# Entry 1 School Information

Created: 07/12/2016
Last updated: 08/01/2016

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

## Page 1

### a. SCHOOL NAME AND BEDS#

(Select name from the drop down menu)

SUCCESS ACADEMY CS-UNION SQUARE (SUNY TRUSTEES) 310200861042

### 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 2

### d1. SCHOOL INFORMATION

| | PRIMARY ADDRESS | PHONE NUMBER | FAX NUMBER | EMAIL ADDRESS |
|---|---|---|---|---|
| | 40 Irving Place, 2nd Floor | [redacted] | | |

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

| | |
|---|---|
| Contact Name | Diana Wardell |
| Title | Associate Director of Operations |
| | |

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

## e. SCHOOL WEB ADDRESS (URL)

http://www.successacademies.org/

## f. DATE OF INITIAL CHARTER

06/2012

## g. DATE FIRST OPENED FOR INSTRUCTION

08/2013

## i. TOTAL ENROLLMENT ON JUNE 30, 2016

332

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

Check all that apply

| | |
|---|---|
| Grades Served | K, 1, 2, 3 |

## 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] |

# Page 2

## I1. FACILITIES

Does the school maintain or operate multiple sites?

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

## 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) | 40 Irving Place, 2nd Floor, New York, NY 10003 | [redacted] | CSD 2 | K-3 | No | DOE space |
| Site 2 | | | | | | |
| Site 3 | | | | | | |

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

| | Name | Work Phone | Alternate Phone | Email Address |
|---|---|---|---|---|
| School Leader | Jennifer Waldman | [redacted] | | |
| Operational Leader | Estefany Lopez | | | |
| Compliance Contact | Emily Kim | | | |
| Complaint Contact | Emily Kim | | | |

**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 Bylaws. | 6/6/16 | |
| 3 | | | | |
| 4 | | | | |
| 5 | | | | |

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

Yvonne Chan (Assistant General Counsel)

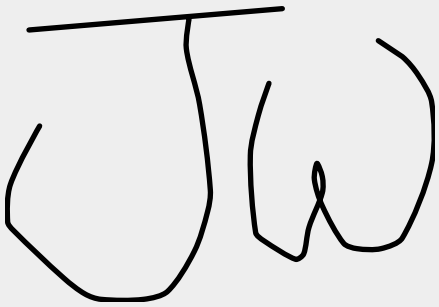
**p. Our signatures below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in 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

Created: 07/28/2016
Last updated: 08/01/2016

## 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 – Union Square

# 2015-16 ACCOUNTABILITY PLAN PROGRESS REPORT

Submitted to the SUNY Charter Schools Institute on:

September 15, 2016

By Jessica Hinel

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 | |

**Jennifer Waldman has served as the school leader since the 2014-15 school year.**

## INTRODUCTION

The mission of Success Academy – Union Square ("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 | | | | | | | | | | | | | | |
| 2013-14 | 65 | 52 | | | | | | | | | | | | 117 |
| 2014-15 | 69 | 70 | 82 | | | | | | | | | | | 221 |
| 2015-16 | 82 | 77 | 85 | 79 | | | | | | | | | | 323 |

[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 | 79 | 0 | 0 | 0 | 79 |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |
| 8 | | | | | |
| All | 79 | 0 | 0 | 0 | 0 |

**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 | 92.41% | 79 | 92.11% | 76 |
| 4 | | | | |
| 5 | | | | |
| 6 | | | | |

[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.

| | | | | |
|---|---|---|---|---|
| 7 | | | | |
| 8 | | | | |
| All | 92.41% | 79 | 92.11% | 76 |

**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 | | | | | 92.11% | 76 |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| All | | | | | 92.11% | 76 |

**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]

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

**Results**

For 2015-16, SA achieved a PLI of 192. 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 |
| 79 | 0% | 8% | 44% | 48% |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| PLI | = | 8 | + | 44 | + | 48 | = | 100 |
| | | | | 44 | + | 48 | = | 92 |
| | | | | | | PLI | = | 192 |

**Evaluation**

SA met this goal by achieving a PLI of 192.

**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 92.11% (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 | |
| | Percent | Number Tested | Percent | Number Tested |
| 3 | 92.11% | 76 | 70.94 | 2839 |
| 4 | | | | |

[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 News Release webpage.

| | | | | |
|---|---|---|---|---|
| 5 | | | | |
| 6 | | | | |
| 7 | | | | |
| 8 | | | | |
| All | **92.11%** | 76 | **70.94%** | 2839 |

**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 | | | | | 92.11% | 70.94% |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| All | | | | | | |

**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**

SUNY has not provided Effect Size data.

**Results**

Not applicable.

**Evaluation**

Not applicable.

**Results**

Not applicable.

**Additional Evidence**

Not applicable.

**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 school did not serve testing grades for the New York State English language arts examination in 2014-2015.

**Results**

Not applicable.

**Evaluation**

Not applicable.

**Additional Evidence**

Not applicable.

**Summary of the English Language Arts 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 English language arts exam for grades 3-8. | Achieved |

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

| | | |
|---|---|---|
| | 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. | |
| 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 among all public schools in New York State. (Using 2014-15 school district results.) | N/A |
| 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. | N/A |

**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[6] | | | Total Enrolled |
|---|---|---|---|---|---|
| | | IEP | ELL | Absent | |
| 3 | 79 | 0 | 0 | 0 | 79 |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |
| 8 | | | | | |
| All | 79 | 0 | 0 | 0 | 79 |

**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 | 98.73% | 79 | 98.68% | 76 |
| 4 | | | | |
| 5 | | | | |
| 6 | | | | |
| 7 | | | | |
| 8 | | | | |
| All | 98.73% | 79 | 98.68% | 76 |

**Evaluation**

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

**Additional Evidence**

[6] 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.

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 | | | | | 98.68% | 76 |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| All | | | | | 98.68% | 76 |

**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.[7]

**Results**

For 2015-16, SA achieved a PLI of 199. 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 |
| 79 | 0% | 1% | 14% | 85% |

PI = 1% + 14 + 85 = 100

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

| | | | | |
|---|---|---|---|---|
| 14 | + | 85 | = | 99 |
| | | PLI | = | 199 |

**Evaluation**

SA met this goal by achieving a PLI of 199.

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

**Method**

A school compares the performance of tested students enrolled in at least their second year to that of all tested students in the surrounding public school district. Comparisons are between the results for each grade in which the school had tested students in at least their second year at the school and the total result for all students at the corresponding grades in the school district.[8]

**Results**

SA achieved an overall proficiency rate of 98.68% (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 | 98.68% | 76 | 70.94% | 2839 |
| 4 | | | | |
| 5 | | | | |
| 6 | | | | |
| 7 | | | | |
| 8 | | | | |
| All | 98.68% | 76 | 70.94% | 2839 |

**Evaluation**

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

[8] 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.

**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 | | | | | |
|---|---|---|---|---|---|---|
| | 2013-14 | | 2014-15 | | 2015-16 | |
| | Charter School | Local District | Charter School | Local District | Charter School | Local District |
| 3 | | | | | 98.68% | 70.94% |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| All | | | | | 98.68% | 70.94% |

**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**

SUNY has not provided Effect Size data.

**Results**

Not applicable.

**Evaluation**

Not applicable.

**Additional Evidence**

Not applicable.

**Goal 2: Growth Measure**[9]
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 school did not serve testing grades for the New York State mathematics examination in 2014-2015.

**Results**

Not applicable.

**Evaluation**

Not applicable.

**Additional Evidence**

Not applicable.

**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.<br><br>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.) | N/A |

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

| | | |
|---|---|---|
| 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. | N/A |

**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**

This school did not serve testing grades for the New York State science examination in 2015-2016.

**Results**

Not applicable.

**Evaluation**

Not applicable.

**Additional Evidence**

Not applicable.

**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**

This school did not serve testing grades for the New York State science examination in 2015-2016 or in any of the comparison years.

**Results**

Not applicable.

**Evaluation**

Not applicable.

**Additional Evidence**

Not applicable.

**Summary of the Science Goal**

| 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.<br><br>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. | N/A |
| 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 |

**Action Plan**

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 | N/A |
| 2014-15 | N/A |
| 2015-16 | Good Standing |

# Entry 4 Expenditures per Child

Last updated: 08/01/2016

## Page 1

**Financial Information**

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

### 1. Total Expenditures Per Child

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

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

| | |
|---|---|
| Line 1: Total Expenditures | 5181605 |
| Line 2: Year End FTE student enrollment | 331 |
| Line 3: Divide Line 1 by Line 2 | 15646 |

### 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) | 220370 |
| Line 2: Management and General Cost (Column) | 550893 |
| Line 3: Sum of Line 1 and Line 2 | 771262 |
| Line 5: Divide Line 3 by the Year End FTE student enrollment | 2329 |

***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/84001/7113296-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

## Contents


**Independent Auditor's Report** 3-4

**Financial Statements:**

Statement of Financial Position as of June 30, 2016 5

Statement of Activities for the Year Ended June 30, 2016 6

Statement of Functional Expenses for the Year Ended June 30, 2016 7

Statement of Cash Flows for the Year Ended June 30, 2016 8

Notes to Financial Statements 9-18

**Supplementary Information:**

Detailed Schedule of Activities by School for the Year Ended June 30, 2016 19-21

Detailed Schedule of Activities by School for the Year Ended June 30, 2015 22-23

**Schedule of Expenditures of Federal Awards for the Year Ended June 30, 2016** 24

**Notes to Schedule of Expenditures of Federal Awards** 25

**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*** 26-27

**Independent Auditor's Report on Compliance for Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance** 28-29

**Schedule of Findings and Questioned Costs for the Year Ended June 30, 2016** 30-32

**Summary Schedule of Prior Audit Findings for the Year Ended June 30, 2016** 33

Tel: +212 885-8000
Fax: +212 697-1299
www.bdo.com

100 Park Avenue
New York, NY 10017

## 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.

BDO USA, LLP, a Delaware limited liability partnership, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms.

***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.

Tel: +212 885-8000
Fax: +212 697-1299
www.bdo.com

100 Park Avenue
New York, NY 10017

# 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.

BDO USA, LLP, a Delaware limited liability partnership, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms.

*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

Tel: +212 885-8000
Fax: +212 697-1299
www.bdo.com

100 Park Avenue
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.

BDO USA, LLP, a Delaware limited liability partnership, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms.

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

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.<br>>Enter contact information. |
| 2.) Enrollment | Enter enrollment information for Annual Budget (& Revisions) and Quarterly Actuals. Includes:<br>>Enrollment by Grade<br>>Enrollment by District |
| 3.) Staffing Plan | Enter staffing plan information for Annual Budget (& Revisions) and Quarterly Actuals. Includes:<br>>Full Time Equivalent (FTE), by Position Category, By Quarter |
| 4.) Yearly Budget | Enter Yearly Budget information. Includes:<br>>"Pior Year" column may be completed based upon preliminary data, and adjusted with Annual Audited data when the Quarter 2 Actuals are being submitted. (Note: Quarterly Revenue allocation may be set)<br>>Budgeted Enrollment data and Per Pupil Revenue for the current year are populated based upon input on tab "2.) Enrollment."<br>>Budgeted FTE for current year is populated based upon input on tab "3.) Staffing Plan."<br>>All other sources of revenue<br>>All expenses<br>>Budget Revisions, as necessary and *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.<br>>"Pior Year" column may be completed based upon preliminary data, and adjusted with Annual Audited data when the Quarter 2 Actuals are being submitted. |
| 6.) Quarterly Report | Enter Actual Quarterly Report information . Includes:<br>>Actual Enrollment data and Per Pupil Revenue for the current year are populated based upon input on tab "2.) Enrollment."<br>>Actual FTE for current year is populated based upon input on tab "3.) Staffing Plan."<br>>All other sources of revenue<br>>All expenses |
| 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 - Union Square

**SCHOOL**

| | |
|---|---|
| **Name:** | Success Academy Charter School - Union Square |

**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 - UN**
**2016-17**

## ENROLLMENT BY GRADES

| GRADES | K | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| INITIAL BUDGETED ENROLLMENT | 102 | 84 | 84 | 96 | 83 | 0 | 0 | 0 |
| #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 | 442.5523065 | 0 | 442.5523065 | 0 | 442.5523065 | 0 | 442.5523065 |

***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 | | 442.5523065 | | 442.5523065 | | 442.5523065 | | 442.5523065 |
| 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) → | | | | | | | | |

**ION SQUARE**

| 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|
| 0 | 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 | | 4.0 | | 4.0 | | 4.0 |
| Deans, Directors & Coordinators | | 2.0 | | 2.0 | | 2.0 |
| CFO / Director of Finance | | | | 0.0 | | 0.0 |
| Operation / Business Manager | | 4.0 | | 4.0 | | 4.0 |
| Administrative Staff | | | | 0.0 | | 0.0 |
| TOTAL ADMINISTRATIVE STAFF | 0.0 | 10.0 | 0.0 | 10.0 | 0.0 | 10.0 |

| INSTRUCTIONAL PERSONNEL FTE | PRIOR YEAR | ANNUAL BUDGETED FTE | | | | |
|---|---|---|---|---|---|---|
| | Err:508 | Q1 | | Q2 | | Q |
| | ACTUAL | Original | Revised | Original | Revised | Original |
| Teachers - Regular | | 19.0 | | 19.0 | | 19.0 |
| Teachers - SPED | | 3.5 | | 3.5 | | 3.5 |
| Substitute Teachers | | | | 0.0 | | 0.0 |
| Teaching Assistants | | 8.0 | | 8.0 | | 8.0 |
| Specialty Teachers | | 8.5 | | 8.5 | | 8.5 |
| Aides | | | | 0.0 | | 0.0 |
| Therapists & Counselors | | 1.0 | | 1.0 | | 1.0 |
| Other | | | | 0.0 | | 0.0 |
| TOTAL INSTRUCTIONAL | 0.0 | 40.0 | 0.0 | 40.0 | 0.0 | 40.0 |

| 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 | 50.0 | 0.0 | 50.0 | 0.0 | 50.0 |

## HARTER SCHOOL - UNION SQUARE
## 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 | | 4.0 | | | | | |
| Deans, Directors & Coordinators | | 2.0 | | | | | |
| CFO / Director of Finance | | 0.0 | | | | | |
| Operation / Business Manager | | 4.0 | | | | | |
| Administrative Staff | | 0.0 | | | | | |
| TOTAL ADMINISTRATIVE STAFF | 0.0 | 10.0 | 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 | | 19.0 | | | | | |
| Teachers - SPED | | 3.5 | | | | | |
| Substitute Teachers | | 0.0 | | | | | |
| Teaching Assistants | | 8.0 | | | | | |
| Specialty Teachers | | 8.5 | | | | | |
| Aides | | 0.0 | | | | | |
| Therapists & Counselors | | 1.0 | | | | | |
| Other | | 0.0 | | | | | |
| TOTAL INSTRUCTIONAL | 0.0 | 40.0 | 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 | 50.0 | 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 - UNI**
**Budget / Operating Plan**
**2016-17**

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Total Revenue** | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **Total Expenses** | - | 1,723,978 | #NAME? | #NAME? | 1,723,978 | #NAME? | #NAME? | 1,723,978 |
| **Net Income** | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **Actual Student Enrollment** | - | 443 | - | - | 443 | - | - | 443 |

| | | 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 | | | 190,626 | | #NAME? | 190,626 | | #NAME? | 190,626 |
| Grants | | | | | | | | | |
| Stimulus | | | - | | #NAME? | | | #NAME? | |
| DYCD (Department of Youth and Community Development) | | | - | | #NAME? | - | | #NAME? | - |
| Other | | | 47,574 | | #NAME? | 47,574 | | #NAME? | 47,574 |
| Other | | | - | | #NAME? | | | #NAME? | |
| TOTAL REVENUE FROM STATE SOURCES | | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **REVENUE FROM FEDERAL FUNDING** | | | | | | | | | |
| IDEA Special Needs | | | 5,547 | | #NAME? | 5,547 | | #NAME? | 5,547 |
| Title I | | | 9,947 | | #NAME? | 9,947 | | #NAME? | 9,947 |
| 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 | | - | 17,369 | - | #NAME? | 17,369 | - | #NAME? | 17,369 |
| **LOCAL and OTHER REVENUE** | | | | | | | | | |
| Contributions and Donations | | | - | | #NAME? | - | | #NAME? | - |
| Fundraising | | | - | | #NAME? | - | | #NAME? | - |
| Erate Reimbursement | | | 4,070 | | #NAME? | 4,070 | | #NAME? | 4,070 |
| 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 | | - | 4,070 | - | #NAME? | 4,070 | - | #NAME? | 4,070 |
| **TOTAL REVENUE** | | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |

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

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Total Revenue** | | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **Total Expenses** | | - | 1,723,978 | #NAME? | #NAME? | 1,723,978 | #NAME? | #NAME? | 1,723,978 |
| **Net Income** | | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **Actual Student Enrollment** | | - | 443 | - | - | 443 | - | - | 443 |
| | | **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 | 4.00 | | 97,461 | | #NAME? | 97,461 | | #NAME? | 97,461 |
| Deans, Directors & Coordinators | 2.00 | | 31,278 | | #NAME? | 31,278 | | #NAME? | 31,278 |
| CFO / Director of Finance | - | | - | | #NAME? | - | | #NAME? | - |
| Operation / Business Manager | 4.00 | | 61,280 | | #NAME? | 61,280 | | #NAME? | 61,280 |
| Administrative Staff | - | | - | | #NAME? | - | | #NAME? | - |
| TOTAL ADMINISTRATIVE STAFF | 10.00 | - | 190,018 | - | #NAME? | 190,018 | - | #NAME? | 190,018 |
| **INSTRUCTIONAL PERSONNEL COSTS** | | | | | | | | | |
| Teachers - Regular | 19.00 | | 328,076 | | #NAME? | 328,076 | | #NAME? | 328,076 |
| Teachers - SPED | 3.50 | | 60,435 | | #NAME? | 60,435 | | #NAME? | 60,435 |
| Substitute Teachers | - | | - | | #NAME? | - | | #NAME? | - |
| Teaching Assistants | 8.00 | | 106,193 | | #NAME? | 106,193 | | #NAME? | 106,193 |
| Specialty Teachers | 8.50 | | 141,240 | | #NAME? | 141,240 | | #NAME? | 141,240 |
| Aides | - | | - | | #NAME? | - | | #NAME? | - |
| Therapists & Counselors | 1.00 | | 13,225 | | #NAME? | 13,225 | | #NAME? | 13,225 |
| Other | - | | - | | #NAME? | - | | #NAME? | - |
| TOTAL INSTRUCTIONAL | 40.00 | - | 649,169 | - | #NAME? | 649,169 | - | #NAME? | 649,169 |
| **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** | 50.00 | - | 839,187 | - | #NAME? | 839,187 | - | #NAME? | 839,187 |
| **PAYROLL TAXES AND BENEFITS** | | | | | | | | | |
| Payroll Taxes | | | 68,463 | | #NAME? | 68,463 | | #NAME? | 68,463 |
| Fringe / Employee Benefits | | | 99,234 | | #NAME? | 99,234 | | #NAME? | 99,234 |
| Retirement / Pension | | | 18,882 | | #NAME? | 18,882 | | #NAME? | 18,882 |
| TOTAL PAYROLL TAXES AND BENEFITS | | - | 186,579 | - | #NAME? | 186,579 | - | #NAME? | 186,579 |
| **TOTAL PERSONNEL SERVICE COSTS** | 50.00 | - | 1,025,766 | - | #NAME? | 1,025,766 | - | #NAME? | 1,025,766 |
| **CONTRACTED SERVICES** | | | | | | | | | |
| Accounting / Audit | | | 1,067 | | #NAME? | 1,067 | | #NAME? | 1,067 |
| Legal | | | - | | #NAME? | - | | #NAME? | - |
| Management Company Fee | | | 239,924 | | #NAME? | 239,924 | | #NAME? | 239,924 |
| Nurse Services | | | - | | #NAME? | - | | #NAME? | - |
| Food Service / School Lunch | | | - | | #NAME? | - | | #NAME? | - |
| Payroll Services | | | 4,063 | | #NAME? | 4,063 | | #NAME? | 4,063 |
| Special Ed Services | | | - | | #NAME? | - | | #NAME? | - |
| Titlement Services (i.e. Title I) | | | - | | #NAME? | - | | #NAME? | - |
| Other Purchased / Professional / Consulting | | | 2,500 | | #NAME? | 2,500 | | #NAME? | 2,500 |
| TOTAL CONTRACTED SERVICES | | - | 247,554 | - | #NAME? | 247,554 | - | #NAME? | 247,554 |

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

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Total Revenue** | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **Total Expenses** | - | 1,723,978 | #NAME? | #NAME? | 1,723,978 | #NAME? | #NAME? | 1,723,978 |
| **Net Income** | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **Actual Student Enrollment** | - | 443 | - | - | 443 | - | - | 443 |
| | **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 | | 35,593 | | #NAME? | 35,593 | | #NAME? | 35,593 |
| Special Ed Supplies & Materials | | - | | #NAME? | - | | #NAME? | - |
| Textbooks / Workbooks | | - | | #NAME? | - | | #NAME? | - |
| Supplies & Materials other | | 30,051 | | #NAME? | 30,051 | | #NAME? | 30,051 |
| Equipment / Furniture | | 15,453 | | #NAME? | 15,453 | | #NAME? | 15,453 |
| Telephone | | - | | #NAME? | - | | #NAME? | - |
| Technology | | 26,782 | | #NAME? | 26,782 | | #NAME? | 26,782 |
| Student Testing & Assessment | | 2,125 | | #NAME? | 2,125 | | #NAME? | 2,125 |
| Field Trips | | 11,225 | | #NAME? | 11,225 | | #NAME? | 11,225 |
| Transportation (student) | | 4,190 | | #NAME? | 4,190 | | #NAME? | 4,190 |
| Student Services - other | | 32,553 | | #NAME? | 32,553 | | #NAME? | 32,553 |
| Office Expense | | 35,600 | | #NAME? | 35,600 | | #NAME? | 35,600 |
| Staff Development | | 25,156 | | #NAME? | 25,156 | | #NAME? | 25,156 |
| Staff Recruitment | | 6,167 | | #NAME? | 6,167 | | #NAME? | 6,167 |
| Student Recruitment / Marketing | | 13,355 | | #NAME? | 13,355 | | #NAME? | 13,355 |
| School Meals / Lunch | | 41,112 | | #NAME? | 41,112 | | #NAME? | 41,112 |
| Travel (Staff) | | 3,450 | | #NAME? | 3,450 | | #NAME? | 3,450 |
| Fundraising | | - | | #NAME? | - | | #NAME? | - |
| Other | | 6,137 | | #NAME? | 6,137 | | #NAME? | 6,137 |
| TOTAL SCHOOL OPERATIONS | - | 288,949 | - | #NAME? | 288,949 | - | #NAME? | 288,949 |
| **FACILITY OPERATION & MAINTENANCE** | | | | | | | | |
| Insurance | | 13,029 | | #NAME? | 13,029 | | #NAME? | 13,029 |
| Janitorial | | - | | #NAME? | - | | #NAME? | - |
| Building and Land Rent / Lease / Facility Finance Interest | | - | | #NAME? | - | | #NAME? | - |
| Repairs & Maintenance | | 15,743 | | #NAME? | 15,743 | | #NAME? | 15,743 |
| Equipment / Furniture | | - | | #NAME? | - | | #NAME? | - |
| Security | | - | | #NAME? | - | | #NAME? | - |
| Utilities | | - | | #NAME? | - | | #NAME? | - |
| TOTAL FACILITY OPERATION & MAINTENANCE | - | 28,771 | - | #NAME? | 28,771 | - | #NAME? | 28,771 |
| **DEPRECIATION & AMORTIZATION** | | 132,937 | | #NAME? | 132,937 | | #NAME? | 132,937 |
| **RESERVES / CONTINGENCY** | | - | | #NAME? | - | | #NAME? | - |
| **TOTAL EXPENSES** | - | 1,723,978 | - | #NAME? | 1,723,978 | - | #NAME? | 1,723,978 |
| **NET INCOME** | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |

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

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Total Revenue** | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **Total Expenses** | - | 1,723,978 | #NAME? | #NAME? | 1,723,978 | #NAME? | #NAME? | 1,723,978 |
| **Net Income** | - | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **Actual Student Enrollment** | - | 443 | - | - | 443 | - | - | 443 |
| | **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 | - | 443 | - | - | 443 | - | - | 443 |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| ALL OTHER School Districts: ( Weighted Avg ) | - | - | - | - | - | - | - | - |
| **TOTAL ENROLLMENT** | - | 443 | - | - | 443 | - | - | 443 |
| **REVENUE PER PUPIL** | - | #NAME? | - | #NAME? | #NAME? | - | #NAME? | #NAME? |
| **EXPENSES PER PUPIL** | - | 3,896 | - | #NAME? | 3,896 | - | #NAME? | 3,896 |

| | | ON SQUARE | | | | |
|---|---|---|---|---|---|---|
| **Total Revenue** | | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Total Expenses** | | **#NAME?** | **#NAME?** | **1,723,978** | **#NAME?** | **#NAME?** |
| **Net Income** | | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Actual Student Enrollment** | | **-** | **-** | **443** | **-** | **-** |
| | | **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? | 190,626 | | #NAME? |
| Grants | | | | | | |
| Stimulus | | | #NAME? | | | #NAME? |
| DYCD (Department of Youth and Community Development) | | | #NAME? | - | | #NAME? |
| Other | | | #NAME? | 47,574 | | #NAME? |
| Other | | | #NAME? | | | #NAME? |
| TOTAL REVENUE FROM STATE SOURCES | | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **REVENUE FROM FEDERAL FUNDING** | | | | | | |
| IDEA Special Needs | | | #NAME? | 5,547 | | #NAME? |
| Title I | | | #NAME? | 9,947 | | #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? | 17,369 | - | #NAME? |
| **LOCAL and OTHER REVENUE** | | | | | | |
| Contributions and Donations | | | #NAME? | - | | #NAME? |
| Fundraising | | | #NAME? | - | | #NAME? |
| Erate Reimbursement | | | #NAME? | 4,070 | | #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? | 4,070 | - | #NAME? |
| **TOTAL REVENUE** | | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |

| | | ON SQUARE | | | | |
|---|---|---|---|---|---|---|
| **Total Revenue** | | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Total Expenses** | | **#NAME?** | **#NAME?** | **1,723,978** | **#NAME?** | **#NAME?** |
| **Net Income** | | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Actual Student Enrollment** | | **-** | **-** | **443** | **-** | **-** |
| | | **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 | 4.00 | | #NAME? | 97,461 | | #NAME? |
| Deans, Directors & Coordinators | 2.00 | | #NAME? | 31,278 | | #NAME? |
| CFO / Director of Finance | - | | #NAME? | - | | #NAME? |
| Operation / Business Manager | 4.00 | | #NAME? | 61,280 | | #NAME? |
| Administrative Staff | - | | #NAME? | - | | #NAME? |
| TOTAL ADMINISTRATIVE STAFF | 10.00 | - | #NAME? | 190,018 | - | #NAME? |
| **INSTRUCTIONAL PERSONNEL COSTS** | | | | | | |
| Teachers - Regular | 19.00 | | #NAME? | 328,076 | | #NAME? |
| Teachers - SPED | 3.50 | | #NAME? | 60,435 | | #NAME? |
| Substitute Teachers | - | | #NAME? | - | | #NAME? |
| Teaching Assistants | 8.00 | | #NAME? | 106,193 | | #NAME? |
| Specialty Teachers | 8.50 | | #NAME? | 141,240 | | #NAME? |
| Aides | - | | #NAME? | - | | #NAME? |
| Therapists & Counselors | 1.00 | | #NAME? | 13,225 | | #NAME? |
| Other | - | | #NAME? | - | | #NAME? |
| TOTAL INSTRUCTIONAL | 40.00 | - | #NAME? | 649,169 | - | #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** | 50.00 | - | #NAME? | 839,187 | - | #NAME? |
| **PAYROLL TAXES AND BENEFITS** | | | | | | |
| Payroll Taxes | | | #NAME? | 68,463 | | #NAME? |
| Fringe / Employee Benefits | | | #NAME? | 99,234 | | #NAME? |
| Retirement / Pension | | | #NAME? | 18,882 | | #NAME? |
| TOTAL PAYROLL TAXES AND BENEFITS | | - | #NAME? | 186,579 | - | #NAME? |
| **TOTAL PERSONNEL SERVICE COSTS** | 50.00 | - | #NAME? | 1,025,766 | - | #NAME? |
| **CONTRACTED SERVICES** | | | | | | |
| Accounting / Audit | | | #NAME? | 1,067 | | #NAME? |
| Legal | | | #NAME? | - | | #NAME? |
| Management Company Fee | | | #NAME? | 239,924 | | #NAME? |
| Nurse Services | | | #NAME? | - | | #NAME? |
| Food Service / School Lunch | | | #NAME? | - | | #NAME? |
| Payroll Services | | | #NAME? | 4,063 | | #NAME? |
| Special Ed Services | | | #NAME? | - | | #NAME? |
| Titlement Services (i.e. Title I) | | | #NAME? | - | | #NAME? |
| Other Purchased / Professional / Consulting | | | #NAME? | 2,500 | | #NAME? |
| TOTAL CONTRACTED SERVICES | | - | #NAME? | 247,554 | - | #NAME? |

| | ON SQUARE | | | | |
|---|---|---|---|---|---|
| **Total Revenue** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Total Expenses** | **#NAME?** | **#NAME?** | **1,723,978** | **#NAME?** | **#NAME?** |
| **Net Income** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Actual Student Enrollment** | **-** | **-** | **443** | **-** | **-** |
| | **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? | 35,593 | | #NAME? |
| Special Ed Supplies & Materials | | #NAME? | - | | #NAME? |
| Textbooks / Workbooks | | #NAME? | - | | #NAME? |
| Supplies & Materials other | | #NAME? | 30,051 | | #NAME? |
| Equipment / Furniture | | #NAME? | 15,453 | | #NAME? |
| Telephone | | #NAME? | - | | #NAME? |
| Technology | | #NAME? | 26,782 | | #NAME? |
| Student Testing & Assessment | | #NAME? | 2,125 | | #NAME? |
| Field Trips | | #NAME? | 11,225 | | #NAME? |
| Transportation (student) | | #NAME? | 4,190 | | #NAME? |
| Student Services - other | | #NAME? | 32,553 | | #NAME? |
| Office Expense | | #NAME? | 35,600 | | #NAME? |
| Staff Development | | #NAME? | 25,156 | | #NAME? |
| Staff Recruitment | | #NAME? | 6,167 | | #NAME? |
| Student Recruitment / Marketing | | #NAME? | 13,355 | | #NAME? |
| School Meals / Lunch | | #NAME? | 41,112 | | #NAME? |
| Travel (Staff) | | #NAME? | 3,450 | | #NAME? |
| Fundraising | | #NAME? | - | | #NAME? |
| Other | | #NAME? | 6,137 | | #NAME? |
| TOTAL SCHOOL OPERATIONS | - | #NAME? | 288,949 | - | #NAME? |
| **FACILITY OPERATION & MAINTENANCE** | | | | | |
| Insurance | | #NAME? | 13,029 | | #NAME? |
| Janitorial | | #NAME? | - | | #NAME? |
| Building and Land Rent / Lease / Facility Finance Interest | | #NAME? | - | | #NAME? |
| Repairs & Maintenance | | #NAME? | 15,743 | | #NAME? |
| Equipment / Furniture | | #NAME? | - | | #NAME? |
| Security | | #NAME? | - | | #NAME? |
| Utilities | | #NAME? | - | | #NAME? |
| TOTAL FACILITY OPERATION & MAINTENANCE | - | #NAME? | 28,771 | - | #NAME? |
| **DEPRECIATION & AMORTIZATION** | | #NAME? | 132,937 | | #NAME? |
| **RESERVES / CONTINGENCY** | | #NAME? | - | | #NAME? |
| **TOTAL EXPENSES** | **-** | **#NAME?** | **1,723,978** | **-** | **#NAME?** |
| **NET INCOME** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |

| | ON SQUARE | | | | |
|---|---|---|---|---|---|
| **Total Revenue** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Total Expenses** | **#NAME?** | **#NAME?** | **1,723,978** | **#NAME?** | **#NAME?** |
| **Net Income** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Actual Student Enrollment** | **-** | **-** | **443** | **-** | **-** |
| | **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 | - | - | 443 | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| ALL OTHER School Districts: ( Weighted Avg ) | - | - | - | - | - |
| **TOTAL ENROLLMENT** | - | - | 443 | - | - |
| **REVENUE PER PUPIL** | - | **#NAME?** | **#NAME?** | - | **#NAME?** |
| **EXPENSES PER PUPIL** | - | **#NAME?** | **3,896** | - | **#NAME?** |

**SUCCESS ACADEMY CHARTER SC**
**Budget / Operating Plan**
**2016-17**

| | | | | | | |
|---|---|---|---|---|---|---|
| **Total Revenue** | | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Total Expenses** | | **6,895,911** | **#NAME?** | **#NAME?** | **(6,895,911)** | **#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 | | 762,503 | #NAME? | #NAME? | 762,503 | #NAME? |
| Grants | | | | | | |
| Stimulus | | - | #NAME? | #NAME? | - | #NAME? |
| DYCD (Department of Youth and Community Development) | | - | #NAME? | #NAME? | - | #NAME? |
| Other | | 190,297 | #NAME? | #NAME? | 190,297 | #NAME? |
| Other | | - | #NAME? | #NAME? | - | #NAME? |
| TOTAL REVENUE FROM STATE SOURCES | | #NAME? | #NAME? | #NAME? | #NAME? | #NAME? |
| **REVENUE FROM FEDERAL FUNDING** | | | | | | |
| IDEA Special Needs | | 22,186 | #NAME? | #NAME? | 22,186 | #NAME? |
| Title I | | 39,789 | #NAME? | #NAME? | 39,789 | #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 | | 69,475 | #NAME? | #NAME? | 69,475 | #NAME? |
| **LOCAL and OTHER REVENUE** | | | | | | |
| Contributions and Donations | | - | #NAME? | #NAME? | - | #NAME? |
| Fundraising | | - | #NAME? | #NAME? | - | #NAME? |
| Erate Reimbursement | | 16,279 | #NAME? | #NAME? | 16,279 | #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 | | 16,279 | #NAME? | #NAME? | 16,279 | #NAME? |
| **TOTAL REVENUE** | | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |

**SUCCESS ACADEMY CHARTER SC**
**Budget / Operating Plan**
**2016-17**

| | | | | | | |
|---|---|---|---|---|---|---|
| **Total Revenue** | | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Total Expenses** | | **6,895,911** | **#NAME?** | **#NAME?** | **(6,895,911)** | **#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 | 4.00 | 389,844 | #NAME? | #NAME? | (389,844) | #NAME? |
| Deans, Directors & Coordinators | 2.00 | 125,111 | #NAME? | #NAME? | (125,111) | #NAME? |
| CFO / Director of Finance | - | - | #NAME? | #NAME? | - | #NAME? |
| Operation / Business Manager | 4.00 | 245,118 | #NAME? | #NAME? | (245,118) | #NAME? |
| Administrative Staff | - | - | #NAME? | #NAME? | - | #NAME? |
| TOTAL ADMINISTRATIVE STAFF | 10.00 | 760,073 | #NAME? | #NAME? | (760,073) | #NAME? |
| **INSTRUCTIONAL PERSONNEL COSTS** | | | | | | |
| Teachers - Regular | 19.00 | 1,312,303 | #NAME? | #NAME? | (1,312,303) | #NAME? |
| Teachers - SPED | 3.50 | 241,740 | #NAME? | #NAME? | (241,740) | #NAME? |
| Substitute Teachers | - | - | #NAME? | #NAME? | - | #NAME? |
| Teaching Assistants | 8.00 | 424,772 | #NAME? | #NAME? | (424,772) | #NAME? |
| Specialty Teachers | 8.50 | 564,959 | #NAME? | #NAME? | (564,959) | #NAME? |
| Aides | - | - | #NAME? | #NAME? | - | #NAME? |
| Therapists & Counselors | 1.00 | 52,902 | #NAME? | #NAME? | (52,902) | #NAME? |
| Other | - | - | #NAME? | #NAME? | - | #NAME? |
| TOTAL INSTRUCTIONAL | 40.00 | 2,596,676 | #NAME? | #NAME? | (2,596,676) | #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** | 50.00 | 3,356,748 | #NAME? | #NAME? | (3,356,748) | #NAME? |
| **PAYROLL TAXES AND BENEFITS** | | | | | | |
| Payroll Taxes | | 273,854 | #NAME? | #NAME? | (273,854) | #NAME? |
| Fringe / Employee Benefits | | 396,935 | #NAME? | #NAME? | (396,935) | #NAME? |
| Retirement / Pension | | 75,527 | #NAME? | #NAME? | (75,527) | #NAME? |
| TOTAL PAYROLL TAXES AND BENEFITS | | 746,316 | #NAME? | #NAME? | (746,316) | #NAME? |
| **TOTAL PERSONNEL SERVICE COSTS** | 50.00 | 4,103,064 | #NAME? | #NAME? | (4,103,064) | #NAME? |
| **CONTRACTED SERVICES** | | | | | | |
| Accounting / Audit | | 4,268 | #NAME? | #NAME? | (4,268) | #NAME? |
| Legal | | - | #NAME? | #NAME? | - | #NAME? |
| Management Company Fee | | 959,697 | #NAME? | #NAME? | (959,697) | #NAME? |
| Nurse Services | | - | #NAME? | #NAME? | - | #NAME? |
| Food Service / School Lunch | | - | #NAME? | #NAME? | - | #NAME? |
| Payroll Services | | 16,250 | #NAME? | #NAME? | (16,250) | #NAME? |
| Special Ed Services | | - | #NAME? | #NAME? | - | #NAME? |
| Titlement Services (i.e. Title I) | | - | #NAME? | #NAME? | - | #NAME? |
| Other Purchased / Professional / Consulting | | 10,000 | #NAME? | #NAME? | (10,000) | #NAME? |
| TOTAL CONTRACTED SERVICES | | 990,215 | #NAME? | #NAME? | (990,215) | #NAME? |

**SUCCESS ACADEMY CHARTER SC**
**Budget / Operating Plan**
**2016-17**

| | | | | | |
|---|---|---|---|---|---|
| **Total Revenue** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Total Expenses** | **6,895,911** | **#NAME?** | **#NAME?** | **(6,895,911)** | **#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 | 142,373 | #NAME? | #NAME? | (142,373) | #NAME? |
| Special Ed Supplies & Materials | - | #NAME? | #NAME? | - | #NAME? |
| Textbooks / Workbooks | - | #NAME? | #NAME? | - | #NAME? |
| Supplies & Materials other | 120,205 | #NAME? | #NAME? | (120,205) | #NAME? |
| Equipment / Furniture | 61,812 | #NAME? | #NAME? | (61,812) | #NAME? |
| Telephone | - | #NAME? | #NAME? | - | #NAME? |
| Technology | 107,128 | #NAME? | #NAME? | (107,128) | #NAME? |
| Student Testing & Assessment | 8,500 | #NAME? | #NAME? | (8,500) | #NAME? |
| Field Trips | 44,900 | #NAME? | #NAME? | (44,900) | #NAME? |
| Transportation (student) | 16,759 | #NAME? | #NAME? | (16,759) | #NAME? |
| Student Services - other | 130,210 | #NAME? | #NAME? | (130,210) | #NAME? |
| Office Expense | 142,400 | #NAME? | #NAME? | (142,400) | #NAME? |
| Staff Development | 100,625 | #NAME? | #NAME? | (100,625) | #NAME? |
| Staff Recruitment | 24,668 | #NAME? | #NAME? | (24,668) | #NAME? |
| Student Recruitment / Marketing | 53,418 | #NAME? | #NAME? | (53,418) | #NAME? |
| School Meals / Lunch | 164,450 | #NAME? | #NAME? | (164,450) | #NAME? |
| Travel (Staff) | 13,800 | #NAME? | #NAME? | (13,800) | #NAME? |
| Fundraising | - | #NAME? | #NAME? | - | #NAME? |
| Other | 24,549 | #NAME? | #NAME? | (24,549) | #NAME? |
| TOTAL SCHOOL OPERATIONS | 1,155,798 | #NAME? | #NAME? | (1,155,798) | #NAME? |
| **FACILITY OPERATION & MAINTENANCE** | | | | | |
| Insurance | 52,116 | #NAME? | #NAME? | (52,116) | #NAME? |
| Janitorial | - | #NAME? | #NAME? | - | #NAME? |
| Building and Land Rent / Lease / Facility Finance Interest | - | #NAME? | #NAME? | - | #NAME? |
| Repairs & Maintenance | 62,970 | #NAME? | #NAME? | (62,970) | #NAME? |
| Equipment / Furniture | - | #NAME? | #NAME? | - | #NAME? |
| Security | - | #NAME? | #NAME? | - | #NAME? |
| Utilities | - | #NAME? | #NAME? | - | #NAME? |
| TOTAL FACILITY OPERATION & MAINTENANCE | 115,086 | #NAME? | #NAME? | (115,086) | #NAME? |
| **DEPRECIATION & AMORTIZATION** | 531,748 | #NAME? | #NAME? | (531,748) | #NAME? |
| **RESERVES / CONTINGENCY** | - | #NAME? | #NAME? | - | #NAME? |
| **TOTAL EXPENSES** | **6,895,911** | **#NAME?** | **#NAME?** | **(6,895,911)** | **#NAME?** |
| **NET INCOME** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |

**SUCCESS ACADEMY CHARTER SC**
**Budget / Operating Plan**
**2016-17**

| | | | | | |
|---|---|---|---|---|---|
| **Total Revenue** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** | **#NAME?** |
| **Total Expenses** | **6,895,911** | **#NAME?** | **#NAME?** | **(6,895,911)** | **#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** | | | | | |

HOOL - UNION SQUARE

**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** | |

HOOL - UNION SQUARE

**Total Revenue**
**Total Expenses**
**Net Income**
**Actual Student Enrollment**

**DESCRIPTION OF ASSUMPTIONS**

**EXPENSES**

| | Avg. No. of Positions |
|---|---|
| **ADMINISTRATIVE STAFF PERSONNEL COSTS** | |
| Executive Management | - |
| Instructional Management | 4.00 |
| Deans, Directors & Coordinators | 2.00 |
| CFO / Director of Finance | - |
| Operation / Business Manager | 4.00 |
| Administrative Staff | - |
| TOTAL ADMINISTRATIVE STAFF | 10.00 |
| **INSTRUCTIONAL PERSONNEL COSTS** | |
| Teachers - Regular | 19.00 |
| Teachers - SPED | 3.50 |
| Substitute Teachers | - |
| Teaching Assistants | 8.00 |
| Specialty Teachers | 8.50 |
| Aides | - |
| Therapists & Counselors | 1.00 |
| Other | - |
| TOTAL INSTRUCTIONAL | 40.00 |
| **NON-INSTRUCTIONAL PERSONNEL COSTS** | |
| Nurse | - |
| Librarian | - |
| Custodian | - |
| Security | - |
| Other | - |
| TOTAL NON-INSTRUCTIONAL | - |
| **SUBTOTAL PERSONNEL SERVICE COSTS** | 50.00 |
| **PAYROLL TAXES AND BENEFITS** | |
| Payroll Taxes | |
| Fringe / Employee Benefits | |
| Retirement / Pension | |
| TOTAL PAYROLL TAXES AND BENEFITS | |
| **TOTAL PERSONNEL SERVICE COSTS** | 50.00 |
| **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 | |

HOOL - UNION SQUARE

**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**

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

# SUCCESS ACADEMY CHARTER SCHOOL - UNION SQUARE
## 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 SCHOOL**

**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 SCHOOL**

**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 SCHOOL**

**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** |
| **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 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** |
| **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?** | - | - |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | _ - UNION SQUARE<br>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?** | **-** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | _ - UNION SQUARE 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? | - |

| | | | | | |
|---|---|---|---|---|---|
| | _ - UNION SQUARE<br>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?** | **-** |

| | _ - UNION SQUARE<br>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** |
| **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?** | **-** |

**SUCCESS ACADEMY CHARTER SCHOOL - U**

**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**

| | **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?** | **-** | **-** |

**SUCCESS ACADEMY CHARTER SCHOOL - U**

**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 |
|---|---|---|---|---|---|---|---|---|
| **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 - U**

**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 - U**

**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** | - | - | - | | | - | - |

UNION SQUARE

| | | | | |
|---|---|---|---|---|
| **Total Revenue** | **#NAME?** | **#NAME?** | **-** | **-** |
| **Total Expenses** | **6,895,911** | **6,895,911** | **-** | **-** |
| **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** |
|---|---|---|---|---|---|
| **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 | | 762,503 | (762,503) | - | - |
| Grants | | | | | |
| Stimulus | | - | - | - | - |
| DYCD (Department of Youth and Community Development) | | - | - | - | - |
| Other | | 190,297 | (190,297) | - | - |
| Other | | - | - | - | - |
| TOTAL REVENUE FROM STATE SOURCES | | #NAME? | #NAME? | - | - |
| **REVENUE FROM FEDERAL FUNDING** | | | | | |
| IDEA Special Needs | | 22,186 | (22,186) | - | - |
| Title I | | 39,789 | (39,789) | - | - |
| 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 | | 69,475 | (69,475) | - | - |
| **LOCAL and OTHER REVENUE** | | | | | |
| Contributions and Donations | | - | - | - | - |
| Fundraising | | - | - | - | - |
| Erate Reimbursement | | 16,279 | (16,279) | - | - |
| Earnings on Investments | | - | - | - | - |
| Interest Income | | - | - | - | - |
| Food Service (Income from meals) | | - | - | - | - |
| Text Book | | - | - | - | - |
| OTHER | | - | - | - | - |
| TOTAL REVENUE FROM LOCAL and OTHER SOURCES | | 16,279 | (16,279) | - | - |
| **TOTAL REVENUE** | | **#NAME?** | **#NAME?** | **-** | **-** |

# UNION SQUARE

| | | | | |
|---|---|---|---|---|
| **Total Revenue** | **#NAME?** | **#NAME?** | **-** | **-** |
| **Total Expenses** | **6,895,911** | **6,895,911** | **-** | **-** |
| **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? | 389,844 | 389,844 | - | - |
| Deans, Directors & Coordinators | #NAME? | 125,111 | 125,111 | - | - |
| CFO / Director of Finance | #NAME? | - | - | - | - |
| Operation / Business Manager | #NAME? | 245,118 | 245,118 | - | - |
| Administrative Staff | #NAME? | - | - | - | - |
| TOTAL ADMINISTRATIVE STAFF | #NAME? | 760,073 | 760,073 | - | - |
| **INSTRUCTIONAL PERSONNEL COSTS** | | | | | |
| Teachers - Regular | #NAME? | 1,312,303 | 1,312,303 | - | - |
| Teachers - SPED | #NAME? | 241,740 | 241,740 | - | - |
| Substitute Teachers | #NAME? | - | - | - | - |
| Teaching Assistants | #NAME? | 424,772 | 424,772 | - | - |
| Specialty Teachers | #NAME? | 564,959 | 564,959 | - | - |
| Aides | #NAME? | - | - | - | - |
| Therapists & Counselors | #NAME? | 52,902 | 52,902 | - | - |
| Other | #NAME? | - | - | - | - |
| TOTAL INSTRUCTIONAL | #NAME? | 2,596,676 | 2,596,676 | - | - |
| **NON-INSTRUCTIONAL PERSONNEL COSTS** | | | | | |
| Nurse | #NAME? | - | - | - | - |
| Librarian | #NAME? | - | - | - | - |
| Custodian | #NAME? | - | - | - | - |
| Security | #NAME? | - | - | - | - |
| Other | #NAME? | - | - | - | - |
| TOTAL NON-INSTRUCTIONAL | #NAME? | - | - | - | - |
| **SUBTOTAL PERSONNEL SERVICE COSTS** | #NAME? | 3,356,748 | 3,356,748 | - | - |
| **PAYROLL TAXES AND BENEFITS** | | | | | |
| Payroll Taxes | | 273,854 | 273,854 | - | - |
| Fringe / Employee Benefits | | 396,935 | 396,935 | - | - |
| Retirement / Pension | | 75,527 | 75,527 | - | - |
| TOTAL PAYROLL TAXES AND BENEFITS | | 746,316 | 746,316 | - | - |
| **TOTAL PERSONNEL SERVICE COSTS** | #NAME? | 4,103,064 | 4,103,064 | - | - |
| **CONTRACTED SERVICES** | | | | | |
| Accounting / Audit | | 4,268 | 4,268 | - | - |
| Legal | | - | - | - | - |
| Management Company Fee | | 959,697 | 959,697 | - | - |
| Nurse Services | | - | - | - | - |
| Food Service / School Lunch | | - | - | - | - |
| Payroll Services | | 16,250 | 16,250 | - | - |
| Special Ed Services | | - | - | - | - |
| Titlement Services (i.e. Title I) | | - | - | - | - |
| Other Purchased / Professional / Consulting | | 10,000 | 10,000 | - | - |
| TOTAL CONTRACTED SERVICES | | 990,215 | 990,215 | - | - |

# UNION SQUARE

| | | | | |
|---|---|---|---|---|
| **Total Revenue** | **#NAME?** | **#NAME?** | **-** | **-** |
| **Total Expenses** | **6,895,911** | **6,895,911** | **-** | **-** |
| **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** |
|---|---|---|---|---|
| **SCHOOL OPERATIONS** | | | | |
| Board Expenses | - | - | - | - |
| Classroom / Teaching Supplies & Materials | 142,373 | 142,373 | - | - |
| Special Ed Supplies & Materials | - | - | - | - |
| Textbooks / Workbooks | - | - | - | - |
| Supplies & Materials other | 120,205 | 120,205 | - | - |
| Equipment / Furniture | 61,812 | 61,812 | - | - |
| Telephone | - | - | - | - |
| Technology | 107,128 | 107,128 | - | - |
| Student Testing & Assessment | 8,500 | 8,500 | - | - |
| Field Trips | 44,900 | 44,900 | - | - |
| Transportation (student) | 16,759 | 16,759 | - | - |
| Student Services - other | 130,210 | 130,210 | - | - |
| Office Expense | 142,400 | 142,400 | - | - |
| Staff Development | 100,625 | 100,625 | - | - |
| Staff Recruitment | 24,668 | 24,668 | - | - |
| Student Recruitment / Marketing | 53,418 | 53,418 | - | - |
| School Meals / Lunch | 164,450 | 164,450 | - | - |
| Travel (Staff) | 13,800 | 13,800 | - | - |
| Fundraising | - | - | - | - |
| Other | 24,549 | 24,549 | - | - |
| TOTAL SCHOOL OPERATIONS | 1,155,798 | 1,155,798 | - | - |
| **FACILITY OPERATION & MAINTENANCE** | | | | |
| Insurance | 52,116 | 52,116 | - | - |
| Janitorial | - | - | - | - |
| Building and Land Rent / Lease / Facility Finance Interest | - | - | - | - |
| Repairs & Maintenance | 62,970 | 62,970 | - | - |
| Equipment / Furniture | - | - | - | - |
| Security | - | - | - | - |
| Utilities | - | - | - | - |
| TOTAL FACILITY OPERATION & MAINTENANCE | 115,086 | 115,086 | - | - |
| **DEPRECIATION & AMORTIZATION** | 531,748 | 531,748 | - | - |
| **RESERVES / CONTINGENCY** | - | - | - | - |
| **TOTAL EXPENSES** | **6,895,911** | **6,895,911** | **-** | **-** |
| **NET INCOME** | **#NAME?** | **#NAME?** | **-** | **-** |

## UNION SQUARE

| | | | | |
|---|---|---|---|---|
| **Total Revenue** | **#NAME?** | **#NAME?** | **-** | **-** |
| **Total Expenses** | **6,895,911** | **6,895,911** | **-** | **-** |
| **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 - UNION SQUARE**

**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 Telep**[redacted]

**Business Addre**[redacted]

**E-mail Address:**[redacted]

**Home Telephon**[redacted]

**Home Address:** _____

**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 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:**

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 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:**

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**

**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:**

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**[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:**

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**[redacted]

**Business Addres**[redacted]

**E-mail Address:** [redacted]

**Home Telephone**[redacted]

**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.

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 |

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 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:**

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.

| 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 |

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**

**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:**

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**.

| 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 |

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 Telephone:** [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:**

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 |

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. | | | | |
| 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 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:**

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 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:**

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

| | | | |
|---|---|---|---|
| *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 |

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 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:**

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.

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 | 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 | | | | Yes | | |
| 2 | Bryan Binder | | Vice Chair/Vice President | | Yes | | |
| 3 | Derrell Bradford | | | | Yes | | |
| 4 | Sam Chainani | | | | Yes | | |
| 5 | Sam Cole | | Chair/Board President | | Yes | | |
| 6 | Scott Friedman | | Treasurer | | Yes | | |
| 7 | Suleman Lunat | | | | Yes | | |
| 8 | Graham Officer | | | | Yes | | |
| 9 | Khadijah Pickel | | Parent Representative | | No | | |
| 10 | Jarrett Posner | | | | Yes | | |

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

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

(No response)

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

(No response)

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

(No response)

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

(No response)

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

bi-monthly

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

bi-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

Created: 07/12/2016
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 |
|---|---|---|---|---|---|
| | 26 | 5.5 | 5.5 | 10 | 32.77 |

### 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 |
|---|---|---|---|---|---|
| | 2 | 0 | 0 | 0 | 3 |

### 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<br>Harlem Central, Harlem East, Harlem North Central, Harlem North West, Harlem West, Midtown West, Bed-Stuy Middle School, Bronx 1 Middle School, Bronx 2 Middle School, |
| Wednesday, August 24 | First Day of School | High School of the Liberal Arts |
| **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 - Union Square |
| | |
| **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).

---

[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 - UNION SQUAR
## 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 SCHOE**
**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 - UNION SQUARE
### 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 | $4,596,409 | $- | $4,596,409 |
| Students with disabilities | $345,733 | - | 345,733 |
| Grants and Contracts | | | |
| State and local | $191,982 | - | 191,982 |
| Federal - Title and IDEA | $76,200 | - | 76,200 |
| Federal - Other | $152,470 | - | 152,470 |
| Other | $- | - | - |
| Food Service/Child Nutrition Program | - | - | - |
| **TOTAL REVENUE, GAINS AND OTHER SUPPORT** | 5,362,794 | - | 5,362,794 |
| **EXPENSES** | | | |
| Program Services | | | |
| Regular Education | $4,251,249 | $- | $4,251,249 |
| Special Education | 579,716 | - | 579,716 |
| Other Programs | - | - | - |
| Total Program Services | 4,830,964 | - | 4,830,964 |
| Management and general | $359,551 | - | 359,551 |
| Fundraising | | - | - |
| **TOTAL OPERATING EXPENSES** | 5,190,515 | - | 5,190,515 |
| **SURPLUS / (DEFICIT) FROM SCHOOL OPERATIONS** | 172,279 | - | 172,279 |
| **SUPPORT AND OTHER REVENUE** | | | |
| Contributions | | | |
| Foundations | $1,000 | $- | $1,000 |
| Individuals | $- | - | - |
| Corporations | - | - | - |
| Fundraising | - | - | - |
| Interest income | - | - | - |
| Miscellaneous income | $19,708 | - | 19,708 |
| Net assets released from restriction | - | - | - |
| **TOTAL SUPPORT AND OTHER REVENUE** | 20,708 | - | 20,708 |
| **CHANGE IN NET ASSETS** | 192,987 | - | 192,987 |
| NET ASSETS BEGINNING OF YEAR | (983,064) | - | (983,064) |
| PRIOR YEAR/PERIOD ADJUSTMENTS | - | - | - |
| **NET ASSETS END OF YEAR** | $(790,077) | $- | $(790,077) |

| 2014-15 | IOI |
|---|---|
| | nu |
| Total | |
| | |
| $3,083,637 | |
| $187,369 | |
| | |
| $- | |
| $26,749 | |
| $241,714 | |
| - | |
| - | |
| 3,539,469 | |
| | |
| | |
| $3,114,236 | |
| 424,668 | |
| - | |
| 3,538,905 | |
| 283,817 | |
| - | |
| 3,822,721 | |
| | |
| (283,252) | |
| | |
| | |
| $- | |
| $- | |
| - | |
| - | |
| - | |
| $17,878 | |
| - | |
| 17,878 | |
| | |
| (265,374) | |
| | |
| (717,690) | |
| - | |
| | |
| $(983,064) | |

## SUCCESS ACADEMY CHARTER SCHOOL - UNION SQUARE
## 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 - UNION SQUARE
## 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 | 8.00 | 449,250 | 61,261 | - | 510,512 | - | 44,392 | 44,392 | 554,904 |
| Instructional Personnel | 31.00 | 1,546,827 | 210,931 | - | 1,757,758 | - | 152,849 | 152,849 | 1,910,607 |
| Non-Instructional Personnel | - | - | - | - | - | - | - | - | - |
| Total Salaries and Staff | 39.00 | 1,996,078 | 272,192 | - | 2,268,270 | - | 197,241 | 197,241 | 2,465,511 |
| Fringe Benefits & Payroll Taxes | | 402,024 | 54,821 | - | 456,845 | - | 39,726 | 39,726 | 496,571 |
| Retirement | | 38,887 | 5,303 | - | 44,189 | - | 3,843 | 3,843 | 48,032 |
| Management Company Fees | | 558,188 | 76,116 | - | 634,304 | - | 55,157 | 55,157 | 689,461 |
| Legal Service | | - | - | - | - | - | - | - | - |
| Accounting / Audit Services | | - | - | - | - | - | 3,474 | 3,474 | 3,474 |
| Other Purchased / Professional / Consulting Services | | 8,098 | 1,104 | - | 9,202 | - | 800 | 800 | 10,002 |
| Building and Land Rent / Lease / Facility Finance Interes | | - | - | - | - | - | - | - | - |
| Repairs & Maintenance | | 43,301 | 5,905 | - | 49,205 | - | 4,279 | 4,279 | 53,484 |
| Insurance | | 30,980 | 4,225 | - | 35,205 | - | 3,061 | 3,061 | 38,266 |
| Utilities | | | | - | - | - | | - | - |
| Supplies / Materials | | 154,686 | 21,093 | - | 175,779 | - | - | - | 175,779 |
| Equipment / Furnishings | | 56,622 | 7,721 | - | 64,343 | - | 3,104 | 3,104 | 67,447 |
| Staff Development | | 65,506 | 8,933 | - | 74,439 | - | - | - | 74,439 |
| Marketing / Recruitment | | 103,682 | 14,138 | - | 117,820 | - | - | - | 117,820 |
| Technology | | 41,035 | 5,596 | - | 46,630 | - | 4,055 | 4,055 | 50,685 |
| Food Service | | 234,566 | 31,986 | - | 266,552 | - | - | - | 266,552 |
| Student Services | | 66,539 | 9,074 | - | 75,613 | - | 241 | 241 | 75,854 |
| Office Expense | | 66,930 | 9,127 | - | 76,057 | - | 6,614 | 6,614 | 82,671 |
| Depreciation | | 373,150 | 50,884 | - | 424,034 | - | 36,872 | 36,872 | 460,906 |
| OTHER | | 10,979 | 1,497 | - | 12,476 | - | 1,085 | 1,085 | 13,561 |
| Total Expenses | | $4,251,249 | $579,716 | $- | $4,830,964 | $- | $359,551 | $359,551 | $5,190,515 |

| 2014-15 |
| --- |
| |
| |
| $ |
| 370,386 |
| 1,385,891 |
| - |
| 1,756,277 |
| 355,029 |
| 29,047 |
| 462,546 |
| 17,693 |
| 3,663 |
| 20,644 |
| - |
| 25,846 |
| 39,000 |
| |
| 196,945 |
| 54,121 |
| 55,578 |
| 103,293 |
| 87,940 |
| 139,786 |
| 33,138 |
| 61,057 |
| 366,280 |
| 14,838 |
| $3,822,721 |