		-	
<p><b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b></p>			
	<p><b>Actual CHOOOL Original Budget TY</b></p>	<p><b>PY Actual (PY TY / No. of COMPLETED Actual CY</b></p>	<p><b>Actual CY vs. Actual PY</b></p>
<b>CONTRACTED SERVICES</b>			
Accounting / Audit	59,500	-	-
Legal	22,050	-	-
Management Company Fee	-	-	-
Nurse Services	-	-	-
Food Service / School Lunch	-	-	-
Payroll Services	27,000	-	-
Special Ed Services	60,000	-	-
Titlement Services (i.e. Title I)	-	-	-
Other Purchased / Professional / Consulting	75,000	-	-
<b>TOTAL CONTRACTED SERVICES</b>	<b>243,550</b>	-	-

**CHOOOL**

<b>Total Revenue</b>	<b>(2,781,780)</b>	-	-
<b>Total Expenses</b>	<b>2,735,854</b>	-	-
<b>Net Income</b>	<b>(45,926)</b>	-	-
<b>Actual Student Enrollment</b>		-	
<b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b>			
	<b>Actual vs. Original Budget TY</b>	<b>PY Actual (PY TY / No. of COMPLETED Actual CY</b>	<b>Actual CY vs. Actual PY</b>
<b>SCHOOL OPERATIONS</b>			
Board Expenses	1,500	-	-
Classroom / Teaching Supplies & Materials	50,000	-	-
Special Ed Supplies & Materials	-	-	-
Textbooks / Workbooks	-	-	-
Supplies & Materials other	-	-	-
Equipment / Furniture	-	-	-
Telephone	21,200	-	-
Technology	69,700	-	-
Student Testing & Assessment	6,750	-	-
Field Trips	8,200	-	-
Transportation (student)	21,000	-	-
Student Services - other	22,500	-	-
Office Expense	45,940	-	-
Staff Development	45,000	-	-
Staff Recruitment	10,000	-	-
Student Recruitment / Marketing	26,250	-	-
School Meals / Lunch	-	-	-
Travel (Staff)	-	-	-
Fundraising	2,000	-	-
Other	<u>26,400</u>	=	=
<b>TOTAL SCHOOL OPERATIONS</b>	<b>356,440</b>	-	-
<b>FACILITY OPERATION &amp; MAINTENANCE</b>			
Insurance	37,500	-	-
Janitorial	63,380	-	-
Building and Land Rent / Lease / Facility Finance Interest	143,000	-	-
Repairs & Maintenance	20,400	-	-
Equipment / Furniture	-	-	-
Security	-	-	-
Utilities	<u>18,700</u>	=	=
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>282,980</b>	-	-
<b>DEPRECIATION &amp; AMORTIZATION</b>	<b>110,000</b>	-	-
<b>RESERVES / CONTINGENCY</b>	-	-	-
<b>DEFERRED RENT</b>	-	-	-

**CHOOOL**

<b>CHOOOL</b>			
<b>Total Revenue</b>	(2,781,780)	-	-
<b>Total Expenses</b>	2,735,854	-	-
<b>Net Income</b>	(45,926)	-	-
<b>Actual Student Enrollment</b>		-	
<p style="text-align: center;"><b>*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b></p>			
	<b>Actual vs. Original Budget TY</b>	<b>PY Actual (PY TY / No. of COMPLETED Actual CY</b>	<b>Actual CY vs. Actual PY</b>
<b>TOTAL EXPENSES</b>	<u>2,735,854</u>	=	=
<b>NET INCOME</b>	<u>(45,926)</u>	=	=





**Annual Report Requirement**  
*for SUNY Authorized Charter Schools*  
**PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL**  
**2019-20**

Administrative  
expenditures per pupil:

\$0.00

Per NYS Statute

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

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

FOR INSTITUTE USE ONLY

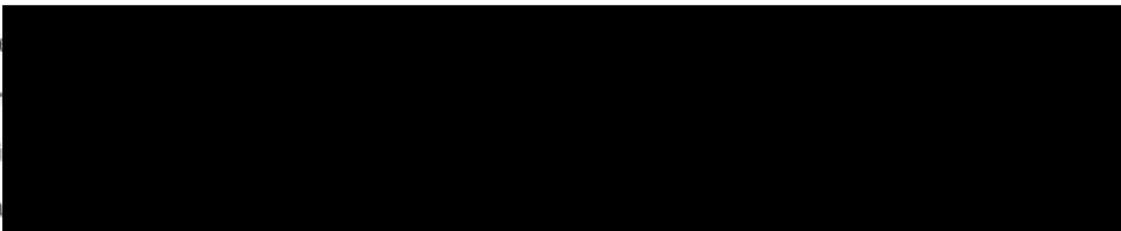
FILING FOR SCHOOL  
YEAR: \_\_\_\_\_

DATE RECEIVED: \_\_\_\_\_

**DISCLOSURE OF FINANCIAL INTEREST  
BY A NOT-FOR-PROFIT CHARTER SCHOOL  
EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: Persistence Preparatory Academy Charter School
2. Trustee's name (print): Daniel Greene
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): chair

4. Home
5. Business
6. Daytime
7. E-mail



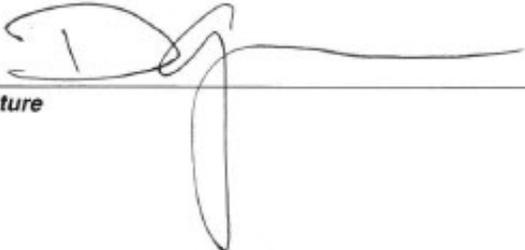
8. Is Trustee an employee of the education corporation?  Yes.  No. If you checked yes, please provide a description of the position you hold, your salary and your start date. \_\_\_\_\_
9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please write "None." Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
NONE Please write "None" if applicable. Do not leave this space blank.			

10. Identify each individual, business, corporation, union association, firm, partnership,

business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please write "None."

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
<p>NONE</p> <p><i>Please write "None" if applicable. Do not leave this space blank.</i></p>				

  
 \_\_\_\_\_  
**Signature**

\_\_\_\_ 11.17.2017  
**Date**



FOR INSTITUTE USE ONLY
FILING FOR SCHOOL YEAR: _____
DATE RECEIVED: _____

**DISCLOSURE OF FINANCIAL INTEREST  
BY A NOT-FOR-PROFIT CHARTER SCHOOL  
EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: Persistence Preparatory Academy Charter School

2. Trustee's name (print): Amanda Winkelsas

3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): \_\_\_\_\_

Committee Chair - Academic Accountability

4. Home address: \_\_\_\_\_  
 5. Business address: \_\_\_\_\_  
 6. Daytime phone: \_\_\_\_\_  
 7. E-mail: \_\_\_\_\_

8. Is Trustee an employee of the education corporation? \_\_\_ Yes.  No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please write "None." Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
	<u>None</u>		

*Please write "None" if applicable. Do not leave this space blank.*

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please write "None."

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
<p style="text-align: center;"><i>None</i></p> <p style="text-align: center;"><i>Please write "None" if applicable. Do not leave this space blank.</i></p>				

*[Handwritten Signature]*  
Signature

11/18/17  
Date



FOR INSTITUTE USE ONLY
FILING FOR SCHOOL YEAR: _____
DATE RECEIVED: _____

**DISCLOSURE OF FINANCIAL INTEREST  
BY A NOT-FOR-PROFIT CHARTER SCHOOL  
EDUCATION CORPORATION TRUSTEE**

- Name of education corporation: Persistence Preparatory Academy Charter School
- Trustee's name (print): Kenneth E. Newsom
- Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.):  
Treasurer

4. Home address: [REDACTED]

5. Business address: [REDACTED]

6. Daytime phone: [REDACTED]

7. E-mail: [REDACTED]

8. Is Trustee an employee of the education corporation? \_\_\_ Yes.  No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please write "None." Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
	None		
<i>Please write "None" if applicable. Do not leave this space blank.</i>			

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please write "None."

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
<p style="text-align: center;"><i>Please write "None" if applicable. Do not leave this space blank.</i></p> <p style="text-align: center; font-size: 2em; color: blue;">None</p> <p style="text-align: right; color: blue;">4/17/17</p>				

  
 \_\_\_\_\_  
 Signature

4/17/17

\_\_\_\_\_  
 Date



FOR INSTITUTE USE ONLY
FILING FOR SCHOOL YEAR: _____
DATE RECEIVED: _____

**DISCLOSURE OF FINANCIAL INTEREST  
BY A NOT-FOR-PROFIT CHARTER SCHOOL  
EDUCATION CORPORATION TRUSTEE**

- Name of education corporation: Persistence Preparatory Academy Charter School \_\_\_\_\_
- Trustee's name (print): Catherine M. Roberts \_\_\_\_\_
- Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): Trustee \_\_\_\_\_

- Home \_\_\_\_\_
- Business \_\_\_\_\_
- Daytime \_\_\_\_\_
- E-mail \_\_\_\_\_

8. Is Trustee an employee of the education corporation?  Yes.  No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please write "None." Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
		NONE	

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please write "None."

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
		NONE		

Catherine M. Roberts  
Signature

1/23/18  
Date

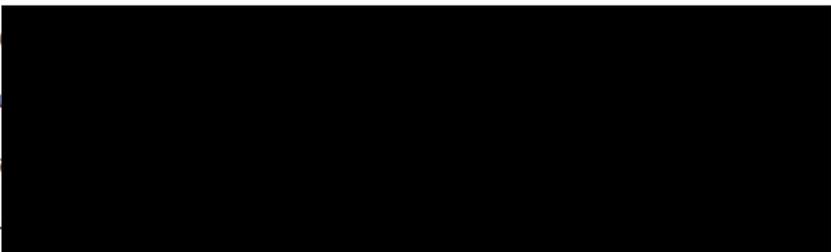


**FOR INSTITUTE USE ONLY**  
**FILING FOR SCHOOL YEAR:** \_\_\_\_\_  
**DATE RECEIVED:** \_\_\_\_\_

**DISCLOSURE OF FINANCIAL INTEREST  
 BY A NOT-FOR-PROFIT CHARTER SCHOOL  
 EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: **Persistence Preparatory Academy Charter School**
2. Trustee's name (print): **Cord Stone**
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): **NA**

4. H  
 5. B  
 6. D  
 7. E



8. Is Trustee an employee of the education corporation? \_\_\_ Yes.  No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please write "None." Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
NA	NA	NA	NA

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the

education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please *write "None."*

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
NA	NA	NA	NA	NA

  
 \_\_\_\_\_  
*Signature*

11/17/2017  
 \_\_\_\_\_  
*Date*



**DISCLOSURE OF FINANCIAL INTEREST  
BY A NOT-FOR-PROFIT CHARTER SCHOOL  
EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: Persistence Preparatory Academy
2. Trustee's name (print): Kevin P. Celniker
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): TBD
4. Honorary position: \_\_\_\_\_
5. Business address: \_\_\_\_\_
6. Day phone: \_\_\_\_\_
7. E-mail: \_\_\_\_\_

8. Is Trustee an employee of the education corporation? \_\_\_ Yes.  No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

---

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please write "None." Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
<p><i>Please write "None" if applicable. Do not leave this space blank.</i></p> <p><b>NONE</b></p>			

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please write "None."

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
<p style="text-align: center;"><i>Please write "None" if applicable. Do not leave this space blank.</i></p> <p style="text-align: center; font-size: 2em; font-family: cursive;">None</p>				

  
 \_\_\_\_\_  
 Signature

12/27/2018  
 \_\_\_\_\_  
 Date



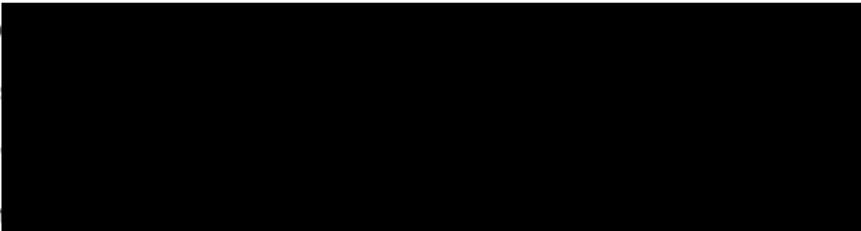
FOR INSTITUTE USE ONLY

FILING FOR SCHOOL  
YEAR: \_\_\_\_\_

DATE RECEIVED: \_\_\_\_\_

**DISCLOSURE OF FINANCIAL INTEREST  
BY A NOT-FOR-PROFIT CHARTER SCHOOL  
EDUCATION CORPORATION TRUSTEE**

- 1. Name of education corporation: Persistence Preparatory Academy Charter School
- 2. Trustee's name (print): Darnell J. Haywood, Jr.
- 3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): Board Member
- 4. Ho
- 5. Bu
- 6. Da
- 7. E-r



8. Is Trustee an employee of the education corporation? \_\_\_Yes. X No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please write "None." Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
NONE <i>Please write "None" if applicable. Do not leave this space blank.</i>	NONE	NONE	NONE

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please write "None."

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
NONE	NONE	NONE	NONE	NONE
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

  
 \_\_\_\_\_  
 Signature

12-26-18  
 \_\_\_\_\_  
 Date



FOR INSTITUTE USE ONLY
FILING FOR SCHOOL YEAR: _____
DATE RECEIVED: _____

**DISCLOSURE OF FINANCIAL INTEREST  
BY A NOT-FOR-PROFIT CHARTER SCHOOL  
EDUCATION CORPORATION TRUSTEE**

- Name of education corporation: Persistence Preparatory Academy Charter School
- Trustee's name (print): Misha J. Russo
- Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.):  
Development Committee Member

4. Home address: [Redacted]

5. Business address: [Redacted]

6. Day phone: [Redacted]

7. E-mail: [Redacted]

8. Is Trustee an employee of the education corporation? \_\_\_ Yes. X No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please write "None." Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name))
<p><u>None</u></p> <p><i>Please write "None" if applicable. Do not leave this space blank.</i></p>			

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please write "None."

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
<p style="text-align: center;"><i>Please write "None" if applicable. Do not leave this space blank.</i> →</p> <p style="text-align: center;"><i>None</i></p>				

Misha J. Russ  
Signature

11/28/18  
Date

Trustee **Shatorah Donovan** was voted onto the board at our June Board Meeting. We are awaiting official word from SUNY Charter School Institute as to her appointment as a Trustee. At that time, she will complete a financial disclosure.



# Entry 8 BOT Table

Last updated: 07/30/2019

---

1. SUNY AUTHORIZED charter schools are required to provide information for VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE AUTHORIZED charter schools are required to provide information for all VOTING and NON VOTING trustees.

## 1. Current Board Member Information (Enter info for each BOT member)

	Trustee Name and Email Address	Position on the Board	Committee Affiliations	Voting Member Per By Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2018 19
1	Daniel Greene	Chair	Governance (Chair), Finance, Academic, Development	Yes	1	10/31/2017	6/30/2020	10
2	Amanda Winkelsas	Vice Chair	Governance, Academic (Chair)	Yes	1	10/31/2017	6/30/2021	10
3	Kenneth Newsom	Treasurer	Finance (Chair)	Yes	1	10/31/2017	6/30/2020	10
4	Catherine Roberts	Secretary	Academic, Audit	Yes	1	10/31/2017	6/30/2020	9
5	Cord Stone	Trustee/Member	Academic	Yes	1	10/31/2017	6/30/2022	9
6	Misha Hoffman Russo	Trustee/Member	Development (Chair), Finance	Yes	1	12/1/2018	12/1/2021	6
7	Derrick Parson	Trustee/Member	Academic, Governance	Yes	1	10/31/2017	6/30/2020	8
8	Kevin Celniker	Trustee/Member	Facilities, Finance	Yes	1	1/1/2019	1/1/2022	5 or less
9	Darnell Haywood	Trustee/Member	Facilities, Audit	Yes	1	1/1/2019	1/1/2022	5 or less

**1a. Are there more than 9 members of the Board of Trustees?**

Yes

**1b. Current Board Member Information**

	Trustee Name and Email Address	Position on the Board	Committee Affiliations	Voting Member Per By Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2018 19
10	Shatorah Donovan	Trustee/Member	Development	Yes	1	7/01/2019	7/01/2022	5 or less
11								
12								
13								
14								
15								

**1c. Are there more than 15 members of the Board of Trustees?** No

**2. INFORMATION ABOUT MEMBERS OF THE BOARD OF TRUSTEES**

1. SUNY-AUTHORIZED charter schools provide response relative to VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools provide a response relative to all trustees.

a. Total Number of BOT Members on June 30, 2019	10
b.Total Number of Members Added During 2018 19	4
c. Total Number of Members who Departed during 2018 19	3
d.Total Number of members in 2018 19, as set by in Bylaws, Resolution or Minutes	11

**3. Number of Board meetings held during 2018-19** 12

**4. Number of Board meetings** 12  
**scheduled for 2019-20**

**Thank you.**



# Entry 10 Enrollment and Retention of Special Populations

Last updated: 07/30/2019

---

## [Instructions for Reporting Enrollment and Retention Strategies](#)

Describe the efforts the charter school has made in 2018 19 toward meeting targets to attract and retain enrollment of students with disabilities, English language learners/Multilingual learners, and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2019 20.

## **PERSISTENCE PREPARATORY ACADEMY CHARTER SCHOOL**Section Heading

## Recruitment/Attraction Efforts Toward Meeting Targets

	Describe Recruitment Efforts in 2018 19	Describe Recruitment Plans in 2019 20
Economically Disadvantaged	<p>Our recruitment efforts were targeted in the neighborhoods of highest need within the City of Buffalo. We did a direct mail piece to the 5 lowest income zip codes, put up billboards in target neighborhoods, attended over 50 community events, set up tables in grocery stores in low income neighborhoods, went door to door in housing complexes and neighborhoods, and tabled at all Head Start locations within the City.</p>	<p>Our 2018 2019 efforts proved very effective in recruiting students from economically disadvantaged backgrounds, so we continued course with the same recruitment efforts.</p>
English Language Learners/Multilingual Learners	<p>As a new school that did not identify a facility until May 2018, we struggled in our recruitment of ELL/Multilingual Learners. We had all recruitment flyers and applications translated by a local agency into the top 5 languages spoken within Buffalo Public Schools, and worked with 2 local refugee resettlement agencies to speak with families. We also had a table at the Annual Taste of Diversity event which brings together immigrant and refugee families within the community.</p>	<p>We continued our efforts to try and attract more ELL learners for 2019 2020. We had our application materials updated and translated, attended the Taste of Diversity again, worked with community leaders within various refugee communities, and tabled at community events. Recruitment of ELLs is still an identified priority growth area for Persistence Prep.</p>
Students with Disabilities	<p>As we were in the community speaking with families, we were very clear in our language that we were an open enrollment, public charter school that welcomed students with disabilities. We contracted early with a local related service provider (Buffalo Hearing &amp; Speech) which allowed us to reassure families of the quality of our SPED services. We also dispersed information at EPIC (a local parent advocacy organization).</p>	<p>Our recruitment language continued to be the same, emphasizing in all parent conversations that we are a school committed to serving the needs of all learners. We asked for referrals from current families and spread the word to local agencies of our Special Education offerings.</p>

## Retention Efforts Toward Meeting Targets

	Describe Retention Efforts in 2018 19	Describe Retention Plans in 2019 20
Economically Disadvantaged	<p>Almost all of our scholars are economically disadvantaged, so all school efforts were directed at supporting and retaining them. We provided referrals for wraparound services to families, employed a social worker, hosted monthly events, communicated frequently with families, attended community events, provided transportation, food service, and after school care free of charge.</p>	<p>We plan to continue our efforts, and continue to build strong partnerships with various community organizations that can provide services to our families both out of, and in, school. We are also developing Family Leadership Council that can better illuminate the needs of our families.</p>
English Language Learners/Multilingual Learners	<p>We did not have any ELL scholars in 2018 2019 to retain.</p>	<p>We will ensure materials are available in the home language of families, provide translation/interpreter services whenever needed.</p>
Students with Disabilities	<p>We provided all related services through Buffalo Hearing &amp; Speech, frequently communicated with families as to the progress of their child's IEP goals and academic progress, worked with Buffalo Public Schools for all IEP meetings and evaluations, provided differentiated academic support (both within the classroom and in small group pull out sessions).</p>	<p>We have expanded our RtI and Special Education department, as well as ensured that one classroom at each grade level has a teacher with a Special Education certification (35% of our teaching staff). We will continue to contract with Buffalo Hearing &amp; Speech for all related services and have hired a full time counselor for mandated counseling hours.</p>



# Entry 11 Classroom Teacher and Administrator Attrition

Last updated: 07/30/2019

Report changes in teacher and administrator staffing.

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

Charter schools must complete the tables titled 2018-2019 Classroom Teacher and Administrator Attrition to report changes in teacher and administrator staffing during the 2018-2019 school year. Please provide the full time equivalent (FTE) of staff on June 30, 2018; the FTE for any departed staff from July 1, 2018 through June 30, 2019; the FTE for added staff from July 1, 2018 through June 30, 2019; and the FTE of staff added in newly created positions from July 1, 2018 through June 30, 2019 using the tables provided.

### 1. Classroom Teacher Attrition Table

	FTE Classroom Teachers on 6/30/18	FTE Classroom Teachers Departed 7/1/18 6/30/19	FTE Classroom Teachers Filling Vacant Positions 7/1/18 6/30/19	FTE Classroom Teachers Added in New Positions 7/1/18 6/30/19	FTE of Classroom Teachers on 6/30/19
	10	2	2	0	10

### 2. Administrator Position Attrition Table

	FTE Administrative Positions on 6/30/18	FTE Administrators Departed 7/1/18 6/30/19	FTE Administrators Filling Vacant Positions 7/1/18 6/30/19	FTE Administrators Added in New Positions 7/1/18 6/30/19	FTE Administrative Positions on 6/30/19
	4	0	0	0	4

### 3. Tell your school's story

Charter schools may provide additional information in this section of the Annual Report about their respective teacher and administrator attrition rates as some teacher or administrator departures do not reflect advancement or movement within the charter school networks. Schools may provide additional detail to reflect a teacher's advancement up the ladder to a leadership position within the network or an administrator's movement to lead a new network charter school.

(No response)

4. Charter schools must ensure that all prospective employees receive clearance through [the NYSED Office of School Personnel Review and Accountability \(OSPRA\)](#) prior to employment. After an employee has been cleared, schools are required to maintain proof of such clearance in the file of each employee. For the safety of all students, charter schools must take immediate steps to terminate the employment of individuals who have been denied clearance. Once the employees have been terminated, the school must terminate the request for clearance in the TEACH system.

Have all employees have been cleared through the NYSED TEACH system?

Yes

5. For perspective or current employees whose clearance has been denied, have you terminated their employment and removed them from the TEACH system?

	Not Applicable
--	----------------

Thank you

**Persistence Preparatory Academy 2019-2020 Academic Calendar**

July 2019						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			
Instructional Days: 0						

August 2019						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						
Instructional Days: 2						

**Key:**

Vacation/Holiday
Professional Development
Assessments
Data Day - No School
New Student Orientation- 1/2 days
First Full Day for Students
Achievement Family Conferences
End of Trimester

September 2019						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					
Instructional Days: 20						

October 2019						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		
Instructional Days: 22						

**Important Dates:**  
 August 5-6: Kindergarten Screenings  
 August 29-30: New Student Orientation  
 September 2: Labor Day- No School  
 September 3: First Full Day for Students  
 October 14: No School  
 November 5: Election Day- No School  
 November 11: Veteran's Day- No School  
 November 27-29: No School (Thanksgiving)  
 December 23-January 3: Winter Recess  
 January 6: Students Return  
 January 20: No School- MLK Day  
 February 17-21: Mid-Winter Recess  
 April 2: No School- Data Day  
 April 10-17: Spring Recess  
 May 25: No School- Memorial Day  
 June 25: Last Day for Students

November 2019						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
Instructional Days: 16						

December 2019						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				
Instructional Days: 15						

STAFF DAYS: 207  
 SCHOLAR DAYS: 185

January 2020						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	
Instructional Days: 19						

February 2020						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
Instructional Days: 15						

March 2020						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				
Instructional Days: 22						

April 2020						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	
Instructional Days: 15						

May 2020						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						
Instructional Days: 20						

June 2020						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				
Instructional Days: 19						

Student Days: 184