Entry 1 School Information

Created: 07/26/2016
Last updated: 08/01/2016

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Page 1

a. SCHOOL NAME AND BEDS#

(Select name from the drop down menu)

SUCCESS ACADEMY CS-HARLEM 4 (SUNY TRUSTEES) 310300860923

b. CHARTER AUTHORIZER

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

SUNY-Authorized Charter School

c. DISTRICT / CSD OF LOCATION

NYC CSD 3

d1. SCHOOL INFORMATION

	PRIMARY ADDRESS	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS
	240 W. 113th St., 3rd Floor	[redacted]		

d2. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES

Contact Name	Kurt Wilhelm
Title	Associate Director of Operations

Emergency Phone Number (###-###-####)	[redacted]

e. SCHOOL WEB ADDRESS (URL)

http://www.successacademies.org/

f. DATE OF INITIAL CHARTER

03/2008

g. DATE FIRST OPENED FOR INSTRUCTION

08/2008

i. TOTAL ENROLLMENT ON JUNE 30, 2016

688

j. GRADES SERVED IN SCHOOL YEAR 2015-16

Check all that apply

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

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

Yes

k2. NAME OF CMO/EMO AND ADDRESS

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

STATE	NY
ZIP CODE	10005
EMAIL ADDRESS	[redacted]

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I1. FACILITIES

Does the school maintain or operate multiple sites?

	Yes, 2 sites

I2. SCHOOL SITES

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

	Physical Address	Phone Number	District/CSD	Grades Served at Site	School at Full Capacity at Site	Facilities Agreement
Site 1 (same as primary site)	240 West 113th Street, 3rd Floor, New York, NY 10026	[redacted]	CSD 3	K-4	Yes	DOE space
Site 2	461 West 131st Street, New York, NY 10027	[redacted]	CSD 5	5-8	No	Rent/Lease
Site 3						

I2a. Please provide the contact information for Site 1.

	Name	Work Phone	Alternate Phone	Email Address
School Leader	William Loskoch	[redacted]		
Operational Leader	Dana Baumgartner			
Compliance Contact	Emily Kim			

Complaint Contact	Emily Kim	[redacted]

l3. Please provide the contact information for Site 2.

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Kiah Hufane	[redacted]		
Operational Leader	Shanice Grant			
Compliance Contact	Emily Kim			
Complaint Contact	Emily Kim			

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

Yes

n2. Summary of Charter Revisions

	Category (Select Best Description)	Specific Revision (150 word limit)	Date Approved by BOT (if applicable)	Date Approved by Authorizer (if applicable)
1	Change in admissions/enrollment policy	An amendment was made to include lottery preferences for English Language Learners and children of employees in the school's admissions policy.	1/12/16	
2	Change in Bylaws	Amendments were made to update the Education Corporation's Code of Ethics and	6/6/16	

		Bylaws.		
3				
4				
5				

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

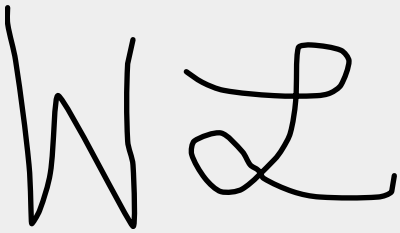
Yvonne Chan (Assistant General Counsel)

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

Responses Selected:

Yes

Signature, Head of Charter School



Signature, President of the Board of Trustees

Date

2016/08/01

Thank you.

Entry 2 Link

Last updated: 07/28/2016

Page 1

1. NEW YORK STATE REPORT CARD

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

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

URL is not available

Success Academy Charter School – Harlem 4

2015-16 ACCOUNTABILITY PLAN PROGRESS REPORT

Submitted to the SUNY Charter Schools Institute on:

September 15, 2016

By Jessica Hinel

240 West 113th St., Floor 3
New York, NY 10026
(646) 442-6500

Jessica Hinel, Data Coordinator, prepared this 2015-16 Accountability Progress Report on behalf of the school's board of trustees:

Trustee's Name	Board Position
Sam Cole	Chair
Bryan Binder	Vice Chair
Scott Friedman	Treasurer
Greg Sawers	Secretary
Cate Shainker	
Sam Chainani	
Brian Levine	
Isela Bahena	
Derrell Bradford	
Khadijah Patrick-Pickel	*Ex-officio* Parent Representative
Rich Barrera	
Suleman Lunat	
Graham Officer	
Jarrett Posner	
Lorenzo Smith	
Andy Stone	

William Loskoch has served as the school leader since the 2013-2014 school year.

INTRODUCTION

The mission of Success Academy Charter School – Harlem 4 ("SA") is to provide students in New York City with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State Common Core Learning Standards and the resources to lead and succeed in school, college, and a competitive global economy.

School Enrollment by Grade Level and School Year[1]

School Year	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2012-13	83	85	91	78	79	51								467
2013-14	85	95	84	83	71	71	54							543
2014-15	84	85	101	89	67	67	69	54						616
2015-16	86	82	84	93	82	65	66	66	53					677

[1] Enrollment numbers are current as of April 7, 2016. Per instruction from SUNY, enrollment numbers reflect originating charters.

ENGLISH LANGUAGE ARTS

Goal 1: English Language Arts
Students will demonstrate proficiency in reading, writing, and comprehending the English language.

Background

Believing that all students can succeed, SA goes above and beyond Common Core standards. SA uses THINK Literacy, a comprehensive balanced literacy program, in all grades. THINK Literacy was developed in-house by the Instructional Management team at Success Academy Charter Schools, the charter management organization. There are many components of THINK, including Shared Text, Guided Reading, Read Aloud with Discussion, Reading Workshop, and Writing Workshop. During Shared Text, the teacher displays a text and the whole class reads and analyzes it together, giving students practice interpreting brief, engaging texts. During Guided Reading, the teacher works with a small group of students to read and comprehend a book that is one level above what they can read and understand independently. During Read Aloud with Discussion, the teacher models the internal thinking that excellent readers exhibit, and students discuss their ideas about the book with their classmates. During Reading Workshop and Writing Workshop, students internalize key aspects of great reading and writing, through direct instruction, independent work, and partner work. All THINK components press students to read, write, think, and speak with clarity and precision.

In kindergarten and first grade, students also receive extensive phonics instruction. This early literacy curriculum is modeled on an enhanced version of Success For All (SFA), which has a proven track record in urban schools and has been implemented in 1,300 schools around the United States.

Students are assessed in reading regularly. They progress to the next instructional reading level when ready. Thus, children are assigned to appropriate reading levels based on reading performance, not age or grade.

SA enforces specific protocols for how it collects, distributes, and analyzes data. These protocols work to help teachers and school leaders freely access information in real-time. In a fast-paced and constantly changing school environment, having ready access to academic data empowers the staff to better decide how to expend time and resources so as to maximize student achievement.

SA views its teachers as Olympic athletes who must constantly train and improve their skills. Professional development is a regular part of their professional responsibilities as it develops skills, provides content area knowledge, and improves pedagogical techniques so that the teachers are prepared to “win the race” that is educating children. Further information is available in the school’s charter.

Goal 1: Absolute Measure
Each year, 75 percent of all tested students enrolled in at least their second year will perform at proficiency on the New York State English language arts examination for grades 3-8.

This measure assumes that the general format and structure of the State ELA exam will remain consistent. To the extent that there are significant format and structure changes to the exam, the

school understands that its authorizer will take such changes into account when assessing the school's performance.

Method

The school administered the New York State Testing Program English language arts assessment to students in April 2016. Each student's raw score has been converted to a grade-specific scaled score and a performance level.

The table below summarizes participation information for this year's test administration. The table indicates total enrollment and total number of students tested. It also provides a detailed breakdown of those students excluded from the exam. Note that this table includes all students according to grade level, even if they have not enrolled in at least their second year (defined as enrolled by BEDS day of the previous school year).

2015-16 State English Language Arts Exam
Number of Students Tested and Not Tested

Grade	Total Tested	Not Tested[2]			Total Enrolled
		IEP	ELL	Absent	
3	93	0	0	0	93
4	81	0	0	1	82
5	65	0	0	0	65
6	66	0	0	0	66
7	66	0	0	0	66
8	53	0	0	0	53
All	424	0	0	1	425

Results

Based on scores from 2015-16, SA exceeded the absolute measure goal for ELA.

Performance on 2015-16 State English Language Arts Exam
By All Students and Students Enrolled in At Least Their Second Year

Grades	All Students		Enrolled in at least their Second Year	
	Percent Proficient	Number Tested	Percent Proficient	Number Tested
3	90.32%	93	90.00%	90
4	75.31%	81	75.00%	80

[2] Students exempted from this exam according to their Individualized Education Program (IEP), because of English Language Learners (ELL) status, or absence for at least some part of the exam.

5	70.77%	65	70.77%	65
6	74.24%	66	74.24%	66
7	83.33%	66	83.33%	66
8	92.45%	53	92.45%	53
All	81.13%	424	80.95%	420

Evaluation

SA met the absolute measure goal in 2015-16 for ELA.

Additional Evidence

SA exceeded this absolute measure goal for ELA. As it continues to improve its ELA program, SA expects to continue to perform well in the future.

English Language Arts Performance by Grade Level and School Year

Grade	Percent of Students Enrolled in At Least Their Second Year Achieving Proficiency					
	2013-14		2014-15		2015-16	
	Percent	Number Tested	Percent	Number Tested	Percent	Number Tested
3	50.60%	83	56.63%	83	90.00%	90
4	59.15%	71	49.25%	67	75.00%	80
5	49.30%	71	68.66%	67	70.77%	65
6	81.48%	54	82.61%	69	74.24%	66
7			77.78%	54	83.33%	66
8					92.45%	53
All	58.42%	279	66.18%	340	80.95%	420

Goal 1: Absolute Measure
Each year, the school's aggregate Performance Level Index ("PLI") on the State English language arts exam will meet the Annual Measurable Objective ("AMO") set forth in the state's NCLB accountability system.

Method

The federal No Child Left Behind law holds schools accountable for making annual yearly progress towards enabling all students to be proficient. As a result, the state sets an AMO each year to determine if schools are making satisfactory progress toward the goal of proficiency in the state's learning standards in English language arts. To achieve this measure, all tested students must have a Performance Level Index ("PLI") value that equals or exceeds the 2015-16 English language arts AMO of 104. The PLI is calculated by adding the sum of the percent of all tested students at Levels 2

through 4 with the sum of the percent of all tested students at Levels 3 and 4. Thus, the highest possible PLI is 200.[3]

Results

For 2015-16, SA achieved a PLI of 179. This is significantly greater than the target AMO of 104.

English Language Arts 2015-16 Performance Level Index (PLI)

Number in Cohort	Percent of Students at Each Performance Level			
	Level 1	Level 2	Level 3	Level 4
424	2%	17%	56%	25%

PLI	=	17%	+	56%	+	25%	=	98
				56%	+	25%	=	81
						PLI	=	179

Evaluation

SA met this goal by achieving a PLI of 179.

Goal 1: Comparative Measure

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

Method

A school compares tested students enrolled in at least their second year to all tested students in the surrounding public school district. Comparisons are between the results for each grade in which the school had tested students in at least their second year at the school and the total result for all students at the corresponding grades in the school district.[4]

Results

SA achieved an overall proficiency rate of 80.95% (for students enrolled in at least their second year), higher than the local district's proficiency rate.

2015-16 State English Language Arts Exam
Charter School and District Performance by Grade Level

Grade	Percent of Students at Proficiency	
	Charter School Students In At Least 2nd Year	All District Students

[3] In contrast to SED's Performance Index, the PLI does not account for year-to-year growth toward proficiency.

[4] Schools can acquire these data when the New York State Education Department releases its Access database containing grade level ELA and math test results for all schools and districts statewide. The NYSED announces the release of the data on its _____

	Percent	Number Tested	Percent	Number Tested
3	90.00%	90	61.16	1,313
4	75.00%	80	59.8	1,219
5	70.77%	65	52.13	1,293
6	74.24%	66	53.81	1,353
7	83.33%	66	56.32	1,234
8	92.45%	53	54.57	1,237
All	**80.95%**	420	**56.27%**	7,649

Evaluation

SA met this goal with a proficiency rate that exceeded the local district's proficiency rate.

Additional Evidence

SA outperformed the local district in the below years.

English Language Arts Performance of Charter School and Local District by Grade Level and School Year

Grade	Percent of Students Enrolled in at Least their Second Year Who Are at Proficiency Compared to Local District Students					
	2013-14		2014-15		2015-16	
	Charter School	Local District	Charter School	Local District	Charter School	Local District
3	50.60%	62%	56.63%	46.10%	90.00%	61.16
4	59.15%	51%	49.25%	53.20%	75.00%	59.8
5	49.30%	50%	68.66%	52.10%	70.77%	52.13
6	81.48%	54%	82.61%	48.90%	74.24%	53.81
7			77.78%	47.30%	83.33%	56.32
8					92.45%	54.57
All	93.17%	54.35%	66.18%	49.50%	80.95%	56.27%

Goal 1: Comparative Measure

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

Method

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

Given the timing of the state's release of economically disadvantaged data and the demands of the data analysis, the 2015-16 analysis is not yet available. This report contains 2014-15 results, the most recent Comparative Performance Analysis available.

Results

For the 2014-15 academic year, SA demonstrated an effect size of 3.41, greatly exceeding the target value of 0.3.

***2014-15* English Language Arts Comparative Performance by Grade Level**

Grade	Percent Economically Disadvantaged	Number Tested	Percent of Students at Levels 3&4		Difference between Actual and Predicted	Effect Size
			Actual	Predicted		
3	**87.8**	**85**	**60**	**19.4**	**40.6**	**3.05**
4	**84.1**	**63**	**52**	**20.1**	**31.9**	**2.34**
5	**79.4**	**65**	**69**	**19.3**	**49.7**	**3.77**
6	**82.4**	**70**	**81**	**18.6**	**62.4**	**4.34**
7	**68.5**	**54**	**78**	**22.6**	**55.4**	**3.59**
8						
All	**81.3**	**337**	**67.5**	**19.9**	**47.6**	**3.41**

School's Overall Comparative Performance:
Higher than expected to a large degree

Results

SA met this goal with an effect size of 3.41. This value is substantially greater than the target effect size of 0.3.

Additional Evidence

In every academic year for which data has been provided, SA's effect size has been rated as "higher than expected to a large degree." SA believes that it will demonstrate consistently high effect sizes in the years to come.

English Language Arts Comparative Performance by School Year

School Year	Grades	Percent Eligible for Free Lunch/ Economically Disadvantaged	Number Tested	Actual	Predicted	Effect Size
2012-13	3-5	78%	208	55.3%	21.8%	2.53
2013-14	3-6	78.7%	277	59.2%	22.2%	2.69
2014-15	3-7	81.3%	337	67.5%	19.9%	3.41

Goal 1: Growth Measure[5]

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

Method

This measure examines the change in performance of the same group of students from one year to the next and the progress they are making in comparison to other students with the same score in the previous year. The analysis only includes students who took the state exam in 2014-15 and also have a state exam score from 2013-14 including students who were retained in the same grade. Students with the same 2013-14 score are ranked by their 2014-15 score and assigned a percentile based on their relative growth in performance (student growth percentile). Students' growth percentiles are aggregated school-wide to yield a school's mean growth percentile. In order for a school to perform above the statewide median, it must have a mean growth percentile greater than 50.

Given the timing of the state's release of Growth Model data, the 2015-16 analysis is not yet available. This report contains 2014-15 results, the most recent Growth Model data available.[6]

Results

For 2014-15, SA achieved a school-wide mean growth percentile of 59.4.

2014-15 English Language Arts Mean Growth Percentile by Grade Level

Grade	Mean Growth Percentile	
	School	Statewide Median
4	45.2	50.0
5	62.2	50.0
6	66.8	50.0
7	63.6	50.0

[5] See Guidelines for Creating a SUNY Accountability Plan for an explanation.
[6] Schools can acquire these data from the NYSED's Business Portal: portal.nysed.gov.

8		50.0
All	59.4*	50.0

***** This number represents a weighted average of all grade-levels' mean growth percentile

Evaluation

SA met this goal.

Additional Evidence

Please see below for historical data.

English Language Arts Mean Growth Percentile by Grade Level and School Year

Grade	Mean Growth Percentile			
	2012-13	2013-14	2014-15	Statewide Median
4	56.4	53.1	45.2	50.0
5	56.0	53.7	62.2	50.0
6		67.1	66.8	50.0
7			63.6	50.0
8				50.0
All	56.2	56.9	59.4	50.0

<u>Summary of the English Language Arts Goal</u>

Type	Measure	Outcome
Absolute	Each year, 75 percent of all tested students who are enrolled in at least their second year will perform at proficiency on the New York State English language arts exam for grades 3-8. This measure assumes that the general format and structure of the State ELA exam will remain consistent. To the extent that there are significant format and structure changes to the exam, the school understands that its authorizer will take such changes into account when assessing the school's performance.	Achieved
Absolute	Each year, the school's aggregate Performance Level Index (PLI) on the state English language arts exam will meet that year's Annual Measurable Objective (AMO) set forth in the state's NCLB accountability system.	Achieved
Comparative	Each year, the percent of all tested students who are enrolled in at least their second year and performing at proficiency on the state English language arts exam will be greater than that of students in the same tested grades in the local school district.	Achieved
Comparative	Each year, the school will exceed its predicted level of performance on the state English language arts exam by an Effect Size of 0.3 or above (performing higher than expected to a small degree) according to a regression analysis controlling for economically disadvantaged students	Achieved

	among all public schools in New York State. (Using 2014-15 school district results.)	
Growth	Each year, under the state's Growth Model the school's mean unadjusted growth percentile in English language arts for all tested students in grades 4-8 will be above the state's unadjusted median growth percentile.	Achieved

Action Plan

In order to continue improving in English language arts, SA will make the following improvements to its literacy program:

- More effectively use shared text to enhance student discussions around literature that are truly student-driven and less directed by the teacher.
- Provide students with more opportunities to respond to literature in writing.
- Promote genre variety in the classroom by giving students short excerpts of non-fiction, realistic fiction, folktales, interviews, plays, pamphlets, advertisements, etc.
- Help students identify the main idea of what they read in order to better understand author's purpose and connect details to a cohesive narrative.
- Deepen class discussions around literature to transcend the literal and have students infer character traits, feelings and other aspects of literature not explicitly written.

MATHEMATICS

Goal 2: Mathematics
Students will show competency in their understanding and application of mathematical computation and problem solving.

Background

SA uses Cognitively Guided Instruction (CGI) and the Investigations math program. Some of its key elements are described below:

- Problem Solving – CGI offers students a chance to solve real world, contextualized mathematical problems using conceptual understanding. Students learn the basics of problem solving strategies by solving daily word problems that require critical thinking and both written and verbal expression of mathematical reasoning. Students work individually to solve a problem and then share their strategies with their peers. The teacher leads a discussion based on student strategies that leads to understanding of mathematical properties.

- Assessment – SA administers Math Interim Assessments and weekly quizzes to determine the progress of students with respect to the Common Core standards. Teachers use the data to inform future instruction.

- Common Core State Standard Alignment – SA has mapped the scope and sequence of CGI and the Investigations math program to closely align with the Common Core. This scope and sequence closely follows the state and national requirements of what students should know

and be able to do at each administration of the state math assessments. By aligning closely with the Common Core and assessments, teachers will have a much better sense of where their students stand in SA's goal of preparing all students for college-track level mathematics in middle and high school.

- Conceptual Understanding – Investigations math places an emphasis on open-ended exploration and interactive learning components to each lesson to let students make sense of mathematics by building on ideas and observations from previous experiences. By learning mathematical ideas and procedures that is grounded in meaning, students are able to apply their thinking to new situations and unfamiliar problems. CGI uses daily world problems to give students meaning, understanding, and application to the math they learn.

- Computational Fluency – SA also provides students with regular math facts practice because it recognizes the importance of computational fluency. Math facts quizzes emphasize both accuracy and speed.

Goal 2: Absolute Measure
Each year, 75 percent of all tested students enrolled in at least their second year will perform at proficiency on the New York State mathematics examination for grades 3-8.

This measure assumes that the general format and structure of the State mathematics exam will remain consistent. To the extent that there are significant format and structure changes to the exam, the school understands that its authorizer will take such changes into account when assessing the school's performance.

Method

The school administered the New York State Testing Program mathematics assessment to students in April 2016. Each student's raw score has been converted to a grade-specific scaled score and a performance level.

The table below summarizes participation information for this year's test administration. The table indicates total enrollment and total number of students tested. It also provides a detailed breakdown of those students excluded from the exam. Note that this table includes all students according to grade level, even if they have not enrolled in at least their second year.

2015-16 State Mathematics Exam
Number of Students Tested and Not Tested

Grade	Total Tested	Not Tested[7]			Total Enrolled
		IEP	ELL	Absent	
3	93	0	0	0	93
4	81	0	0	1	82
5	65	0	0	0	65

[7] Students exempted from this exam according to their Individualized Education Program (IEP), because of English Language Learners (ELL) status, or absence for at least some part of the exam.

6	66	0	0	0	66
7	66	0	0	0	66
8	53	0	0	0	53
All	424	0	0	1	425

Results

Based on scores from 2015-16, SA exceeded the absolute measure goal for math.

Performance on 2015-16 State Mathematics Exam
By All Students and Students Enrolled in At Least Their Second Year

Grades	All Students		Enrolled in at least their Second Year	
	Percent Proficient	Number Tested	Percent Proficient	Number Tested
3	100.00%	93	100.00%	90
4	93.83%	81	93.75%	80
5	83.08%	65	83.08%	65
6	93.94%	66	93.94%	66
7	92.42%	66	92.42%	66
8	94.34%	53	94.34%	53
All	93.40%	424	93.33%	420

Evaluation

SA met the absolute measure goal in 2015-16 for mathematics.

Additional Evidence

SA exceeded this absolute measure goal for math by a wide margin. As it continues to improve its math program, SA expects to continue to perform well in the future.

Mathematics Performance by Grade Level and School Year

Grade	Percent of Students Enrolled in At Least Their Second Year Achieving Proficiency					
	2013-14		2014-15		2015-16	
	Percent	Number Tested	Percent	Number Tested	Percent	Number Tested
3	86.59%	82	92.77%	83	100.00%	90
4	94.37%	71	92.54%	67	93.75%	80

5	94.37%	71	92.54%	67	83.08%	65
6	100%	52	98.55%	69	93.94%	66
7			100.00%	54	92.42%	66
8					94.34%	53
All	93.17%	278	95.00%	340	93.33%	420

Goal 2: Absolute Measure
Each year, the school's aggregate Performance Level Index (PLI) on the State mathematics exam will meet the Annual Measurable Objective (AMO) set forth in the state's NCLB accountability system.

Method

The federal No Child Left Behind law holds schools accountable for making annual yearly progress towards enabling all students to be proficient. As a result, the state sets an AMO each year to determine if schools are making satisfactory progress toward the goal of proficiency in the state's learning standards in mathematics. To achieve this measure, all tested students must have a Performance Level Index (PLI) value that equals or exceeds the 2015-16 mathematics AMO of 101. The PLI is calculated by adding the sum of the percent of all tested students at Levels 2 through 4 with the sum of the percent of all tested students at Levels 3 and 4. Thus, the highest possible PLI is 200.[8]

Results

For 2015-16, SA achieved a PLI of 193. This is substantially greater than the target AMO of 101.

Mathematics 2015-16 Performance Level Index (PLI)

Number in Cohort	Percent of Students at Each Performance Level			
	Level 1	Level 2	Level 3	Level 4
424	1%	6%	25%	69%

PLI	=	6%	+	25%	+	69%	=	99
				25%	+	69%	=	93
						PLI	=	193

Evaluation

SA met this goal by achieving a PLI of 193.

Goal 2: Comparative Measure
Each year, the percent of all tested students who are enrolled in at least their second year and performing at proficiency on the state mathematics exam will be greater than that of all students in the same tested grades in the local school district.

[8] In contrast to NYSED's Performance Index, the PLI does not account for year-to-year growth toward proficiency.

Method

A school compares the performance of tested students enrolled in at least their second year to that of all tested students in the surrounding public school district. Comparisons are between the results for each grade in which the school had tested students in at least their second year at the school and the total result for all students at the corresponding grades in the school district.[9]

Results

SA achieved an overall proficiency rate of 93.33% (for students enrolled in at least their second year), higher than the local district's proficiency rate.

2015-16 State Mathematics Exam
Charter School and District Performance by Grade Level

Grade	Percent of Students at Proficiency			
	Charter School Students In At Least 2nd Year		All District Students	
	Percent	Number Tested	Percent	Number Tested
3	100.00%	90	56.91%	1,332
4	93.75%	80	58.63%	1,240
5	83.08%	65	53.25%	1,292
6	93.94%	66	54.5%	1,367
7	92.42%	66	51.69%	1,240
8	94.34%	53	15.29%	752
All	**93.33%**	420	**50.87%**	7,223

Evaluation

SA met this goal with a proficiency rate that exceeded the local district's proficiency rate.

Additional Evidence

SA outperformed the local district in the below years.

Mathematics Performance of Charter School and Local District
by Grade Level and School Year

Grade	Percent of Students Enrolled in at Least their Second Year Who Are at Proficiency Compared to Local District Students

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

	2013-14		2014-15		2015-16	
	Charter School	Local District	Charter School	Local District	Charter School	Local District
3	86.59%	54%	92.77%	52.50%	100.00%	56.91%
4	94.37%	61%	92.54%	58.70%	93.75%	58.63%
5	94.37%	55%	92.54%	59.10%	83.08%	53.25%
6	100.00%	47%	98.55%	53.00%	93.94%	54.5%
7			100.00%	46.90%	92.42%	51.69%
8					94.34%	15.29%
All	93.17%	54.35%	95.00%	54.10%	93.33%	50.87%

Goal 2: Comparative Measure
Each year, the school will exceed its predicted level of performance on the state mathematics exam by an Effect Size of 0.3 or above (performing higher than expected to a meaningful degree) according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.

Method

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

Given the timing of the state's release of economically disadvantaged data and the demands of the data analysis, the 2015-16 analysis is not yet available. This report contains 2014-15 results, the most recent Comparative Performance Analysis available.

Results

For the 2014-15 academic year, SA demonstrated an effect size of 3.69, greatly exceeding the target value of 0.3.

***2014-15* Mathematics Comparative Performance by Grade Level**

Grade	Percent Economically Disadvantaged	Number Tested	Percent of Students at Levels 3&4		Difference between Actual and Predicted	Effect Size
			Actual	Predicted		
3	**87.8**	**85**	**95**	**28.2**	**66.8**	**3.73**
4	**84.1**	**63**	**97**	**28.8**	**68.2**	**3.58**
5	**79.4**	**65**	**94**	**29.7**	**64.3**	**3.59**
6	**82.4**	**70**	**97**	**24.4**	**72.6**	**3.80**
7	**68.5**	**54**	**100**	**26.8**	**73.2**	**3.76**
8						
All	**81.3**	**337**	**96.4**	**27.6**	**68.8**	**3.69**

School's Overall Comparative Performance:
Higher than expected to a large degree

Evaluation

SA met this goal with an effect size of 3.69. This value is substantially greater than the target effect size of 0.3.

Additional Evidence

In every academic year for which data has been provided, SA's effect size has been rated as "higher than expected to a large degree." SA believes that it will demonstrate consistently high effect sizes in the years to come.

Mathematics Comparative Performance by School Year

School Year	Grades	Percent Eligible for Free Lunch/ Economically Disadvantaged	Number Tested	Actual	Predicted	Effect Size
2012-13	3-5	78.0%	208	83.2%	25.3%	2.53
2013-14	3-6	78.6%	276	93.7%	30.8%	3.33
2014-15	3-7	81.3%	337	96.4%	27.6%	3.69

Goal 2: Growth Measure[10]

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

Method

This measure examines the change in performance of the same group of students from one year to the next and the progress they are making in comparison to other students with the same score in the

[10] See Guidelines for Creating a SUNY Accountability Plan for an explanation.

previous year. The analysis only includes students who took the state exam in 2014-15 and also have a state exam score in 2013-14 including students who were retained in the same grade. Students with the same 2013-14 scores are ranked by their 2014-15 scores and assigned a percentile based on their relative growth in performance (student growth percentile). Students' growth percentiles are aggregated school-wide to yield a school's mean growth percentile. In order for a school to perform above the statewide median, it must have a mean growth percentile greater than 50.

Given the timing of the state's release of Growth Model data, the 2015-16 analysis is not yet available. This report contains 2014-15 results, the most recent Growth Model data available.[11]

Results

For 2014-15, SA achieved a school-wide mean growth percentile of 61.2.

2014-15 Mathematics Mean Growth Percentile by Grade Level

Grade	Mean Growth Percentile	
	School	Statewide Median
4	58.5	50.0
5	50.1	50.0
6	73.9	50.0
7	60.9	50.0
8		50.0
All	61.2*	50.0

***** This number represents a weighted average of all grade-levels' mean growth percentile

Evaluation

SA met this goal.

Additional Evidence

Please see below for historical data.

Mathematics Mean Growth Percentile by Grade Level and School Year

Grade	Mean Growth Percentile			
	2012-13	2013-14	2014-15	Statewide Median
4	58.7	71.6	58.5	50.0
5	80.9	72.1	50.1	50.0
6		72.3	73.9	50.0
7			60.9	50.0

[11] Schools can acquire these data from the NYSED's business portal: portal.nysed.gov.

8				50.0
All	67.5	72.0	61.2	50.0

Summary of the Mathematics Goal

Type	Measure	Outcome
Absolute	Each year, 75 percent of all tested students who are enrolled in at least their second year will perform at proficiency on the New York State mathematics exam for grades 3-8. This measure assumes that the general format and structure of the State math exam will remain consistent. To the extent that there are significant format and structure changes to the exam, the school understands that its authorizer will take such changes into account when assessing the school's performance.	Achieved
Absolute	Each year, the school's aggregate Performance Level Index (PLI) on the state mathematics exam will meet that year's Annual Measurable Objective (AMO) set forth in the state's NCLB accountability system.	Achieved
Comparative	Each year, the percent of all tested students who are enrolled in at least their second year and performing at proficiency on the state mathematics exam will be greater than that of students in the same tested grades in the local school district.	Achieved
Comparative	Each year, the school will exceed its predicted level of performance on the state mathematics exam by an Effect Size of 0.3 or above (performing higher than expected to a small degree) according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State. (Using 2014-15 school district results.)	Achieved
Growth	Each year, under the state's Growth Model the school's mean unadjusted growth percentile in mathematics for all tested students in grades 4-8 will be above the state's unadjusted median growth percentile.	Achieved

Action Plan

Despite impressive state math test results, SA is looking to make the following improvements to the math program:

- More effectively guide students to move away from invented strategies for solving problems, which can sometimes be laborious, towards more efficient strategies that improve accuracy
- Improve the pacing calendar for math instruction so that teachers have time to teach oft-overlooked skills like fractions

SCIENCE

Goal 3: Science

Students will understand and apply scientific principles at a proficient level.

Background

The school's curriculum is unique in its attention to science, including unprecedented daily instruction. The school uses a discovery-based, experiential approach to science, guided by the most influential authorities on elementary science education today, the American Association for the Advancement of Science Benchmarks and the National Resource Council National Science Education Standards. Taught by specialized science teachers, students have hands-on experience with objects, materials, and organisms to understand the natural world. The curriculum provides students with a solid foundation in discovery-based science to ensure that they can excel in middle and high school science classes.

Goal 3: Absolute Measure
Each year, 75 percent of all tested students enrolled in at least their second year will perform at proficiency on the New York State science examination.

This measure assumes that the general format and structure of the State science exam will remain consistent. To the extent that there are significant format and structure changes to the exam, the school understands that its authorizer will take such changes into account when assessing the school's performance.

Method

The school administered the New York State Testing Program science assessment in spring 2016. The school converted each student's raw score to a performance level and a grade-specific scaled score. The criterion for success on this measure requires students enrolled in at least their second year to score at proficiency.

Results

SA achieved an overall proficiency rate of 100%.

Charter School Performance on 2015-16 State Science Exam
By All Students and Students Enrolled in At Least Their Second Year

Grade	Percent of Students at Proficiency			
	Charter School Students In At Least 2nd Year		All District Students	
	Percent Proficient	Number Tested	Percent Proficient	Number Tested
4	100.00%	80		
8	100.00%	53		

Evaluation

SA demonstrated extremely high performance in Science.

Additional Evidence

Please see below for historical data.

Science Performance by Grade Level and School Year

Grade	Percent of Students Enrolled in At Least Their Second Year at Proficiency					
	2013-14		2014-15		2015-16	
	Percent Proficient	Number Tested	Percent	Number Tested	Percent Proficient	Number Tested
4	100%	71	100.00%	67	100.00%	80
8					100.00%	53
All	100%	71	100.00%	67	100.00%	133

Goal 3: Comparative Measure
Each year, the percent of all tested students enrolled in at least their second year and performing at proficiency on the state science exam will be greater than that of all students in the same tested grades in the local school district.

Method

The school compares tested students enrolled in at least their second year to all tested students in the surrounding public school district. Comparisons are between the results for each grade in which the school had tested students in at least their second year and the results for the respective grades in the local school district.

Results

SA demonstrated an overall proficiency rate of 100%. Proficiency rates for the local district's 2015-16 New York State Testing Program Science Exam will not be available until spring 2017.

2015-16 State Science Exam
Charter School and District Performance by Grade Level

Grade	Percent of Students at Proficiency			
	Charter School Students In At Least 2nd Year		All District Students	
	Percent Proficient	Number Tested	Percent Proficient	Number Tested
4	100.00%	80		
8	100.00%	53		

Evaluation

Not yet available.

Additional Evidence

Because local district science testing data is not yet publicly available, SA cannot compare its performance with that of its local school district.

Science Performance of Charter School and Local District by Grade Level and School Year

Grade	Percent of Charter School Students at Proficiency and Enrolled in At Least their Second Year Compared to Local District Students					
	2013-14		2014-15		2015-16	
	Charter School	Local District	Charter School	Local District	Charter School	Local District
4	100%		100%		100%	
8					100%	
All	100%		100%		100%	

<u>Summary of the Science Goal</u>

Type	Measure	Outcome
Absolute	Each year, 75 percent of all tested students enrolled in at least their second year will perform at proficiency on the New York State examination. This measure assumes that the general format and structure of the State science exam will remain consistent. To the extent that there are significant format and structure changes to the exam, the school understands that its authorizer will take such changes into account when assessing the school's performance.	Achieved
Comparative	Each year, the percent of all tested students enrolled in at least their second year and performing at proficiency on the state exam will be greater than that of all students in the same tested grades in the local school district.	N/A

<u>Action Plan</u>

SA will continue offering discovery-based science to all students five days a week. Results from state science tests show that SA's focus on science is paying considerable dividends.

NCLB

Goal 4: NCLB
The school will make Adequate Yearly Progress.

Goal 4: Absolute Measure

Under the state's NCLB accountability system, the school's Accountability Status is in good standing: the state has not identified the school as a Focus School nor determined that it has met the criteria to be identified as school requiring a local assistance plan.

Method

Because *all* students are expected to meet the state's learning standards, the federal No Child Left Behind legislation stipulates that various sub-populations and demographic categories of students among all tested students must meet state proficiency standards. New York, like all states, established a system for making these determinations for its public schools. Each year the state issues School Report Cards. The report cards indicate each school's status under the state's No Child Left Behind (NCLB) accountability system.

Results

SA achieved a status of "Good Standing" for 2015-16.

Evaluation

SA achieved its goal by achieving a status of "Good Standing" for the 2015-16 academic year.

Additional Evidence

SA has maintained its status of "Good Standing" for every year for which information is available and expects to maintain this status in the future.

NCLB Status by Year

Year	Status
2013-14	Good Standing
2014-15	Good Standing
2015-16	Good Standing

Entry 4 Expenditures per Child

Last updated: 08/01/2016

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Financial Information

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

1. Total Expenditures Per Child

To calculate **'Total Expenditures per Child'** take total expenditures (from the unaudited 2015-16 Schedule of Functional Expenses) and divide by the year end FTE student enrollment. (Integers Only. No dollar signs or commas).

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

Line 1: Total Expenditures	11168239
Line 2: Year End FTE student enrollment	607
Line 3: Divide Line 1 by Line 2	18414

2. Administrative Expenditures per Child

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

1. Take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the unaudited 2015-16 Schedule of Functional Expenses)

2. Any contracted administrative/management fee paid to other organizations or corporations

3. Take the total from above and divide it by the year-end FTE enrollment. The relevant portion that must be included in this calculation is defined as follows:

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

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

Line 1: Relevant Personnel Services Cost (Row)	486777
Line 2: Management and General Cost (Column)	1164137
Line 3: Sum of Line 1 and Line 2	1650914
Line 5: Divide Line 3 by the Year End FTE student enrollment	2722

Thank you.

Entry 6a Audited Statements

Last updated: 11/01/2016

Regents, NYCDOE and Buffalo BOE authorized schools should enter the financial contact information requested and upload the independent auditor's report and internal controls reports as one combined file.

Page 1

School Based Fiscal Contact Information

	School Based Fiscal Contact Name	School Based Fiscal Contact Email	School Based Fiscal Contact Phone

Audit Firm Contact Information

	School Audit Contact Name	School Audit Contact Email	School Audit Contact Phone	Years Working With This Audit Firm

If Applicable:

	Outsourced Financial Services Firm Name	Outsourced Financial Services Contact	Outsourced Financial Services Email	Outsourced Financial Services Phone	Years Working With This Firm

Please upload as one combined file:

a. the independent auditor's report on financial statements and notes; and
b. reports on internal controls over financial reporting and compliance

https://nysed-cso-reports.fluidreview.com/media/assets/survey-uploads/84001/7113590-F7wWrRhhE3/SAC%20616-NYC-Single%20Audit.pdf

Success Academy Charter Schools - NYC

Audit of Financial Statements and Supplementary Information and Supplemental Schedule of Expenditures of Federal Awards

Year Ended June 30, 2016

The report accompanying these financial statements was issued by
BDO USA, LLP, a Delaware limited liability partnership and the U.S. member of
BDO International Limited, a UK company limited by guarantee.

Success Academy Charter Schools - NYC

Audit of Financial Statements and Supplementary Information and
Supplemental Schedule of Expenditures of Federal Awards
Year Ended June 30, 2016

Success Academy Charter Schools - NYC

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Independent Auditor's Report

To the Board of Trustees
Success Academy Charter Schools - NYC
New York, New York

Report on the Financial Statements

We have audited the accompanying financial statements of Success Academy Charter Schools - NYC ("SACS NYC"), which comprise the statement of financial position as of June 30, 2016, and the related statements of activities, functional expenses and cash flows for the year then ended, 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.

Auditor's 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 auditor's 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.

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Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Success Academy Charter Schools - NYC as of June 30, 2016, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

We have previously audited SACS NYC's 2015 financial statements and our report, dated October 28, 2015, expressed an unmodified opinion on those audited financial statements. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2015 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Other Matters

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplemental detailed schedule of activities by schools is presented for purposes of additional analysis and is not a required part of the basic financial statements. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. Code of Federal Regulations ("CFR") Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October 28, 2016 on our consideration of SACS-NYC's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and 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 SACS-NYC's internal control over financial reporting and compliance.

BDO USA LLP

October 28, 2016

Success Academy Charter Schools – NYC

Statement of Financial Position
(with comparative totals for 2015)

June 30,	**2016**	2015
Assets		
Current Assets:		
Cash and cash equivalents (Note 2)	**$ 8,989,662**	$ 4,070,877
Restricted investments, at fair value (Notes 2 and 4)	**351,816**	350,002
Grants and contracts receivables (Note 2)	**14,823,909**	8,283,986
Prepaid expenses and other assets	**5,464,767**	4,090,345
Total Current Assets	**29,630,154**	16,795,210
Fixed Assets, Net (Notes 2 and 3)	**27,796,762**	24,818,614
Total Assets	**$57,426,916**	$41,613,824
Liabilities and Net Assets		
Current Liabilities:		
Accounts payable and accrued expenses	**$ 2,078,759**	$ 2,244,130
Accrued payroll and payroll taxes	**55,227**	48,333
Due to affiliate (Note 5)	**26,600,039**	7,805,703
Total Current Liabilities	**28,734,025**	10,098,166
Loans Payable to Affiliated Organization (Note 5)	**8,500,000**	8,500,000
Total Liabilities	**37,234,025**	18,598,166
Commitments and Contingencies (Notes 5, 6, 9 and 10)		
Net Assets (Notes 2 and 11):		
Unrestricted	**20,192,891**	22,795,658
Temporarily restricted	**-**	220,000
Total Net Assets	**20,192,891**	23,015,658
Total Liabilities and Net Assets	**$57,426,916**	$41,613,824

See accompanying notes to financial statements.

Success Academy Charter Schools – NYC

Statement of Activities
(with comparative totals for 2015)

Year ended June 30,

	Unrestricted	Temporarily Restricted	Total 2016	Total 2015
Revenue and Support:				
State and local per pupil operating revenue	$161,641,541	$ -	**$161,641,541**	$132,939,104
Government grants	17,511,330	-	**17,511,330**	8,945,525
Contributions and private grants	36,500	-	**36,500**	2,000,500
Donated services (Note 8)	833,564	-	**833,564**	548,477
Other income	783,570	-	**783,570**	7,516
Net assets released from restriction (Note 11)	220,000	(220,000)	**-**	-
Total Revenue and Support	181,026,505	(220,000)	**180,806,505**	144,441,122
Expenses:				
Program services:				
General education	149,519,355	-	**149,519,355**	117,611,180
Special education	20,389,000	-	**20,389,000**	16,037,881
Total Program Services	169,908,355	-	**169,908,355**	133,649,061
Supporting services:				
Management and general	13,720,917	-	**13,720,917**	10,701,909
Total Expenses	183,629,272	-	**183,629,272**	144,350,970
Change In Net Assets	(2,602,767)	(220,000)	**(2,822,767)**	90,152
Net Assets, Beginning of Year	22,795,658	220,000	**23,015,658**	22,925,506
Net Assets, End of Year	**$ 20,192,891**	**$ -**	**$ 20,192,891**	$ 23,015,658

See accompanying notes to financial statements.

Success Academy Charter Schools – NYC

Statement of Functional Expenses
(with comparative totals for 2015)

Year ended June 30,

		Program Services			Supporting Services	Total	
	FTEs	General Education	Special Education	Total Program Services	Management and General	**2016**	2015
Salaries and staff:							
Administrative staff personnel	303	$ 17,438,602	$ 2,377,991	$ 19,816,593	$ 1,723,182	**$ 21,539,775**	$ 16,594,305
Instructional personnel	1,138	56,412,054	7,692,553	64,104,607	5,574,314	**69,678,921**	52,548,631
Total Salaries and Staff		73,850,656	10,070,544	83,921,200	7,297,496	**91,218,696**	69,142,936
Payroll taxes and employee benefits		16,068,572	2,191,169	18,259,741	1,587,804	**19,847,545**	15,281,095
Professional development		2,499,765	340,877	2,840,642	-	**2,840,642**	1,883,086
Legal (Note 8)		-	-	-	833,564	**833,564**	548,477
Audit and accounting		-	-	-	128,568	**128,568**	113,053
Professional and consulting fees		375,078	51,147	426,225	37,063	**463,288**	1,043,389
Transportation		552,335	75,318	627,653	54,579	**682,232**	634,763
Scholar food service		4,777,573	651,487	5,429,060	-	**5,429,060**	2,820,804
Instructional supplies and textbooks		6,960,290	949,130	7,909,420	-	**7,909,420**	7,256,382
Management fee		17,797,470	2,426,928	20,224,398	1,758,643	**21,983,041**	18,323,033
Interest expense		68,816	9,384	78,200	6,800	**85,000**	85,000
Talent recruitment		657,621	89,676	747,297	-	**747,297**	817,992
Scholar recruitment		1,440,513	196,434	1,636,947	-	**1,636,947**	1,677,877
Scholar after school programming		349,178	47,615	396,793	-	**396,793**	558,630
Parent and community outreach and engagement		431,129	58,790	489,919	-	**489,919**	658,723
Uniforms and backpacks		499,856	68,162	568,018	-	**568,018**	643,627
Office expense		2,321,909	316,624	2,638,533	229,438	**2,867,971**	2,612,897
Field studies		1,751,561	238,849	1,990,410	-	**1,990,410**	1,565,719
School culture		779,025	106,231	885,256	-	**885,256**	1,022,748
Special events		81,162	11,068	92,230	8,020	**100,250**	22,529
Equipment lease		1,276,552	174,075	1,450,627	126,141	**1,576,768**	1,259,373
Student assessments		253,913	34,625	288,538	-	**288,538**	256,664
Telecommunications and internet		1,037,190	141,435	1,178,625	102,489	**1,281,114**	1,432,989
Postage and delivery		13,774	1,878	15,652	1,361	**17,013**	172,658
Insurance		1,146,279	156,311	1,302,590	113,269	**1,415,859**	1,402,382
Facilities expense		2,238,080	305,193	2,543,273	221,154	**2,764,427**	764,314
Information technology		965,581	131,670	1,097,251	95,413	**1,192,664**	1,451,808
Depreciation and amortization		10,908,055	1,487,462	12,395,517	1,077,871	**13,473,388**	10,154,458
Miscellaneous		417,422	56,918	474,340	41,244	**515,584**	743,564
Total Expenses		**$149,519,355**	**$20,389,000**	**$169,908,355**	**$13,720,917**	**$183,629,272**	$144,350,970

See accompanying notes to financial statements.

Success Academy Charter Schools – NYC

Statement of Cash Flows
(with comparative totals for 2015)

Year ended June 30,	**2016**	2015
Cash Flows From Operating Activities:		
Change in net assets	**$ (2,822,767)**	$ 90,152
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
	13,473,388	
Depreciation and amortization		10,154,458
Loss on disposal of property and equipment	**-**	276,132
(Increase) decrease in assets:		
Restricted investments	**(1,814)**	451,017
Grants and contracts receivables	**(6,539,923)**	(4,404,412)
Prepaid expenses and other assets	**(1,374,422)**	(493,423)
Increase (decrease) in liabilities:		
Accounts payable and accrued expenses	**(165,370)**	1,424,011
Accrued payroll and payroll taxes	**6,894**	(823,913)
Due to affiliate	**18,794,335**	3,603,628
Net Cash Provided By Operating Activities	**21,370,321**	10,277,650
Cash Flows From Investing Activities:		
Purchases of fixed assets	**(16,451,536)**	(19,021,028)
Proceeds from sale of investments	**-**	2,883,681
Net Cash Used In Investing Activities	**(16,451,536)**	(16,137,347)
Net Increase (Decrease) in Cash and Cash Equivalents	**4,918,785**	(5,859,697)
Cash and Cash Equivalents, Beginning of Year	**4,070,877**	9,930,574
Cash and Cash Equivalents, End of Year	**$ 8,989,662**	$ 4,070,877

See accompanying notes to financial statements.

1. Description of School

Success Academy Charter Schools - NYC ("SACS-NYC") is a New York State, not-for-profit educational corporation that was incorporated on March 11, 2008 to operate a charter school pursuant to Article 56 of the Education Law of the State of New York. SACS–NYC schools are granted provisional charters valid for a term of five years and renewable upon expiration by the Board of Regents of the University of the State of New York. SACS–NYC is dedicated to providing a high quality education to primarily disadvantaged students to prevent the achievement gap from rising.

Success Academy Charter School – Harlem 1, Success Academy Charter School – Harlem 2, Success Academy Charter School – Harlem 3, Success Academy Charter School – Harlem 4, and Success Academy Charter School – Harlem 5 merged into a single legal entity under Success Academy Charter School – Harlem 3, which serves as the sole surviving education corporation. The plan of merger was approved by the Board of Trustees of the State University of New York and the New York State Education Department Board of Regents, and became effective for financial purposes on October 1, 2012. Success Academy Charter School – Harlem 3 changed its name to Success Academy Charter Schools – NYC, and each school is authorized by The Charter Schools Institute of the State University of New York.

Success Academy Charter School - Bronx 1, Success Academy Charter School - Bronx 2, Success Academy Charter School - Upper West, Success Academy Charter School - Bed Stuy, Success Academy Charter School - Bed Stuy 2, Success Academy Charter School - Cobble Hill and Success Academy Charter School - Williamsburg merged into SACS-NYC, which serves as the sole surviving education corporation. The plan of merger, dated September 20, 2013, was approved by the schools' Board of Trustees and is effective July 1, 2014. Pursuant to the effective date, all schools ceased to exist as legal entities and all schools operations are under SACS-NYC. The merger was approved by the New York State Board of Regents and the Charter Schools Institute of the State University of New York on February 26, 2014.

The financial statements of SACS-NYC include the following schools that all form a single legal entity:

1.	Success Academy Charter School	Bed-Stuy 1 (Bed-Stuy 1)	Serving Grades K-4
2.	Success Academy Charter School	Bed-Stuy 2 (“Bed-Stuy 2”)	Serving Grades K-4
3.	Success Academy Charter School	Bed-Stuy 3 (“Bed-Stuy 3”)	Opening Fall 2016
4.	Success Academy Charter School	Bensonhurst (“Bensonhurst”)	Serving Grades K-2
5.	Success Academy Charter School	Bergen Beach (“Bergen Beach”)	Serving Grades K-4
6.	Success Academy Charter School	Bronx 1 (“Bronx 1”)	Serving Grades K-4
7.	Success Academy Charter School	Bronx 2 (“Bronx 2”)	Serving Grades K-4
8.	Success Academy Charter School	Bronx 3 Lower (“Bronx 3L”)	Serving Grades K-2
9.	Success Academy Charter School	Bronx 3 Upper (“Bronx 3U”)	Serving Grade 3
10.	Success Academy Charter School	Bronx 4 (“Bronx 4”)	Serving Grades K-2
11.	Success Academy Charter School	Bushwick (“Bushwick”)	Opening Fall 2016
12.	Success Academy Charter School	Crown Heights (“Crown Heights”)	Serving Grades K-3
13.	Success Academy Charter School	Cobble Hill (“Cobble Hill”)	Serving Grades PreK-4
14.	Success Academy Charter School	Far Rockaway (“Far Rockaway”)	Opening Fall 2016
15.	Success Academy Charter School	Flatbush (“Flatbush”)	Opening Fall 2016
16.	Success Academy Charter School	Fort Greene (“Fort Greene”)	Serving Grades K-3
17.	Success Academy Charter School	Harlem 1 (“Harlem 1”)	Serving Grades PreK-4
18.	Success Academy Charter School	Harlem 2 Lower (“Harlem 2L”)	Serving Grades K-2
19.	Success Academy Charter School	Harlem 2 Upper (“Harlem 2U”)	Serving Grades 3-4
20.	Success Academy Charter School	Harlem 3 Lower (“Harlem 3L”)	Serving Grades K-2
21.	Success Academy Charter School	Harlem 3 Upper (“Harlem 3U”)	Serving Grade 3
22.	Success Academy Charter School	Harlem 4 (“Harlem 4”)	Serving Grades K-4
23.	Success Academy Charter School	Harlem 5 (“Harlem 5”)	Serving Grades K-3
24.	Success Academy Charter School	Hell’s Kitchen (“Hell’s Kitchen”)	Serving Grades K-3
25.	Success Academy Charter School	Prospect Heights (“Prospect Heights”)	Serving Grades K-3
26.	Success Academy Charter School	Rosedale (“Rosedale”)	Serving Grades K-2
27.	Success Academy Charter School	Springfield Gardens (“Springfield Gardens”)	Serving Grades K-2
28.	Success Academy Charter School	South Jamaica (“South Jamaica”)	Opening Fall 2016
29.	Success Academy Charter School	Union Square (“Union Square”)	Serving Grades K-3
30.	Success Academy Charter School	Upper West (“Upper West”)	Serving Grades K-4
31.	Success Academy Charter School	Washington Heights (“Washington Heights”)	Serving Grades K-2
32.	Success Academy Charter School	Williamsburg (“Williamsburg”)	Serving Grades PreK-4
33.	Success Academy Middle School	Bed-Stuy (“MS Bed-Stuy”)	Serving Grade 5
34.	Success Academy Middle School	Bronx 1 (“MS Bronx 1”)	Serving Grades 5-6
35.	Success Academy Middle School	Bronx 2 (“MS Bronx 2”)	Serving Grades 5-6
36.	Success Academy Middle School	Cobble Hill (“MS Cobble Hill”)	Opening Fall 2016
37.	Success Academy Middle School	Harlem Central (“MS Harlem Central”)	Serving Grades 5-7
38.	Success Academy Middle School	Harlem East (“MS Harlem East”)	Serving Grades 5-7
39.	Success Academy Middle School	Harlem N. Central (“MS Harlem N. Central”)	Serving Grades 4-6
40.	Success Academy Middle School	Harlem N. West (“MS Harlem N. West”)	Serving Grades 5-7
41.	Success Academy Middle School	Harlem West (“MS Harlem West”)	Serving Grades 5-7
42.	Success Academy Middle School	Midtown West (“MS Midtown West”)	Serving Grade 5
43.	Success Academy Middle School	Williamsburg (“MS Williamsburg”)	Opening Fall 2016
44.	Success Academy High School of Liberal Arts	(“HS Liberal Arts”)	Serving Grades 8-10

SACS–NYC provided education to approximately 10,562 students in grades kindergarten through high school during the 2015-2016 academic year.

2. Summary of Significant Accounting Policies

(a) Basis of Presentation

The financial statements of SACS–NYC have been prepared on the accrual basis of accounting in conformity with accounting principles generally accepted in the United States of America.

(b) Financial Statement Presentation

The classification of a not-for-profit organization's net assets and its support, revenue and expenses is based on the existence or absence of donor-imposed restrictions. It requires that the amounts for each of three classes of net assets, permanently restricted, temporarily restricted, and unrestricted, be displayed in a statement of financial position and that the amounts of change in each of those classes of net assets be displayed in a statement of activities.

As of June 30, 2016, SACS-NYC had no permanently restricted net assets.

These classes are defined as follows:

(i) **Permanently Restricted** – Net assets resulting from contributions and other inflows of assets whose use by SACS–NYC is limited by donor-imposed stipulations that neither expire by passage of time nor can be fulfilled or otherwise removed by actions of SACS–NYC.

(ii) **Temporarily Restricted** – Net assets resulting from contributions and other inflows of assets whose use by SACS–NYC is limited by donor-imposed stipulations that either expire by passage of time or can be fulfilled and removed by actions of SACS–NYC pursuant to those stipulations. When such stipulations end or are fulfilled, such temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities.

(iii) **Unrestricted** – The part of net assets that is neither permanently nor temporarily restricted by donor-imposed stipulations.

(c) Cash and Cash Equivalents

SACS–NYC considers highly liquid investments with original maturities of 90 days or less to be cash equivalents.

(d) Restricted Investments

Under the provisions of its charter, SACS–NYC established an escrow account to pay for legal and audit expenses that would be associated with a dissolution should it occur.

(e) Receivables

Receivables are recorded at their net realizable values, based upon an estimated allowance for doubtful accounts. Pledges receivable due after one year are discounted to net present value using the risk-adjusted interest rate in effect on the date of the gifts. All of SACS-NYC's grant, contract, and other receivables are expected to be collected within one year.

(f) Provision for Doubtful Accounts

SACS–NYC maintains an allowance for doubtful accounts for the receivables that are specifically identified by management as to their uncertainty in regards to collectability. At June 30, 2016, management estimated the allowance for doubtful accounts to be $-0- for government and tuition receivable.

(g) Fixed Assets

Fixed assets are recorded at cost. Additions and improvements or betterments in excess of $2,500 with an estimated useful life of three or more years are capitalized. Depreciation and amortization is computed using the straight-line method over the estimated useful lives of the assets. Fixed assets acquired with certain government contract funds are recorded as expenses pursuant to the terms of the contract. The estimated useful lives of the assets are as follows:

Equipment	3 years
Furniture and fixtures	3 years
Software	3 years
Renovations and improvements	5 years

(h) Asset Impairment

SACS-NYC reviews long-lived assets, including equipment, for impairment whenever events or changes in business circumstances indicate that the carrying amount of an asset may not be fully recoverable. An impairment loss would be recognized when the estimated future cash flows from the use of the asset are less than the carrying amount of that asset. As of June 30, 2016, there was no such loss.

(i) Fair Value Measurements

Accounting Standards Codification ("ASC") 820, "Fair Value Measurement", establishes a hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that inputs that are most observable be used when available. Observable inputs are inputs that market participants operating within the same marketplace as SACS-NYC would use in pricing SACS-NYC's asset or liability based on independently derived and objectively determinable market data. Unobservable inputs are inputs that cannot be sourced from a broad active market in which assets or liabilities identical or similar to those of SACS-NYC are traded. SACS-NYC estimates the price of any assets for which there are only unobservable inputs by using assumptions that market participants that have investments in the same or similar assets would use as determined by the money managers administering each investment based on best information available in the circumstances. The input hierarchy is broken down into three levels based on the degree to which the exit price is independently observable or determinable as follows:

Level 1 – Valuation based on quoted market prices in active markets for identical assets or liabilities. Since valuations are based on quoted prices that are readily and regularly available in an active market, valuation of these products does not entail a significant degree of judgment. Examples include equity securities and publicly-traded mutual funds that are actively traded on a major exchange or over-the-counter market.

Level 2 – Valuation based on quoted market prices of investments that are not actively traded or for which certain significant inputs are not observable, either directly or indirectly, such as municipal bonds. The fair value of municipal bonds is estimated using recently executed transactions, bid/asked prices and pricing models that factor in, where applicable, interest rates, bond spreads and volatility.

Level 3 – Valuation based on inputs that are unobservable and reflect management's best estimate of what market participants would use as fair value. Examples include limited partnerships and private equity investments.

All of SACS-NYC's investment assets at June 30, 2016 are in certificates of deposit and are classified as Level 1.

Investments are stated at their fair values in the statement of financial position. Net realized gains and losses and net change in unrealized gains and losses for the period are shown in the statement of activities. SACS-NYC's investment portfolio is comprised of investments in certificates of deposit. At June 30, 2016, cost approximates fair value.

(j) Revenue Recognition

SACS-NYC recognizes gifts of cash and other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. SACS-NYC reports amounts received with donor stipulations that limit the use of the assets for certain purposes as unrestricted net assets if the stipulated purpose restriction is accomplished in the same year. Contributions of assets other than cash are recorded at their estimated fair value.

Revenue from state and local governments resulting from SACS-NYC's charter status is based on the number of students enrolled, and is recorded when services are performed in accordance with the charter agreement.

Revenue from Federal, state and local government grants and contracts is recognized by SACS-NYC when qualifying expenditures are incurred and billable to the government or when required services have been provided.

SACS-NYC recognizes as income donated services that require specialized skills that are provided by individuals possessing those skills and would typically need to be purchased if they had not been contributed.

A number of volunteers have made a contribution of their time to SACS-NYC to develop its academic programs and to serve on SACS-NYC's Board of Trustees. The value of this contributed time is not reflected in these financial statements since it does not meet the criteria for recognition.

(k) Functional Allocation of Expenses

The costs of providing programs and other activities have been summarized on a functional basis in the accompanying statement of activities. Accordingly, certain costs have been allocated among the respective programs and activities using methodologies developed by management as follows:

- *Program Services* – represents expenses directly associated with general education and special education for certain students requiring additional attention and guidance.
- *Management and General* – represents expenses related to the overall administration and operation of SACS-NYC that are not associated with any program services or development.

(l) Income Taxes

SACS-NYC is exempt from Federal, state and local income taxes under Section 501(c)(3) of the Internal Revenue Code (the "IRC") and, therefore, has made no provision for income taxes in the accompanying financial statements. In addition, SACS-NYC has been determined by the Internal Revenue Service not to be a "private foundation" within the meaning of Section 509(a) of the IRC. There was no unrelated business income for the year ended June 30, 2016.

Under ASC 740, "Income Taxes", an organization must recognize the tax benefit associated with tax positions taken for tax return purposes when it is more likely than not that the position will not be sustained upon examination by a taxing authority. SACS-NYC does not believe it has taken any material uncertain tax positions and, accordingly, it has not recorded any liability for unrecognized tax benefits. SACS-NYC has filed for and received income tax exemptions in the jurisdictions where it is required to do so. Additionally, SACS-NYC has filed Internal Revenue Service ("IRS") Form 990 information returns, as required, and all other applicable returns in jurisdictions where so required. For the year ended June 30, 2016, there was no interest or penalties recorded or included in the statement of activities. SACS-NYC is subject to routine audits by a taxing authority. As of June 30, 2016, SACS-NYC was not subject to any examination by a taxing authority. Management believes it is no longer subject to income tax examination for the years prior to June 30, 2013.

(m) Use of Estimates

In preparing financial statements in conformity with generally accepted accounting principles, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosures of contingent assets and liabilities at the date of the financial statements and revenues and expenses during the reported period. Actual results could differ from those estimates.

(n) Concentration of Credit Risk

SACS-NYC maintains cash and cash equivalent balances in bank deposit accounts, which may exceed Federally-insured limits. SACS-NYC has not experienced any losses in such accounts and does not believe it is exposed to any significant credit risk on its cash and cash equivalent accounts.

(o) Comparative Financial Information

The financial statements include certain prior year summarized comparative information. With respect to the statement of activities, the prior year information is presented in total, not by net asset class. With respect to the statement of functional expenses, the prior year expenses are presented by expense classification in total rather than functional category. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with SACS-NYC's financial statements for the year ended June 30, 2015, from which the summarized information was derived.

3. Fixed Assets, Net

SACS-NYC's fixed assets consist of the following:

June 30, 2016	
Renovations and improvements	$ 27,449,852
Equipment	10,617,307
Software	14,385,709
Furniture and fixtures	8,786,843
	61,239,711
Less: Accumulated depreciation and amortization	(33,442,949)
	$ 27,796,762

For the year ended June 30, 2016, depreciation and amortization expense was $13,558,113.

4. Investments at Fair Value

The following table shows, by level within the fair value hierarchy, SACS-NYC's financial assets that are accounted for at fair value on a recurring basis as of June 30, 2016. The financial assets are classified in their entirety based on the lowest level of input that is significant to the fair value measurement. SACS-NYC's assessment of the significance of a particular input to the fair value measurement requires judgment and may affect the asset's placement within the fair value hierarchy levels.

June 30, 2016	Fair Value Measurement at Reporting Date Using			
	Level 1	Level 2	Level 3	Total
Certificates of deposit	$351,816	$-	$-	$351,816

SACS-NYC has investments in certificates of deposit with original maturities of greater than 3 months from the date of purchase, which SACS-NYC considers to be short-term investments. The certificates of deposit represent interest-bearing cash accounts and are categorized as Level 1 of the fair value hierarchy.

5. Related Party Transactions

(a) Due to Affiliate

Success Academy Charter Schools, Inc. (the "Network"), a not-for-profit organization dedicated to helping start and manage charter schools, provides management, fundraising, and other administrative support services to SACS-NYC. Pursuant to the terms of the Academic and Business Service Agreement with an effective date of April 21, 2012, SACS-NYC pays the Network an annual fee of equal to the total general full-time equivalent enrollment of students in SACS–NYC multiplied by "per pupil fee". The per pupil fee shall be equal to 15% of the final and adjusted expense per pupil for Charter Schools in the New York City School district as calculated by the New York State Education Department annually. For operational efficiency and purchasing power, SACS–NYC also shares common expenses with the Network.

For the year ended June 30, 2016, SACS-NYC incurred $21,983,041 in management fees. The balance due to Network at June 30, 2016 was $26,600,039. This balance represents expenses paid by the Network on behalf of SACS-NYC, as well as management fees.

(b) Loans Payable to Affiliated Organization

At various dates from July 2012 through June 2016, SACS–NYC entered into borrowing arrangements with the Network totaling $8,500,000 with annual interest equal to the prevailing interest rate available to the Network as of the date of each advance. The loans and any accrued unpaid interest are due in full within various dates of the borrowing arrangements. The loans may be prepaid by SACS–NYC at any time, in whole or in part, without penalty. The proceeds were used to finance SACS–NYC's operations. The outstanding principal balance of the loans at June 30, 2016 was $8,500,000.

At June 30, 2016, maturities of loans payable are as follows:

Year ending June 30,	
2017	$ -
2018	2,350,000
2019	2,000,000
2020	2,150,000
2021	2,000,000
	$8,500,000

During the year ended June 30, 2016, SACS-NYC recorded interest expense on these loans in the amount of $85,000.

(c) Loan Guarantee

On October 7, 2014, SACS-NYC signed a loan guarantee for the Network's non-revolving line of credit in the amount of $7,000,000 with a financial institution, whereby SACS-NYC, identified as a guarantor, guarantees the full payment when due, the obligation of the Network under the respective financing arrangements. The balance due to the financial institution owed by the Network at June 30, 2016 was $-0-.

6. Revenue Concentrations

SACS-NYC receives substantially all of its support and revenue from the New York City Department of Education. If the charters of the schools were modified, reducing or eliminating these revenues, SACS-NYC's finances could be materially adversely affected.

7. Shared Space of Facilities

SACS–NYC shares space with various New York City public schools throughout New York City. SACS–NYC is not responsible for rent, utilities, custodial services, maintenance and school safety services. The value of space and related utilities and services cannot be established, therefore, is not recorded in the financial statements.

SACS-NYC is responsible for any related costs for services provided beyond the regular opening hours.

8. Donated Services

During the year ended June 30, 2016, SACS-NYC received legal services at no charge with a fair market value of $833,564 for the year ended June 30, 2016.

9. Contingency

Certain grants and contracts may be subject to audit by the funding sources. Such audits might result in disallowances of costs submitted for reimbursements. Management is of the opinion that such cost disallowances, if any, will not have a material effect on the accompanying financial statements. Accordingly, no amounts have been provided in the accompanying financial statements for such potential claims. Additionally, SACS-NYC signed a loan guarantee for the Network's non-revolving line of credit indicated in Note 5(c).

10. Employee Benefit Plan

SACS-NYC maintains a deferred compensation plan qualified under Section 403(b) of the IRC. SACS-NYC matches up to 3% of eligible employee's annual compensation not to exceed the employee's annual salary deferral amount. SACS-NYC made contributions totaling $2,163,405 for the year ended June 30, 2016.

11. Temporarily Restricted Net Assets

SACS-NYC for the year ended June 30, 2016, released from restriction the amount of $220,000 for the Technology Literacy of Success Academy High School Liberal Arts.

12. Subsequent Events

SACS-NYC's management has performed subsequent event procedures through October 28, 2016, which is the date the financial statements were available to be issued and there were no other subsequent events requiring adjustment to the financial statements or disclosures as stated herein.

SACS-NYC is in the process of opening seven new schools in August 2016, Success Academy Charter School - Bed Stuy 3, Success Academy Charter School - Bushwick, Success Academy Charter School - Flatbush, Success Academy Charter School - Far Rockaway, Success Academy Charter School - South Jamaica, Success Academy Middle School – Cobble Hill and Success Academy Middle School - Williamsburg. In addition, Success Academy Charter School - Harlem 3 and Success Academy Charter School - Bronx 3 will remain divided into upper and lower elementary schools and Harlem 2 will be consolidated back into one school, bringing a total number of schools operating under SACS-NYC to 44 schools.

Supplementary Information

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School

Year ended June 30, 2016

	Ed Corp	Harlem 1	Harlem 2 (Lower)	Harlem 2 (Upper)	Harlem 3 (Upper)	Harlem 3 (Lower)	Harlem 4	Harlem 5	Bronx 1	Bronx 2	Bronx 3 (Lower)	Bronx 3 (Upper)	Bronx 4	Upper West	Hell's Kitchen	Union Square	Washington Heights
	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted
Revenue and Support:																	
State and local per pupil operating revenue	$ -	$8,658,517	$5,480,795	$2,815,012	$3,162,028	$3,700,473	$6,269,154	$5,528,708	$6,871,091	$7,088,999	$3,429,395	$1,283,628	$3,618,679	$7,392,049	$4,700,586	$4,942,142	$3,629,969
Government grants	1,691,664	450,352	302,237	172,254	184,474	214,878	350,376	326,494	525,873	516,242	443,663	142,841	511,767	340,986	429,341	420,652	741,949
Contributions and private grants	-	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000	1,000	-	1,000	1,000	1,000	1,000	1,000
Donated services (Note 8)	833,564	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest and other income	34,812	24,595	8,764	8,666	10,071	9,321	22,780	15,553	9,770	14,956	2,265	8,966	6,840	30,898	14,187	19,708	19,460
Net assets released from restriction		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue and Support	2,560,040	9,134,464	5,792,796	2,995,932	3,356,573	3,925,672	6,643,310	5,871,755	7,407,734	7,621,197	3,876,323	1,435,435	4,138,286	7,764,933	5,145,114	5,383,502	4,392,378
Expenses:																	
Program services:																	
General education	2,465,156	7,082,693	4,160,876	2,729,734	3,362,340	3,087,078	5,262,557	4,635,353	5,556,698	5,528,349	3,003,756	1,539,828	3,210,910	5,529,913	4,065,190	4,251,248	3,138,388
Special education	336,158	965,822	567,392	372,236	458,501	420,965	717,621	632,094	757,732	753,866	409,603	209,976	437,851	754,079	554,344	579,716	427,962
Total Program Services	2,801,314	8,048,515	4,728,268	3,101,970	3,820,841	3,508,043	5,980,178	5,267,447	6,314,430	6,282,215	3,413,359	1,749,804	3,648,761	6,283,992	4,619,534	4,830,964	3,566,350
Supporting services:																	
General and administrative	1,059,232	629,162	363,769	237,119	290,651	261,609	465,018	388,533	493,400	480,224	264,032	126,983	280,331	478,155	348,079	359,551	263,854
Total Expenses	3,860,546	8,677,677	5,092,037	3,339,089	4,111,492	3,769,652	6,445,196	5,655,980	6,807,830	6,762,439	3,677,391	1,876,787	3,929,092	6,762,147	4,967,613	5,190,515	3,830,204
Change in Net Assets	(1,300,506)	456,787	700,759	(343,157)	(754,919)	156,020	198,114	215,775	599,904	858,758	198,932	(441,352)	209,194	1,002,786	177,501	192,987	562,174
Net Assets, Beginning of Year	-	8,312,836	6,723,703	-	4,089,383	(569,171)	3,208,828	3,080,778	2,991,499	4,360,006	338,612	-	335,678	575,454	(765,576)	(983,064)	(332,810)
Net Assets, End of Year	**$(1,300,506)**	**$8,769,623**	**$7,424,462**	**$ (343,157)**	**$3,334,464**	**$ (413,151)**	**$3,406,942**	**$3,296,553**	**$3,591,403**	**$5,218,764**	**$ 537,544**	**$ (441,352)**	**$ 544,872**	**$1,578,240**	**$ (588,075)**	**$ (790,077)**	**$ 229,364**

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School

Year ended June 30, 2016

	Bed Stuy 1	Bed Stuy 2	Bed Stuy 3	Cobble Hill	Williamsburg	Crown Heights	Fort Greene	Prospect Heights	Bensonhurst	Bergen Beach	Rosedale	Springfield Gardens	MS Harlem Central	MS Harlem West	MS Harlem North Central	MS Harlem North West	MS Harlem East
	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted
Revenue and Support:																	
State and local per pupil operating revenue	$6,030,393	$5,363,263	$ -	$ 5,923,155	$6,547,183	$5,200,245	$ 4,136,782	$4,964,500	$3,616,386	$3,510,731	$3,447,078	$3,509,423	$ 3,139,962	$ 4,659,719	$ 4,060,184	$ 3,917,946	$4,520,154
Government grants	531,816	407,371	217,595	398,800	445,977	566,450	486,236	495,509	374,690	363,335	643,078	448,194	259,729	207,985	228,121	335,437	302,451
Contributions and private grants	1,000	1,000	-	1,000	1,000	1,000	1,000	3,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Donated services (Note 8)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest and other income	11,626	14,096	-	10,680	18,843	9,707	10,609	11,294	12,410	3,735	4,244	2,549	23,610	49,767	31,377	43,698	51,342
Net assets released from restriction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue and Support	6,574,835	5,785,730	217,595	6,333,635	7,013,003	5,777,402	4,634,627	5,474,803	4,004,486	3,878,801	4,095,400	3,961,166	3,424,301	4,918,471	4,320,682	4,298,081	4,874,947
Expenses:																	
Program services:																	
General education	5,418,904	4,833,875	-	5,729,330	5,514,959	4,066,037	3,941,336	4,215,368	2,991,236	3,039,820	3,075,829	3,001,080	3,884,268	4,443,196	3,913,840	4,315,914	4,187,546
Special education	738,941	659,165	-	781,272	752,040	554,459	537,455	574,823	407,896	414,521	419,431	409,238	529,673	605,890	533,705	588,533	571,029
Total Program Services	6,157,845	5,493,040	-	6,510,602	6,266,999	4,620,496	4,478,791	4,790,191	3,399,132	3,454,341	3,495,260	3,410,318	4,413,941	5,049,086	4,447,545	4,904,447	4,758,575
Supporting services:																	
General and administrative	460,841	406,931	-	493,979	489,895	362,024	344,684	370,241	253,277	256,077	257,092	260,099	330,260	393,388	344,406	373,438	352,460
Total Expenses	6,618,686	5,899,971	-	7,004,581	6,756,894	4,982,520	4,823,475	5,160,432	3,652,409	3,710,418	3,752,352	3,670,417	4,744,201	5,442,474	4,791,951	5,277,885	5,111,035
Change in Net Assets	(43,851)	(114,241)	217,595	(670,946)	256,109	794,882	(188,848)	314,371	352,077	168,383	343,048	290,749	(1,319,900)	(524,003)	(471,269)	(979,804)	(236,088)
Net Assets, Beginning of Year	(418,282)	(494,905)	-	(696,302)	95,752	(164,399)	(842,756)	273,408	95,258	(94,869)	(423,579)	211,282	(2,472,675)	(1,453,645)	(1,627,378)	(380,661)	-
Net Assets, End of Year	**$ (462,133)**	**$ (609,146)**	**$217,595**	**$(1,367,248)**	**$ 351,861**	**$ 630,483**	**$(1,031,604)**	**$ 587,779**	**$ 447,335**	**$ 73,514**	**$ (80,531)**	**$ 502,031**	**$(3,792,575)**	**$(1,977,648)**	**$(2,098,647)**	**$(1,360,465)**	**$ (236,088)**

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School

Year ended June 30, 2016

	MS Bronx 1	MS Bronx 2	MS Midtown West	MS Bed Stuy	Bushwick	Far Rockaway	Flatbush	South Jamaica	HS Liberal Arts			Success Academy Charter Schools -NYC		
	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
Revenue and Support:														
State and local per pupil operating revenue	$ 1,932,934	$2,279,843	$ 910,616	$ 796,609	$ -	$ -	$ -	$ -	$ 4,603,210	$ -	$ 4,603,210	$161,641,541	$ -	**$161,641,541**
Government grants	148,763	279,054	315,490	614,913	217,595	285,291	217,595	285,291	668,521	-	668,521	17,511,330	-	**17,511,330**
Contributions and private grants	1,000	1,000	1,000	1,000	-	-	-	-	1,000	-	1,000	36,500	-	**36,500**
Donated services (Note 8)	-	-	-	-	-	-	-	-	-	-	-	833,564	-	**833,564**
Interest and other income	36,114	31,572	42,722	31,948	-	-	-	-	70,015	-	70,015	783,570	-	**783,570**
Net assets released from restriction	-	-	-	-	-	-	-	-	220,000	(220,000)	-	220,000	(220,000)	**-**
Total Revenue and Support	2,118,811	2,591,469	1,269,828	1,444,470	217,595	285,291	217,595	285,291	5,562,746	(220,000)	5,342,746	181,026,505	(220,000)	**180,806,505**
Expenses:														
Program services:														
General education	2,501,019	2,462,907	1,606,132	1,382,452	-	-	-	-	6,384,240	-	6,384,240	149,519,355	-	**149,519,355**
Special education	341,048	335,851	219,018	188,516	-	-	-	-	870,578	-	870,578	20,389,000	-	**20,389,000**
Total Program Services	2,842,067	2,798,758	1,825,150	1,570,968	-	-	-	-	7,254,818	-	7,254,818	169,908,355	-	**169,908,355**
Supporting services:														
General and administrative	210,831	202,818	133,693	114,699	-	-	-	-	520,082	-	520,082	13,720,917	-	**13,720,917**
Total Expenses	3,052,898	3,001,576	1,958,843	1,685,667	-	-	-	-	7,774,900	-	7,774,900	183,629,272	-	**183,629,272**
Change in Unrestricted Net Assets	(934,087)	(410,107)	(689,015)	(241,197)	217,595	285,291	217,595	285,291	(2,212,154)	(220,000)	(2,432,154)	(2,602,767)	(220,000)	**(2,822,767)**
Net Assets, Beginning of Year	-	(313,170)	-	-	-	-	-	-	136,423	220,000	356,423	22,795,658	220,000	**23,015,658**
Net Assets, End of Year	**$ (934,087)**	**$ (723,277)**	**$ (689,015)**	**$ (241,197)**	**$217,595**	**$285,291**	**$217,595**	**$285,291**	**$(2,075,731)**	**$ -**	**$(2,075,731)**	**$ 20,192,891**	**$ -**	**$ 20,192,891**

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School

Year ended June 30, 2015

	Harlem 1	Harlem 2	Harlem 3	Harlem 3K	Harlem 4	Harlem 5	Bronx 1	Bronx 2	Bronx 3	Bronx 4	Upper West	Hell's Kitchen	Washington Heights	Union Square	Bed Stuy 1	Bed Stuy 2	Cobble Hill	Williams-burgh
	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted
Revenue and Support:																		
State and local per pupil operating revenue	$8,851,027	$7,843,519	$9,149,612	$2,319,795	$6,211,734	$5,578,833	$7,805,872	$7,353,156	$3,446,821	$2,950,829	$6,906,944	$3,104,388	$2,533,303	$3,271,006	$6,019,924	$4,621,402	$4,726,480	$5,329,122
Government grants	262,470	278,555	220,125	74,822	183,555	178,115	378,748	430,123	393,626	603,516	114,420	303,862	96,199	268,463	226,990	414,427	353,699	429,349
Contributions and private grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500	-	-	-
Donated services (Note 8)	17,692	17,692	17,692	17,692	17,692	17,692	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693
Interest and other income	185	185	1,137	185	185	185	1,282	298	185	185	291	185	185	185	291	254	254	254
Net assets released from restriction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue and Support	9,131,374	8,139,951	9,388,566	2,412,494	6,413,166	5,774,825	8,203,595	7,801,270	3,858,325	3,572,223	7,039,348	3,426,128	2,647,380	3,557,347	6,265,398	5,053,776	5,098,126	5,776,418
Expenses:																		
Program services:																		
General education	6,835,185	6,400,271	7,985,667	2,140,994	5,065,023	4,229,674	6,366,442	5,372,973	2,843,531	2,643,164	5,166,117	2,917,402	2,363,540	3,114,236	5,190,820	4,324,102	4,527,579	4,600,885
Special education	932,069	872,764	1,088,955	291,953	690,685	576,773	868,151	732,678	387,754	360,431	704,470	397,827	322,301	424,668	707,838	589,650	617,397	627,393
Total Program Services	7,767,254	7,273,035	9,074,622	2,432,947	5,755,708	4,806,447	7,234,593	6,105,651	3,231,285	3,003,595	5,870,587	3,315,229	2,685,841	3,538,904	5,898,658	4,913,752	5,144,976	5,228,278
Supporting services:																		
General and administrative	608,590	573,626	718,882	197,107	463,787	384,911	575,854	496,882	266,261	232,529	469,002	270,645	208,740	283,817	480,766	406,435	422,773	436,363
Total Expenses	8,375,844	7,846,661	9,793,504	2,630,054	6,219,495	5,191,358	7,810,447	6,602,533	3,497,546	3,236,124	6,339,589	3,585,874	2,894,581	3,822,721	6,379,424	5,320,187	5,567,749	5,664,641
Change in Net Assets	755,530	293,290	(404,938)	(217,560)	193,671	583,467	393,148	1,198,737	360,779	336,099	699,759	(159,746)	(247,201)	(265,374)	(114,026)	(266,411)	(469,623)	111,777
Net Assets, Beginning of Year	7,557,306	6,430,413	4,494,321	(351,611)	3,015,157	2,497,311	2,598,351	3,161,269	(22,167)	(421)	(124,305)	(605,830)	(85,609)	(717,690)	(304,256)	(228,494)	(226,679)	(16,025)
Net Assets, End of Year	$8,312,836	$6,723,703	$4,089,383	$ (569,171)	$3,208,828	$3,080,778	$2,991,499	$4,360,006	$ 338,612	$ 335,678	$ 575,454	$ (765,576)	$ (332,810)	$ (983,064)	$ (418,282)	$ (494,905)	$ (696,302)	$ 95,752

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School

Year ended June 30, 2015

	Crown Heights	Fort Greene	Prospect Heights	Bensonhurst	Bergen Beach	Rosedale	Springfield Gardens	Harlem Central	Harlem North Central	Harlem West	Harlem North West	Bronx 2 MS	HS Liberal Arts			Success Academy Charter Schools -NYC		
	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Total Unrestricted	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
Revenue and Support:																		
State and local per pupil operating revenue	$3,278,419	$2,894,975	$3,652,295	$2,568,041	$2,463,226	$2,507,446	$2,563,701	$ 2,936,530	$ 2,370,539	$ 4,809,739	$2,835,798	$1,057,442	$ 977,186	$ -	$ 977,186	$132,939,104	$ -	$132,939,104
Government grants	376,274	317,167	336,661	393,232	319,724	92,398	498,015	111,298	99,222	163,742	528,222	449,526	48,980	-	48,980	8,945,525	-	8,945,525
Contributions and private grants	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000,000	2,000,000	500	2,000,000	2,000,500
Donated services (Note 8)	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	-	17,693	548,477	-	548,477
Interest and other income	185	185	185	185	185	185	185	(615)	185	185	185	185	185	-	185	7,516	-	7,516
Net assets released from restriction	-	-	-	-	-	-	-	-	-	-	-	-	2,440,000	(2,440,000)	-	2,440,000	(2,440,000)	-
Total Revenue and Support	3,672,571	3,230,020	4,006,834	2,979,151	2,800,828	2,617,722	3,079,594	3,064,906	2,487,639	4,991,359	3,381,898	1,524,846	3,484,044	(440,000)	3,044,044	144,881,122	(440,000)	144,441,122
Expenses:																		
Program services:																		
General education	2,744,700	2,862,676	3,032,027	2,359,996	2,367,233	2,382,448	2,341,576	3,416,981	2,658,158	4,278,338	3,074,875	1,578,682	2,425,885	-	2,425,885	117,611,180	-	117,611,180
Special education	374,277	390,365	413,458	321,818	322,804	324,880	319,305	465,952	362,477	583,409	419,301	215,275	330,803	-	330,803	16,037,881	-	16,037,881
Total Program Services	3,118,977	3,253,041	3,445,485	2,681,814	2,690,037	2,707,328	2,660,881	3,882,933	3,020,635	4,861,747	3,494,176	1,793,957	2,756,688	-	2,756,688	133,649,061	-	133,649,061
Supporting services:																		
General and administrative	259,851	262,650	280,828	201,690	205,255	210,880	207,036	315,987	250,517	384,925	267,910	145,940	211,470	-	211,470	10,701,909	-	10,701,909
Total Expenses	3,378,828	3,515,691	3,726,313	2,883,504	2,895,292	2,918,208	2,867,917	4,198,920	3,271,152	5,246,672	3,762,086	1,939,897	2,968,158	-	2,968,158	144,350,970	-	144,350,970
Change in Unrestricted Net Assets	293,743	(285,671)	280,521	95,647	(94,464)	(300,486)	211,677	(1,134,014)	(783,513)	(255,313)	(380,188)	(415,051)	515,886	(440,000)	75,886	530,152	(440,000)	90,152
Net Assets, Beginning of Year	(458,142)	(557,085)	(7,113)	(389)	(405)	(123,093)	(395)	(1,338,661)	(843,865)	(1,198,332)	(473)	101,881	(379,463)	660,000	280,537	22,265,506	660,000	22,925,506
Net Assets, End of Year	$ (164,399)	$ (842,756)	$ 273,408	$ 95,258	$ (94,869)	$ (423,579)	$ 211,282	$(2,472,675)	$(1,627,378)	$(1,453,645)	$ (380,661)	$ (313,170)	$ 136,423	$ 220,000	$ 356,423	$ 22,795,658	$ 220,000	$ 23,015,658

Success Academy Charter Schools - NYC

Schedule of Expenditures of Federal Awards

Year ended June 30, 2016

Federal Grantor/Pass-Through Grantor/Program or Cluster Title	Federal CFDA Number	Pass-through Entity Identifying Number	Total Federal Expenditures
U.S. Department of Education:			
Passed through the New York State Education Department:			
Title I Grants to Local Educational Agencies (Title I Part A of the ESEA)	84.010	None	**$ 3,637,844**
Improving Teacher Quality State Grants	84.367	None	**201,668**
Charter Schools	84.282A	None	**1,042,378**
Passed through Success Academy Charter Schools, Inc.:			
Charter Schools – Replication and Expansion of High-Quality Charter Schools	84.282M	None	**4,608,718**
Subtotal CFDA #84.282			**5,651,096**
Total U.S. Department of Education			**9,490,608**
U.S. Department of Agriculture:			
Passed through the New York State Education Department:			
Child Nutrition Program Administration:			
Child Nutrition Cluster:			
National School Lunch Program	10.555	331400861107	**1,479,360**
School Breakfast Program	10.553	331400861107	**207,150**
Total U.S. Department of Agriculture			**1,686,510**
Total Expenditures of Federal Awards			**$11,177,118**

The accompanying notes are an integral part of this schedule.

1. Basis of Presentation

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal grant activity of Success Academy Charter Schools - NYC ("SACS NYC") under programs of the federal government for the year ended June 30, 2016. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations ("CFR") Part 200, *Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards* ("Uniform Guidance"). Because the Schedule presents only a selected portion of the operations of SACS-NYC, it is not intended to and does not present the financial position, changes in net assets or cash flows of SACS-NYC.

The reimbursement of indirect costs reflected in the accompanying financial statements as federal grants revenue is subject to final approval by federal grantors and could be adjusted upon the results of these reviews. Management believes that the results of any such adjustment will not be material to SACS-NYC's financial position or change in net assets.

All of SACS-NYC's federal awards were in the form of cash assistance for the year ended June 30, 2016.

SACS-NYC had no federally funded insurance programs or loan guarantees during the year ended June 30, 2016.

2. Summary of Significant Accounting Policies

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following, as applicable, either the cost principles in OMB Circular A-122, *Cost Principles for Non-Profit Organizations*, or the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or limited as to reimbursement. SACS-NYC is not required to use the 10% de minimis indirect cost rate allowed under the Uniform Guidance.

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Independent Auditor's 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*

To the Board of Trustees
Success Academy Charter Schools – NYC
New York, New York

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 Success Academy Charter Schools – NYC ("SACS-NYC"), which comprise the statement of financial position as of June 30, 2016, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 28, 2016.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered SACS-NYC'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 SACS-NYC's internal control. Accordingly, we do not express an opinion on the effectiveness of SACS-NYC'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. Given these limitations, during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

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Compliance and Other Matters

As part of obtaining reasonable assurance about whether SACS-NYC's financial statements are free from 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 entity'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 entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

BDO USA, LLP

October 28, 2016

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New York, NY 10017

Independent Auditor's Report on Compliance For Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance

To the Board of Trustees
Success Academy Charter Schools – NYC
New York, New York

Report on Compliance for Each Major Federal Program

We have audited Success Academy Charter Schools – NYC's ("SACS-NYC") compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of SACS-NYC's major federal programs for the year ended June 30, 2016. SACS-NYC's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of SACS-NYC's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about SACS-NYC's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of SACS-NYC's compliance.

Opinion on Each Major Federal Program

In our opinion, SACS-NYC complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2016.

Other Matters

The results of our auditing procedures disclosed instances of noncompliance, which are required to be reported in accordance with the Uniform Guidance and which are described in the accompanying schedule of findings and questioned costs as item 2016-001. Our opinion on each major federal program is not modified with respect to these matters.

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SACS-NYC's response to the noncompliance findings identified in our audit are described in the accompanying schedule of findings and questioned costs. SACS-NYC's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

Report on Internal Control Over Compliance

Management of SACS-NYC is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered SACS-NYC's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of SACS-NYC's internal control over compliance.

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

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, we identified certain deficiencies in internal control over compliance, as described in the accompanying schedule of findings and questioned costs as item 2016-001, that we consider to be significant deficiencies.

SACS-NYC's response to the internal control over compliance findings identified in our audit are described in the accompanying schedule of findings and questioned costs. SACS-NYC's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

BDO USA, LLP

October 28, 2016

Success Academy Charter Schools - NYC

Schedule of Findings and Questioned Costs
Year Ended June 30, 2016

Section 1. Summary of Auditor's Results

Financial Statements

Type of auditor's report issued whether the financial statements audited were prepared in accordance with GAAP:	Unmodified	
Internal control over financial reporting:		
• Material weakness(es) identified?	☐ Yes	☒ No
• Significant deficiency(ies) identified?	☐ Yes	☒ None reported
Noncompliance material to financial statements noted?	☐ Yes	☒ No

Federal Awards

Internal control over major federal programs:		
• Material weakness(es) identified?	☐ Yes	☒ No
• Significant deficiency(ies) identified?	☒ Yes	☐ None reported
Type of auditor's report issued on compliance for major federal programs:	Unmodified	
Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516 (a)?	☒ Yes	☐ No

Identification of major federal programs:

CFDA Number	Name of Federal Program or Cluster
84.282A	Charter Schools
84.282M	Charter Schools
	Child Nutrition Cluster:
10.553	National School Lunch Program
10.555	School Breakfast Program

Dollar threshold used to distinguish between Type A and Type B programs:	$750,000	
Auditee qualified as low-risk auditee?	☒ Yes	☐ No

Section 2. Financial Statement Findings

There were no findings related to the financial statements which are required to be reported in accordance with generally accepted government auditing standards.

Section 3. Federal Award Findings and Questioned Costs
Finding Number: 2016-001
Compliance Requirement: Eligibility

Program:
U.S. Department of Agriculture

Government Department/Agency:
New York State Education Department

National School Lunch Program
School Breakfast Program
Child Nutrition Cluster
CFDA #: 10.555/10.553
Award #: 331400861107
Award Year: 7/01/2015 – 06/30/2016

Criteria – The Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organization (OMB Circular A-110) requires that non-Federal entities receiving Federal awards (i.e., audited management) establish and maintain internal control designed to reasonably ensure compliance with Federal laws, regulations, and program compliance requirements.

7 CFR 210.2 states:

"Child means—(a) a student of high school grade or under as determined by the State educational agency, who is enrolled in an educational unit of high school grade or under as described in paragraphs (a) and (b) of the definition of "School," including students who are mentally or physically disabled as defined by the State and who are participating in a school program established for the mentally or physically disabled; or (b) a person under 21 chronological years of age who is enrolled in an institution or center as described in paragraph (c) of the definition of "School;" or (c) for purposes of reimbursement for meal supplements served in afterschool care programs, an individual enrolled in an afterschool care program operated by an eligible school who is 12 years of age or under, or in the case of children of migrant workers and children with disabilities, not more than 15 years of age."

7 CFR 245.2 states:

"*Categorically eligible* means considered income eligible for free meals or free milk, as applicable, based on documentation that a child is a member of a *Family*, as defined in this section, and one or more children in that family are receiving assistance under *SNAP, FDPIR* or the *TANF* program, as defined in this section. A *Foster child, Homeless child*, a *Migrant child*, a *Head Start child* and a *Runaway child*, as defined in this section, are also categorically eligible. Categorical eligibility and automatic eligibility may be used synonymously."

7 CFR 245.3 states:

"**(b) -** Each participating local educational agency and all participating schools under its jurisdiction must adhere to the eligibility criteria specified in this part. Local educational agencies must include these eligibility criteria in their policy statement as required under § 245.10 and it must be publicly announced in accordance with the provisions of § 245.5. Additionally, each State agency, or FNSRO where applicable, must require that local educational agencies accept as income eligible for free meals and free milk, children who are categorically eligible for those benefits based on documentation of eligibility, as specified in § 245.6 (b)."

We noted the following deficiencies during our eligibility testing in determining which students are eligible through an application process. SACS-NYC's officials are required to determine whether each student's household income falls within the income eligibility guidelines. 1 out of the 40 samples tested exceeded the allowable income eligibility threshold. We also noted that for 28 of the 40 samples, SACS-NYC officials did not complete the application in determination of the free or reduce meals and document its review and approval with a signature. In lieu of the application form approval box, SACS-NYC provided an excel summary of the eligibility determination as part of its internal control and review process.

Questioned Costs – The amount cannot be determined or established for known and likely questioned costs.

Context – This is a condition identified per review of compliance with specified requirements.

Effect – SACS-NYC did not comply with the eligibility requirements of the Child Nutrition Cluster.

Cause – SACS-NYC does not have fully effective internal controls over the eligibility determination process to ensure participants are accurately being assessed for free and reduced price lunch and breakfast.

Recommendation – We recommend SACS-NYC establish adequate controls over eligibility that ensure compliance with the requirements of the Child Nutrition Cluster. This includes (1) ensuring that the eligibility determination is sufficiently reviewed such that all errors in the determination process are detected; and (2) data corrections are properly recorded in a timely basis.

Views of Responsible Officials and Planned Corrective Actions

SACS-NYC was approved on September 7, 2016 by the New York State Education Department to participate in the State Community Eligibility Provision for certifying its Free/Reduced Lunch Rates. This provision allows SACS-NYC to forego collecting and analyzing the income certifications from families and rather submit an annual report to the state detailing all of the students that automatically qualify (based on Welfare status) for free lunch based on data collected by the New York City Department of Education.

2015-001 *Procurement*

Federal Program:

Federal Programs 84.282A and 84.282M

Condition:

During our testing, we noted the following instances of non-compliance:

- SACS-NYC did not perform the minimum of three bids for purchases over $25,000 or, in the case of a single service provider, did not document the costs analysis as required by its procurement policy.

Current Status:

This was no longer a finding in the current year testing.

Updated Corrective Action:

SACS-NYC has the following approach to remedy the findings from its prior year's single-audit. In response, the CFO will be presenting a revised procurement policy increasing the threshold requiring competitive bidding from $25,000 to $150,000 by the end of 2016 and will now be in compliance with the new Uniform Guidance. In addition to raising the limit, the SACS-NYC Finance Department, in partnership with the Sourcing and Logistics Department, identified the Associate Director of Sourcing and Logistics to oversee the procurement process. This "Operations Oversight" step in the purchase requisition process ensures that all employees are following the procurement process and that all purchase orders in excess of $150,000 are reviewed centrally to ensure compliance with SACS-NYC's newly revised bidding procedures. The Financial Policies and Procedures Manual will be reviewed annually for updates that might impact future procurement procedures as SACS-NYC grows to ensure continued compliance with all Federal purchasing regulations.

Charter Schools Institute
The State University of New York

GENERAL INSTRUCTIONS FOR ANNUAL BUDGET/QUARTERLY REPORT

TEMPLATE TABS

1- GRAY tab contains the Instructions

Instructions	Provides description of tabs and input requirements.
Funding by District	Charter School Tuition Rates

2- BLUE tabs require input of information

1.) Name of School	>Select school name from list. >Enter contact information.
2.) Enrollment	Enter enrollment information for Annual Budget (& Revisions) and Quarterly Actuals. Includes: >Enrollment by Grade >Enrollment by District
3.) Staffing Plan	Enter staffing plan information for Annual Budget (& Revisions) and Quarterly Actuals. Includes: >Full Time Equivalent (FTE), by Position Category, By Quarter
4.) Yearly Budget	Enter Yearly Budget information. Includes: >"Pior Year" column may be completed based upon preliminary data, and adjusted with Annual Audited data when the Quarter 2 Actuals are being submitted. (Note: Quarterly Revenue allocation may be set) >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 *approved* by the school's Board of Directors, should be submitted when submitting Quarterly Actuals.
5.) Balance Sheet	Enter Balance Sheet information for EdCorps. Separate schools merged into a primary EdCorp should NOT use this tab. >"Pior Year" column may be completed based upon preliminary data, and adjusted with Annual Audited data when the Quarter 2 Actuals are being submitted.
6.) Quarterly Report	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
7.) Annual Report Requirement	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.

Ver. 20160603

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

District Code	School District Name	Final 2015-16 Basic Tuition*	Final 2016-17 Basic Tuition*

Charter Schools Institute
The State University of New York

ANNUAL BUDGET & QUARTERLY REPORT TEMPLATE

Success Academy Charter School - Harlem 4

SCHOOL

Name:	Success Academy Charter School - Harlem 4

CONTACT INFORMATION

Contact Name:	Scott Sobelman
Contact Title:	Director of Finance
Contact Email:	[redacted]
Contact Phone:	[redacted]

REPORT PERIOD

Current Academic Year:	2016-17
Prior Academic Year:	Err:508

SUCCESS ACADEMY CHARTER SCHOOL - 2016-17

ENROLLMENT BY GRADES

GRADES	K	1	2	3	4	5	6	7
INITIAL BUDGETED ENROLLMENT	84	84	84	84	83	0	73	75
#NAME?								

ENROLLMENT BY DISTRICT

	PRIOR YEAR ACTUAL	ANNUAL BUDGET TOTAL DISTRICTS/ENROLLMENT BY QUARTER						
		QUARTER 1		QUARTER 2		QUARTER 3		QUAR
		Original	*Revised*	Original	*Revised*	Original	*Revised*	Original
NUMBER OF SCHOOL DISTRICTS ENROLLED:	0	1	0	1	0	1	0	1
NUMBER OF STUDENTS ENROLLED:	0	596.5932043	0	596.5932043	0	596.5932043	0	596.5932043

***NOTE:** *If there are NO budget revisions at the time of quarterly submittal leave the 'REVISED' COMPLETELY BLANK. If budget revisions ARE made, the entire "REVISED" budget columns affected quarter(s) must be completed on tabs 2, 3 and 4.*

			PRIOR YEAR Err:508	ENROLLMENT BY QUARTER						
				QUARTER 1		QUARTER 2		QUARTER 3		QUAR
	PRIMARY/OTHER	DISTRICT NAME(S)	Actual Enrollment	Original Budgeted Enrollment	*Revised* Budgeted Enrollment	Original Budgeted Enrollment	*Revised* Budgeted Enrollment	Original Budgeted Enrollment	*Revised* Budgeted Enrollment	Original Budgeted Enrollment
1	PRIMARY District	NYC CHANCELLOR'S OFFICE		596.5932043		596.5932043		596.5932043		596.5932043
2	SECONDARY District	(Select from drop-down list) →								
	Other District 3	(Select from drop-down list) →								
	Other District 4	(Select from drop-down list) →								
	Other District 5	(Select from drop-down list) →								
	Other District 6	(Select from drop-down list) →								
	Other District 7	(Select from drop-down list) →								
	Other District 8	(Select from drop-down list) →								
	Other District 9	(Select from drop-down list) →								
	Other District 10	(Select from drop-down list) →								
	Other District 11	(Select from drop-down list) →								
	Other District 12	(Select from drop-down list) →								
	Other District 13	(Select from drop-down list) →								
	Other District 14	(Select from drop-down list) →								
	Other District 15	(Select from drop-down list) →								
	Other District 16	(Select from drop-down list) →								
	Other District 17	(Select from drop-down list) →								
	Other District 18	(Select from drop-down list) →								
	Other District 19	(Select from drop-down list) →								
	Other District 20	(Select from drop-down list) →								
	Other District 21	(Select from drop-down list) →								
	Other District 22	(Select from drop-down list) →								
	Other District 23	(Select from drop-down list) →								
	Other District 24	(Select from drop-down list) →								
	Other District 25	(Select from drop-down list) →								
	Other District 26	(Select from drop-down list) →								
	Other District 27	(Select from drop-down list) →								
	Other District 28	(Select from drop-down list) →								
	Other District 29	(Select from drop-down list) →								
	Other District 30	(Select from drop-down list) →								
	Other District 31	(Select from drop-down list) →								
	Other District 32	(Select from drop-down list) →								
	Other District 33	(Select from drop-down list) →								
	Other District 34	(Select from drop-down list) →								
	Other District 35	(Select from drop-down list) →								
	Other District 36	(Select from drop-down list) →								
	Other District 37	(Select from drop-down list) →								
	Other District 38	(Select from drop-down list) →								
	Other District 39	(Select from drop-down list) →								
	Other District 40	(Select from drop-down list) →								
	Other District 41	(Select from drop-down list) →								
	Other District 42	(Select from drop-down list) →								
	Other District 43	(Select from drop-down list) →								
	Other District 44	(Select from drop-down list) →								
	Other District 45	(Select from drop-down list) →								
	Other District 46	(Select from drop-down list) →								
	Other District 47	(Select from drop-down list) →								
	Other District 48	(Select from drop-down list) →								
	Other District 49	(Select from drop-down list) →								
	Other District 50	(Select from drop-down list) →								

HARLEM 4

8	9	10	11	12
77	0	0	0	#NAME?

	ACTUAL QUARTERLY TOTAL DISTRICTS/ENROLLMENT			
TER 4	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Revised	Actual	Actual	Actual	Actual
0	0	0	0	0
0	0	0	0	0
' Column(s) for the				

	ACTUAL ENROLLMENT BY QUARTER			
TER 4	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Revised Budgeted Enrollment	Actual Enrollment	Actual Enrollment	Actual Enrollment	Actual Enrollment

STAFFING PLAN - F

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

***NOTE:** If there are NO budget revisions at the time of quarterly submittal leave tl If budget revisions ARE made, the entire "REVISED" budget columns for the affec*

ADMINISTRATIVE PERSONNEL FTE	PRIOR YEAR	ANNUAL BUDGETED FTE				
	Err:508	Q1		Q2		Q
	ACTUAL	Original	Revised	Original	Revised	Original
Executive Management				0.0		0.0
Instructional Management		8.0		8.0		8.0
Deans, Directors & Coordinators		4.0		4.0		4.0
CFO / Director of Finance				0.0		0.0
Operation / Business Manager		8.0		8.0		8.0
Administrative Staff				0.0		0.0
TOTAL ADMINISTRATIVE STAFF	0.0	20.0	0.0	20.0	0.0	20.0

INSTRUCTIONAL PERSONNEL FTE	PRIOR YEAR	ANNUAL BUDGETED FTE				
	Err:508	Q1		Q2		Q
	ACTUAL	Original	Revised	Original	Revised	Original
Teachers - Regular		32.5		32.5		32.5
Teachers - SPED		8.0		8.0		8.0
Substitute Teachers				0.0		0.0
Teaching Assistants		10.0		10.0		10.0
Specialty Teachers		16.0		16.0		16.0
Aides				0.0		0.0
Therapists & Counselors		2.5		2.5		2.5
Other				0.0		0.0
TOTAL INSTRUCTIONAL	0.0	69.0	0.0	69.0	0.0	69.0

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

TOTAL PERSONNEL SERVICE FTE	0.0	89.0	0.0	89.0	0.0	89.0

' CHARTER SCHOOL - HARLEM 4
2016-17

ULL TIME EQUIVALENT ("FTE")

***NOTE:** Enter the number of FTE positions in the "blue" cells.* *he 'REVISED' Column(s) COMPLETELY BLANK. ted quarter(s) must be completed on tabs 2, 3*

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

ADMINISTRATIVE PERSONNEL FTE				ACTUAL QUARTERLY FTE			
	3	Q4		Q1	Q2	Q3	Q4
	Revised	Original	Revised	Actual	Actual	Actual	Actual
Executive Management		0.0					
Instructional Management		8.0					
Deans, Directors & Coordinators		4.0					
CFO / Director of Finance		0.0					
Operation / Business Manager		8.0					
Administrative Staff		0.0					
TOTAL ADMINISTRATIVE STAFF	0.0	20.0	0.0	0.0	0.0	0.0	0.0

INSTRUCTIONAL PERSONNEL FTE				ACTUAL QUARTERLY FTE			
	3	Q4		Q1	Q2	Q3	Q4
	Revised	Original	Revised	Actual	Actual	Actual	Actual
Teachers - Regular		32.5					
Teachers - SPED		8.0					
Substitute Teachers		0.0					
Teaching Assistants		10.0					
Specialty Teachers		16.0					
Aides		0.0					
Therapists & Counselors		2.5					
Other		0.0					
TOTAL INSTRUCTIONAL	0.0	69.0	0.0	0.0	0.0	0.0	0.0

NON-INSTRUCTIONAL PERSONNEL FTE				ACTUAL QUARTERLY FTE			
	3	Q4		Q1	Q2	Q3	Q4
	Revised	Original	Revised	Actual	Actual	Actual	Actual
Nurse							
Librarian							
Custodian							
Security							
Other							
TOTAL NON-INSTRUCTIONAL	0.0	0.0	0.0	0.0	0.0	0.0	0.0

TOTAL PERSONNEL SERVICE FTE	0.0	89.0	0.0	0.0	0.0	0.0	0.0

***NOTE:** Enter the number of FTE positions in the "blue" cells.*	***NOTE:** State the assumptions that are being made for personnel FTE levels.*

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

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

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

TOTAL PERSONNEL SERVICE FTE	

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

Total Revenue	-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Total Expenses	-	2,910,984	#NAME?	#NAME?	2,910,984	#NAME?	#NAME?	2,910,984
Net Income	-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Actual Student Enrollment	-	597	-	-	597	-	-	597

		Prior Year Actual	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Q
		Err:508	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget
REVENUE		Allocate Per Pupil Revenue by Quarter	***NOTE:** If there are NO budget revisions at the time of quarterly submittal leave If budget revisions ARE made, the entire "REVISED" budget columns for the affec*						
REVENUES FROM STATE SOURCES	2016-17								
Per Pupil Revenue	Per Pupil Rate	PPR %/Qtr->	25.0%	25.0%		25.0%	25.0%		25.0%
NYC CHANCELLOR'S OFFICE	#NAME?		#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
-	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
ALL OTHER School Districts: (Weighted Avg)	#N/A		#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?	#N/A
TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)	#NAME?	-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Special Education Revenue			413,473		#NAME?	413,473		#NAME?	413,473
Grants									
Stimulus			-		#NAME?			#NAME?	
DYCD (Department of Youth and Community Development)			-		#NAME?	-		#NAME?	-
Other			64,134		#NAME?	64,134		#NAME?	64,134
Other			-		#NAME?			#NAME?	
TOTAL REVENUE FROM STATE SOURCES		-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
REVENUE FROM FEDERAL FUNDING									
IDEA Special Needs			7,626		#NAME?	7,626		#NAME?	7,626
Title I			48,946		#NAME?	48,946		#NAME?	48,946
Title Funding - Other			1,875		#NAME?	1,875		#NAME?	1,875
School Food Service (Free Lunch)			-		#NAME?	-		#NAME?	-
Grants									
Charter School Program (CSP) Planning & Implementation			-		#NAME?	-		#NAME?	-
Other			-		#NAME?	-		#NAME?	-
Other			-		#NAME?	-		#NAME?	-
TOTAL REVENUE FROM FEDERAL SOURCES		-	58,447	-	#NAME?	58,447	-	#NAME?	58,447
LOCAL and OTHER REVENUE									
Contributions and Donations			-		#NAME?	-		#NAME?	-
Fundraising			-		#NAME?	-		#NAME?	-
Erate Reimbursement			8,140		#NAME?	8,140		#NAME?	8,140
Earnings on Investments			-		#NAME?	-		#NAME?	-
Interest Income			-		#NAME?	-		#NAME?	-
Food Service (Income from meals)			-		#NAME?	-		#NAME?	-
Text Book			-		#NAME?	-		#NAME?	-
OTHER			-		#NAME?	-		#NAME?	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		-	8,140	-	#NAME?	8,140	-	#NAME?	8,140
TOTAL REVENUE		-	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**

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

Total Revenue		-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Total Expenses		-	2,910,984	#NAME?	#NAME?	2,910,984	#NAME?	#NAME?	2,910,984
Net Income		-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Actual Student Enrollment		-	597	-	-	597	-	-	597
		Prior Year Actual	**1st Quarter - 7/1 - 9/30**			**2nd Quarter - 10/1 - 12/31**			**3rd Q**
		Err:508	**Original Budget**	**Revised Budget**	**Variance**	**Original Budget**	**Revised Budget**	**Variance**	**Original Budget**
EXPENSES									
ADMINISTRATIVE STAFF PERSONNEL COSTS	Avg. No. of Positions								
Executive Management	-		-		#NAME?	-		#NAME?	-
Instructional Management	8.00		195,381		#NAME?	195,381		#NAME?	195,381
Deans, Directors & Coordinators	4.00		62,700		#NAME?	62,700		#NAME?	62,700
CFO / Director of Finance	-		-		#NAME?	-		#NAME?	-
Operation / Business Manager	8.00		122,842		#NAME?	122,842		#NAME?	122,842
Administrative Staff	-		-		#NAME?	-		#NAME?	-
TOTAL ADMINISTRATIVE STAFF	20.00	-	380,924	-	#NAME?	380,924	-	#NAME?	380,924
INSTRUCTIONAL PERSONNEL COSTS									
Teachers - Regular	32.50		562,100		#NAME?	562,100		#NAME?	562,100
Teachers - SPED	8.00		138,442		#NAME?	138,442		#NAME?	138,442
Substitute Teachers	-		-		#NAME?	-		#NAME?	-
Teaching Assistants	10.00		132,085		#NAME?	132,085		#NAME?	132,085
Specialty Teachers	16.00		265,836		#NAME?	265,836		#NAME?	265,836
Aides	-		-		#NAME?	-		#NAME?	-
Therapists & Counselors	2.50		33,141		#NAME?	33,141		#NAME?	33,141
Other	-		-		#NAME?	-		#NAME?	-
TOTAL INSTRUCTIONAL	69.00	-	1,131,605	-	#NAME?	1,131,605	-	#NAME?	1,131,605
NON-INSTRUCTIONAL PERSONNEL COSTS									
Nurse	-		-		#NAME?	-		#NAME?	-
Librarian	-		-		#NAME?	-		#NAME?	-
Custodian	-		-		#NAME?	-		#NAME?	-
Security	-		-		#NAME?	-		#NAME?	-
Other	-		-		#NAME?	-		#NAME?	-
TOTAL NON-INSTRUCTIONAL	-	-	-	-	#NAME?	-	-	#NAME?	-
SUBTOTAL PERSONNEL SERVICE COSTS	89.00	-	1,512,528	-	#NAME?	1,512,528	-	#NAME?	1,512,528
PAYROLL TAXES AND BENEFITS									
Payroll Taxes			123,301		#NAME?	123,301		#NAME?	123,301
Fringe / Employee Benefits			178,856		#NAME?	178,856		#NAME?	178,856
Retirement / Pension			34,032		#NAME?	34,032		#NAME?	34,032
TOTAL PAYROLL TAXES AND BENEFITS		-	336,190	-	#NAME?	336,190	-	#NAME?	336,190
TOTAL PERSONNEL SERVICE COSTS	89.00	-	1,848,718	-	#NAME?	1,848,718	-	#NAME?	1,848,718
CONTRACTED SERVICES									
Accounting / Audit			2,134		#NAME?	2,134		#NAME?	2,134
Legal			-		#NAME?	-		#NAME?	-
Management Company Fee			323,436		#NAME?	323,436		#NAME?	323,436
Nurse Services			-		#NAME?	-		#NAME?	-
Food Service / School Lunch			-		#NAME?	-		#NAME?	-
Payroll Services			7,231		#NAME?	7,231		#NAME?	7,231
Special Ed Services			-		#NAME?	-		#NAME?	-
Titlement Services (i.e. Title I)			-		#NAME?	-		#NAME?	-
Other Purchased / Professional / Consulting			5,000		#NAME?	5,000		#NAME?	5,000
TOTAL CONTRACTED SERVICES		-	337,801	-	#NAME?	337,801	-	#NAME?	337,801

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

Total Revenue	-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Total Expenses	-	2,910,984	#NAME?	#NAME?	2,910,984	#NAME?	#NAME?	2,910,984
Net Income	-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Actual Student Enrollment	-	597	-	-	597	-	-	597
	Prior Year Actual	**1st Quarter - 7/1 - 9/30**			**2nd Quarter - 10/1 - 12/31**			**3rd Q**
	Err:508	**Original Budget**	**Revised Budget**	**Variance**	**Original Budget**	**Revised Budget**	**Variance**	**Original Budget**
SCHOOL OPERATIONS								
Board Expenses		-		#NAME?	-		#NAME?	-
Classroom / Teaching Supplies & Materials		58,852		#NAME?	58,852		#NAME?	58,852
Special Ed Supplies & Materials		-		#NAME?	-		#NAME?	-
Textbooks / Workbooks		-		#NAME?	-		#NAME?	-
Supplies & Materials other		52,570		#NAME?	52,570		#NAME?	52,570
Equipment / Furniture		25,755		#NAME?	25,755		#NAME?	25,755
Telephone		-		#NAME?	-		#NAME?	-
Technology		51,867		#NAME?	51,867		#NAME?	51,867
Student Testing & Assessment		4,250		#NAME?	4,250		#NAME?	4,250
Field Trips		30,116		#NAME?	30,116		#NAME?	30,116
Transportation (student)		6,519		#NAME?	6,519		#NAME?	6,519
Student Services - other		62,021		#NAME?	62,021		#NAME?	62,021
Office Expense		64,463		#NAME?	64,463		#NAME?	64,463
Staff Development		47,034		#NAME?	47,034		#NAME?	47,034
Staff Recruitment		13,540		#NAME?	13,540		#NAME?	13,540
Student Recruitment / Marketing		15,230		#NAME?	15,230		#NAME?	15,230
School Meals / Lunch		33,050		#NAME?	33,050		#NAME?	33,050
Travel (Staff)		8,045		#NAME?	8,045		#NAME?	8,045
Fundraising		-		#NAME?	-		#NAME?	-
Other		11,024		#NAME?	11,024		#NAME?	11,024
TOTAL SCHOOL OPERATIONS	-	484,337	-	#NAME?	484,337	-	#NAME?	484,337
FACILITY OPERATION & MAINTENANCE								
Insurance		20,996		#NAME?	20,996		#NAME?	20,996
Janitorial		-		#NAME?	-		#NAME?	-
Building and Land Rent / Lease / Facility Finance Interest		-		#NAME?	-		#NAME?	-
Repairs & Maintenance		23,494		#NAME?	23,494		#NAME?	23,494
Equipment / Furniture		-		#NAME?	-		#NAME?	-
Security		-		#NAME?	-		#NAME?	-
Utilities		-		#NAME?	-		#NAME?	-
TOTAL FACILITY OPERATION & MAINTENANCE	-	44,490	-	#NAME?	44,490	-	#NAME?	44,490
DEPRECIATION & AMORTIZATION		195,639		#NAME?	195,639		#NAME?	195,639
RESERVES / CONTINGENCY		-		#NAME?	-		#NAME?	-
TOTAL EXPENSES	-	2,910,984	-	#NAME?	2,910,984	-	#NAME?	2,910,984
NET INCOME	-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?

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

Total Revenue	-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Total Expenses	-	2,910,984	#NAME?	#NAME?	2,910,984	#NAME?	#NAME?	2,910,984
Net Income	-	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Actual Student Enrollment	-	597	-	-	597	-	-	597
	Prior Year Actual	**1st Quarter - 7/1 - 9/30**			**2nd Quarter - 10/1 - 12/31**			**3rd Q**
	Err:508	**Original Budget**	**Revised Budget**	**Variance**	**Original Budget**	**Revised Budget**	**Variance**	**Original Budget**
ENROLLMENT - *School Districts Are Linked To Above Entries*								
Number of Districts:	-	1	-	-	1	-	-	1
NYC CHANCELLOR'S OFFICE	-	597	-	-	597	-	-	597
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
ALL OTHER School Districts: (Weighted Avg)	-	-	-	-	-	-	-	-
TOTAL ENROLLMENT	-	597	-	-	597	-	-	597
REVENUE PER PUPIL	-	#NAME?	-	#NAME?	#NAME?	-	#NAME?	#NAME?
EXPENSES PER PUPIL	-	4,879	-	#NAME?	4,879	-	#NAME?	4,879

		HARLEM 4				
Total Revenue		**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Total Expenses		**#NAME?**	**#NAME?**	**2,910,984**	**#NAME?**	**#NAME?**
Net Income		**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Actual Student Enrollment		**-**	**-**	**597**	**-**	**-**
		Quarter - 1/1 - 3/31		**4th Quarter - 4/1 - 6/30**		
		Revised Budget	**Variance**	**Original Budget**	**Revised Budget**	**Variance**
REVENUE		*e the 'REVISED' Column(s) COMPLETELY BLANK.*				
REVENUES FROM STATE SOURCES	2016-17	*cted quarter(s) must be completed on tabs 2, 3 and 4.*				
Per Pupil Revenue	Per Pupil Rate	25.0%		25.0%	25.0%	
NYC CHANCELLOR'S OFFICE	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
ALL OTHER School Districts: (Weighted Avg)	#N/A	#N/A	#NAME?	#N/A	#N/A	#NAME?
TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Special Education Revenue			#NAME?	413,473		#NAME?
Grants						
Stimulus			#NAME?			#NAME?
DYCD (Department of Youth and Community Development)			#NAME?	-		#NAME?
Other			#NAME?	64,134		#NAME?
Other			#NAME?			#NAME?
TOTAL REVENUE FROM STATE SOURCES		#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
REVENUE FROM FEDERAL FUNDING						
IDEA Special Needs			#NAME?	7,626		#NAME?
Title I			#NAME?	48,946		#NAME?
Title Funding - Other			#NAME?	1,875		#NAME?
School Food Service (Free Lunch)			#NAME?	-		#NAME?
Grants						
Charter School Program (CSP) Planning & Implementation			#NAME?	-		#NAME?
Other			#NAME?	-		#NAME?
Other			#NAME?	-		#NAME?
TOTAL REVENUE FROM FEDERAL SOURCES		-	#NAME?	58,447	-	#NAME?
LOCAL and OTHER REVENUE						
Contributions and Donations			#NAME?	-		#NAME?
Fundraising			#NAME?	-		#NAME?
Erate Reimbursement			#NAME?	8,140		#NAME?
Earnings on Investments			#NAME?	-		#NAME?
Interest Income			#NAME?	-		#NAME?
Food Service (Income from meals)			#NAME?	-		#NAME?
Text Book			#NAME?	-		#NAME?
OTHER			#NAME?	-		#NAME?
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		-	#NAME?	8,140	-	#NAME?
TOTAL REVENUE		**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**

		HARLEM 4				
Total Revenue		**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Total Expenses		**#NAME?**	**#NAME?**	**2,910,984**	**#NAME?**	**#NAME?**
Net Income		**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Actual Student Enrollment		**-**	**-**	**597**	**-**	**-**
		Quarter - 1/1 - 3/31		**4th Quarter - 4/1 - 6/30**		
		Revised Budget	**Variance**	**Original Budget**	**Revised Budget**	**Variance**
EXPENSES						
ADMINISTRATIVE STAFF PERSONNEL COSTS	Avg. No. of Positions					
Executive Management	-		#NAME?	-		#NAME?
Instructional Management	8.00		#NAME?	195,381		#NAME?
Deans, Directors & Coordinators	4.00		#NAME?	62,700		#NAME?
CFO / Director of Finance	-		#NAME?	-		#NAME?
Operation / Business Manager	8.00		#NAME?	122,842		#NAME?
Administrative Staff	-		#NAME?	-		#NAME?
TOTAL ADMINISTRATIVE STAFF	20.00	-	#NAME?	380,924	-	#NAME?
INSTRUCTIONAL PERSONNEL COSTS						
Teachers - Regular	32.50		#NAME?	562,100		#NAME?
Teachers - SPED	8.00		#NAME?	138,442		#NAME?
Substitute Teachers	-		#NAME?	-		#NAME?
Teaching Assistants	10.00		#NAME?	132,085		#NAME?
Specialty Teachers	16.00		#NAME?	265,836		#NAME?
Aides	-		#NAME?	-		#NAME?
Therapists & Counselors	2.50		#NAME?	33,141		#NAME?
Other	-		#NAME?	-		#NAME?
TOTAL INSTRUCTIONAL	69.00	-	#NAME?	1,131,605	-	#NAME?
NON-INSTRUCTIONAL PERSONNEL COSTS						
Nurse	-		#NAME?	-		#NAME?
Librarian	-		#NAME?	-		#NAME?
Custodian	-		#NAME?	-		#NAME?
Security	-		#NAME?	-		#NAME?
Other	-		#NAME?	-		#NAME?
TOTAL NON-INSTRUCTIONAL	-	-	#NAME?	-	-	#NAME?
SUBTOTAL PERSONNEL SERVICE COSTS	89.00	-	#NAME?	1,512,528	-	#NAME?
PAYROLL TAXES AND BENEFITS						
Payroll Taxes			#NAME?	123,301		#NAME?
Fringe / Employee Benefits			#NAME?	178,856		#NAME?
Retirement / Pension			#NAME?	34,032		#NAME?
TOTAL PAYROLL TAXES AND BENEFITS		-	#NAME?	336,190	-	#NAME?
TOTAL PERSONNEL SERVICE COSTS	89.00	-	#NAME?	1,848,718	-	#NAME?
CONTRACTED SERVICES						
Accounting / Audit			#NAME?	2,134		#NAME?
Legal			#NAME?	-		#NAME?
Management Company Fee			#NAME?	323,436		#NAME?
Nurse Services			#NAME?	-		#NAME?
Food Service / School Lunch			#NAME?	-		#NAME?
Payroll Services			#NAME?	7,231		#NAME?
Special Ed Services			#NAME?	-		#NAME?
Titlement Services (i.e. Title I)			#NAME?	-		#NAME?
Other Purchased / Professional / Consulting			#NAME?	5,000		#NAME?
TOTAL CONTRACTED SERVICES		-	#NAME?	337,801	-	#NAME?

	HARLEM 4				
Total Revenue	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Total Expenses	**#NAME?**	**#NAME?**	**2,910,984**	**#NAME?**	**#NAME?**
Net Income	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Actual Student Enrollment	**-**	**-**	**597**	**-**	**-**
	Quarter - 1/1 - 3/31		**4th Quarter - 4/1 - 6/30**		
	Revised Budget	**Variance**	**Original Budget**	**Revised Budget**	**Variance**
SCHOOL OPERATIONS					
Board Expenses		#NAME?	-		#NAME?
Classroom / Teaching Supplies & Materials		#NAME?	58,852		#NAME?
Special Ed Supplies & Materials		#NAME?	-		#NAME?
Textbooks / Workbooks		#NAME?	-		#NAME?
Supplies & Materials other		#NAME?	52,570		#NAME?
Equipment / Furniture		#NAME?	25,755		#NAME?
Telephone		#NAME?	-		#NAME?
Technology		#NAME?	51,867		#NAME?
Student Testing & Assessment		#NAME?	4,250		#NAME?
Field Trips		#NAME?	30,116		#NAME?
Transportation (student)		#NAME?	6,519		#NAME?
Student Services - other		#NAME?	62,021		#NAME?
Office Expense		#NAME?	64,463		#NAME?
Staff Development		#NAME?	47,034		#NAME?
Staff Recruitment		#NAME?	13,540		#NAME?
Student Recruitment / Marketing		#NAME?	15,230		#NAME?
School Meals / Lunch		#NAME?	33,050		#NAME?
Travel (Staff)		#NAME?	8,045		#NAME?
Fundraising		#NAME?	-		#NAME?
Other		#NAME?	11,024		#NAME?
TOTAL SCHOOL OPERATIONS	-	#NAME?	484,337	-	#NAME?
FACILITY OPERATION & MAINTENANCE					
Insurance		#NAME?	20,996		#NAME?
Janitorial		#NAME?	-		#NAME?
Building and Land Rent / Lease / Facility Finance Interest		#NAME?	-		#NAME?
Repairs & Maintenance		#NAME?	23,494		#NAME?
Equipment / Furniture		#NAME?	-		#NAME?
Security		#NAME?	-		#NAME?
Utilities		#NAME?	-		#NAME?
TOTAL FACILITY OPERATION & MAINTENANCE	-	#NAME?	44,490	-	#NAME?
DEPRECIATION & AMORTIZATION		#NAME?	195,639		#NAME?
RESERVES / CONTINGENCY		#NAME?	-		#NAME?
TOTAL EXPENSES	**-**	**#NAME?**	**2,910,984**	**-**	**#NAME?**
NET INCOME	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**

	HARLEM 4				
Total Revenue	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Total Expenses	**#NAME?**	**#NAME?**	**2,910,984**	**#NAME?**	**#NAME?**
Net Income	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Actual Student Enrollment	**-**	**-**	**597**	**-**	**-**
	Quarter - 1/1 - 3/31		**4th Quarter - 4/1 - 6/30**		
	Revised Budget	**Variance**	**Original Budget**	**Revised Budget**	**Variance**
ENROLLMENT - *School Districts Are Linked To Above Entries*					
Number of Districts:	-	-	1	-	-
NYC CHANCELLOR'S OFFICE	-	-	597	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
ALL OTHER School Districts: (Weighted Avg)	-	-	-	-	-
TOTAL ENROLLMENT	-	-	597	-	-
REVENUE PER PUPIL	-	**#NAME?**	**#NAME?**	-	**#NAME?**
EXPENSES PER PUPIL	-	**#NAME?**	**4,879**	-	**#NAME?**

SUCCESS ACADEMY CHARTER
Budget / Operating Plan
2016-17

Total Revenue		**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Total Expenses		**11,643,935**	**#NAME?**	**#NAME?**	**###**	**#NAME?**
Net Income		**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Actual Student Enrollment						
		Total Year			**VARIANCE**	
		Original Budget	**Revised Budget**	**Variance**	**Original Budget vs. PY Budget**	**Revised Budget vs. PY Budget**
REVENUE						
REVENUES FROM STATE SOURCES	2016-17					
Per Pupil Revenue	Per Pupil Rate					
NYC CHANCELLOR'S OFFICE	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
-	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
ALL OTHER School Districts: (Weighted Avg)	#N/A	#N/A	#NAME?	#NAME?	#N/A	#NAME?
TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
Special Education Revenue		1,653,892	#NAME?	#NAME?	1,653,892	#NAME?
Grants						
Stimulus		-	#NAME?	#NAME?	-	#NAME?
DYCD (Department of Youth and Community Development)		-	#NAME?	#NAME?	-	#NAME?
Other		256,535	#NAME?	#NAME?	256,535	#NAME?
Other		-	#NAME?	#NAME?	-	#NAME?
TOTAL REVENUE FROM STATE SOURCES		#NAME?	#NAME?	#NAME?	#NAME?	#NAME?
REVENUE FROM FEDERAL FUNDING						
IDEA Special Needs		30,504	#NAME?	#NAME?	30,504	#NAME?
Title I		195,783	#NAME?	#NAME?	195,783	#NAME?
Title Funding - Other		7,500	#NAME?	#NAME?	7,500	#NAME?
School Food Service (Free Lunch)		-	#NAME?	#NAME?	-	#NAME?
Grants						
Charter School Program (CSP) Planning & Implementation		-	#NAME?	#NAME?	-	#NAME?
Other		-	#NAME?	#NAME?	-	#NAME?
Other		-	#NAME?	#NAME?	-	#NAME?
TOTAL REVENUE FROM FEDERAL SOURCES		233,787	#NAME?	#NAME?	233,787	#NAME?
LOCAL and OTHER REVENUE						
Contributions and Donations		-	#NAME?	#NAME?	-	#NAME?
Fundraising		-	#NAME?	#NAME?	-	#NAME?
Erate Reimbursement		32,558	#NAME?	#NAME?	32,558	#NAME?
Earnings on Investments		-	#NAME?	#NAME?	-	#NAME?
Interest Income		-	#NAME?	#NAME?	-	#NAME?
Food Service (Income from meals)		-	#NAME?	#NAME?	-	#NAME?
Text Book		-	#NAME?	#NAME?	-	#NAME?
OTHER		-	#NAME?	#NAME?	-	#NAME?
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		32,558	#NAME?	#NAME?	32,558	#NAME?
TOTAL REVENUE		**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**

SUCCESS ACADEMY CHARTER
Budget / Operating Plan
2016-17

Total Revenue		**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Total Expenses		**11,643,935**	**#NAME?**	**#NAME?**	**###**	**#NAME?**
Net Income		**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Actual Student Enrollment						
		Total Year			**VARIANCE**	
		Original Budget	**Revised Budget**	**Variance**	**Original Budget vs. PY Budget**	**Revised Budget vs. PY Budget**
EXPENSES						
ADMINISTRATIVE STAFF PERSONNEL COSTS	Avg. No. of Positions					
Executive Management	-	-	#NAME?	#NAME?	-	#NAME?
Instructional Management	8.00	781,526	#NAME?	#NAME?	(781,526)	#NAME?
Deans, Directors & Coordinators	4.00	250,799	#NAME?	#NAME?	(250,799)	#NAME?
CFO / Director of Finance	-	-	#NAME?	#NAME?	-	#NAME?
Operation / Business Manager	8.00	491,369	#NAME?	#NAME?	(491,369)	#NAME?
Administrative Staff	-	-	#NAME?	#NAME?	-	#NAME?
TOTAL ADMINISTRATIVE STAFF	20.00	1,523,694	#NAME?	#NAME?	(1,523,694)	#NAME?
INSTRUCTIONAL PERSONNEL COSTS						
Teachers - Regular	32.50	2,248,400	#NAME?	#NAME?	(2,248,400)	#NAME?
Teachers - SPED	8.00	553,769	#NAME?	#NAME?	(553,769)	#NAME?
Substitute Teachers	-	-	#NAME?	#NAME?	-	#NAME?
Teaching Assistants	10.00	528,342	#NAME?	#NAME?	(528,342)	#NAME?
Specialty Teachers	16.00	1,063,342	#NAME?	#NAME?	(1,063,342)	#NAME?
Aides	-	-	#NAME?	#NAME?	-	#NAME?
Therapists & Counselors	2.50	132,566	#NAME?	#NAME?	(132,566)	#NAME?
Other	-	-	#NAME?	#NAME?	-	#NAME?
TOTAL INSTRUCTIONAL	69.00	4,526,418	#NAME?	#NAME?	(4,526,418)	#NAME?
NON-INSTRUCTIONAL PERSONNEL COSTS						
Nurse	-	-	#NAME?	#NAME?	-	#NAME?
Librarian	-	-	#NAME?	#NAME?	-	#NAME?
Custodian	-	-	#NAME?	#NAME?	-	#NAME?
Security	-	-	#NAME?	#NAME?	-	#NAME?
Other	-	-	#NAME?	#NAME?	-	#NAME?
TOTAL NON-INSTRUCTIONAL	-	-	#NAME?	#NAME?	-	#NAME?
SUBTOTAL PERSONNEL SERVICE COSTS	89.00	6,050,113	#NAME?	#NAME?	(6,050,113)	#NAME?
PAYROLL TAXES AND BENEFITS						
Payroll Taxes		493,205	#NAME?	#NAME?	(493,205)	#NAME?
Fringe / Employee Benefits		715,426	#NAME?	#NAME?	(715,426)	#NAME?
Retirement / Pension		136,128	#NAME?	#NAME?	(136,128)	#NAME?
TOTAL PAYROLL TAXES AND BENEFITS		1,344,758	#NAME?	#NAME?	(1,344,758)	#NAME?
TOTAL PERSONNEL SERVICE COSTS	89.00	7,394,871	#NAME?	#NAME?	(7,394,871)	#NAME?
CONTRACTED SERVICES						
Accounting / Audit		8,537	#NAME?	#NAME?	(8,537)	#NAME?
Legal		-	#NAME?	#NAME?	-	#NAME?
Management Company Fee		1,293,742	#NAME?	#NAME?	(1,293,742)	#NAME?
Nurse Services		-	#NAME?	#NAME?	-	#NAME?
Food Service / School Lunch		-	#NAME?	#NAME?	-	#NAME?
Payroll Services		28,925	#NAME?	#NAME?	(28,925)	#NAME?
Special Ed Services		-	#NAME?	#NAME?	-	#NAME?
Titlement Services (i.e. Title I)		-	#NAME?	#NAME?	-	#NAME?
Other Purchased / Professional / Consulting		20,000	#NAME?	#NAME?	(20,000)	#NAME?
TOTAL CONTRACTED SERVICES		1,351,204	#NAME?	#NAME?	(1,351,204)	#NAME?

SUCCESS ACADEMY CHARTER
Budget / Operating Plan
2016-17

Total Revenue	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Total Expenses	**11,643,935**	**#NAME?**	**#NAME?**	**###**	**#NAME?**
Net Income	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Actual Student Enrollment					

	Total Year			VARIANCE	
	Original Budget	**Revised Budget**	**Variance**	**Original Budget vs. PY Budget**	**Revised Budget vs. PY Budget**
SCHOOL OPERATIONS					
Board Expenses	-	#NAME?	#NAME?	-	#NAME?
Classroom / Teaching Supplies & Materials	235,408	#NAME?	#NAME?	(235,408)	#NAME?
Special Ed Supplies & Materials	-	#NAME?	#NAME?	-	#NAME?
Textbooks / Workbooks	-	#NAME?	#NAME?	-	#NAME?
Supplies & Materials other	210,279	#NAME?	#NAME?	(210,279)	#NAME?
Equipment / Furniture	103,020	#NAME?	#NAME?	(103,020)	#NAME?
Telephone	-	#NAME?	#NAME?	-	#NAME?
Technology	207,469	#NAME?	#NAME?	(207,469)	#NAME?
Student Testing & Assessment	17,000	#NAME?	#NAME?	(17,000)	#NAME?
Field Trips	120,465	#NAME?	#NAME?	(120,465)	#NAME?
Transportation (student)	26,077	#NAME?	#NAME?	(26,077)	#NAME?
Student Services - other	248,083	#NAME?	#NAME?	(248,083)	#NAME?
Office Expense	257,853	#NAME?	#NAME?	(257,853)	#NAME?
Staff Development	188,138	#NAME?	#NAME?	(188,138)	#NAME?
Staff Recruitment	54,160	#NAME?	#NAME?	(54,160)	#NAME?
Student Recruitment / Marketing	60,918	#NAME?	#NAME?	(60,918)	#NAME?
School Meals / Lunch	132,200	#NAME?	#NAME?	(132,200)	#NAME?
Travel (Staff)	32,180	#NAME?	#NAME?	(32,180)	#NAME?
Fundraising	-	#NAME?	#NAME?	-	#NAME?
Other	44,098	#NAME?	#NAME?	(44,098)	#NAME?
TOTAL SCHOOL OPERATIONS	1,937,346	#NAME?	#NAME?	(1,937,346)	#NAME?
FACILITY OPERATION & MAINTENANCE					
Insurance	83,984	#NAME?	#NAME?	(83,984)	#NAME?
Janitorial	-	#NAME?	#NAME?	-	#NAME?
Building and Land Rent / Lease / Facility Finance Interest	-	#NAME?	#NAME?	-	#NAME?
Repairs & Maintenance	93,974	#NAME?	#NAME?	(93,974)	#NAME?
Equipment / Furniture	-	#NAME?	#NAME?	-	#NAME?
Security	-	#NAME?	#NAME?	-	#NAME?
Utilities	-	#NAME?	#NAME?	-	#NAME?
TOTAL FACILITY OPERATION & MAINTENANCE	177,958	#NAME?	#NAME?	(177,958)	#NAME?
DEPRECIATION & AMORTIZATION	782,556	#NAME?	#NAME?	(782,556)	#NAME?
RESERVES / CONTINGENCY	-	#NAME?	#NAME?	-	#NAME?
TOTAL EXPENSES	**11,643,935**	**#NAME?**	**#NAME?**	**###**	**#NAME?**
NET INCOME	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**

SUCCESS ACADEMY CHARTER
Budget / Operating Plan
2016-17

Total Revenue	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Total Expenses	**11,643,935**	**#NAME?**	**#NAME?**	**###**	**#NAME?**
Net Income	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**	**#NAME?**
Actual Student Enrollment					

	Total Year			VARIANCE	
	Original Budget	**Revised Budget**	**Variance**	**Original Budget vs. PY Budget**	**Revised Budget vs. PY Budget**
ENROLLMENT - *School Districts Are Linked To Above Entries*					
Number of Districts:					
NYC CHANCELLOR'S OFFICE					
-					
-					
-					
-					
-					
-					
-					
-					
-					
-					
-					
-					
-					
ALL OTHER School Districts: (Weighted Avg)					
TOTAL ENROLLMENT					
REVENUE PER PUPIL					
EXPENSES PER PUPIL					

SCHOOL - HARLEM 4

Total Revenue
Total Expenses
Net Income
Actual Student Enrollment

DESCRIPTION OF ASSUMPTIONS

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

		SCHOOL - HARLEM 4
Total Revenue		
Total Expenses		
Net Income		
Actual Student Enrollment		
		DESCRIPTION OF ASSUMPTIONS
EXPENSES		
ADMINISTRATIVE STAFF PERSONNEL COSTS	Avg. No. of Positions	
Executive Management	-	
Instructional Management	8.00	
Deans, Directors & Coordinators	4.00	
CFO / Director of Finance	-	
Operation / Business Manager	8.00	
Administrative Staff	-	
TOTAL ADMINISTRATIVE STAFF	20.00	
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	32.50	
Teachers - SPED	8.00	
Substitute Teachers	-	
Teaching Assistants	10.00	
Specialty Teachers	16.00	
Aides	-	
Therapists & Counselors	2.50	
Other	-	
TOTAL INSTRUCTIONAL	69.00	
NON-INSTRUCTIONAL PERSONNEL COSTS		
Nurse	-	
Librarian	-	
Custodian	-	
Security	-	
Other	-	
TOTAL NON-INSTRUCTIONAL	-	
SUBTOTAL PERSONNEL SERVICE COSTS	89.00	
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		
Fringe / Employee Benefits		
Retirement / Pension		
TOTAL PAYROLL TAXES AND BENEFITS		
TOTAL PERSONNEL SERVICE COSTS	89.00	
CONTRACTED SERVICES		
Accounting / Audit		
Legal		
Management Company Fee		
Nurse Services		
Food Service / School Lunch		
Payroll Services		
Special Ed Services		
Titlement Services (i.e. Title I)		
Other Purchased / Professional / Consulting		
TOTAL CONTRACTED SERVICES		

	SCHOOL - HARLEM 4
Total Revenue	
Total Expenses	
Net Income	
Actual Student Enrollment	
	DESCRIPTION OF ASSUMPTIONS
SCHOOL OPERATIONS	
Board Expenses	
Classroom / Teaching Supplies & Materials	
Special Ed Supplies & Materials	
Textbooks / Workbooks	
Supplies & Materials other	
Equipment / Furniture	
Telephone	
Technology	
Student Testing & Assessment	
Field Trips	
Transportation (student)	
Student Services - other	
Office Expense	
Staff Development	
Staff Recruitment	
Student Recruitment / Marketing	
School Meals / Lunch	
Travel (Staff)	
Fundraising	
Other	
TOTAL SCHOOL OPERATIONS	
FACILITY OPERATION & MAINTENANCE	
Insurance	
Janitorial	
Building and Land Rent / Lease / Facility Finance Interest	
Repairs & Maintenance	
Equipment / Furniture	
Security	
Utilities	
TOTAL FACILITY OPERATION & MAINTENANCE	
DEPRECIATION & AMORTIZATION	
RESERVES / CONTINGENCY	
TOTAL EXPENSES	
NET INCOME	

	SCHOOL - HARLEM 4
Total Revenue **Total Expenses** **Net Income** **Actual Student Enrollment**	**DESCRIPTION OF ASSUMPTIONS**
ENROLLMENT - *School Districts Are Linked To Above Entries* **Number of Districts:** NYC CHANCELLOR'S OFFICE - - - - - - - - - - - - - ALL OTHER School Districts: (Weighted Avg) **TOTAL ENROLLMENT** **REVENUE PER PUPIL** **EXPENSES PER PUPIL**	

SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4
BALANCE SHEET
2016-17

	Prior Year	Q1	Q2	Q3	Q4
	Err:508	As of 9/30	As of 12/31	As of 3/31	As of 6/30
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	-	-	-	-	-
Grants and contracts receivable	-	-	-	-	-
Accounts receivables	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and other receivables	-	-	-	-	-
TOTAL CURRENT ASSETS	-	-	-	-	-
PROPERTY, BUILDING AND EQUIPMENT, net	-	-	-	-	-
OTHER ASSETS	-	-	-	-	-
TOTAL ASSETS	-	-	-	-	-
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	-	-	-	-	-
Accrued payroll and benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current maturities of long-term debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
TOTAL CURRENT LIABILITIES	-	-	-	-	-
LONG-TERM DEBT and NOTES PAYABLE, net current maturities	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-
NET ASSETS					
Unrestricted	-	-	-	-	-
Temporarily restricted	-	-	-	-	-
TOTAL NET ASSETS	-	-	-	-	-
TOTAL LIABILITIES AND NET ASSETS	-	-	-	-	-

SUCCESS ACADEMY CHARTER SCHO

Budget / Operating Pla

2016-17

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

***NOTE: Enrollment, Revenue and Expediture 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 Q**
		Actual	**Current Budget**	**Variance**	**Actual**	**Current Budget**	**Variance**	**Actual**
REVENUE								
REVENUES FROM STATE SOURCES								
Per Pupil Revenue	**CY** Per Pupil Rate							
NYC CHANCELLOR'S OFFICE	#NAME?		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
-	#N/A		#NAME?	-		#NAME?	-	
ALL OTHER School Districts: (Count = 0)	#N/A		#NAME?	-		#NAME?	-	
TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)	#NAME?	-	#NAME?	-	-	#NAME?	-	-
Special Education Revenue			#NAME?	-		#NAME?	-	
Grants								
Stimulus			#NAME?	-		#NAME?	-	
DYCD (Department of Youth and Community Development)			#NAME?	-		#NAME?	-	
Other			#NAME?	-		#NAME?	-	
Other			#NAME?	-		#NAME?	-	
TOTAL REVENUE FROM STATE SOURCES		-	#NAME?	-	-	#NAME?	-	-
REVENUE FROM FEDERAL FUNDING								
IDEA Special Needs			#NAME?	-		#NAME?	-	
Title I			#NAME?	-		#NAME?	-	
Title Funding - Other			#NAME?	-		#NAME?	-	
School Food Service (Free Lunch)			#NAME?	-		#NAME?	-	
Grants								
Charter School Program (CSP) Planning & Implementation			#NAME?	-		#NAME?	-	
Other			#NAME?	-		#NAME?	-	
Other			#NAME?	-		#NAME?	-	
TOTAL REVENUE FROM FEDERAL SOURCES		-	#NAME?	-	-	#NAME?	-	-
LOCAL and OTHER REVENUE								
Contributions and Donations			#NAME?	-		#NAME?	-	
Fundraising			#NAME?	-		#NAME?	-	
Erate Reimbursement			#NAME?	-		#NAME?	-	
Earnings on Investments			#NAME?	-		#NAME?	-	
Interest Income			#NAME?	-		#NAME?	-	
Food Service (Income from meals)			#NAME?	-		#NAME?	-	
Text Book			#NAME?	-		#NAME?	-	
OTHER			#NAME?	-		#NAME?	-	
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		-	#NAME?	-	-	#NAME?	-	-
TOTAL REVENUE		-	**#NAME?**	-	-	**#NAME?**	-	-

SUCCESS ACADEMY CHARTER SCHO

Budget / Operating Pla

2016-17

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

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

SUCCESS ACADEMY CHARTER SCHO

Budget / Operating Pla

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

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

SUCCESS ACADEMY CHARTER SCHO

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

***NOTE: Enrollment, Revenue and Expediture 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 Q**
	Actual	**Current Budget**	**Variance**	**Actual**	**Current Budget**	**Variance**	**Actual**
ENROLLMENT - *School Districts Are Linked To Above Entries*							
NYC CHANCELLOR'S OFFICE	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
-	-	#NAME?	-	-	#NAME?	-	-
ALL OTHER School Districts: (Count = 0)	-	#NAME?	-	-	#NAME?	-	-
TOTAL ENROLLMENT	-	**#NAME?**	-	-	**#NAME?**	-	-
REVENUE PER PUPIL	-	**#NAME?**	-	-	**#NAME?**	-	-
EXPENSES PER PUPIL	-	**#NAME?**	-	-	**#NAME?**	-	-

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

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

	OOL - HARLEM 4				
	n				
Total Revenue	**#NAME?**	**-**	**-**	**#NAME?**	**-**
Total Expenses	**#NAME?**	**-**	**-**	**#NAME?**	**-**
Net Income	**#NAME?**	**-**	**-**	**#NAME?**	**-**
Actual Student Enrollment	**#NAME?**	**-**	**-**	**#NAME?**	**-**

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

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

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

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

TOTALS AND VARIANCE ANALYSIS

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

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

TOTALS AND VARIANCE ANALYSIS

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

SUCCESS ACADEMY CHARTER SCHOOL

Budget / Operating Plan

2016-17

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

TOTALS AND VARIANCE ANALYSIS

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

SUCCESS ACADEMY CHARTER SCHOOL

Budget / Operating Plan

2016-17

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

TOTALS AND VARIANCE ANALYSIS

***NOTE: Enrollment, Revenue and Expediture 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**
ENROLLMENT - *School Districts Are Linked To Above Entries*	*** Enrollment Data Based on Last Actual Quarter Completed**						
NYC CHANCELLOR'S OFFICE	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
-	-	-	-			-	-
ALL OTHER School Districts: (Count = 0)	-	-	-			-	-
TOTAL ENROLLMENT	-	-	-			-	-
REVENUE PER PUPIL	-	-	-			-	-
EXPENSES PER PUPIL	-	-	-			-	-

. - HARLEM 4

Total Revenue	**#NAME?**	**#NAME?**	**-**	**-**
Total Expenses	**11,643,935**	**11,643,935**	**-**	**-**
Net Income	**#NAME?**	**#NAME?**	**-**	**-**
Actual Student Enrollment			**-**	

***NOTE: Enrollment, Revenue and Expediture Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed**		**S** Original Budget - TY	Actual vs. Original Budget TY	PY Actual (PY TY / No. of COMPLETED Actual CY Quarters	Actual CY vs. Actual PY
REVENUE					
REVENUES FROM STATE SOURCES					
Per Pupil Revenue	**CY** Per Pupil Rate				
NYC CHANCELLOR'S OFFICE	#NAME?	#NAME?	#NAME?	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
-	#N/A	#N/A	#N/A	-	-
ALL OTHER School Districts: (Count = 0)	#N/A	#N/A	#N/A	-	-
TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)	#NAME?	#NAME?	#NAME?	-	-
Special Education Revenue		1,653,892	(1,653,892)	-	-
Grants					
Stimulus		-	-	-	-
DYCD (Department of Youth and Community Development)		-	-	-	-
Other		256,535	(256,535)	-	-
Other		-	-	-	-
TOTAL REVENUE FROM STATE SOURCES		#NAME?	#NAME?	-	-
REVENUE FROM FEDERAL FUNDING					
IDEA Special Needs		30,504	(30,504)	-	-
Title I		195,783	(195,783)	-	-
Title Funding - Other		7,500	(7,500)	-	-
School Food Service (Free Lunch)		-	-	-	-
Grants					
Charter School Program (CSP) Planning & Implementation		-	-	-	-
Other		-	-	-	-
Other		-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES		233,787	(233,787)	-	-
LOCAL and OTHER REVENUE					
Contributions and Donations		-	-	-	-
Fundraising		-	-	-	-
Erate Reimbursement		32,558	(32,558)	-	-
Earnings on Investments		-	-	-	-
Interest Income		-	-	-	-
Food Service (Income from meals)		-	-	-	-
Text Book		-	-	-	-
OTHER		-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		32,558	(32,558)	-	-
TOTAL REVENUE		**#NAME?**	**#NAME?**	**-**	**-**

. - HARLEM 4

Total Revenue	**#NAME?**	**#NAME?**	**-**	**-**
Total Expenses	**11,643,935**	**11,643,935**	**-**	**-**
Net Income	**#NAME?**	**#NAME?**	**-**	**-**
Actual Student Enrollment			**-**	

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

		Original Budget - TY	Actual vs. Original Budget TY	PY Actual (PY TY / No. of COMPLETED Actual CY Quarters	Actual CY vs. Actual PY
EXPENSES	Quarter 0				
ADMINISTRATIVE STAFF PERSONNEL COSTS	No. of Positions				
Executive Management	#NAME?	-	-	-	-
Instructional Management	#NAME?	781,526	781,526	-	-
Deans, Directors & Coordinators	#NAME?	250,799	250,799	-	-
CFO / Director of Finance	#NAME?	-	-	-	-
Operation / Business Manager	#NAME?	491,369	491,369	-	-
Administrative Staff	#NAME?	-	-	-	-
TOTAL ADMINISTRATIVE STAFF	#NAME?	1,523,694	1,523,694	-	-
INSTRUCTIONAL PERSONNEL COSTS					
Teachers - Regular	#NAME?	2,248,400	2,248,400	-	-
Teachers - SPED	#NAME?	553,769	553,769	-	-
Substitute Teachers	#NAME?	-	-	-	-
Teaching Assistants	#NAME?	528,342	528,342	-	-
Specialty Teachers	#NAME?	1,063,342	1,063,342	-	-
Aides	#NAME?	-	-	-	-
Therapists & Counselors	#NAME?	132,566	132,566	-	-
Other	#NAME?	-	-	-	-
TOTAL INSTRUCTIONAL	#NAME?	4,526,418	4,526,418	-	-
NON-INSTRUCTIONAL PERSONNEL COSTS					
Nurse	#NAME?	-	-	-	-
Librarian	#NAME?	-	-	-	-
Custodian	#NAME?	-	-	-	-
Security	#NAME?	-	-	-	-
Other	#NAME?	-	-	-	-
TOTAL NON-INSTRUCTIONAL	#NAME?	-	-	-	-
SUBTOTAL PERSONNEL SERVICE COSTS	#NAME?	6,050,113	6,050,113	-	-
PAYROLL TAXES AND BENEFITS					
Payroll Taxes		493,205	493,205	-	-
Fringe / Employee Benefits		715,426	715,426	-	-
Retirement / Pension		136,128	136,128	-	-
TOTAL PAYROLL TAXES AND BENEFITS		1,344,758	1,344,758	-	-
TOTAL PERSONNEL SERVICE COSTS	#NAME?	7,394,871	7,394,871	-	-
CONTRACTED SERVICES					
Accounting / Audit		8,537	8,537	-	-
Legal		-	-	-	-
Management Company Fee		1,293,742	1,293,742	-	-
Nurse Services		-	-	-	-
Food Service / School Lunch		-	-	-	-
Payroll Services		28,925	28,925	-	-
Special Ed Services		-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-
Other Purchased / Professional / Consulting		20,000	20,000	-	-
TOTAL CONTRACTED SERVICES		1,351,204	1,351,204	-	-

. - HARLEM 4

Total Revenue	**#NAME?**	**#NAME?**	**-**	**-**
Total Expenses	**11,643,935**	**11,643,935**	**-**	**-**
Net Income	**#NAME?**	**#NAME?**	**-**	**-**
Actual Student Enrollment			**-**	

***NOTE: Enrollment, Revenue and Expediture Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed**	**S** **Original Budget - TY**	**Actual vs. Original Budget TY**	**PY Actual (PY TY / No. of COMPLETED Actual CY Quarters**	**Actual CY vs. Actual PY**
SCHOOL OPERATIONS				
Board Expenses	-	-	-	-
Classroom / Teaching Supplies & Materials	235,408	235,408	-	-
Special Ed Supplies & Materials	-	-	-	-
Textbooks / Workbooks	-	-	-	-
Supplies & Materials other	210,279	210,279	-	-
Equipment / Furniture	103,020	103,020	-	-
Telephone	-	-	-	-
Technology	207,469	207,469	-	-
Student Testing & Assessment	17,000	17,000	-	-
Field Trips	120,465	120,465	-	-
Transportation (student)	26,077	26,077	-	-
Student Services - other	248,083	248,083	-	-
Office Expense	257,853	257,853	-	-
Staff Development	188,138	188,138	-	-
Staff Recruitment	54,160	54,160	-	-
Student Recruitment / Marketing	60,918	60,918	-	-
School Meals / Lunch	132,200	132,200	-	-
Travel (Staff)	32,180	32,180	-	-
Fundraising	-	-	-	-
Other	44,098	44,098	-	-
TOTAL SCHOOL OPERATIONS	1,937,346	1,937,346	-	-
FACILITY OPERATION & MAINTENANCE				
Insurance	83,984	83,984	-	-
Janitorial	-	-	-	-
Building and Land Rent / Lease / Facility Finance Interest	-	-	-	-
Repairs & Maintenance	93,974	93,974	-	-
Equipment / Furniture	-	-	-	-
Security	-	-	-	-
Utilities	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE	177,958	177,958	-	-
DEPRECIATION & AMORTIZATION	782,556	782,556	-	-
RESERVES / CONTINGENCY	-	-	-	-
TOTAL EXPENSES	**11,643,935**	**11,643,935**	**-**	**-**
NET INCOME	**#NAME?**	**#NAME?**	**-**	**-**

. - HARLEM 4

Total Revenue	**#NAME?**	**#NAME?**	**-**	**-**
Total Expenses	**11,643,935**	**11,643,935**	**-**	**-**
Net Income	**#NAME?**	**#NAME?**	**-**	**-**
Actual Student Enrollment			**-**	

***NOTE: Enrollment, Revenue and Expediture Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed**	**Original Budget - TY**	**Actual vs. Original Budget TY**	**PY Actual (PY TY / No. of COMPLETED Actual CY Quarters**	**Actual CY vs. Actual PY**
ENROLLMENT - *School Districts Are Linked To Above Entries*				
NYC CHANCELLOR'S OFFICE			-	-
-			-	-
-			-	-
-			-	-
-			-	-
-			-	-
-			-	-
-			-	-
-			-	-
-			-	-
-			-	-
-			-	-
-			-	-
-			-	-
-			-	-
ALL OTHER School Districts: (Count = 0)			-	-
TOTAL ENROLLMENT			-	-
REVENUE PER PUPIL			-	-
EXPENSES PER PUPIL			-	-

Charter Schools Institute
The State University of New York

Annual Report Requirement

for SUNY Authorized Charter Schools

SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4

2016-17

Administrative expenditures per pupil:	$0.00
Per NYS Statute	Administrative expenditures per pupil: the sum of all general administration salaries and other general administration expenditures divided by the total number of enrolled students. Employee benefit costs or expenditures should not be reported here.

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

2			
3		TOTAL	1H01
4			Success Academy Charter School - Harlem 1
5			
6			
7	**Total Revenue**		
8	**Total Expenses**		
9	**Net Income**		
10	**Actual Student Enrollment**		
11			
12			
13			
14			
15	**REVENUE**		
16	**REVENUES FROM STATE SOURCES**		
17	**Per Pupil Revenue**		
18	NYC CHANCELLOR'S OFFICE	184,489,650	16,266,332
19	-		
20	-		
21	-		
22	-		
23	-		
24	-		
25	-		
26	-		
27	-		
28	-		
29	-		
30	-		
31	-		
32	-		
33	ALL OTHER School Districts: (Weighted Avg)		
34	TOTAL Per Pupil Revenue (Weighted Average Per Pupil Funding)	184,489,650	16,266,332
35	Special Education Revenue	22,293,912	2,091,174
36	Grants		
37	Stimulus		
38	DYCD (Department of Youth and Community Deve	548,250	
39	Other	5,655,561	498,647
40	Other		
41	TOTAL REVENUE FROM STATE SOURCES	212,987,373	18,856,153

REVENUE FROM FEDERAL FUNDING		
IDEA Special Needs	683,389	62,762
Title I	4,766,619	334,200
Title Funding - Other	217,500	7,500
School Food Service (Free Lunch)		-
Grants		-
Charter School Program (CSP) Planning & Implem	3,808,000	300,000
Other		
Other		
TOTAL REVENUE FROM FEDERAL SOURCES	9,475,508	704,462
LOCAL and OTHER REVENUE		
Contributions and Donations		
Fundraising		
Erate Reimbursement	700,000	48,837
Earnings on Investments		
Interest Income		
Food Service (Income from meals)		
Text Book		
OTHER		
TOTAL REVENUE FROM LOCAL and OTHER SOURC	700,000	48,837
TOTAL REVENUE	**223,162,881**	**19,609,452**
EXPENSES		
ADMINISTRATIVE STAFF PERSONNEL COSTS		
Executive Management		
Instructional Management	14,707,852	2,199,130
Deans, Directors & Coordinators	5,083,349	475,985
CFO / Director of Finance		-
Operation / Business Manager	9,775,433	801,227
Administrative Staff		
TOTAL ADMINISTRATIVE STAFF	29,566,633	3,476,342
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	46,038,618	4,726,180
Teachers - SPED	4,702,339	552,277
Substitute Teachers		-
Teaching Assistants	11,880,235	744,948
Specialty Teachers	18,455,802	2,020,287
Aides		-
Therapists & Counselors	2,208,880	193,811
Other		

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

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

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

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

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

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

217,440	223,756	188,138	182,444	177,006	186,300
56,908	65,769	54,160	47,867	50,479	52,969
60,918	68,418	60,918	60,918	60,918	60,918
182,693	379,769	132,200	305,658	312,039	146,703
37,500	38,080	32,180	32,860	31,080	122,070
-	-	-	-	-	-
46,598	50,146	44,098	46,598	44,098	44,098
2,413,008	2,910,952	1,937,346	2,177,609	2,153,108	2,158,087
106,747	102,626	83,984	85,960	84,523	88,071
-	-	-	-	-	-
-	-	-	-	-	-
125,827	121,363	93,974	98,017	98,323	102,077
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
232,574	223,989	177,958	183,977	182,845	190,148
871,033	970,522	782,556	775,106	793,241	585,754
14,086,343	14,429,095	11,643,935	12,006,507	11,649,141	11,859,875
833	823	597	667	678	691
889	844	643	679	693	714
90	60	84	60	90	90
120	90	84	90	90	90
120	90	84	90	90	90
120	90	84	90	120	120
112	86	83	84	87	102
85	132	-	118	90	78
80	98	73	82	65	74
84	100	75	66	62	71
78	98	77	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
889	**844**	643	679	693	714

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

	1X04		1M02	1M03	1M04
1X03 Success Academy Charter School - Bronx 3	1X04 Success Academy Charter School - Bronx 4	1M01 Success Academy Charter School - Upper West	1M02 Success Academy Charter School - Hell's Kitchen	1M03 Success Academy Charter School - Union Square	1M04 Academy Charter School - Washington Heights
5,764,179	5,621,374	8,401,762	5,405,798	6,207,681	5,424,942
5,764,179	5,621,374	8,401,762	5,405,798	6,207,681	5,424,942
522,989	557,569	1,292,783	514,160	762,503	514,632
- 176,702	- 172,324	- 257,557	- 165,716	- 190,297	- 166,303
6,463,870	6,351,267	9,952,102	6,085,674	7,160,482	6,105,876

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

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

117,863	92,665	165,544	86,538	100,625	91,588
43,342	26,319	50,525	21,215	24,668	26,013
60,918	68,724	60,918	53,418	53,418	68,724
187,650	180,900	234,325	107,920	164,450	107,644
109,765	14,860	23,925	11,850	13,800	14,750
-		-			
33,098	22,049	38,098	24,549	24,549	22,049
1,652,756	1,208,182	2,057,315	985,748	1,155,798	1,100,203
52,128	45,443	78,801	45,024	52,116	44,666
-		-			
-	-	-	-	-	-
56,070	55,350	90,548	55,020	62,970	51,975
-		-			
-		-			
-		-			
108,198	100,793	169,349	100,044	115,086	96,641
498,274	274,774	603,483	453,292	531,748	316,855
7,603,925	5,956,470	10,769,074	5,917,553	6,895,911	5,846,457
411	401	599	385	443	387
417	402	640	391	449	390
90	90	84	84	102	90
90	90	84	84	84	90
60	120	84	84	84	120
90	102	112	84	96	90
87	-	87	55	83	-
-	-	129	-	-	-
-	-	60	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
417	402	640	391	449	390

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

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

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

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

151,181	85,531	125,729	131,766	88,550	86,538
46,642	20,968	33,859	35,339	21,708	21,215
60,918	53,418	60,918	60,918	53,418	53,418
119,752	104,608	215,689	287,717	228,250	207,900
26,080	14,750	22,090	20,950	15,080	15,760
-		-	-		
38,098	24,549	38,098	38,098	24,549	24,549
1,839,883	993,931	1,576,944	1,707,335	1,165,687	1,089,884
71,590	44,138	60,954	64,910	46,853	44,527
-		-	-		
-	-	-	-	-	-
82,631	51,645	71,235	75,555	55,770	51,630
-		-	-		
-		-	-		
-		-	-		
154,221	95,783	132,189	140,465	102,623	96,157
579,335	435,239	512,946	505,429	495,265	422,002
9,764,788	5,787,146	8,131,698	8,628,479	6,234,127	5,888,863
541	344	446	502	398	319
583	379	515	556	415	378
60	60	102	108	60	60
90	60	84	90	120	90
90	90	84	90	90	90
90	90	84	102	90	90
76	79	102	100	55	48
122	-	59	66	-	-
55	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
583	379	515	556	415	378

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

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

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

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

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

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

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

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

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

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

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

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

Trustee Name:

Samuel Cole

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

Success Academy Charter Schools— NYC

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

   Chairperson

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

   ☐ **Yes** ☑ **No**

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

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

Jul 29, 2016

Signature Date

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

Business Tele[redacted]

Business Addre[redacted]

E-mail Address[redacted]

Home Telephon[redacted]

Home Address:[redacted]

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

Trustee Name:

Bryan Binder

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

Success Academy Charter Schools— NYC

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

   Vice Chairperson

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

Bryan Binder
Bryan Binder (Jul 27, 2016)

Jul 27, 2016

Signature Date

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

Business Teleph

Business Addres

E-mail Address:

Home Telephone

Home Address:

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

Trustee Name:

Gregory Sawers

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

Success Academy Charter Schools— NYC

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

   Secretary

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

   ☐ **Yes** ☑ **No**

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

Gregory Sawer (Jul 26, 2016)

Signature

Jul 26, 2016

Date

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

Business Teleph[redacted]

Business Addres[redacted]

E-mail Address: [redacted]

Home Telephone[redacted]

Home Address: [redacted]

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

Trustee Name:

Scott J. Friedman

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

Success Academy Charter Schools— NYC

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

   Treasurer

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

   ☐ **Yes** ☑ **No**

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

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

Jul 26, 2016

Signature Date

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

Business Telepho[redacted]

Business Addres[redacted]

E-mail Address: [redacted]

Home Telephone[redacted]

Home Address: [redacted]

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

Trustee Name:

Brian T Levine

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

Success Academy Charter Schools— NYC

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

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

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

Jul 27, 2016

Signature Date

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

Business Telepho

Business Addres

E-mail Address:

Home Telephone:

Home Address:

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

Trustee Name:

andrew stone

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

Success Academy Charter Schools— NYC

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

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

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

Jul 27, 2016

Signature Date

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

Business Telepho

Business Addres

E-mail Address:

Home Telephone:

Home Address:

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

Trustee Name:

Catherine Shainker

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

Success Academy Charter Schools— NYC

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

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

Catherine Shainker
Catherine Shainker (Jul 28, 2016)

Jul 28, 2016

Signature Date

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

Business Telepho

Business Addres

E-mail Address:

Home Telephone:

Home Address:

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

Trustee Name:

Derrell Bradford

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

Success Academy Charter Schools— NYC

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

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

Derrell Bradford
Derrell Bradford (Jul 27, 2016)

Jul 27, 2016

Signature Date

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

Business Telepho

Business Addres

E-mail Address:

Home Telephone

Home Address:

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

Trustee Name:

Isela Bahena

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

Success Academy Charter Schools— NYC

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

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

Isela Bahena
Isela Bahena (Jul 31, 2016)

Jul 31, 2016

Signature Date

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

Business Telepho[redacted]

Business Addres[redacted]

E-mail Address: [redacted]

Home Telephone: [redacted]

Home Address: [redacted]

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

Trustee Name:

jarrett posner

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

Success Academy Charter Schools— NYC

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

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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none	none	none	none

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

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

jarrett posner
jarrett posner (Jul 29, 2016)

Jul 29, 2016

Signature Date

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

Business Telepho[redacted]

Business Addres[redacted]

E-mail Address: [redacted]

Home Telephone[redacted]

Home Address: [redacted]

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

Trustee Name:

Khadijah Pickel

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

Success Academy Charter Schools— NYC

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

   Parent Representative

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

   ☐ **Yes** ☑ **No**

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

Khadijah Pickel (Aug 1, 2016)

Aug 1, 2016

Signature

Date

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

Business Telepho

Business Addres

E-mail Address:

Home Telephone:

Home Address:

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

Trustee Name:

Lorenzo Smith III

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

Success Academy Charter Schools— NYC

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

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

Jul 27, 2016

Signature Date

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

Business Telepho

Business Addres

E-mail Address:

Home Telephone

Home Address:

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

Trustee Name:

richard barrera

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

Success Academy Charter Schools— NYC

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

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

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

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

richard barrera
richard barrera (Jul 27, 2016)

Jul 27, 2016

Signature Date

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

Business Teleph [redacted]

Business Addres [redacted]

E-mail Address: [redacted]

Home Telephone [redacted]

Home Address: [redacted]

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

Trustee Name:

Sandeep Chainani

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

Success Academy Charter Schools— NYC

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

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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None	none	none	none

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

Sandeep Chainani
Sandeep Chainani (Jul 31, 2016)

Jul 31, 2016

Signature Date

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

Business Telepho[redacted]

Business Address[redacted]

E-mail Address: [redacted]

Home Telephone: [redacted]

Home Address: [redacted]

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

Trustee Name:

Suleman E. Lunat

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

Success Academy Charter Schools— NYC

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

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

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

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

   ☐ **Yes** ☑ **No**

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

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

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

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

Suleman Lunat
Suleman Lunat (Jul 27, 2016)

Jul 27, 2016

Signature Date

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

Business Telepho[redacted]

Business Addres[redacted]

E-mail Address: [redacted]

Home Telephone: [redacted]

Home Address: [redacted]

Entry 9 BOT Table

Created: 07/28/2016

Last updated: 08/01/2016

Page 1

1. Current Board Member Information

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

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

2. Total Number of Members on June 30, 2015

(No response)

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

(No response)

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

(No response)

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

(No response)

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

bi-monthly

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

bi-montly

Thank you.

Entry 11: Enrollment and Retention Efforts

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

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

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

Entry 12 Teacher and Administrator Attrition

Last updated: 08/01/2016

Report changes in teacher and administrator staffing.

Page 1

Instructions for completing the Teacher and Administrator Attrition Tables

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

2015-16 Teacher Attrition Table

	FTE Teachers on June 30, 2015	FTE Teachers Departed 7/1/15 – 6/30/16	FTE Teachers Filling Vacant Positions 7/1/15 – 6/30/16	FTE Teachers Added in New Positions 7/1/15-6/30/16	FTE of Teachers on June 30, 2016
	64	17	17	10.5	66

2015-16 Administrator Position Attrition Table

	FTE Administrative Positions on June 30, 2015	FTE Administrators Departed 7/1/15 – 6/30/16	FTE Administrators Filling Vacant Positions 7/1/15 – 6/30/16	FTE Administrators Added in New Positions 7/1/15-6/30/16	FTE Administrative Positions on June 30, 2016
	6	3	0	3	7

Thank you

2016-2017 ACADEMIC CALENDAR

Success Academy

**All dates are subject to change*

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

SUNY Charter Schools Institute
The State University of New York

Transmittal Form
Annual Financial Statement Audit Report
for SUNY Authorized Charter Schools

Charter School Name:	Success Academy Charter School - Harlem 4
Audit Period:	2015-16
Prior Period:	2014-15
Report Due Date:	Tuesday, November 01, 2016
Date Submitted:	Monday, October 31, 2016
School Fiscal Contact Name:	Scott Sobelman
School Fiscal Contact Email:	[redacted]
School Fiscal Contact Phone:	
School Audit Firm Name:	BDO, LLC
School Audit Contact Name:	Don Alcuino
School Audit Contact Email:	[redacted]
School Audit Contact Phone:	

Please submit the following items to the SUNY Charter Schools Institute via email or online portal:

Email: charters@suny.edu

Online Portal: http://www.newyorkcharters.org/operate/existing-schools/reporting-deadlines

Required Items:

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; and
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. If not applicable enter "N/A."

And, if applicable:

Item	*If not included*, state the reason(s) below. Or, *if not applicable fill in* **"N/A"**:
Management Letter	Included
Management Letter Response	N/A; No Findings
Form 990	To Be filed by 5/15/2017
Federal Single Audit (A-133)[1]	Included
Corrective Action Plan	Included

Please *also* submit the following items to the New York State Education Department via online portal:

Online Portal: https://nysed-cso.fluidreview.com

Required Items:

1) This transmital form (a copy of the Excel file containing the four schedules Does NOT need to be include
2) Audited Financial Report;

And, if applicable:

3) Management Letter and Response;
4) Federal Single Audit (A-133).

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[1] A copy of the Federal Single Audit must be filed with the Federal Audit Clearinghouse. Please refer to the current "OMB Circu

SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4
Statement of Financial Position
as of June 30, 2016

ASSETS	2015-16
CURRENT ASSETS	
Cash and cash equivalents	$-
Grants and contracts receivable	-
Accounts receivables	-
Prepaid expenses	-
Contributions and other receivables	-
TOTAL CURRENT ASSETS	-
PROPERTY, BUILDING AND EQUIPMENT, net	-
OTHER ASSETS	-
TOTAL ASSETS	**-**
LIABILITIES AND NET ASSETS	
CURRENT LIABILITIES	
Accounts payable and accrued expenses	$-
Accrued payroll and benefits	-
Deferred Revenue	-
Current maturities of long-term debt	-
Short Term Debt - Bonds, Notes Payable	-
Other	-
TOTAL CURRENT LIABILITIES	-
LONG-TERM DEBT and NOTES PAYABLE, net current maturities	-
TOTAL LIABILITIES	-
NET ASSETS	
Unrestricted	-
Temporarily restricted	-
TOTAL NET ASSETS	-
TOTAL LIABILITIES AND NET ASSETS	**-**

SUCCESS ACADEMY CHARTER SC
Statement of Financial P
as of June 30, 201

ASSETS	2014-15	IOI
		nu
CURRENT ASSETS		
Cash and cash equivalents	$-	
Grants and contracts receivable	-	
Accounts receivables	-	
Prepaid expenses	-	
Contributions and other receivables	-	
TOTAL CURRENT ASSETS	-	
PROPERTY, BUILDING AND EQUIPMENT, net	-	
OTHER ASSETS	-	
TOTAL ASSETS	-	
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	$-	
Accrued payroll and benefits	-	
Deferred Revenue	-	
Current maturities of long-term debt	-	
Short Term Debt - Bonds, Notes Payable	-	
Other	-	
TOTAL CURRENT LIABILITIES	-	
LONG-TERM DEBT and NOTES PAYABLE, net current maturities	-	
TOTAL LIABILITIES	-	
NET ASSETS		
Unrestricted	-	
Temporarily restricted	-	
TOTAL NET ASSETS	-	
TOTAL LIABILITIES AND NET ASSETS	-	

SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4
Statement of Activities
as of June 30, 2016

	2015-16		
	Unrestricted	Temporarily Restricted	Total
REVENUE, GAINS AND OTHER SUPPORT			
Public School District			
Resident Student Enrollment	$8,343,546	$-	$8,343,546
Students with disabilities	$1,065,570	-	1,065,570
Grants and Contracts			
State and local	$192,005	-	192,005
Federal - Title and IDEA	$242,752	-	242,752
Federal - Other	$175,348	-	175,348
Other	$-	-	-
Food Service/Child Nutrition Program	-	-	-
TOTAL REVENUE, GAINS AND OTHER SUPPORT	10,019,221	-	10,019,221
EXPENSES			
Program Services			
Regular Education	$9,146,825	$-	$9,146,825
Special Education	1,247,294	-	1,247,294
Other Programs	-	-	-
Total Program Services	10,394,119	-	10,394,119
Management and general	$795,278	-	795,278
Fundraising		-	-
TOTAL OPERATING EXPENSES	11,189,397	-	11,189,397
SURPLUS / (DEFICIT) FROM SCHOOL OPERATIONS	(1,170,176)	-	(1,170,176)
SUPPORT AND OTHER REVENUE			
Contributions			
Foundations	$2,000	$-	$2,000
Individuals	$-	-	-
Corporations	-	-	-
Fundraising	-	-	-
Interest income	-	-	-
Miscellaneous income	$46,390	-	46,390
Net assets released from restriction	-	-	-
TOTAL SUPPORT AND OTHER REVENUE	48,390	-	48,390
CHANGE IN NET ASSETS	(1,121,786)	-	(1,121,786)
NET ASSETS BEGINNING OF YEAR	736,155	-	736,155
PRIOR YEAR/PERIOD ADJUSTMENTS	-	-	-
NET ASSETS END OF YEAR	$(385,631)	$-	$(385,631)

2014-15	IOI
	nu
Total	
$8,279,550	
$868,715	
$-	
$233,998	
$60,855	
-	
-	
9,443,117	
$8,482,004	
1,156,637	
-	
9,638,641	
779,773	
-	
10,418,414	
(975,297)	
$-	
$-	
-	
-	
-	
$34,956	
-	
34,956	
(940,341)	
1,676,496	
-	
$736,155	

SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4
Statement of Cash Flows
as of June 30, 2016

	2015-16	2014-15	IOI
		*Please briefly explain any nu	
CASH FLOWS - OPERATING ACTIVITIES			
Increase (decrease) in net assets	$-	$-	
Revenues from School Districts	-	-	
Accounts Receivable	-	-	
Due from School Districts	-	-	
Depreciation	-	-	
Grants Receivable	-	-	
Due from NYS	-	-	
Grant revenues	-	-	
Prepaid Expenses	-	-	
Accounts Payable	-	-	
Accrued Expenses	-	-	
Accrued Liabilities	-	-	
Contributions and fund-raising activities	-	-	
Miscellaneous sources	-	-	
Deferred Revenue	-	-	
Interest payments	-	-	
Other	-	-	
Other	-	-	
NET CASH PROVIDED FROM OPERATING ACTIVITIES	$-	$-	
CASH FLOWS - INVESTING ACTIVITIES	$	$	
Purchase of equipment	-	-	
Other	-	-	
NET CASH PROVIDED FROM INVESTING ACTIVITIES	$-	$-	
CASH FLOWS - FINANCING ACTIVITIES	$	$	
Principal payments on long-term debt	-	-	
Other	-	-	
NET CASH PROVIDED FROM FINANCING ACTIVITIES	$-	$-	
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	$-	$-	
Cash at beginning of year	-	-	
CASH AND CASH EQUIVALENTS AT END OF YEAR	$-	$-	

SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4
Statement of Functional Expenses
as of June 30, 2016

		2015-16							
		Program Services				Supporting Services			
	No. of Positions	Regular Education	Special Education	Other Education	Total	Fund-raising	Management and General	Total	Total
Personnel Services Costs		$	$	$	$	$	$	$	$
Administrative Staff Personnel	20.00	1,178,364	160,686	-	1,339,050	-	116,439	116,439	1,455,489
Instructional Personnel	73.00	3,604,890	491,576	-	4,096,466	-	356,214	356,214	4,452,680
Non-Instructional Personnel	-	-	-	-	-	-	-	-	-
Total Salaries and Staff	93.00	4,783,254	652,262	-	5,435,515	-	472,654	472,654	5,908,169
Fringe Benefits & Payroll Taxes		913,769	124,605	-	1,038,374	-	90,293	90,293	1,128,667
Retirement		112,241	15,306	-	127,546	-	11,091	11,091	138,637
Management Company Fees		1,013,240	138,169	-	1,151,409	-	100,123	100,123	1,251,532
Legal Service		-	-	-	-	-	-	-	-
Accounting / Audit Services		-	-	-	-	-	6,949	6,949	6,949
Other Purchased / Professional / Consulting Services		19,996	2,727	-	22,723	-	1,976	1,976	24,699
Building and Land Rent / Lease / Facility Finance Interes		-	-	-	-	-	-	-	-
Repairs & Maintenance		133,638	18,223	-	151,862	-	13,205	13,205	165,067
Insurance		61,960	8,449	-	70,409	-	6,123	6,123	76,532
Utilities				-	-	-		-	-
Supplies / Materials		424,872	57,937	-	482,809	-	-	-	482,809
Equipment / Furnishings		120,475	16,428	-	136,903	-	7,264	7,264	144,167
Staff Development		129,638	17,678	-	147,316	-	-	-	147,316
Marketing / Recruitment		144,593	19,717	-	164,310	-	-	-	164,310
Technology		117,896	16,077	-	133,973	-	11,650	11,650	145,623
Food Service		266,116	36,288	-	302,404	-	-	-	302,404
Student Services		160,884	21,939	-	182,823	-	408	408	183,231
Office Expense		177,667	24,227	-	201,894	-	17,556	17,556	219,450
Depreciation		544,446	74,243	-	618,689	-	53,799	53,799	672,488
OTHER		22,140	3,019	-	25,159	-	2,188	2,188	27,347
Total Expenses		$9,146,825	$1,247,294	$-	$10,394,119	$-	$795,278	$795,278	$11,189,397

2014-15
$
1,183,544
3,945,943
-
5,129,488
1,067,568
104,792
1,241,932
35,385
7,326
141,412
-
70,212
89,766
465,368
180,644
139,844
172,320
208,828
152,496
173,498
227,007
742,664
67,866
$10,418,414