



# I. SCHOOL INFORMATION AND COVER PAGE (To be Completed By All Charter Schools)

Created: 07/20/2015

Last updated: 07/30/2015

Please be advised that you will need to complete this task first (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

### 1. SCHOOL NAME AND AUTHORIZER

(Select name from the drop down menu)

HARLEM PREP CS (SUNY TRUSTEES) 310400860840

### 2. CHARTER AUTHORIZER

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

SUNY-Authorized Charter School

### 3. DISTRICT / CSD OF LOCATION

NYC CSD 4

### 4. SCHOOL INFORMATION

	PRIMARY ADDRESS	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS
	240 East 123rd Street New York, NY 10035	212-876-9953	212-876-9926	<a href="mailto:info@democracyprep.org">info@democracyprep.org</a>

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

Contact Name	Benjamin Feit
Title	Chief of Staff
Emergency Phone Number (###-###-####)	████████

### 5. SCHOOL WEB ADDRESS (URL)

<http://hpes.democracyprep.org/>

### 6. DATE OF INITIAL CHARTER

2001-05-01 00:00:00

**7. DATE FIRST OPENED FOR INSTRUCTION**

2001-07-01 00:00:00

**8. FINAL VERIFIED BEDS ENROLLMENT FOR THE 2014-15 School Year as reported to Department's Office of Information and Reporting Services (via the NYC DOE for charter schools in NYC) in August.**

692

**9. GRADES SERVED IN SCHOOL YEAR 2014-15**

Check all that apply

Grades Served	K, 1, 2, 3, 4, 5, 6, 7, 8
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**10. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?**

	Yes/No	Name of CMO/EMO
	Yes	Democracy Prep Public Schools

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

	Name	Work Phone	Alternate Phone	Email Address	Contact this individual also in emergencies
CEO (e.g., network superintendent)	Katie Duffy	[REDACTED]		[REDACTED]	No
CFO (e.g., network CFO)	Howard Schnidman	[REDACTED]		[REDACTED]	No
Compliance Contact	Carlos Mojica	[REDACTED]		[REDACTED]	No
Complaint Contact	Benjamin Feit	[REDACTED]		[REDACTED]	No

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**11. FACILITIES**

Will the School maintain or operate multiple sites?

	Yes, 2 sites
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**12. SCHOOL SITES**

Please list the sites where the school will operate in 2015-16.

	Physical Address	Phone Number	District/CSD	Grades Served at Site	School at Full Capacity at Site	Facilities Agreement
Site 1 (same as primary site)	240 East 123rd Street New York, NY 10035	212-876-9953	CSD 4	K-5	Yes	Rent/Lease
Site 2	232 East 103rd Street New York, NY 10029	212-876-9953	CSD 4	6-8	Yes	DOE space
Site 3						

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

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Steve Cunning	[REDACTED]		[REDACTED]
Operational Leader	Amanda Torres	[REDACTED]		[REDACTED]
Compliance Contact	Carlos Mojica	[REDACTED]		[REDACTED]
Complaint Contact	Benjamin Feit	[REDACTED]		[REDACTED]

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

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Kim Dacres	[REDACTED]		[REDACTED]
Operational Leader	Michelle Herrera	[REDACTED]		[REDACTED]
Compliance Contact	Carlos Mojica	[REDACTED]		[REDACTED]
Complaint Contact	Benjamin Feit	[REDACTED]		[REDACTED]

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**14. Were there any revisions to the school's charter during the 2014-2015 school year? (Please include both those that required authorizer approval and those that did not require authorizer approval).**

No

**15. Name and Position of Individual(s) Who Completed the 2014-15 Annual Report.**

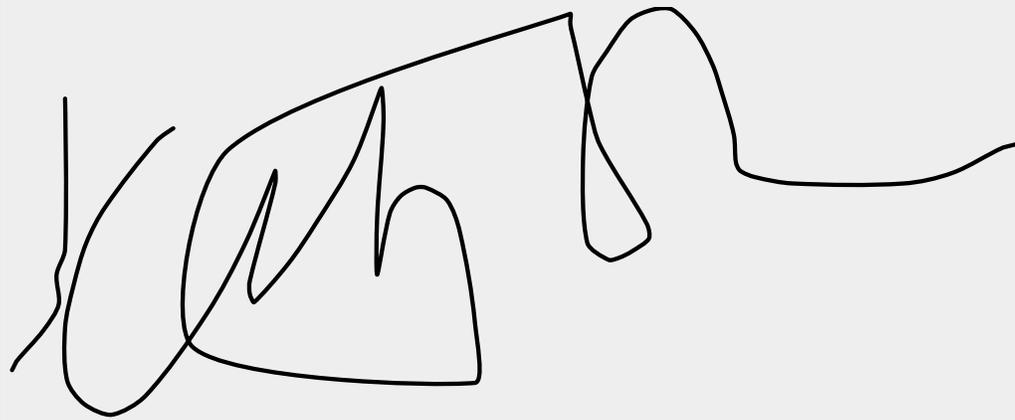
Benjamin Feit, Chief of Staff (Democracy Prep Public Schools)

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

Responses Selected:

Yes

Signature, Head of Charter School

A handwritten signature in black ink on a light gray background. The signature is highly stylized and cursive, starting with a large 'K' and ending with a long horizontal stroke.

Signature, President of the Board of Trustees

A handwritten signature in black ink on a light gray background. The signature is written in a more legible, blocky cursive style and reads "D. Snyder".

Thank you.



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

Created: 07/06/2015

Last updated: 07/13/2015

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## Page 1

**Charter School Name: 310400860840 HARLEM PREP CS**

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### **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).

<http://data.nysed.gov/reportcard.php?year=2014&instid=800000034143>



# HARLEM PREP CHARTER SCHOOL

*Work Hard. Go to College. Change the World!*

## **2014-15 ACCOUNTABILITY PLAN PROGRESS REPORT**

Submitted to the SUNY Charter Schools Institute on:

September 15, 2015

By Benjamin Feit, Chief of Staff

240 E 123<sup>rd</sup> St. 1<sup>st</sup> Fl

New York, NY 10035

P: (212) 281-1248

F: (212) 283-4202

Carlos Mojica, Director of Systems and Support, and Benjamin Feit, Chief of Staff, prepared this 2014-15 Accountability Progress Report on behalf of the school’s board of trustees:

Trustee’s Name	Board Position
Doug Snyder	Chair Committees: Governance, Development, Finance/Audit, Academic Accountability, Family &Community Communications, Executive (Chair)
Jake Foley	Vice Chair Committees: Development, Academic Accountability, Executive
Colin Beirne	Treasurer Committees: Finance/Audit (Chair), Academic Accountability , Executive
Chris Jackson	Secretary Committees: Development (Chair), Academic Accountability, Executive
Roger Berg	Trustee Committees: Governance, Academic Accountability, Executive
Jamal Epps	Trustee Committees: Academic Accountability, Governance, Finance/Audit
Anthony Manley	Trustee Committees: Academic Accountability (Co-Chair)
Tom Kearney	Trustee Committees: Academic Accountability (Co-Chair), Governance, Finance/Audit
Trevor Gibbons	Trustee Committees: Governance (Chair), Academic Accountability, Family & Community Communications, Executive
Kellie Zesch Weir	Trustee Committees: Family & Community Communications (Chair), Academic Accountability, Executive
Katie Duffy	Trustee Committees: Academic Accountability
Preston Henske	Trustee Committees: Academic Accountability, Development

**Steven Cunning has served as Harlem Prep’s Executive Director since July 1, 2014.**

## INTRODUCTION

The mission of Harlem Prep Charter School (Harlem Prep) is to educate responsible citizen-scholars for success in the college of their choice and a life of active citizenship. The Harlem Prep academic program maintains core components of Democracy Prep Public Schools' rigorous elementary and middle school instructional model and school culture across all grades. Harlem Prep was formerly known as Harlem Day Charter School, and Democracy Prep was granted the opportunity to manage the restructured renewal that SUNY authorized.

The curriculum and academic program at Harlem Prep are built on the success and best practices of the highest performing *no excuses* schools nationwide. As such, Harlem Prep embraces the common elements of *no excuses* high expectations public schools. In addition to incorporating the traditional attributes that researchers have proven to be correlated with improved student learning outcomes — extended school days and years, rigorous college-prep academics, ongoing use of data to inform instructional decisions and resource allocation, consistent cultural and academic expectations, and exceptional talent at all levels — Harlem Prep's strategic vision requires the infusion of three unique elements. Harlem Prep commits to educating all scholars, providing authentic civic engagement, and operating solely on public funds.

### School Enrollment by Grade Level and School Year

School Year	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2011-12	53	50	52	55	34	25								269
2012-13	90	61	60	64	60	58	112							415
2013-14	75	81	58	60	61	53	108	102						598
2014-15	49	81	83	62	63	61	95	74	84					652

## ENGLISH LANGUAGE ARTS

### Goal 1: English Language Arts

Harlem Prep students will demonstrate proficiency in English Language Arts.

#### Background

Literacy is the key academic skill on which all future skill and knowledge acquisition is based. Low-income children hear two-thirds fewer words in the home each hour than children of more affluent families, based on several research studies.

### 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.

#### Method

The school administered the New York State Testing Program English language arts assessment to students in 3 through 8 grade in April 2015. 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).

**2014-15 State English Language Arts Exam  
Number of Students Tested and Not Tested**

Grade	Total Tested	Not Tested <sup>1</sup>			Total Enrolled
		IEP	ELL	Absent	
3	62	0	0	0	62
4	63	0	0	0	63
5	63	0	0	0	63
6	93	0	0	2	95
7	74	0	0	1	75
8	85	0	0	0	85
All	440	0	0	3	443

<sup>1</sup> 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.

## Results

Harlem Prep did not meet the goal set forth in its accountability plan. Grade 8 students performed best among returners with 40% meeting proficiency standards.

### Performance on 2014-15 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	19	62	18	50
4	22	63	25	55
5	17	63	20	51
6	23	93	26	38
7	11	74	11	73
8	39	85	40	80
All	22	440	24	347

## Evaluation

Harlem Prep's returning students, on the whole, performed slightly better than newly enrolled students. Harlem Prep is continuing to adjust to Common Core Standards while enrolling students in all applicable grades.

## Additional Evidence

As indicated above, Harlem Prep continues to adjust to the Common Core aligned exams rolled out in 2012-13. Scores for 8<sup>th</sup> grade students rose year over year while scores for students in other grades declined.

### English Language Arts Performance by Grade Level and School Year

Grade	Percent of Students Enrolled in At Least Their Second Year Achieving Proficiency					
	2012-13		2013-14		2014-15	
	Percent	Number Tested	Percent	Number Tested	Percent	Number Tested
3	34	47	33	42	18	50
4	57	30	43	55	25	55
5	13	23	28	35	20	51
6	13	8	11	45	26	38
7			28	64	11	73
8					40	80
All	23	118	28	242	24	347

**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 2014-15 English language arts AMO of 97. 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.<sup>2</sup>

**Results**

Harlem Prep’s PLI value of 92 does not meet the state’s target ELA AMO of 97.

**English Language Arts 2014-15 Performance Level Index (PLI)**

Number in Cohort	Percent of Students at Each Performance Level			
	Level 1	Level 2	Level 3	Level 4
440	30	48	19	3

$$\begin{array}{rcccccccc}
 \text{PI} & = & 48 & + & 19 & + & 3 & = & 70 \\
 & & & & 19 & + & 3 & = & \underline{22} \\
 & & & & & & \text{PLI} & = & 92
 \end{array}$$

**Evaluation**

As noted above, the number of students testing at proficiency declined compared to the previous year. This result can be partially attributed to shifts in the K-8 curricular program that deemphasized direct instruction, specifically in English Language Arts. These modifications, which are designed to increase the amount of student talk-time and engagement with novels and paired nonfiction, will help students build knowledge over a longer period of time.

**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**

<sup>2</sup> In contrast to SED’s Performance Index, the PLI does not account for year-to-year growth toward proficiency.

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.<sup>3</sup>

## Results

Harlem Prep partially met the listed goal, with students in 6<sup>th</sup> and 8<sup>th</sup> grade outperforming their district counterparts. Overall, Harlem Prep performed on par with District 4.

**2014-15 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 2 <sup>nd</sup> Year		All District Students	
	Percent	Number Tested	Percent	Number Tested
3	18	50	28	963
4	25	55	25	969
5	20	51	22	950
6	26	38	20	1003
7	11	73	20	993
8	40	80	26	966
All	24	347	24	5844

## Evaluation

Harlem Prep outperformed District 4 in 6<sup>th</sup> and 8<sup>th</sup> grades in both absolute proficiency and year-to-year growth in proficiency percentage. In particular, the performance of HPCS's eighth grade students is a testament to the strength of Harlem Prep's middle school program. As students advance through the Harlem Prep continuum, their performance on state exams improves, and they progress incrementally closer to New York State college-readiness benchmarks that indicate they will be prepared to succeed at institutions of higher learning without first being tracked into remedial, non-credit-bearing courses.

## Additional Evidence

Since Democracy Prep Public Schools assumed operation of the school prior to the 2011-12 instructional year, Harlem Prep has continued to outperform zoned schools in Community School District 4. The sixth-grade cohort of students has continued to perform well when compared to those in fifth grade last year. The eighth grade's jump compared to last year's seventh grade performance is also notable. As academic expectations continue to climb, Harlem Prep will continue to research more methods of improvement to continue pushing scholars to master progressively more rigorous materials.

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<sup>3</sup> 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](#).

**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					
	2012-13		2013-14		2014-15	
	Charter School	Local District	Charter School	Local District	Charter School	Local District
3	34	21	33	29	18	28
4	57	26	43	21	25	25
5	13	20	28	24	20	22
6	13	16	11	19	26	20
7			28	20	11	20
8					40	26
All	23	20	28	<u>23</u>	24	<u>24</u>

**Goal 1: Comparative Measure**

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

**Method**

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

Given the timing of the state’s release of economically disadvantaged data and the demands of the data analysis, the 2014-15 analysis is not yet available. This report contains 2013-14 results, the most recent Comparative Performance Analysis available.

**Results**

Harlem Prep’s overall effect size was 0.25, similar to the previous year’s measurement. Harlem Prep did not meet the ELA Effect Size goal of 0.30.

**2013-14 English Language Arts Comparative Performance by Grade Level**

Grade	Percent of Economically Disadvantaged Students	Number of Students Tested	Percent of Students at Proficiency		Difference between Actual and Predicted	Effect Size
			Actual	Predicted		
3	79.7	60	52	23.5	28.5	2.00
4	72.1	60	40	26.3	13.7	0.95
5	67.3	53	29	24.5	4.5	0.34
6	62.8	106	12	24.4	-12.4	-0.88
7	61.1	100	24	25.2	-1.2	-0.07
8						
All	67.1	379	28.3	24.8	3.5	0.25

<b>School's Overall Comparative Performance:</b>
Slightly higher than expected

### Evaluation

Harlem Prep missed the target Effect Size by 0.05. While its elementary school grades measured in the positive, the middle school grades were in the negative, with 6<sup>th</sup> grade substantially lower than all other grades.

### Additional Evidence

Under Democracy Prep Public Schools, Harlem Prep continues to produce an overall positive effect size. The listed percentage of economically disadvantaged students is much lower than the actual percentage served by the school, as the school utilizes the Community Eligibility Program/Option (CEP/CEO) in its food service program. CEP lifts the administrative burden on schools by designating all students as “free,” removing the need to collect lunch forms on an annual basis. The actual percentage of economically disadvantaged students served by Harlem Prep in 2014-15 was closer to 85%. As the predicted proficiency of students at this higher poverty index is lower, the school’s effect size is likely higher than recorded in this report.

### English Language Arts Comparative Performance by School Year

School Year	Grades	Percent Eligible for Free Lunch/ Economically Disadvantaged	Number Tested	Actual	Predicted	Effect Size
2011-12	3-5	75.4	111	60.3	43.2	1.07
2012-13	3-6	79.2	266	23.3	29.6	0.29
2013-14	3-7	67.1	379	28.3	24.8	0.25

### Goal 1: Growth Measure<sup>4</sup>

<sup>4</sup> See Guidelines for [Creating a SUNY Accountability Plan](#) for an explanation.

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

## Method

This measure examines the change in performance of the same group of students from one year to the next and the progress they are making in comparison to other students with the same score in the previous year. The analysis only includes students who took the state exam in 2013-14 and also have a state exam score from 2012-13 including students who were retained in the same grade. Students with the same 2012-13 score are ranked by their 2013-14 score and assigned a percentile based on their relative growth in performance (student growth percentile). Students’ growth percentiles are aggregated school-wide to yield a school’s mean growth percentile. In order for a school to perform above the statewide median, it must have a mean growth percentile greater than 50.

Given the timing of the state’s release of Growth Model data, the 2014-15 analysis is not yet available. This report contains 2013-14 results, the most recent Growth Model data available.<sup>5</sup>

## Results

The school met this measure overall and in all grades except fifth grade

### 2013-14 English Language Arts Mean Growth Percentile by Grade Level

Grade	Mean Growth Percentile	
	School	Statewide Median
4	58	50.0
5	44.5	50.0
6	63	50.0
7	57.5	50.0
8		50.0
All	<b>57</b>	50.0

## Evaluation

Harlem Prep met this measure for 2013-2014. All grades except for fifth exceeded the state average, which is consistent with the fifth grade’s performance on the state exam. As a school committed to backfilling at all grade levels and to serving high concentrations of at-risk students, including those who enter the program already lagging well behind grade-level in ELA, HPCS remains focused on student growth in elementary- and middle-school grades.

## Additional Evidence

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<sup>5</sup> Schools can acquire these data from the NYSED’s Business Portal: [portal.nysed.gov](http://portal.nysed.gov).

Harlem Prep’s growth metrics are similar to the previous year’s, showing consistent positive growth across two years.

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

Grade	Mean Growth Percentile			
	2011-12 <sup>6</sup>	2012-13	2013-14	Statewide Median
4		70.5	58	50.0
5		41.5	44.5	50.0
6		52.5	63	50.0
7			57.5	50.0
8				50.0
All		54.8	<u>57</u>	50.0

**Goal 1: Optional Measure**

At the end of each year, 75% of K students will achieve at least STEP 3, 75% of first graders will achieve at least STEP 6, and 75% of second graders will achieve at least STEP 9 on the STEP assessment.

**Results**

Grade	Cohort Size	Target	Actual	Target Achieved
K	49	75%	94%	YES
1	81	75%	74%	NO
2	83	75%	57%	NO

**Evaluation**

Harlem Prep partially satisfied this goal, with 94% of kindergarten scholars achieving Level 3 or above. First- and second-grade scholars fell behind the 75% target.

<sup>6</sup> Grade level results not available.

**Goal 1: Optional Measure**

At least 75% of students who enroll in grades K-2 at the beginning of an academic year will make at least three STEP levels of growth each year on the STEP assessment.

**Results**

Grade	Cohort Size	Target	Actual	Target Achieved
K	49	75%	96%	YES
1	81	75%	60%	NO
2	83	75%	67%	NO

**Evaluation**

Harlem Prep partially satisfied this goal, with 96% of kindergarten scholars achieving three or more levels of growth.

**Summary of the English Language Arts Goal**

Harlem Prep's returning students outperformed District 4 on the whole, and its growth percentile was higher than the listed target. Harlem Prep continues to adjust and progress, while keeping its promise of helping its scholars grow.

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.	Did Not Achieve
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.	Did Not Achieve
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 2013-14 school district results.)	Did Not Achieve
Growth	Each year, under the state's Growth Model the school's mean unadjusted growth percentile in English language arts for all tested students in grades 4-8 will be above the state's unadjusted median growth percentile.	Achieved

Optional	At the end of each year, 75% of K students will achieve at least STEP 3, 75% of first graders will achieve at least STEP 6, and 75% of second graders will achieve at least STEP 9 on the STEP assessment.	Did Not Achieve
Optional	At least 75% of students who enroll in grades K-2 at the beginning of an academic year will make at least three STEP levels of growth each year on the STEP assessment.	Did Not Achieve

**Action Plan**

Harlem Prep, in conjunction with the Democracy Prep Public Schools Academic Team, is addressing these results by making specific shifts to the elementary and middle school English Language Arts curricular program. At the elementary level, an additional, CCSS-aligned set of lessons is being added to the daily literacy block. Staffing has been adjusted to ensure that there are two teachers in the classroom at all times during this block of the day to differentiate support for struggling scholars. Additionally, CCSS-aligned exam practice will become part of the Friday schedule in all 3-5 classrooms. The 3-5 Novel Study and Social Studies programs are also being revised to include additional emphasis on the CCSS, including use of the 2015 released state exam questions.

At the middle school level, English Language Arts materials, including internal assessments, are being revised to include a greater emphasis on the CCSS and 2015 released state exam questions. Middle School teachers are being provided with Lead Plans that are created centrally by experts in their particular content area. These adjustments are being made at the network level, with oversight from the Democracy Prep Public Schools Academic Team.

**MATHEMATICS**

**Goal 2: Mathematics**  
Harlem Prep students will demonstrate proficiency in Mathematics.

**Background**

The Math curriculum at Harlem Prep Charter School is designed to ensure that students master math procedures and problem-solving skills.

Harlem Prep uses a systematic approach to basic math facts and computational skills, Eureka Math, coupled with a teacher-created curriculum that develops higher-level problem-solving skills and is supplemented by the Investigations math program. The curriculum was built on the premise that students need basic facts knowledge and “automaticity” with procedural computation coupled with a deep conceptual understanding of mathematics. This combination of basic skills and conceptual understanding gives students the ability to solve complex mathematical application problems.

**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.

**Method**

The school administered the New York State Testing Program mathematics assessment to students in 3rd through 8th grade in April 2015. 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.

**2014-15 State Mathematics Exam  
Number of Students Tested and Not Tested**

Grade	Total Tested	Not Tested <sup>7</sup>			Total Enrolled
		IEP	ELL	Absent	
3	62	0	0	0	62
4	63	0	0	0	63
5	61	0	0	3	63
6	93	0	0	2	95
7	74	0	0	1	75
8	84	0	0	1	85
All	437	0	0	7	443

**Results**

Harlem Prep’s returning students performed slightly better than its overall population, but the students did not meet the listed proficiency goal.

**Performance on 2014-15 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	34	62	32	50
4	29	63	31	55
5	21	61	25	51
6	41	93	47	38
7	23	74	23	73
8	42	84	40	80
All	32	437	33	347

**Evaluation**

<sup>7</sup> 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.

Harlem Prep did not meet this measure. The school continues to adjust to the shift to Common Core State Standards and is exploring options to further promote the growth of scholars in all grades.

**Additional Evidence**

Harlem Prep’s proficiency numbers dipped in 2014-15 compared to the previous year, but showed a meaningful jump in performance from 2012-13’s administration. Sixth grade performance has shown a remarkable increase year over year.

Also, additional evidence may include other valid and reliable assessment results that demonstrate the effectiveness of the school’s instructional program.

**Mathematics Performance by Grade Level and School Year**

Grade	Percent of Students Enrolled in At Least Their Second Year Achieving Proficiency					
	2012-13		2013-14		2014-15	
	Percent	Number Tested	Percent	Number Tested	Percent	Number Tested
3	35	48	50	42	32	50
4	30	30	55	55	31	55
5	0	23	37	35	25	51
6	13	8	31	45	47	38
7			30	64	23	73
8					40	80
All	25	109	41	241	33	347

**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 2014-15 mathematics AMO of 94. 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.<sup>8</sup>

<sup>8</sup> In contrast to NYSED’s Performance Index, the PLI does not account for year-to-year growth toward proficiency.

## Results

Harlem Prep met this measure with a PLI of 111.

### Mathematics 2014-15 Performance Level Index (PLI)

Number in Cohort	Percent of Students at Each Performance Level			
	Level 1	Level 2	Level 3	Level 4
437	20	47	25	7

$$\begin{aligned} \text{PI} &= 47 + 25 + 7 = 79 \\ &= 25 + 7 = 32 \\ \text{PLI} &= 111 \end{aligned}$$

## Evaluation

Harlem Prep continues to focus on student growth. While proficiency numbers dipped, its PLI still exceeded the state AMO.

### 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.<sup>9</sup>

## Results

Harlem Prep outperformed the district at all levels except fifth and seventh grades.

### 2014-15 State Mathematics Exam Charter School and District Performance by Grade Level

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

<sup>9</sup> 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](#).

	Percent	Number Tested	Percent	Number Tested
3	32	50	35	973
4	31	55	32	978
5	25	51	27	948
6	47	38	25	1000
7	23	73	23	988
8	40	80	15	870
All	33	347	<b>26</b>	5757

### Evaluation

Students at Harlem Prep performed better than their district counterparts. Again, the performance of HPCS sixth- and eighth-grade students is particularly noteworthy. The longer students spend at Harlem Prep, the more they gain mastery over the school's challenging curriculum and build the knowledge base they will need in order to assimilate even more rigorous content at the high school and college levels.

### Additional Evidence

Since taking on Democracy Prep Public Schools as its operator, Harlem Prep continues to outperform its local district. Harlem Prep looks to continue to increase math scores across the board.

### 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					
	2012-13		2013-14		2014-15	
	Charter School	Local District	Charter School	Local District	Charter School	Local District
3	35	25	50	42	32	35
4	30	28	55	55	31	32
5	0	22	37	35	25	27
6	13	18	31	45	47	25
7			30	64	23	23
8					40	15
All	25	21	41	241	33	26

### Goal 2: Comparative Measure

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

### Method

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

Given the timing of the state’s release of economically disadvantaged data and the demands of the data analysis, the 2014-15 analysis is not yet available. This report contains 2013-14 results, the most recent Comparative Performance Analysis available.

**Results**

Harlem Prep met this goal with an effect size of 0.39.

**2013-14 Mathematics Comparative Performance by Grade Level**

Grade	Percent of Economically Disadvantaged Students	Number of Students Tested	Percent of Students at Proficiency		Difference between Actual and Predicted	Effect Size
			Actual	Predicted		
3	79.7	60	52	32.8	19.2	1.04
4	72.1	60	54	34.7	19.3	0.97
5	67.3	52	47	34.1	12.9	0.68
6	62.8	105	31	33.2	-2.2	-0.12
7	61.1	101	29	28.3	0.7	0.04
8						
All	67.1	378	39.7	32.2	7.5	0.39

<b>School’s Overall Comparative Performance:</b>
Higher than expected to a meaningful degree

**Evaluation**

Harlem Prep met the accountability goal by surpassing the 0.30 effect size. Students showed positive growth in all grades except sixth.

**Additional Evidence**

Harlem Prep showed significant improvement compared to the previous year and will continue to focus on student growth while accepting students in all grades. The listed percentage of economically disadvantaged students is much lower than the actual percentage served by the school, as the school utilizes the Community Eligibility Program/Option (CEP/CEO) in its food service

program. CEP lifts the administrative burden on schools by designating all students as “free,” removing the need to collect lunch forms on an annual basis. The actual percentage of economically disadvantaged students served by Harlem Prep in 2014-15 was closer to 85%. As the predicted proficiency of students at this higher poverty index is lower, the school’s effect size is likely higher than recorded in this report.

### Mathematics Comparative Performance by School Year

School Year	Grades	Percent Eligible for Free Lunch/ Economically Disadvantaged	Number Tested	Actual	Predicted	Effect Size
2011-12	3-5	75.4	111	73	53.2	1.05
2012-13	3-6	79.2	266	22.5	22.6	-0.03
2013-14	3-7	67.1	378	39.7	32.2	0.039

### Goal 2: Growth Measure<sup>10</sup>

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

### Method

This measure examines the change in performance of the same group of students from one year to the next and the progress they are making in comparison to other students with the same score in the previous year. The analysis only includes students who took the state exam in 2013-14 and also have a state exam score in 2012-13 including students who were retained in the same grade. Students with the same 2012-13 scores are ranked by their 2013-14 scores and assigned a percentile based on their relative growth in performance (student growth percentile). Students’ growth percentiles are aggregated school-wide to yield a school’s mean growth percentile. In order for a school to perform above the statewide median, it must have a mean growth percentile greater than 50.

Given the timing of the state’s release of Growth Model data, the 2014-15 analysis is not yet available. This report contains 2013-14 results, the most recent Growth Model data available.<sup>11</sup>

The school met this measure in 2013-2014.

### 2013-14 Mathematics Mean Growth Percentile by Grade Level

Grade	Mean Growth Percentile
-------	------------------------

<sup>10</sup> See Guidelines for [Creating a SUNY Accountability Plan](#) for an explanation.

<sup>11</sup> Schools can acquire these data from the NYSED’s business portal: [portal.nysed.gov](http://portal.nysed.gov).

	School	Statewide Median
4	62.5	50.0
5	53.5	50.0
6	72	50.0
7	57.5	50.0
8		50.0
All	<b>62</b>	50.0

### Evaluation

Harlem Prep’s students showed significant growth, with all grades coming in above the statewide median.

### Additional Evidence

Year over year, Harlem Prep has shown significant growth in student performance on 2013-14’s math exam, in line with the school’s programmatic focus on student growth.

#### Mathematics Mean Growth Percentile by Grade Level and School Year

Grade	Mean Growth Percentile			
	2011-12 <sup>12</sup>	2012-13	2013-14	Statewide Median
4		45	62.5	50.0
5		34.5	53.5	50.0
6		64.5	72	50.0
7			57.5	50.0
8				50.0
All		53.2	62	50.0

### Summary of the Mathematics Goal

Harlem Prep achieved each of its comparative and growth targets and also satisfied the absolute target pertaining to the state’s Annual Measurable Objective. The school’s focus on student growth along with its continued alignment with Common Core standards has allowed it to close the gap between performance and goal on absolute proficiency measures, while continuing to produce strong growth scores in all grades.

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.	Did Not Achieve

<sup>12</sup> Grade level results not available.

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 2013-14 school district results.)	Achieved
Growth	Each year, under the state’s Growth Model the school’s mean unadjusted growth percentile in mathematics for all tested students in grades 4-8 will be above the state’s unadjusted median growth percentile.	Achieved

**Action Plan**

Harlem Prep, in conjunction with the Democracy Prep Public Schools Academic Team, is addressing these results by making specific shifts to the elementary and middle school Math curricular program. At the elementary level, staffing has been adjusted to ensure that there are two teachers in the classroom at all times during this block of the day to differentiate support for struggling scholars. Released NYS exam questions are also being infused into the curricular program during a designated problem solving and re-teach component of the day. Additional professional development will be provided to teachers during grade level meetings to support in analysis of the standards and planning to address data on an ongoing basis.

At the middle school level, 2015 released exam questions are being infused throughout internal assessments. Shifts to the schedule have been made to ensure that on Fridays there is a designated time when there are two instructors in the room to differentiate support for scholars as well as provide opportunities for scholars to engage in more group work and challenging, open-ended tasks. All lesson materials are CCSS-aligned and will be overseen by the Democracy Prep Public Schools Academic Team.

**SCIENCE**

**Goal 3: Science**  
Harlem Prep students will demonstrate proficiency in Science

**Background**

The Science curriculum at Harlem Prep Charter School is designed to ensure that students become active scientific explorers who:

- Identify key scientific concepts by fourth grade; and
- Apply scientific knowledge and methods to solve problems and conduct experiments by fourth grade.

The Science curriculum is based on standards developed by the Core Knowledge Foundation. The implementation of these standards improves student knowledge of life sciences, physical sciences, and earth sciences.

Since many facets of Harlem Prep’s curriculum are structured and because Science is best learned through doing, the school employs a hands-on science program that fuses reading, research, and experiments to maximize student learning. The school selects chapters and units that best align with the Core Knowledge sequence and the NYS performance standards and supplements this program where required to ensure alignment between the science curriculum and the NYS performance standards.

**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.

**Method**

The school administered the New York State Testing Program science assessment to students in 4<sup>th</sup> and 8<sup>th</sup> grade in spring 2015. The school converted each student’s raw score to a performance level and a grade-specific scaled score. The criterion for success on this measure requires students enrolled in at least their second year to score at proficiency.

**Results**

Harlem Prep met this goal.

**Charter School Performance on 2014-15 State Science Exam  
By All Students and Students Enrolled in At Least Their Second Year**

Grade	Percent of Students at Proficiency			
	Charter School Students In At Least 2 <sup>nd</sup> Year		All District Students	
	Percent Proficient	Number Tested	Percent Proficient	Number Tested
4	85	55		
8	95	80		

**Evaluation**

Harlem Prep met this goal with over 90% of its students testing as proficient.

**Additional Evidence**

While Harlem Prep’s fourth-grade proficiency rates declined slightly in 2014-15, the school maintains very high proficiency levels in Science, and the performance of its inaugural eighth-grade

cohort reinforces year-end ELA and Math data indicating students at the school's terminal grade have benefited from extended exposure to Harlem Prep's instructional model and are primed to succeed in high school and beyond.

### Science Performance by Grade Level and School Year

Grade	Percent of Students Enrolled in At Least Their Second Year at Proficiency					
	2012-13		2013-14		2014-15	
	Percent Proficient	Number Tested	Percent	Number Tested	Percent Proficient	Number Tested
4	96	50	98	55	85	55
8					95	80
All	96	50	98	55	88	135

### Goal 3: Comparative Measure

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

### Method

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

### Results

Data not available. New York State does not provide data for year-end Science exams in the same manner it does for ELA and Math exams.

### 2014-15 State Science Exam Charter School and District Performance by Grade Level

Grade	Percent of Students at Proficiency			
	Charter School Students In At Least 2 <sup>nd</sup> Year		All District Students	
	Percent Proficient	Number Tested	Percent Proficient	Number Tested
4	85	55		
8	95	80		

### Evaluation

Comparisons not available.

### Additional Evidence

District data not available.

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

Grade	Percent of Charter School Students at Proficiency and Enrolled in At Least their Second Year Compared to Local District Students					
	2012-13		2013-14		2014-15	
	Charter School	Local District	Charter School	Local District	Charter School	Local District
4						
8						
All						

**Summary of the Science Goal**

Harlem Prep achieved the absolute measure of having 75% of all tested scholars enrolled in at least their second year perform at proficiency. Comparative data for the district is not available.

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.	Achieved
Comparative	Each year, the percent of all tested students enrolled in at least their second year and performing at proficiency on the state exam will be greater than that of all students in the same tested grades in the local school district.	N/A

**Action Plan**

Harlem Prep will continue to utilize resources as described in the background section of this goal. The K-8 science program has been revised to include greater connections with the Next Generation Science Standards.

**NCLB**

**Goal 4: NCLB**  
Harlem Prep 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**

Harlem Prep achieved "Good Standing" status for the 2014-2015 school year.

**Evaluation**

Harlem Prep met the absolute measure goal for NCLB.

**Additional Evidence**

Harlem Prep continues to be in "Good Standing" after Democracy Prep Public Schools assumed operations.

**NCLB Status by Year**

Year	Status
2012-13	Good Standing
2013-14	Good Standing
2014-15	Good Standing

**Goal 5: Harlem Prep will prepare students for success in college and citizenship.**

**Absolute Measures:**  
**Goal 5.1: 75% of students completing fifth grade, who have attended Harlem Prep for three years or more, will have visited at least six college campuses.**  
 Harlem Prep met this goal.  
**Goal 5.2: 75% of students in grades 3-8 will demonstrate proficiency on the DREAM rubric evaluating the values of Discipline, Respect, Enthusiasm, Accountability, and Maturity. Proficiency is demonstrated by maintaining a weekly "DREAM Dollar" balance higher than 70.**  
 Harlem Prep met this goal.

**Goal 6: Harlem Prep will demonstrate proficiency in managing public financial resources.**

**Absolute Measures:**  
**6.1: Each year, the school will generally and substantially comply with all applicable federal and state laws, rules and regulations, and the provisions of its by-laws, Provisional Charter (certificate of incorporation) and Charter Agreement.**

Harlem Prep complied with all federal and state laws, rules and regulations that are applicable.

6.2: Each year, the school will have in place and maintain effective systems, policies, procedures and other controls for ensuring that legal and charter requirements are met.

Harlem Prep met this goal.

6.3: Each year, the school will maintain a relationship with independent legal counsel that reviews relevant policies, documents, and incidents and makes recommendations as needed, and in proportion to the legal expertise on the board of trustees, if any.

Harlem Prep has independent legal counsel that reviews relevant policies, documents, and incidents and makes recommendations as needed.

6.4: Each year, the school will take corrective action, if needed, in a timely manner to address any internal control or compliance deficiencies identified by its external auditor, SED, or the SUNY Charter Schools Institute.

Harlem Prep will continue to rigorously reflect to ensure that it is delivering the highest quality education possible, including any corrective actions from any auditor or appropriate agency.

6.5. Each year, the school will operate its core academic program on less funding per-pupil than the average per-pupil funding of the New York City Public Schools.

Harlem Prep met this goal. Harlem Prep's per-pupil expenditures were calculated to be \$16,810.

**Goal 7: Harlem Prep will demonstrate proficiency in managing teachers and administrative staff.**

**Absolute Measures:**

7.1: Each year, the school will keep negative staff attrition, defined as staff taking a substantially similar position within the city of New York, to 25% or less.

Harlem Prep did not meet this goal. Staff attrition was 29% (25 out of 87).

7.2: Each year, the school will hire and oversee a qualified school leader and/or charter management organization to oversee the day-to-day operations of the school.

The board hired Steven Cunning as Harlem Prep Charter School's Executive Director at the beginning of the 2014-15 school year and maintained Kimberly Dacres as Harlem Prep Middle Principal. The board maintained Democracy Prep Public Schools as the CMO.

**7.3: Each year, the school will maintain daily staff attendance of 95% or better.**

**Harlem Prep maintained a daily staff attendance rate of 95%.**

**7.4: Each year, the school will receive an overall average score of 7.5 or above from teachers on the NYC Learning Environment Survey in the areas of Academic Expectations, Communication, Engagement, Safety and Respect.**

**New York City's Department of Education revised its NYC Learning Environment Survey. The categories in the new survey no longer match those listed in HPCS' accountability plan.**

## APPENDIX B: OPTIONAL GOALS

The following section contains a Parent Satisfaction optional goal, as well as examples of possible optional measures.

### **Goal S: Parent Satisfaction**

Harlem Prep will demonstrate proficiency in satisfying families, teachers, and community supporters

### **Goal S: Absolute Measure**

Each year, the school will receive an overall average score of 7.5 or above from parents on the NYC Learning Environment Survey in the areas of Academic Expectations, Communication, Engagement, Safety and Respect.

### **Method**

Harlem Prep Charter School advertised the parent survey during school hours (posters and flyers distributed) and sent automated reminder messages to families with additional reminders. The school provided parents with access to computers during school hours and after school hours to submit the parent surveys online.

### **Results**

Responses are no longer in line with the categories in the above measure. 90% or more of polled parents responded with positive feedback on all listed questions.

#### **2014-15 Parent Satisfaction Survey Response Rate**

Number of Responses	Number of Families	Response Rate
291	550	53%

#### **2014-15 Parent Satisfaction on Key Survey Results**

Item	Percent of Respondents Satisfied
At this school my child is safe	98%
School staff regularly communicate with parents/guardians about how staff can help students learn.	96%
My child's teachers incorporate students' cultures/backgrounds into the curriculum to make learning more meaningful	95%
The Principal at this school promotes family and community involvement in the school	92%
Teachers try to understand families' problems and concerns.	97%

## Evaluation

Harlem Prep is extremely popular among parents who responded to the survey. The school is proud of the high satisfaction rates, but the response rates continue to be a focus in the future.

### Goal S: Absolute Measure

Each year, the school will maintain a negative student attrition rate, defined as students attending non-selective schools in New York City, of less than 10%.

## Method

Student enrollment is tracked through a combination of systems, including ATS and Jupiter Grades. These numbers were obtained through official discharges in ATS.

## Results

Entering the 2014-15 school year, Harlem Prep retained 83% of its students.

### 2014-15 Student Retention Rate

2013-14 Enrollment	Number of Students Who Graduated in 2013-14	Number of Students Who Returned in 2014-15	Retention Rate 2014-15 Re-enrollment ÷ (2013-14 Enrollment – Graduates)
589	N/A	486	83%

## Evaluation

The school did not meet the retention target listed.

## Additional Evidence

Year	Retention Rate
2012-13	89%
2013-14	90%
2014-15	83%

### Goal S: Absolute Measure

Each year the school will have a daily attendance rate of at least 95 percent.

## Method

Attendance for students at Harlem Prep is tracked on a daily basis. Students are classified as either Absent or Present for the purposes of reporting, with no excused absences.

## Results

Harlem Prep achieved an attendance rate of 95% overall.

#### 2014-15 Attendance

Grade	Average Daily Attendance Rate
K	96%
1	94%
2	96%
3	95%
4	96%
5	96%
6	95%
7	96%
8	95%
Overall	95%

#### Evaluation

The school met this goal in every grade excepting first grade, which came in at 94%. This number is consistent with the attendance rates of last year's kindergarten cohort.

#### Additional Evidence

Harlem Prep has consistently met its attendance goal, using consistent standards and expectations for all families.

Year	Average Daily Attendance Rate
2012-13	95%
2013-14	96%
2014-15	95%

#### Goal S: Absolute Measure

Each year, the school will maintain a waitlist of at least 25% more students than are currently enrolled at Harlem Prep.

Democracy Builders, on behalf of Harlem Prep Charter School, ran a lottery for the 2014-2015 school year. After all seats are filled via a random lottery, controlling for district and sibling preferences, students are placed on a wait list.

#### Results

Harlem Prep met this goal with a wait list of 5006 against a total enrollment of 652 students (768%).



# Appendix B: Total Expenditures and Administrative Expenditures per Child

Last updated: 07/14/2015

## Page 1

Charter School Name: 310400860840 HARLEM PREP CS

### B. Financial Information

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

#### 1. Total Expenditures Per Child

To calculate '**Total Expenditures per Child**' take total expenditures (from the unaudited 2014-15 Schedule of Functional Expenses) and divide by the year end per pupil count. (Integers Only. No dollar signs or commas).

Line 1: Total Expenditures	10960300
Line 2: Year End Per Pupil Count	652
Line 3: Divide Line 1 by Line 2	16810

#### 2. Administrative Expenditures per Child

To calculate '**Administrative Expenditures per Child**' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the unaudited 2014-15 Schedule of Functional Expenses) and divide by the year end per pupil count. The relevant portion that must be included in this calculation is defined as follows:

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

Please note the following:

- Do not include the FTE of personnel dedicated to administration of the instructional programs.
- Do not include Employee Benefit costs or expenditures in the above calculations.
- A template for the Schedule of Functional Expenses is provided on page 20 of the 2014-15 Annual Report Guidelines to assist schools identify the categories of expenses needed to compute the two per pupil calculations. This template does not need to be completed or submitted on August 1st as it will be submitted November 1st as part of the audited financial statements. Therefore schools should use unaudited amounts for these per pupil calculations. (See the 2014-15 Annual Report Guidelines in "Resources" area of your portal task page).

To calculate '**Administrative Expenditures per Child**' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2014-15 Schedule of Functional Expenses) and divide by the year end per pupil count. (Integers Only. No dollar signs or commas).

Line 1: Relevant Personnel Services Cost (Row)	0
Line 2: Management and General Cost (Column)	1640600
Line 3: Sum of Line 1 and Line 2	1640600
Line 4: Year End Per Pupil Count	652
Line 5: Divide Line 3 by the Year End Per Pupil Count	2516

***Thank you.***



## GENERAL INSTRUCTIONS FOR ANNUAL BUDGET/QUARTERLY REPORT

### TEMPLATE TABS

**1- GRAY tab contains the Instructions**

<a href="#">Instructions</a>	Provides description of tabs and input requirements.
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**2- BLUE tabs require input of information**

<a href="#">1.) Name of School</a>	Enter school name, contact information and academic year for the yearly budget and quarterly reports.
<a href="#">2.) Enrollment</a>	Enter enrollment information on this tab. Use for inputting BOTH Annual Budget (& Revisions) and Quarterly Actuals. Includes: >Enrollment by Grade >Enrollment by District
<a href="#">3.) Staffing Plan</a>	Enter staffing plan information on this tab. Use for inputting BOTH Annual Budget (& Revisions) and Quarterly Actuals. Includes: >Full Time Equivalent (FTE), by Position Category, By Quarter >Average Wage, by Position Category, By Quarter
<a href="#">4.) Yearly Budget</a>	Enter data in light blue cells. >Enrollment data and Per Pupil Revenue for the current year are populated based upon input on tab "2.) Enrollment." >Avg FTE and Personnel Costs for current year are populated based upon input on tab "3.) Staffing Plan." >"Pior Year" column may be completed based upon preliminary data, and adjusted with Annual Audited data when the Quarter 2 Actuals are being submitted. >Budget Revisions, as necessary and approved by the school's Board of Directors, should be submitted when submitting Quarterly Actuals.
<a href="#">5.) Balance Sheet</a>	Enter data in light blue cells. >"Pior Year" column may be completed based upon preliminary data, and adjusted with Annual Audited data when the Quarter 2 Actuals are being submitted.
<a href="#">6.) Quarterly Report</a>	Enter data in light blue cells. >Enrollment data and Per Pupil Revenue for the current year are populated based upon input on tab "2.) Enrollment." >Avg FTE and Personnel Costs for current year are populated based upon input on tab "3.) Staffing Plan."
<a href="#">7.) Annual Report Requirement</a>	Complete when submitting Actual Quarter 4.

### CELL COLORS & GUIDANCE COMMENTS

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

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

<b>District Code</b>	<b>School District Name</b>	<b>Final 2014-15 Basic Tuition*</b>	<b>Final 2015-16 Basic Tuition*</b>
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## ANNUAL BUDGET & QUARTERLY REPORT TEMPLATE

# Harlem Preparatory Charter School

Contact Name: Howard Schnidman

Contact Title: Chief Financial Officer

Contact Email:

Contact Phone:

[REDACTED]

Current Academic Year: 2015-16

Prior Academic Year: #MACRO?



		PRIOR YEAR	ANNUAL BUDGET ENROLLMENT BY QUARTER								ACTUAL ENROLLMENT BY QUARTER			
PRIMARY/OTHER	DISTRICT NAME(S) (Select from drop-down list) (Select from drop-down list)	#MACRO?	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
		Actual Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Original Budgeted Enrollment	Revised Budgeted Enrollment	Actual Enrollment	Actual Enrollment	Actual Enrollment	Actual Enrollment

**HARLEM PREPARATORY CHARTER SCHOOL  
2015-16**

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

**\*NOTE:** If there are NO budget revisions at the time of quarterly submittal leave the 'REVISED' Column(s) COMPLETELY BLANK. IF the Revised Budget column IS utilized, the ENTIRE column should be completed for both the FTE and WAGES sections.

<b>ADMINISTRATIVE PERSONNEL FTE</b>
<i>*NOTE: Enter the number of FTE positions in the "blue" cells.</i>
Executive Management
Instructional Management
Deans, Directors & Coordinators
CFO / Director of Finance
Operation / Business Manager
Administrative Staff
<b>TOTAL ADMINISTRATIVE STAFF</b>

<b>PRIOR YEAR</b>
<b>2014-15</b>
<b>ACTUAL</b>
1.0
3.0
4.0
2.0
4.0
14.0

<b>ANNUAL BUDGETED FTE</b>							
<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>
1.0		1.0		1.0		1.0	
3.0		3.0		3.0		3.0	
5.0		5.0		5.0		5.0	
		0.0		0.0		0.0	
2.0		2.0		2.0		2.0	
6.0		6.0		6.0		6.0	
17.0	0.0	17.0	0.0	17.0	0.0	17.0	0.0

<b>ACTUAL QUARTERLY FTE</b>			
<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
0.0	0.0	0.0	0.0

<b>INSTRUCTIONAL PERSONNEL FTE</b>
<i>*NOTE: Enter the number of FTE positions in the "blue" cells.</i>
Teachers - Regular
Teachers - SPED
Substitute Teachers
Teaching Assistants
Specialty Teachers
Aides
Therapists & Counselors
Other
<b>TOTAL INSTRUCTIONAL</b>

<b>PRIOR YEAR</b>
<b>2014-15</b>
<b>ACTUAL</b>
45.0
10.0
1.0
6.0
4.0
66.0

<b>ANNUAL BUDGETED FTE</b>							
<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>
45.0		45.0		45.0		45.0	
14.0		14.0		14.0		14.0	
5.0		5.0		5.0		5.0	
7.0		7.0		7.0		7.0	
4.0		4.0		4.0		4.0	
		0.0		0.0		0.0	
75.0	0.0	75.0	0.0	75.0	0.0	75.0	0.0

<b>ACTUAL QUARTERLY FTE</b>			
<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
0.0	0.0	0.0	0.0

<b>NON-INSTRUCTIONAL PERSONNEL FTE</b>
<i>*NOTE: Enter the number of FTE positions in the "blue" cells.</i>
Nurse
Librarian
Custodian
Security
Other
<b>TOTAL NON-INSTRUCTIONAL</b>
<b>TOTAL PERSONNEL SERVICE FTE</b>

<b>PRIOR YEAR</b>
<b>2014-15</b>
<b>ACTUAL</b>
1.0
1.0
1.0
3.0
83.0

<b>ANNUAL BUDGETED FTE</b>							
<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>Q4</b>	
<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>	<b>Original</b>	<b>Revised</b>
1.0		1.0		1.0		1.0	
1.0		1.0		1.0		1.0	
2.0	0.0	2.0	0.0	2.0	0.0	2.0	0.0
94.0	0.0	94.0	0.0	94.0	0.0	94.0	0.0

<b>ACTUAL QUARTERLY FTE</b>			
<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
0.0	0.0	0.0	0.0
0.0	0.0	0.0	0.0

HARLEM PREPARATORY CHARTER SCHOOL

STAFFING PLAN - WAGES

ADMINISTRATIVE PERSONNEL WAGES		PRIOR YEAR	ANNUAL BUDGETED WAGES								ACTUAL QUARTERLY WAGES			
<i>*NOTE: Enter the average salary for each category in the "blue" cells.</i>		2014-15	Q1		Q2		Q3		Q4		Q1	Q2	Q3	Q4
		ACTUAL	Original	Revised	Original	Revised	Original	Revised	Original	Revised	Actual	Actual	Actual	Actual
Executive Management	1.00	111800.0	111,800.00		111,800.00		111,800.00		111,800.00					
Instructional Management	3.00	88000.0	88,000.00		88,000.00		88,000.00		88,000.00					
Deans, Directors & Coordinators	4.00	53597.6	53,597.60		53,597.60		53,597.60		53,597.60					
CFO / Director of Finance	-	-	-		-		-		-					
Operation / Business Manager	2.00	65260.0	65,260.00		65,260.00		65,260.00		65,260.00					
Administrative Staff	4.00	45772.0	45,772.00		45,772.00		45,772.00		45,772.00					
INSTRUCTIONAL PERSONNEL WAGES		PRIOR YEAR	ANNUAL BUDGETED WAGES								ACTUAL QUARTERLY WAGES			
<i>*NOTE: Enter the average salary for each category in the "blue" cells.</i>		2014-15	Q1		Q2		Q3		Q4		Q1	Q2	Q3	Q4
		ACTUAL	Original	Revised	Original	Revised	Original	Revised	Original	Revised	Actual	Actual	Actual	Actual
Teachers - Regular	45.00	69573.5	69,573.51		69,573.51		69,573.51		69,573.51					
Teachers - SPED	10.00	61632.9	61,632.86		61,632.86		61,632.86		61,632.86					
Substitute Teachers	-	-	-		-		-		-					
Teaching Assistants	1.00	50500.0	50,500.00		50,500.00		50,500.00		50,500.00					
Specialty Teachers	6.00	71513.0	71,513.00		71,513.00		71,513.00		71,513.00					
Aides	-	-	-		-		-		-					
Therapists & Counselors	4.00	66500.0	66,500.00		66,500.00		66,500.00		66,500.00					
Other														
NON-INSTRUCTIONAL PERSONNEL WAGES		PRIOR YEAR	ANNUAL BUDGETED WAGES								ACTUAL QUARTERLY WAGES			
<i>*NOTE: Enter the average salary for each category in the "blue" cells.</i>		2014-15	Q1		Q2		Q3		Q4		Q1	Q2	Q3	Q4
		ACTUAL	Original	Revised	Original	Revised	Original	Revised	Original	Revised	Actual	Actual	Actual	Actual
Nurse														
Librarian	1.00	17680.0	17,680.00		17,680.00		17,680.00		17,680.00					
Custodian	1.00	48776.0	48,776.00		48,776.00		48,776.00		48,776.00					
Security														
Other	1.00													

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

ADMINISTRATIVE PERSONNEL FTE	Description of Assumptions
<b>*NOTE:</b> Enter the number of FTE positions in the "blue" cells.	
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
<b>*NOTE:</b> Enter the number of FTE positions in the "blue" cells.	
Teachers - Regular	
Teachers - SPED	
Substitute Teachers	
Teaching Assistants	
Specialty Teachers	
Aides	
Therapists & Counselors	
Other	
TOTAL INSTRUCTIONAL	
NON-INSTRUCTIONAL PERSONNEL FTE	Description of Assumptions
<b>*NOTE:</b> Enter the number of FTE positions in the "blue" cells.	
Nurse	
Librarian	
Custodian	
Security	
Other	
TOTAL NON-INSTRUCTIONAL	
<b>TOTAL PERSONNEL SERVICE FTE</b>	

ADMINISTRATIVE PERSONNEL WAGES	
ADMINISTRATIVE PERSONNEL WAGES	Description of Assumptions
<i>*NOTE: Enter the average salary for each category in the "blue" cells.</i>	
Executive Management	
Instructional Management	
Deans, Directors & Coordinators	
CFO / Director of Finance	
Operation / Business Manager	
Administrative Staff	
INSTRUCTIONAL PERSONNEL WAGES	
INSTRUCTIONAL PERSONNEL WAGES	Description of Assumptions
<i>*NOTE: Enter the average salary for each category in the "blue" cells.</i>	
Teachers - Regular	
Teachers - SPED	
Substitute Teachers	
Teaching Assistants	
Specialty Teachers	
Aides	
Therapists & Counselors	
Other	
NON-INSTRUCTIONAL PERSONNEL WAGES	
NON-INSTRUCTIONAL PERSONNEL WAGES	Description of Assumptions
<i>*NOTE: Enter the average salary for each category in the "blue" cells.</i>	
Nurse	
Librarian	
Custodian	
Security	
Other	



**HARLEM PREPARATORY CHARTER SCHOOL**  
**Budget / Operating Plan**  
**2015-16**

		10,619,640	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?
<b>Total Revenue</b>														
<b>Total Expenses</b>		8,494,999	2,840,055	#MACRO?	#MACRO?	2,840,055	#MACRO?	#MACRO?	2,840,055	#MACRO?	#MACRO?	2,839,964	#MACRO?	#MACRO?
<b>Net Income</b>		2,124,641	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?
<b>Actual Student Enrollment</b>		675	701	-	-	701	-	-	701	-	-	701	-	-
		Prior Year Actual	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter - 1/1 - 3/31			4th Quarter - 4/1 - 6/30		
		#MACRO?	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance
<b>EXPENSES</b>														
<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>														
	Avg. No. of Positions													
	Executive Management	1.00	98,542	27,950	-	#MACRO?	27,950	-	#MACRO?	27,950	-	#MACRO?	27,950	-
	Instructional Management	3.00	248,959	66,000	-	#MACRO?	66,000	-	#MACRO?	66,000	-	#MACRO?	66,000	-
	Deans, Directors & Coordinators	5.00	160,722	66,997	-	#MACRO?	66,997	-	#MACRO?	66,997	-	#MACRO?	66,997	-
	CFO / Director of Finance	-	-	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	Operation / Business Manager	2.00	121,917	32,630	-	#MACRO?	32,630	-	#MACRO?	32,630	-	#MACRO?	32,630	-
	Administrative Staff	6.00	181,688	68,658	-	#MACRO?	68,658	-	#MACRO?	68,658	-	#MACRO?	68,658	-
	<b>TOTAL ADMINISTRATIVE STAFF</b>	17.00	811,827	262,235	-	#MACRO?	262,235	-	#MACRO?	262,235	-	#MACRO?	262,235	-
<b>INSTRUCTIONAL PERSONNEL COSTS</b>														
	Teachers - Regular	45.00	2,262,943	782,702	-	#MACRO?	782,702	-	#MACRO?	782,702	-	#MACRO?	782,702	-
	Teachers - SPED	14.00	452,374	215,715	-	#MACRO?	215,715	-	#MACRO?	215,715	-	#MACRO?	215,715	-
	Substitute Teachers	-	-	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	Teaching Assistants	5.00	39,583	63,125	-	#MACRO?	63,125	-	#MACRO?	63,125	-	#MACRO?	63,125	-
	Specialty Teachers	7.00	354,337	125,148	-	#MACRO?	125,148	-	#MACRO?	125,148	-	#MACRO?	125,148	-
	Aides	-	-	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	Therapists & Counselors	4.00	177,642	66,500	-	#MACRO?	66,500	-	#MACRO?	66,500	-	#MACRO?	66,500	-
	Other	-	2,213	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	<b>TOTAL INSTRUCTIONAL</b>	75.00	3,289,092	1,253,190	-	#MACRO?	1,253,190	-	#MACRO?	1,253,190	-	#MACRO?	1,253,190	-
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>														
	Nurse	-	-	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	Librarian	1.00	10,099	4,420	-	#MACRO?	4,420	-	#MACRO?	4,420	-	#MACRO?	4,420	-
	Custodian	1.00	45,012	12,194	-	#MACRO?	12,194	-	#MACRO?	12,194	-	#MACRO?	12,194	-
	Security	-	-	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	Other	-	67,732	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	<b>TOTAL NON-INSTRUCTIONAL</b>	2.00	122,843	16,614	-	#MACRO?	16,614	-	#MACRO?	16,614	-	#MACRO?	16,614	-
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>		94.00	4,223,762	1,532,039	-	#MACRO?	1,532,039	-	#MACRO?	1,532,039	-	#MACRO?	1,532,039	-
<b>PAYROLL TAXES AND BENEFITS</b>														
	Payroll Taxes		459,933	132,641	-	#MACRO?	132,641	-	#MACRO?	132,641	-	#MACRO?	132,641	-
	Fringe / Employee Benefits		493,514	118,932	-	#MACRO?	118,932	-	#MACRO?	118,932	-	#MACRO?	118,932	-
	Retirement / Pension		20,828	14,639	-	#MACRO?	14,639	-	#MACRO?	14,639	-	#MACRO?	14,639	-
	<b>TOTAL PAYROLL TAXES AND BENEFITS</b>		974,275	266,212	-	#MACRO?	266,212	-	#MACRO?	266,212	-	#MACRO?	266,212	-
<b>TOTAL PERSONNEL SERVICE COSTS</b>		94.00	5,198,037	1,798,250	-	#MACRO?	1,798,250	-	#MACRO?	1,798,250	-	#MACRO?	1,798,250	-
<b>CONTRACTED SERVICES</b>														
	Accounting / Audit		250	5000	-	#MACRO?	5000	-	#MACRO?	5000	-	#MACRO?	5000	-
	Legal		98	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	Management Company Fee		1,391,542	365,099	-	#MACRO?	365,099	-	#MACRO?	365,099	-	#MACRO?	365,099	-
	Nurse Services		-	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	Food Service / School Lunch		412,818	13,217	-	#MACRO?	13,217	-	#MACRO?	13,217	-	#MACRO?	13,217	-
	Payroll Services		20,943	5520	-	#MACRO?	5,520	-	#MACRO?	5,520	-	#MACRO?	5,520	-
	Special Ed Services		-	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	Titlment Services (i.e. Title I)		-	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-
	Other Purchased / Professional / Consulting		106,325	46,742	-	#MACRO?	46,742	-	#MACRO?	46,742	-	#MACRO?	46,742	-
	<b>TOTAL CONTRACTED SERVICES</b>		1,931,977	435,578	-	#MACRO?	435,578	-	#MACRO?	435,578	-	#MACRO?	435,578	-

**HARLEM PREPARATORY CHARTER SCHOOL**  
**Budget / Operating Plan**  
**2015-16**

	10,619,640	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?
<b>Total Revenue</b>													
<b>Total Expenses</b>	8,494,999	2,840,055	#MACRO?	#MACRO?	2,840,055	#MACRO?	#MACRO?	2,840,055	#MACRO?	#MACRO?	2,839,964	#MACRO?	#MACRO?
<b>Net Income</b>	2,124,641	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?
<b>Actual Student Enrollment</b>	675	701	-	-	701	-	-	701	-	-	701	-	-
	Prior Year Actual	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter - 1/1 - 3/31			4th Quarter - 4/1 - 6/30		
	#MACRO?	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance	Original Budget	Revised Budget	Variance
<b>SCHOOL OPERATIONS</b>													
Board Expenses	412	625	-	#MACRO?	625	-	#MACRO?	625	-	#MACRO?	625	-	#MACRO?
Classroom / Teaching Supplies & Materials	235,655	52607	-	#MACRO?	52,607	-	#MACRO?	52,607	-	#MACRO?	52,607	-	#MACRO?
Special Ed Supplies & Materials		-	-	#MACRO?	-	-	#MACRO?	0	-	#MACRO?	0	-	#MACRO?
Textbooks / Workbooks	40,562	26,748	-	#MACRO?	26,748	-	#MACRO?	26,748	-	#MACRO?	26,748	-	#MACRO?
Supplies & Materials other	31,703	6600	-	#MACRO?	6600	-	#MACRO?	6600	-	#MACRO?	6603	-	#MACRO?
Equipment / Furniture	53,432	33,000	-	#MACRO?	33,000	-	#MACRO?	33000	-	#MACRO?	33000	-	#MACRO?
Telephone	68,453	15,180	-	#MACRO?	15,180	-	#MACRO?	15180	-	#MACRO?	15180	-	#MACRO?
Technology	33,558	82973	-	#MACRO?	82973	-	#MACRO?	82,973	-	#MACRO?	82,973	-	#MACRO?
Student Testing & Assessment	15,275	12,500	-	#MACRO?	12,500	-	#MACRO?	12500	-	#MACRO?	12500	-	#MACRO?
Field Trips	93,895	25,250	-	#MACRO?	25,250	-	#MACRO?	25250	-	#MACRO?	25250	-	#MACRO?
Transportation (student)		-	-	#MACRO?	-	-	#MACRO?	0	-	#MACRO?	0	-	#MACRO?
Student Services - other	27,970	23,678	-	#MACRO?	23,678	-	#MACRO?	23,678	-	#MACRO?	23,584	-	#MACRO?
Office Expense	6,941	1000	-	#MACRO?	1000	-	#MACRO?	1000	-	#MACRO?	1000	-	#MACRO?
Staff Development	106,336	46,275	-	#MACRO?	46,275	-	#MACRO?	46275	-	#MACRO?	46275	-	#MACRO?
Staff Recruitment	3,988	2500	-	#MACRO?	2500	-	#MACRO?	2500	-	#MACRO?	2500	-	#MACRO?
Student Recruitment / Marketing	19,445	5000	-	#MACRO?	5000	-	#MACRO?	5000	-	#MACRO?	5000	-	#MACRO?
School Meals / Lunch	23,107	3450	-	#MACRO?	3450	-	#MACRO?	3450	-	#MACRO?	3450	-	#MACRO?
Travel (Staff)	11,783	438	-	#MACRO?	438	-	#MACRO?	438	-	#MACRO?	438	-	#MACRO?
Fundraising		-	-	#MACRO?	-	-	#MACRO?	0	-	#MACRO?	0	-	#MACRO?
Other	34,399	6,500	-	#MACRO?	6,500	-	#MACRO?	6,500	-	#MACRO?	6,500	-	#MACRO?
<b>TOTAL SCHOOL OPERATIONS</b>	806,915	344,323	-	#MACRO?	344,323	-	#MACRO?	344,323	-	#MACRO?	344,232	-	#MACRO?
<b>FACILITY OPERATION &amp; MAINTENANCE</b>													
Insurance	56,487	20,900	-	#MACRO?	20,900	-	#MACRO?	20,900	-	#MACRO?	20,900	-	#MACRO?
Janitorial	74,263	15,000	-	#MACRO?	15,000	-	#MACRO?	15,000	-	#MACRO?	15,000	-	#MACRO?
Building and Land Rent / Lease / Facility Finance Interest	349,911	107,524	-	#MACRO?	107,524	-	#MACRO?	107,524	-	#MACRO?	107,524	-	#MACRO?
Repairs & Maintenance		-	-	#MACRO?	0	-	#MACRO?	0	-	#MACRO?	0	-	#MACRO?
Equipment / Furniture		-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?
Security	77,410	10,000	-	#MACRO?	10,000	-	#MACRO?	10,000	-	#MACRO?	10,000	-	#MACRO?
Utilities		-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?	-	-	#MACRO?
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	558,070	153,424	-	#MACRO?	153,424	-	#MACRO?	153,424	-	#MACRO?	153,424	-	#MACRO?
<b>DEPRECIATION &amp; AMORTIZATION</b>		107,886	-	#MACRO?	107,886	-	#MACRO?	107,886	-	#MACRO?	107,886	-	#MACRO?
<b>RESERVES / CONTINGENCY</b>		595	-	#MACRO?	595	-	#MACRO?	595	-	#MACRO?	595	-	#MACRO?
<b>TOTAL EXPENSES</b>	8,494,999	2,840,055	-	#MACRO?	2,840,055	-	#MACRO?	2,840,055	-	#MACRO?	2,839,964	-	#MACRO?
<b>NET INCOME</b>	2,124,641	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?





**HARLEM PREPARATORY CHARTER SCHOOL**  
**Budget / Operating Plan**  
**2015-16**

	#MACRO?					DESCRIPTION OF ASSUMPTIONS	
	Total Revenue	11,360,128	#MACRO?	#MACRO?	(2,865,129)		#MACRO?
	Total Expenses	#MACRO?	#MACRO?	#MACRO?	#MACRO?		#MACRO?
Net Income	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?		
Actual Student Enrollment							
		Total Year			VARIANCE		
		Original Budget	Revised Budget	Variance	Original Budget vs. PY Budget	Revised Budget vs. PY Budget	
<b>EXPENSES</b>							
<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>							
	Avg. No. of Positions						
Executive Management	1.00	111,800	#MACRO?	#MACRO?	(13,258)	#MACRO?	
Instructional Management	3.00	264,000	#MACRO?	#MACRO?	(15,041)	#MACRO?	
Deans, Directors & Coordinators	5.00	267,988	#MACRO?	#MACRO?	(107,267)	#MACRO?	
CFO / Director of Finance	-	-	#MACRO?	#MACRO?	-	#MACRO?	
Operation / Business Manager	2.00	130,520	#MACRO?	#MACRO?	(8,603)	#MACRO?	
Administrative Staff	6.00	274,632	#MACRO?	#MACRO?	(92,944)	#MACRO?	
<b>TOTAL ADMINISTRATIVE STAFF</b>	<b>17.00</b>	<b>1,048,940</b>	<b>#MACRO?</b>	<b>#MACRO?</b>	<b>(237,113)</b>	<b>#MACRO?</b>	
<b>INSTRUCTIONAL PERSONNEL COSTS</b>							
Teachers - Regular	45.00	3,130,808	#MACRO?	#MACRO?	(867,865)	#MACRO?	
Teachers - SPED	14.00	862,860	#MACRO?	#MACRO?	(410,486)	#MACRO?	
Substitute Teachers	-	-	#MACRO?	#MACRO?	-	#MACRO?	
Teaching Assistants	5.00	252,500	#MACRO?	#MACRO?	(212,917)	#MACRO?	
Specialty Teachers	7.00	500,591	#MACRO?	#MACRO?	(146,254)	#MACRO?	
Aides	-	-	#MACRO?	#MACRO?	-	#MACRO?	
Therapists & Counselors	4.00	266,000	#MACRO?	#MACRO?	(88,358)	#MACRO?	
Other	-	-	#MACRO?	#MACRO?	2,213	#MACRO?	
<b>TOTAL INSTRUCTIONAL</b>	<b>75.00</b>	<b>5,012,759</b>	<b>#MACRO?</b>	<b>#MACRO?</b>	<b>(1,723,667)</b>	<b>#MACRO?</b>	
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>							
Nurse	-	-	#MACRO?	#MACRO?	-	#MACRO?	
Librarian	1.00	17,680	#MACRO?	#MACRO?	(7,581)	#MACRO?	
Custodian	1.00	48,776	#MACRO?	#MACRO?	(3,764)	#MACRO?	
Security	-	-	#MACRO?	#MACRO?	-	#MACRO?	
Other	-	-	#MACRO?	#MACRO?	67,732	#MACRO?	
<b>TOTAL NON-INSTRUCTIONAL</b>	<b>2.00</b>	<b>66,456</b>	<b>#MACRO?</b>	<b>#MACRO?</b>	<b>56,387</b>	<b>#MACRO?</b>	
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>	<b>94.00</b>	<b>6,128,155</b>	<b>#MACRO?</b>	<b>#MACRO?</b>	<b>(1,904,393)</b>	<b>#MACRO?</b>	
<b>PAYROLL TAXES AND BENEFITS</b>							
Payroll Taxes		530,562	#MACRO?	#MACRO?	(70,629)	#MACRO?	
Fringe / Employee Benefits		475,728	#MACRO?	#MACRO?	17,786	#MACRO?	
Retirement / Pension		58,556	#MACRO?	#MACRO?	(37,728)	#MACRO?	
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>		<b>1,064,846</b>	<b>#MACRO?</b>	<b>#MACRO?</b>	<b>(90,571)</b>	<b>#MACRO?</b>	
<b>TOTAL PERSONNEL SERVICE COSTS</b>	<b>94.00</b>	<b>7,193,001</b>	<b>#MACRO?</b>	<b>#MACRO?</b>	<b>(1,994,964)</b>	<b>#MACRO?</b>	
<b>CONTRACTED SERVICES</b>							
Accounting / Audit		20,000	#MACRO?	#MACRO?	(19,750)	#MACRO?	
Legal		-	#MACRO?	#MACRO?	98	#MACRO?	
Management Company Fee		1,460,394	#MACRO?	#MACRO?	(68,852)	#MACRO?	
Nurse Services		-	#MACRO?	#MACRO?	-	#MACRO?	
Food Service / School Lunch		52,869	#MACRO?	#MACRO?	359,949	#MACRO?	
Payroll Services		22,080	#MACRO?	#MACRO?	(1,137)	#MACRO?	
Special Ed Services		-	#MACRO?	#MACRO?	-	#MACRO?	
Titlement Services (i.e. Title I)		-	#MACRO?	#MACRO?	-	#MACRO?	
Other Purchased / Professional / Consulting		186,967	#MACRO?	#MACRO?	(80,642)	#MACRO?	
<b>TOTAL CONTRACTED SERVICES</b>		<b>1,742,310</b>	<b>#MACRO?</b>	<b>#MACRO?</b>	<b>189,667</b>	<b>#MACRO?</b>	

**HARLEM PREPARATORY CHARTER SCHOOL**  
**Budget / Operating Plan**  
**2015-16**

	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?
	11,360,128	#MACRO?	#MACRO?	(2,865,129)	#MACRO?
	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?
Total Revenue					
Total Expenses					
Net Income					
Actual Student Enrollment					
	Total Year			VARIANCE	
	Original Budget	Revised Budget	Variance	Original Budget vs. PY Budget	Revised Budget vs. PY Budget
<b>SCHOOL OPERATIONS</b>					
Board Expenses	2,500	#MACRO?	#MACRO?	(2,088)	#MACRO?
Classroom / Teaching Supplies & Materials	210,428	#MACRO?	#MACRO?	25,227	#MACRO?
Special Ed Supplies & Materials	-	#MACRO?	#MACRO?	-	#MACRO?
Textbooks / Workbooks	106,990	#MACRO?	#MACRO?	(66,428)	#MACRO?
Supplies & Materials other	26,403	#MACRO?	#MACRO?	5,300	#MACRO?
Equipment / Furniture	132,000	#MACRO?	#MACRO?	(78,568)	#MACRO?
Telephone	60,720	#MACRO?	#MACRO?	7,733	#MACRO?
Technology	331,892	#MACRO?	#MACRO?	(298,334)	#MACRO?
Student Testing & Assessment	50,000	#MACRO?	#MACRO?	(34,725)	#MACRO?
Field Trips	101,000	#MACRO?	#MACRO?	(7,105)	#MACRO?
Transportation (student)	-	#MACRO?	#MACRO?	-	#MACRO?
Student Services - other	94,618	#MACRO?	#MACRO?	(66,648)	#MACRO?
Office Expense	4,000	#MACRO?	#MACRO?	2,941	#MACRO?
Staff Development	185,100	#MACRO?	#MACRO?	(78,764)	#MACRO?
Staff Recruitment	10,000	#MACRO?	#MACRO?	(6,012)	#MACRO?
Student Recruitment / Marketing	20,000	#MACRO?	#MACRO?	(555)	#MACRO?
School Meals / Lunch	13,800	#MACRO?	#MACRO?	9,307	#MACRO?
Travel (Staff)	1,750	#MACRO?	#MACRO?	10,033	#MACRO?
Fundraising	-	#MACRO?	#MACRO?	-	#MACRO?
Other	26,000	#MACRO?	#MACRO?	8,399	#MACRO?
<b>TOTAL SCHOOL OPERATIONS</b>	<b>1,377,201</b>	#MACRO?	#MACRO?	<b>(570,286)</b>	#MACRO?
<b>FACILITY OPERATION &amp; MAINTENANCE</b>					
Insurance	83,600	#MACRO?	#MACRO?	(27,113)	#MACRO?
Janitorial	60,000	#MACRO?	#MACRO?	14,263	#MACRO?
Building and Land Rent / Lease / Facility Finance Interest	430,095	#MACRO?	#MACRO?	(80,184)	#MACRO?
Repairs & Maintenance	-	#MACRO?	#MACRO?	-	#MACRO?
Equipment / Furniture	-	#MACRO?	#MACRO?	-	#MACRO?
Security	40,000	#MACRO?	#MACRO?	37,410	#MACRO?
Utilities	-	#MACRO?	#MACRO?	-	#MACRO?
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>613,695</b>	#MACRO?	#MACRO?	<b>(55,625)</b>	#MACRO?
<b>DEPRECIATION &amp; AMORTIZATION</b>	<b>431,543</b>	#MACRO?	#MACRO?	<b>(431,543)</b>	#MACRO?
<b>RESERVES / CONTINGENCY</b>	<b>2,378</b>	#MACRO?	#MACRO?	<b>(2,378)</b>	#MACRO?
<b>TOTAL EXPENSES</b>	<b>11,360,128</b>	#MACRO?	#MACRO?	<b>(2,865,129)</b>	#MACRO?
<b>NET INCOME</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?

DESCRIPTION OF ASSUMPTIONS



**HARLEM PREPARATORY CHARTER SCHOOL  
BALANCE SHEET  
2015-16**

	<u>Prior Year</u>	Q1	Q2	Q3	Q4
	<u>#MACRO?</u>	<u>As of 9/30</u>	<u>As of 12/31</u>	<u>As of 3/31</u>	<u>As of 6/30</u>
<b><u>ASSETS</u></b>					
<b><u>CURRENT ASSETS</u></b>					
Cash and cash equivalents	\$6,238,203	\$-	\$-	\$-	\$-
Grants and contracts receivable	456,769	-	-	-	-
Accounts receivables	428,544	-	-	-	-
Prepaid Expenses	111,883	-	-	-	-
Contributions and other receivables	-	-	-	-	-
<b>TOTAL CURRENT ASSETS</b>	<b>7,235,399</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>PROPERTY, BUILDING AND EQUIPMENT, net</u></b>	<b><u>2,253,799</u></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>OTHER ASSETS</u></b>	<b><u>-</u></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL ASSETS</b>	<b><u>9,489,198</u></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>LIABILITIES AND NET ASSETS</u></b>					
<b><u>CURRENT LIABILITIES</u></b>					
Accounts payable and accrued expenses	\$262,313	\$-	\$-	\$-	\$-
Accrued payroll and benefits	140,490	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current maturities of long-term debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	1,669,981	-	-	-	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>2,072,785</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>LONG-TERM DEBT and NOTES PAYABLE, net current maturities</u></b>	<b><u>-</u></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b><u>2,072,785</u></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>NET ASSETS</u></b>					
Unrestricted	7,416,413	-	-	-	-
Temporarily restricted	-	-	-	-	-
<b>TOTAL NET ASSETS</b>	<b><u>7,416,413</u></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>9,489,198</u></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**HARLEM PREPARATORY CHARTER SCHOOL**

**Budget / Operating Plan**

**2015-16**

<b>Total Revenue</b>	#MACRO?											
<b>Total Expenses</b>	#MACRO?											
<b>Net Income</b>	#MACRO?											
<b>Actual Student Enrollment</b>	-	#MACRO?	-									

*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed	<b>1st Quarter - 7/1 - 9/30</b>			<b>2nd Quarter - 10/1 - 12/31</b>			<b>3rd Quarter - 1/1 - 3/31</b>			<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>

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

**HARLEM PREPARATORY CHARTER SCHOOL**

**Budget / Operating Plan**

**2015-16**

<b>Total Revenue</b>	#MACRO?											
<b>Total Expenses</b>	#MACRO?											
<b>Net Income</b>	#MACRO?											
<b>Actual Student Enrollment</b>	-	#MACRO?	-									

*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter - 1/1 - 3/31			4th Quarter - 4/1 - 6/30		
		Current Budget	Variance		Current Budget	Variance		Current Budget	Variance		Current Budget	Variance
	Actual			Actual			Actual			Actual		

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





**HARLEM PREPARATORY CHARTER SCHOOL**

**Budget / Operating Plan**

**2015-16**

Total Revenue	#MACRO?	#MACRO?	#MACRO?	#MACRO?							
Total Expenses	#MACRO?	11,360,128	#MACRO?	#MACRO?	#MACRO?						
Net Income	#MACRO?	#MACRO?	#MACRO?	#MACRO?							
Actual Student Enrollment	-	-	-	-	-	-	-	-	-	-	-

**TOTALS AND VARIANCE ANALYSIS**

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

EXPENSES		Quarter 0										
ADMINISTRATIVE STAFF PERSONNEL COSTS		No. of Positions										
Executive Management	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	111,800	#MACRO?	#MACRO?	#MACRO?
Instructional Management	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	264,000	#MACRO?	#MACRO?	#MACRO?
Deans, Directors & Coordinators	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	267,988	#MACRO?	#MACRO?	#MACRO?
CFO / Director of Finance	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
Operation / Business Manager	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	130,520	#MACRO?	#MACRO?	#MACRO?
Administrative Staff	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	274,632	#MACRO?	#MACRO?	#MACRO?
<b>TOTAL ADMINISTRATIVE STAFF</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	1,048,940	#MACRO?	#MACRO?	#MACRO?
<b>INSTRUCTIONAL PERSONNEL COSTS</b>												
Teachers - Regular	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	3,130,808	#MACRO?	#MACRO?	#MACRO?
Teachers - SPED	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	862,860	#MACRO?	#MACRO?	#MACRO?
Substitute Teachers	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
Teaching Assistants	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	252,500	#MACRO?	#MACRO?	#MACRO?
Specialty Teachers	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	500,591	#MACRO?	#MACRO?	#MACRO?
Aides	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
Therapists & Counselors	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	266,000	#MACRO?	#MACRO?	#MACRO?
Other	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
<b>TOTAL INSTRUCTIONAL</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	5,012,759	#MACRO?	#MACRO?	#MACRO?
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>												
Nurse	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
Librarian	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	17,680	#MACRO?	#MACRO?	#MACRO?
Custodian	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	48,776	#MACRO?	#MACRO?	#MACRO?
Security	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
Other	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
<b>TOTAL NON-INSTRUCTIONAL</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	66,456	#MACRO?	#MACRO?	#MACRO?
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	6,128,155	#MACRO?	#MACRO?	#MACRO?
<b>PAYROLL TAXES AND BENEFITS</b>												
Payroll Taxes	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	530,562	#MACRO?	#MACRO?	#MACRO?
Fringe / Employee Benefits	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	475,728	#MACRO?	#MACRO?	#MACRO?
Retirement / Pension	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	58,556	#MACRO?	#MACRO?	#MACRO?
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	1,064,846	#MACRO?	#MACRO?	#MACRO?
<b>TOTAL PERSONNEL SERVICE COSTS</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	7,193,001	#MACRO?	#MACRO?	#MACRO?
<b>CONTRACTED SERVICES</b>												
Accounting / Audit	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	20,000	#MACRO?	#MACRO?	#MACRO?
Legal	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
Management Company Fee	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	1,460,394	#MACRO?	#MACRO?	#MACRO?
Nurse Services	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
Food Service / School Lunch	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	52,869	#MACRO?	#MACRO?	#MACRO?
Payroll Services	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	22,080	#MACRO?	#MACRO?	#MACRO?
Special Ed Services	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
Titlement Services (i.e. Title I)	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?	#MACRO?
Other Purchased / Professional / Consulting	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	186,967	#MACRO?	#MACRO?	#MACRO?
<b>TOTAL CONTRACTED SERVICES</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	1,742,310	#MACRO?	#MACRO?	#MACRO?

**HARLEM PREPARATORY CHARTER SCHOOL**

**Budget / Operating Plan**

**2015-16**

Total Revenue	#MACRO?	#MACRO?	#MACRO?	#MACRO?							
Total Expenses	#MACRO?	11,360,128	#MACRO?	#MACRO?	#MACRO?						
Net Income	#MACRO?	#MACRO?	#MACRO?	#MACRO?							
Actual Student Enrollment	-	-	-	-	-	-	-	-	-	-	-

**TOTALS AND VARIANCE ANALYSIS**

*NOTE: Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed	Actual vs.		Actual vs.		Actual vs.		Actual vs.		PY Actual (PY TY / No. of COMPLETED Actual CY Quarters	Actual CY vs. Actual PY
	Current Budget (Current Quarter)	Current Budget	Current Budget	Current Budget - TY	Original Budget (Current Quarter)	Original Budget	Original Budget	Original Budget - TY		
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual		
<b>SCHOOL OPERATIONS</b>										
Board Expenses	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	2,500	#MACRO?	#MACRO?
Classroom / Teaching Supplies & Materials	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	210,428	#MACRO?	#MACRO?
Special Ed Supplies & Materials	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?
Textbooks / Workbooks	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	106,990	#MACRO?	#MACRO?
Supplies & Materials other	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	26,403	#MACRO?	#MACRO?
Equipment / Furniture	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	132,000	#MACRO?	#MACRO?
Telephone	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	60,720	#MACRO?	#MACRO?
Technology	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	331,892	#MACRO?	#MACRO?
Student Testing & Assessment	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	50,000	#MACRO?	#MACRO?
Field Trips	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	101,000	#MACRO?	#MACRO?
Transportation (student)	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?
Student Services - other	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	94,618	#MACRO?	#MACRO?
Office Expense	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	4,000	#MACRO?	#MACRO?
Staff Development	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	185,100	#MACRO?	#MACRO?
Staff Recruitment	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	10,000	#MACRO?	#MACRO?
Student Recruitment / Marketing	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	20,000	#MACRO?	#MACRO?
School Meals / Lunch	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	13,800	#MACRO?	#MACRO?
Travel (Staff)	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	1,750	#MACRO?	#MACRO?
Fundraising	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?
Other	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	26,000	#MACRO?	#MACRO?
<b>TOTAL SCHOOL OPERATIONS</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	1,377,201	#MACRO?	#MACRO?
<b>FACILITY OPERATION &amp; MAINTENANCE</b>										
Insurance	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	83,600	#MACRO?	#MACRO?
Janitorial	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	60,000	#MACRO?	#MACRO?
Building and Land Rent / Lease / Facility Finance Interest	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	430,095	#MACRO?	#MACRO?
Repairs & Maintenance	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?
Equipment / Furniture	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?
Security	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	40,000	#MACRO?	#MACRO?
Utilities	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	-	#MACRO?	#MACRO?
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	613,695	#MACRO?	#MACRO?
<b>DEPRECIATION &amp; AMORTIZATION</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	431,543	#MACRO?	#MACRO?
<b>RESERVES / CONTINGENCY</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	2,378	#MACRO?	#MACRO?
<b>TOTAL EXPENSES</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	11,360,128	#MACRO?	#MACRO?
<b>NET INCOME</b>	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?

**HARLEM PREPARATORY CHARTER SCHOOL**

**Budget / Operating Plan**

**2015-16**

Total Revenue	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?							
Total Expenses	#MACRO?	11,360,128	#MACRO?	#MACRO?	#MACRO?	#MACRO?						
Net Income	#MACRO?	#MACRO?	#MACRO?	#MACRO?	#MACRO?							
Actual Student Enrollment	-	-	-	-	-	-	-	-	-	-	-	-

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

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 )	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL ENROLLMENT</b>	-	-	-	-	-	-	-	-	-	-	-
<b>REVENUE PER PUPIL</b>	-	-	-	-	-	-	-	-	-	-	-
<b>EXPENSES PER PUPIL</b>	-	-	-	-	-	-	-	-	-	-	-



**Annual Report Requirement**  
*for SUNY Authorized Charter Schools*  
HARLEM PREPARATORY CHARTER SCHOOL  
**2015-16**

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**

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)

FINANCIAL STATEMENTS

JUNE 30, 2015 AND 2014

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

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FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56<sup>TH</sup> STREET

NEW YORK, NEW YORK 10019

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TEL: (212) 957-3600

FAX: (212) 957-3696

INDEPENDENT AUDITORS' REPORT

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

***Report on the Financial Statements***

We have audited the accompanying financial statements of Harlem Prep Charter School (the "School") (a not-for-profit corporation), which comprise the statement of financial position as of June 30, 2015, 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 School'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 School's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

## ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the School as of June 30, 2015, 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.

## ***Other Matters***

### ***Report on Summarized Comparative Information***

We have previously audited the School's 2014 financial statements, and our report dated October 30, 2014, 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, 2014, is consistent, in all material respects, with the audited financial statements from which it has been derived.

### ***Other Information***

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, 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 20, 2015, on our consideration of the School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

  
FRUCHTER ROSEN & COMPANY, P.C.  
Certified Public Accountants

New York, New York  
October 20, 2015

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
STATEMENTS OF FINANCIAL POSITION  
JUNE 30,

	2015	2014
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 5,632,800	\$ 4,017,735
Grants and contracts receivable	782,279	732,340
Prepaid expenses and other current assets	2,891	82,507
Total current assets	6,417,970	4,832,582
Property and equipment, net of accumulated depreciation and amortization of \$5,281,030 and \$4,815,665, respectively	1,901,119	2,245,600
Restricted cash	75,472	75,371
<b>TOTAL ASSETS</b>	<b>\$ 8,394,561</b>	<b>\$ 7,153,553</b>
 <b>LIABILITIES AND UNRESTRICTED NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 653,884	\$ 517,817
Accrued payroll and payroll taxes	328,196	335,005
Refundable advances	32,376	45,992
Capital lease obligation	27,990	-
Due to related parties	1,291,563	687,059
Total current liabilities	2,334,009	1,585,873
Other liabilities:		
Deferred rent	262,749	275,909
Capital lease obligation, less current portion	32,240	-
Total other liabilities	294,989	275,909
Total liabilities	2,628,998	1,861,782
Unrestricted net assets	5,765,563	5,291,771
<b>TOTAL LIABILITIES AND UNRESTRICTED NET ASSETS</b>	<b>\$ 8,394,561</b>	<b>\$ 7,153,553</b>

The accompanying notes are an integral part of the financial statements.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
STATEMENTS OF ACTIVITIES  
FOR THE YEARS ENDED JUNE 30,

	2015	2014
Revenue and support:		
State and local per pupil operating revenue	\$ 10,075,895	\$ 9,013,726
Federal grants	864,664	663,401
Federal E-rate	158,371	71,565
State and city grants	72,083	51,581
Contributions and grants	33,584	131,359
Fundraising	-	5,100
Interest and other income	21,369	180
Total revenue and support	11,225,966	9,936,912
Expenses:		
Program services:		
Regular education	7,794,790	6,949,355
Special education	1,224,687	1,002,090
Other program	5,829	5,327
Total program services	9,025,306	7,956,772
Supporting services:		
Management and general	1,726,868	1,467,346
Total expenses	10,752,174	9,424,118
Changes in unrestricted net assets	473,792	512,794
Unrestricted net assets - beginning of year	5,291,771	4,778,977
Unrestricted net assets - end of year	\$ 5,765,563	\$ 5,291,771

The accompanying notes are an integral part of the financial statements.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED JUNE 30,

	2015	2014
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Changes in unrestricted net assets	\$ 473,792	\$ 512,794
Adjustments to reconcile changes in unrestricted net assets to net cash provided by operating activities:		
Depreciation and amortization	465,365	436,582
Changes in assets and liabilities:		
(Increase) in grants and contracts receivable	(49,939)	(568,818)
Decrease (Increase) in prepaid expenses	79,616	(80,638)
Decrease in due from related parties	-	144,060
Increase in accounts payable and accrued expenses	136,067	245,804
(Decrease) Increase in accrued payroll and payroll taxes	(6,809)	62,964
(Decrease) Increase in refundable advances	(13,616)	45,992
Increase in due to related parties	604,504	687,059
(Decrease) in deferred rent	(13,160)	(13,663)
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>1,675,820</b>	<b>1,472,136</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchases of property and equipment	(36,405)	(150,681)
(Increase) in restricted cash	(101)	(151)
<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<b>(36,506)</b>	<b>(150,832)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITY:</b>		
Payments made on capital lease obligation	(24,249)	-
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>1,615,065</b>	<b>1,321,304</b>
<b>CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR</b>	<b>4,017,735</b>	<b>2,696,431</b>
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	<b>\$ 5,632,800</b>	<b>\$ 4,017,735</b>
<b>SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:</b>		
Cash paid during the year for interest	\$ 3,979	\$ -
<b>SUPPLEMENTAL SCHEDULE OF NONCASH INVESTING AND FINANCING ACTIVITIES:</b>		
Computers and equipment acquired under a capital lease	\$ 84,479	\$ -

The accompanying notes are an integral part of the financial statements.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 1 - PRINCIPAL BUSINESS ACTIVITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Organization

Harlem Prep Charter School (the “School”) is a New York State, not-for-profit educational corporation that was incorporated on May 14, 2001 to operate a charter school pursuant to Article 56 of the Education Law of the State of New York. The School was granted a provisional charter on May 14, 2001, 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. During 2011, the Board of Regents extended the charter through July 31, 2016. The Charter School offers parents a free alternative to the public school system as provided by the New York State Charter School law. The School offers classroom instruction and programs that encourage and foster creativity and team planning while meeting the New York State educational standards. Classes commenced in New York, in September 2001, and the School provided education to approximately 668 students in kindergarten through eighth grade during the 2014-2015 academic year.

Food and Transportation

The School retained an outside vendor to provide meals for students in which the School receives Federal and New York State reimbursements. The Office of Pupil Transportation provides free transportation to the majority of the students during the district’s school days.

Tax Status

The School is exempt from Federal income tax under Section 501(a) of the Internal Revenue Code as an organization described in Section 501(c)(3) and a similar provision under New York State income tax laws. The School has also been classified as an entity that is not a private foundation within the meaning of Section 509(a) and qualifies for deductible contributions as provided in section 170(b)(1)(A)(ii). The School is subject to income taxes only on net unrelated business income. The School did not have any unrelated business income for the years ended June 30, 2015 and 2014.

The School’s accounting policy provides that a tax expense or benefit from an uncertain tax position may be recognized when it is more likely than not that the position will be sustained upon examination, including resolutions of any related appeals or litigation processes, based on the technical merits. The School has no uncertain tax positions resulting in an accrual of tax expense or benefit.

IRS forms 990 filed by the School are subject to examination by the Internal Revenue Service up to three years from the extended due date of each return. Forms 990 filed by the School are no longer subject to examination for the fiscal years ended June 30, 2011 and prior.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 1 - PRINCIPAL BUSINESS ACTIVITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Basis of Presentation

The financial statement presentation follows the requirements of the Financial Accounting Standards Board (“FASB”) in its Accounting Standards Codification (“ASC”) No. 958-205 which provides guidance for the classification of net assets. The amounts for each of the three classes of net assets are based on the existence or absence of donor-imposed restrictions described as follows:

Unrestricted

Net assets of the School whose use has not been restricted by an outside donor or by law. They are available for any use in carrying out the operations of the School.

Temporarily Restricted

Net assets of the School whose use has been limited by donor-imposed stipulations that either expire with the passage of time or can be fulfilled and removed by actions of the School. 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 and changes in net assets, as net assets released from restrictions.

Permanently Restricted

Net assets of the School whose use has been permanently limited by donor-imposed restrictions. Such assets include contributions required to be invested in perpetuity, the income from which is available to support charitable purposes designated by the donors.

The School had no temporarily or permanently restricted net assets at June 30, 2015 and 2014.

Revenue and Support

Contributions are recognized when the donor makes a promise to give to the School that is, in substance, unconditional. Grants and other contributions of cash are reported as temporarily restricted support if they are received with donor stipulations. Restricted contributions and grants that are made to support the School’s current year activities are recorded as unrestricted revenue. Contributions of assets other than cash are recorded at their estimated fair value. Revenue from the state and local governments resulting from the School’s charter status and based on the number of students enrolled is recorded when services are performed in accordance with the charter agreement. Federal and other state and local funds are recorded when expenditures are incurred and billable to the government agency.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 1 - PRINCIPAL BUSINESS ACTIVITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

For the purpose of the statements of cash flows, the School considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents.

Concentration of Credit Risk

Financial instruments which potentially subject the School to concentrations of credit risk are cash and cash equivalents. The School places its cash and cash equivalents on deposit in what it believes to be highly credited financial institutions. Cash balances may exceed the FDIC insured levels of \$250,000 per institution at various times during the year. The School believes that there is little risk in any losses and has not experienced any losses in such accounts.

Restricted Cash

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

Property and Equipment

Purchased property and equipment are recorded at cost. Maintenance and repairs are expensed as incurred. All property and equipment purchased with government funding, whereas the government agency retains legal title to the long lived asset is expensed as incurred. Depreciation and amortization is provided on the straight line method over the estimated useful lives as follows:

Computers and equipment	3 years
Furniture and fixtures	3 and 5 years
Leasehold improvements	Useful life or related lease

Refundable Advances

The School records certain government operating revenue as refundable advances until related services are performed, at which time they are recognized as revenue.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 1 - PRINCIPAL BUSINESS ACTIVITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Deferred Rent

The School records its rent in accordance with FASB ASC 840-20 whereby all rental payments, including fixed rent increases are recognized on a straight-line basis as an offset to rent expense. The difference between the straight-line rent expense and the required lease payments, as well as any unamortized lease incentives, is reflected in the deferred rent in the accompanying financial statements.

Comparative Financial Information

The accompanying statements of activities and schedule of functional expenses are presented with summarized comparative information. Such prior year information is not presented by net asset class in the statements of activities or by functional category in the schedule of functional expenses. Accordingly, such information should be read in conjunction with the School's 2014 financial statements from which the summarized information was derived.

Reclassifications

Certain 2014 accounts have been reclassified to conform to the 2015 financial statement presentation. The reclassifications have no effect on 2014 total assets, liabilities, net assets, and changes in net assets.

NOTE 2 - GRANTS AND CONTRACTS RECEIVABLE

Grants and contracts receivable consist of federal, state, and city entitlements and grants. The School expects to collect these receivables within one year.

NOTE 3 - PROPERTY AND EQUIPMENT

Property and equipment consists of the following at June 30,:

	2015	2014
Computers and equipment	\$ 892,647	\$ 785,092
Furniture and fixtures	244,767	231,438
Leasehold improvements	6,044,735	6,044,735
	7,182,149	7,061,265
Less: Accumulated depreciation and amortization	5,281,030	4,815,665
	\$ 1,901,119	\$ 2,245,600

Depreciation and amortization expense was \$465,365 and \$436,582 for the years ended June 30, 2015 and 2014, respectively.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 4 - RELATED PARTY TRANSACTIONS

Harlem Prep Charter School (“HPCS”) is affiliated with five charter schools: Democracy Preparatory Charter School (“DPCS”), Democracy Preparatory Harlem Charter School (“DPH”), Democracy Prep Endurance Charter School (“DPE”), and Bronx Preparatory Charter School (“BPCS”), all New York State not-for-profit organizations. Democracy Prep Congress Heights (“DPCH”) is a Washington, DC not-for-profit organization. All are managed by Democracy Prep Public School (“DPPS”).

The School is managed by DPPS, a New York State not-for-profit charter management organization. On August 1, 2011, the School entered into a management agreement with DPPS to assume responsibility for the School’s educational process, management, and operations. As compensation to DPPS for these services rendered, the School shall pay to DPPS an annual fee equal to 15% of the School’s non-competitive public revenue. The initial term is for two years beginning July 1, 2011 and ending on June 30, 2013. The percentage will decrease by one-half percent (0.5%) in each renewal term until it reaches a minimum of 12% of the non-competitive public revenue of the School and will remain in effect for all subsequent renewal terms. Following the initial term, the agreement will automatically extend for successive one-year periods unless terminated by either party. For the years ended June 30, 2015 and 2014, DPPS charged an annual management fee to the School of 14% and 14.5%, respectively. For the years ended June 30, 2015 and 2014, the School incurred \$1,483,706 and \$1,343,708 in management fees, respectively.

The School is an affiliate of Democracy Builders, Inc. (“DBI”), a 501(c)(4) national advocacy organization that organizes parents to advocate for better school choices and educational outcomes for the children in their communities. The School entered into a consulting agreement with DBI to perform student recruitment and enrollment, family engagement, parent advocacy initiatives and training, and government relations. As compensation to DBI for these services rendered, the School shall pay to DBI an annual fee equal to 1% of the School’s total per-pupil funding. For the years ended June 30, 2015 and 2014, the School incurred \$100,759 and \$90,137 in consulting fees, respectively.

For operational efficiency and purchasing power, the School shares expenses with the related charter schools and charter management organization. The School was billed for net shared operational expenses for the years ended June 30:

	<u>2015</u>	<u>2014</u>
DPCS	\$ 150,999	\$ 208,638
DPH	411,402	7,608
DPE	231,089	5,481
BPCS	6,094	-
DPPS	127,538	141,751
DBI	2,279	2,468
DPCH	<u>563</u>	<u>-</u>
	<u>\$ 929,964</u>	<u>\$ 365,946</u>

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 4 - RELATED PARTY TRANSACTIONS (Continued)

The net balance due from (to) related parties consisted of the following at June 30,:

	<u>2015</u>	<u>2014</u>
DPCS	\$ (124,213)	\$ (269,216)
DPH	(725,823)	(317,483)
DPE	(353,336)	(124,668)
BPCS	(6,094)	-
DPPS	(81,521)	22,043
DBI	(13)	2,265
DPCH	(563)	-
Net balance due from (to) related parties	<u>\$ (1,291,563)</u>	<u>\$ (687,059)</u>

NOTE 5 - COMMITMENTS

School Facility

On June 4, 2001, the School entered into a non-cancelable operating lease for office and instructional space that expired on June 30, 2011, with a renewal option for an additional 5 years. The School exercised its option until June 30, 2016.

On June 1, 2005, the School entered into a non-cancelable operating lease for additional office and instructional space expiring on June 30, 2021, with a renewal option for an additional 10 years.

The future minimum lease payments under the two operating leases are as follows:

For the year ending June 30, 2016	\$ 420,095
2017	244,590
2018	244,590
2019	244,590
2020	244,590
Thereafter	<u>244,590</u>
	<u>\$ 1,643,045</u>

The School recognizes rent expense on a straight-line basis over the term of the lease. Rent expense in excess of payments is recorded as deferred rent in the accompanying statements of financial position. Rent expense was \$393,026 and \$385,198 for the years ended June 30, 2015 and 2014, respectively.

Leased Equipment

The School leases office equipment under non-cancelable lease agreements expiring on various dates through November 2017.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 5 - COMMITMENTS (Continued)

The future minimum lease payments are as follows:

For the year ending June 30, 2016	\$	88,248
2017		64,569
2018		<u>25,000</u>
		<u>\$ 177,817</u>

Equipment rental expense was \$154,164 and \$109,749 for the years ended June 30, 2015 and 2014, respectively.

NOTE 6 - 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.

NOTE 7 - CAPITAL LEASE OBLIGATION

The School leases computers and equipment under a capital lease that expires in July 2017. The asset and liability under the capital lease are recorded at the present value of the minimum lease payments. The asset is being depreciated over its estimated useful life. Depreciation of the asset under the capital lease is included in depreciation expense.

Following is a summary of property and equipment held under capital lease:

Computers and equipment	\$	84,479
Less: accumulated depreciation		<u>(23,466)</u>
		<u>\$ 61,013</u>

The future minimum lease payments are as follows:

For the year ending June 30, 2016	\$	30,795
2017		30,795
2018		<u>2,566</u>
Total minimum lease payments		64,156
Less: amounts representing interest		<u>(3,926)</u>
Present value of minimum lease payments		<u>60,230</u>
Less: current portion		<u>(27,990)</u>
Capital lease obligation, less current portion		<u>\$ 32,240</u>

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 8 - REVENUE CONCENTRATION

The School receives a substantial portion of its support and revenue from the New York City Department of Education. If the charter school laws were modified, reducing or eliminating these revenues, the School's finances could be materially adversely affected.

NOTE 9 - FUNCTIONAL ALLOCATION OF EXPENSE

Directly identifiable expenses are charged to programs and supporting services. Expenses related to more than one function are charged to programs and supporting services on the basis of periodic time and expense studies. Management and general expense includes those expenses that are not directly identifiable with any other specific function, but provide for the overall support and direction of the School.

NOTE 10 - RETIREMENT PLAN

The School maintains a retirement plan qualified under Internal Revenue Code 403(b) for the benefit of its eligible employees. Under the plan, the School will match employee contributions up to 5% of eligible compensation. The amount charged for matching contributions to this plan was \$105,514 and \$84,579 for the years ended June 30, 2015 and 2014, respectively.

NOTE 11 - SUBSEQUENT EVENTS

The School has evaluated its subsequent events through October 20, 2015, the date that the accompanying financial statements were issued. The School has no material events requiring disclosure.

FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56<sup>TH</sup> STREET

NEW YORK, NEW YORK 10019

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TEL: (212) 957-3600

FAX: (212) 957-3696

INDEPENDENT AUDITORS' REPORT  
ON SUPPLEMENTARY INFORMATION

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

We have audited the financial statements of Harlem Prep Charter School (a not-for-profit corporation) as of and for the year ended June 30, 2015, and have issued our report thereon dated October 20, 2015, which contained an unmodified opinion on those financial statements. Our audit was performed for the purpose of forming an opinion on the financial statements as a whole. The schedule of functional expenses is presented for the 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.

  
FRUCHTER ROSEN & COMPANY, P.C.  
Certified Public Accountants

New York, New York  
October 20, 2015

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
SCHEDULE OF FUNCTIONAL EXPENSES  
FOR THE YEARS ENDED JUNE 30,

	No. of Positions	2015						2014
		Program Services			Total	Supporting Services		
		Regular Education	Special Education	Other Program		Management and General	Total	
Personnel services costs								
Administrative staff personnel	8	\$ -	\$ -	\$ -	\$ -	\$ 440,597	\$ 440,597	\$ 283,080
Instructional personnel	73	3,564,957	565,700	-	4,130,657	454,248	4,584,905	4,156,474
Non-instructional personnel	3	146,557	18,114	-	164,671	-	164,671	159,064
Total salaries and staff	84	3,711,514	583,814	-	4,295,328	894,845	5,190,173	4,598,618
Fringe benefits and payroll taxes		632,456	99,484	-	731,940	152,485	884,425	771,777
Retirement		81,708	12,852	-	94,560	19,700	114,260	86,289
Management fees		1,061,004	166,894	-	1,227,898	255,808	1,483,706	1,343,708
Accounting/audit services		-	-	-	-	22,750	22,750	22,750
Other purchased/professional/consulting services		161,533	26,153	-	187,686	35,134	222,820	167,330
Building and land rent/lease		281,055	44,209	-	325,264	67,762	393,026	385,198
Repairs and maintenance		68,874	9,590	-	78,464	8,719	87,183	65,814
Insurance		60,072	8,364	-	68,436	7,604	76,040	68,366
Utilities		58,359	8,126	-	66,485	7,387	73,872	93,129
Supplies and materials		676,134	94,145	5,829	776,108	85,592	861,700	549,480
Equipment/furnishings		-	-	-	-	39,809	39,809	24,923
Staff development		155,555	31,788	-	187,343	6,222	193,565	183,861
Marketing/recruitment		29,647	6,058	-	35,705	-	35,705	40,203
Technology		70,470	9,812	-	80,282	8,921	89,203	54,996
Food service		368,603	75,324	-	443,927	12,419	456,346	479,572
Student services		3,796	-	-	3,796	-	3,796	3,977
Office expense		-	-	-	-	44,479	44,479	22,445
Depreciation and amortization		362,985	46,536	-	409,521	55,844	465,365	436,582
Other		11,025	1,538	-	12,563	1,388	13,951	25,100
<b>Total</b>		<b>\$ 7,794,790</b>	<b>\$ 1,224,687</b>	<b>\$ 5,829</b>	<b>\$ 9,025,306</b>	<b>\$ 1,726,868</b>	<b>\$ 10,752,174</b>	<b>\$ 9,424,118</b>

FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56<sup>TH</sup> STREET

NEW YORK, NEW YORK 10019

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TEL: (212) 957-3600

FAX: (212) 957-3696

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

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Harlem Prep Charter School (the "School") (a not-for-profit corporation), which comprise the statement of financial position as of June 30, 2015, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 20, 2015.

***Internal Control Over Financial Reporting***

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

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the School'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.

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

***Compliance and Other Matters***

As part of obtaining reasonable assurance about whether the School'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*.

We noted certain matters that we reported to the management of the School in a separate letter dated October 20, 2015.

***Purpose of this Report***

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

  
FRUCHTER ROSEN & COMPANY, P.C.  
Certified Public Accountants

New York, New York  
October 20, 2015

FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56<sup>TH</sup> STREET

NEW YORK, NEW YORK 10019

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TEL: (212) 957-3600

FAX: (212) 957-3696

INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR  
EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER  
COMPLIANCE REQUIRED BY OMB CIRCULAR A-133

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

***Report on Compliance for Each Major Federal Program***

We have audited Harlem Prep Charter School's (the "School") (a not-for-profit corporation) compliance with the types of compliance requirements described in the OMB Circular A-133 Compliance Supplement that could have a direct and material effect on each of the School's major federal programs for the year ended June 30, 2015. The School'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 the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

***Auditor's Responsibility***

Our responsibility is to express an opinion on compliance for each of the School'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 OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 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 the School'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 the School's compliance.

***Opinion on Each Major Federal Program***

In our opinion, the School 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, 2015.

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

***Report on Internal Control over Compliance***

Management of the School 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 the School'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 OMB Circular A-133, 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 the School'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. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

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 OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

  
FRUCHTER ROSEN & COMPANY, P.C.  
Certified Public Accountants

New York, New York  
October 20, 2015

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED JUNE 30, 2015

A - SUMMARY OF AUDITORS' RESULTS

1. The auditors' report expresses an unmodified opinion on the financial statements of Harlem Prep Charter School.
2. No significant deficiencies and no material weaknesses were discovered during the audit of the financial statements.
3. No instances of noncompliance material to the financial statements of Harlem Prep Charter School, which would be required to be reported in accordance with *Government Auditing Standards*, were disclosed during the audit.
4. No significant deficiencies and no material weaknesses relating to the audit of the major federal award programs are reported in accordance with OMB Circular A-133.
5. The auditors' report on compliance for the major federal award programs for Harlem Prep Charter School expresses an unmodified opinion on all major federal programs.
6. No audit findings relative to the major federal award programs for Harlem Prep Charter School are reported in this schedule.
7. The programs tested as major programs included:
  - Title I, Part A, CFDA No. 84.010
  - National School Breakfast Program, CFDA No. 10.533
  - National School Lunch Program, CFDA No. 10.555
8. The threshold used for distinguishing between Type A and B programs was \$300,000.
9. Harlem Prep Charter School did not qualify as a low risk auditee.

B - FINDINGS - FINANCIAL STATEMENTS AUDIT

None

C - FINDINGS AND QUESTIONED COSTS - MAJOR FEDERAL AWARD PROGRAMS AUDIT

None

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2015

Federal Grantor Pass-through Grantor Program Name/Cluster	Federal CFDA Number	Federal Expenditures
U.S. Department of Education:		
Passed through the New York State		
Education Department:		
Charter Schools Program	84.282	\$ 2,500
Title I Part A	84.010	425,017
Title II Part A	84.367	14,790
Passed through the New York City		
Department of Education:		
Special Education - IDEA	84.027	66,035
Total U.S. Department of Education		<u>508,342</u>
U.S. Department of Agriculture:		
Passed through the New York State		
Education Department:		
Child Nutrition Cluster		
National School Breakfast Program	10.553	56,981
National School Lunch Program	10.555	299,341
Total U.S. Department of Agriculture		<u>356,322</u>
Total Expenditures of Federal Awards		<u>\$ 864,664</u>

See accompanying notes to schedule of expenditures of federal awards.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2015

NOTE A - BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards includes the federal grant activity of Harlem Prep Charter School and is presented on the accrual basis of accounting for the year ended June 30, 2015. The information in this schedule is presented in accordance with the requirements on OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of the basic financial statements.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)

MANAGEMENT LETTER

JUNE 30, 2015

FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56<sup>TH</sup> STREET  
NEW YORK, NEW YORK 10019

TEL: (212) 957-3600

FAX: (212) 957-3696

October 20, 2015

To the Board of Trustees of  
Harlem Prep Charter School  
240 East 123rd Street  
New York, NY 10035

In planning and performing our audit of the financial statements of Harlem Prep Charter School (the "School") (a not-for-profit corporation) as of and for the year ended June 30, 2015, in accordance with auditing standards generally accepted in the United States of America, we considered the School's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the School's financial statements will not be prevented, or detected and corrected, on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses. 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.

Exhibit I summarizes current year status of prior year's observations. Management's responses to the observations have not been subjected to the auditing procedures applied in the audit of the financial statements and accordingly, we express no opinion on it.

This communication is intended solely for the information and use of management, Board of Trustees, and others within the School and is not intended to be and should not be used by anyone other than these specified parties.

We have already discussed these comments and suggestions with management. We would be pleased to discuss these comments with you at greater length and assist you in the implementation of any of our recommendations should you desire.

We appreciate your cooperation and the assistance we received during the course of our audit.

  
FRUCHTER ROSEN & COMPANY, P.C.  
Certified Public Accountants

New York, New York  
October 20, 2015

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
MANAGEMENT LETTER  
JUNE 30, 2015

CONTENTS

EXHIBIT I – CURRENT YEAR STATUS OF PRIOR YEAR OBSERVATIONS

A.	Incomplete Student Files	1
B.	General Ledger Maintenance and Account Analysis	2

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
MANAGEMENT LETTER  
JUNE 30, 2015

EXHIBIT I – CURRENT YEAR STATUS OF PRIOR YEAR OF PRIOR YEAR OBSERVATIONS

In conjunction with performing the audit of the School's financial statements for the year ended June 30, 2015, we followed up on the status of implementation of audit recommendations made for the year ended June 30, 2014. The status update on those matters is summarized below.

A. INCOMPLETE STUDENT FILES

Observation

During our 2014 audit, we noted the following exceptions during our test of 15 student files. Three out of fifteen student files did not contain proof of residency.

Recommendation

In an effort to ensure that student records are complete, we recommend developing a checklist that includes all required documentation. This checklist should be utilized periodically to insure that information is complete and updated for each student file.

Current Year Status

During our 2015 audit, maintenance of student files and records did not improve and we noted the following exceptions during our test of 15 student files:

- 1 file did not contain an enrollment form.
- 1 file did not contain home language survey.
- 1 file did not contain an ethnicity form.
- 3 files did not contain prior school records.
- 4 files did not contain proper proof of residency.
- 1 file did not contain student medical records.
- 1 file did not contain a media release form.

Updated Management's Response

Management recognizes this observation and will work with the school based operations team to begin a process of ongoing internal audits of student files to ensure that all required documentations are complete and correct.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
MANAGEMENT LETTER  
JUNE 30, 2015

EXHIBIT I – CURRENT YEAR STATUS OF PRIOR YEAR OBSERVATIONS

B. GENERAL LEDGER MAINTENANCE AND ACCOUNT ANALYSIS

Observation

Although schedules were prepared during our audit field work, these schedules and reconciliations were not prepared and updated throughout the fiscal year ended June 30, 2014. This resulted in various adjustments to the general ledger during the year end closing and preparation of the audit package, which delayed the start and completion of the audit. These adjustments and delays could have been minimized had accounts been analyzed and compared with the general ledger on a regular basis throughout the year.

Recommendation

Management should be analyzing accounts and reconciling with the general ledger more completely on a monthly or quarterly basis. Additional in-depth account analysis will help the School detect and correct errors on a more timely basis. Management should also increase the financial support throughout the year.

Current Year Status

Although we noted improvements during our 2015 audit, we still encountered delays to the start of the audit because analysis of schedules and account reconciliations were not prepared and updated throughout the fiscal year. In addition, we did not have any significant adjustments to the general ledger during our 2015 audit.

Updated Management's Response

Management recognizes this observation and with the addition of a Senior Accountant to the team, we will push for general ledger maintenance and ongoing schedule preparations and reconciliations to occur throughout the year.



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

<b>Charter School Name:</b>	Harlem Prep Charter School
<b>Audit Period:</b>	2014-15
<b>Prior Period:</b>	2013-14
<b>Report Due Date:</b>	Sunday, November 1, 2015
<b>Date Submitted:</b>	October 30, 2015
<b>School Fiscal Contact Name:</b>	Greg Spreeman
<b>School Fiscal Contact Email:</b>	[REDACTED]
<b>School Fiscal Contact Phone:</b>	[REDACTED]
<b>School Audit Firm Name:</b>	Fruchter Rosen & Company, P.C.
<b>School Audit Contact Name:</b>	Gus Saliva
<b>School Audit Contact Email:</b>	<a href="mailto:gsaliva@frcpas.com">gsaliva@frcpas.com</a>
<b>School Audit Contact Phone:</b>	(212) 957-3600

The following items are required to be included:

- The independent auditor's report on financial statements and notes.
- Excel template file containing the Financial Position, Statement of Activities, Cash Flow and Functional Expenses worksheets.
- 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 \$500,000; the management letter response will be submitted by the following date (should be no later than 30 days from the submission of the report); etc.

Item	If not included, state the reason(s) below <i>(if not applicable fill in "N/A")</i> :
Management Letter	
Management Letter Response	
Form 990	
Federal Single Audit (A-133) <sup>1</sup>	
Corrective Action Plan	

Please also send an ELECTRONIC copy of: 1.) This transmittal form; 2.) Audited Financial Report; and if applicable 3.) Management Letter and Response; 4.) Federal Single Audit (A-133) ONLY to the following offices via email. A copy of the Excel file containing the four schedules Does NOT need to be included

NYS Education Department Public School Choice Programs 89 Washington Avenue Room 462 EBA Albany, New York 12234 <a href="mailto:charterschools@mail.nysed.gov">charterschools@mail.nysed.gov</a>	NYS Education Department Office of Audit Services 89 Washington Avenue Room 524 EBA Albany, New York 12234 <a href="mailto:FSandA133@mail.nysed.gov">FSandA133@mail.nysed.gov</a>
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<sup>1</sup> A copy of the Federal Single Audit must be filed with the Federal Audit Clearinghouse. Please refer to the current "OMB Circular A-133" for the federal filing requirements which can be found on the Office of Management and Budget website: [https://www.whitehouse.gov/omb/circulars\\_default](https://www.whitehouse.gov/omb/circulars_default).

**HARLEM PREP CHARTER SCHOOL**  
**Statement of Financial Position**  
**as of June 30, 2015**

<u>ASSETS</u>	<u>2014-15</u>	<u>2013-14</u>
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 5,632,800	\$ 4,017,735
Grants and contracts receivable	782,279	732,340
Accounts receivables	-	-
Prepaid expenses	2,891	82,507
Contributions and other receivables	-	-
<b>TOTAL CURRENT ASSETS</b>	<u>6,417,970</u>	<u>4,832,582</u>
<b>PROPERTY, BUILDING AND EQUIPMENT, net</b>	<u>1,901,119</u>	<u>2,245,600</u>
<b>OTHER ASSETS</b>	<u>75,472</u>	<u>75,371</u>
<b>TOTAL ASSETS</b>	<u><u>8,394,561</u></u>	<u><u>7,153,553</u></u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses	\$ 653,884	\$ 517,817
Accrued payroll and benefits	328,196	335,005
Deferred Revenue	32,376	45,992
Current maturities of long-term debt	27,990	-
Short Term Debt - Bonds, Notes Payable	-	-
Other	1,291,563	687,059
<b>TOTAL CURRENT LIABILITIES</b>	<u>2,334,009</u>	<u>1,585,873</u>
<b>LONG-TERM DEBT and NOTES PAYABLE, net current maturities</b>	<u>294,989</u>	<u>275,909</u>
<b>TOTAL LIABILITIES</b>	<u>2,628,998</u>	<u>1,861,782</u>
<b>NET ASSETS</b>		
Unrestricted	5,765,563	5,291,771
Temporarily restricted	-	-
<b>TOTAL NET ASSETS</b>	<u>5,765,563</u>	<u>5,291,771</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u><u>8,394,561</u></u>	<u><u>7,153,553</u></u>

**HARLEM PREP CHARTER SCHOOL**

**Statement of Activities**

**as of June 30, 2015**

	2014-15			2013-14
	Unrestricted	Temporarily Restricted	Total	Total
<b>REVENUE, GAINS AND OTHER SUPPORT</b>				
Public School District				
Resident Student Enrollment	\$ 9,209,580	\$ -	\$ 9,209,580	\$ 8,306,593
Students with disabilities	866,315	-	866,315	707,133
Grants and Contracts				
State and local	64,160	-	64,160	41,112
Federal - Title and IDEA	864,664	-	864,664	663,401
Federal - Other	158,371	-	158,371	71,565
Other	-	-	-	-
Food Service/Child Nutrition Program	7,923	-	7,923	10,469
<b>TOTAL REVENUE, GAINS AND OTHER SUPPORT</b>	<b>11,171,013</b>	<b>-</b>	<b>11,171,013</b>	<b>9,800,273</b>
<b>EXPENSES</b>				
Program Services				
Regular Education	\$ 7,794,790	\$ -	\$ 7,794,790	\$ 6,949,355
Special Education	1,224,687	-	1,224,687	1,002,090
Other Programs	5,829	-	5,829	5,327
Total Program Services	9,025,306	-	9,025,306	7,956,772
Management and general	1,726,868	-	1,726,868	1,467,346
Fundraising	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>10,752,174</b>	<b>-</b>	<b>10,752,174</b>	<b>9,424,118</b>
<b>SURPLUS / (DEFICIT) FROM SCHOOL OPERATIONS</b>	<b>418,839</b>	<b>-</b>	<b>418,839</b>	<b>376,155</b>
<b>SUPPORT AND OTHER REVENUE</b>				
Contributions				
Foundations	\$ 8,000	\$ -	\$ 8,000	\$ 112,340
Individuals	25,584	-	25,584	19,019
Corporations	-	-	-	-
Fundraising	-	-	-	5,100
Interest income	135	-	135	180
Miscellaneous income	21,234	-	21,234	-
Net assets released from restriction	-	-	-	-
<b>TOTAL SUPPORT AND OTHER REVENUE</b>	<b>54,953</b>	<b>-</b>	<b>54,953</b>	<b>136,639</b>
<b>CHANGE IN NET ASSETS</b>	<b>473,792</b>	<b>-</b>	<b>473,792</b>	<b>512,794</b>
NET ASSETS BEGINNING OF YEAR	5,291,771	-	5,291,771	4,778,977
PRIOR YEAR/PERIOD ADJUSTMENTS	-	-	-	-
<b>NET ASSETS END OF YEAR</b>	<b>\$ 5,765,563</b>	<b>\$ -</b>	<b>\$ 5,765,563</b>	<b>\$ 5,291,771</b>

**HARLEM PREP CHARTER SCHOOL**  
**Statement of Cash Flows**  
as of June 30, 2015

	<u>2014-15</u>	<u>2013-14</u>
<b>CASH FLOWS - OPERATING ACTIVITIES</b>		
Increase (decrease) in net assets	\$ 473,792	\$ 512,794
Revenues from School Districts	-	-
Accounts Receivable	-	-
Due from School Districts	-	-
Depreciation	465,365	436,582
Grants Receivable	(49,939)	(568,818)
Due from NYS	-	-
Grant revenues	-	-
Prepaid Expenses	79,616	(80,638)
Accounts Payable	136,067	245,804
Accrued Expenses	(6,809)	62,964
Accrued Liabilities	-	-
Contributions and fund-raising activities	-	-
Miscellaneous sources	-	-
Deferred Revenue	(13,616)	45,992
Interest payments	-	-
Related Parties	604,504	831,119
Deferred Rent	(13,160)	(13,663)
<b>NET CASH PROVIDED FROM OPERATING ACTIVITIES</b>	<u>\$ 1,675,820</u>	<u>\$ 1,472,136</u>
<b>CASH FLOWS - INVESTING ACTIVITIES</b>	\$	\$
Purchase of equipment	(36,405)	(150,681)
Other	(101)	(151)
<b>NET CASH PROVIDED FROM INVESTING ACTIVITIES</b>	<u>\$ (36,506)</u>	<u>\$ (150,832)</u>
<b>CASH FLOWS - FINANCING ACTIVITIES</b>	\$	\$
Principal payments on long-term debt	(24,249)	-
Other	-	-
<b>NET CASH PROVIDED FROM FINANCING ACTIVITIES</b>	<u>\$ (24,249)</u>	<u>\$ -</u>
<b>NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS</b>	\$ 1,615,065	\$ 1,321,304
Cash at beginning of year	4,017,735	2,696,431
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<u><u>\$ 5,632,800</u></u>	<u><u>\$ 4,017,735</u></u>

**HARLEM PREP CHARTER SCHOOL**  
**Statement of Functional Expenses**  
**as of June 30, 2015**

	2014-15				2013-14	
	Program Services			Fund-raising	Supporting Services	
	Regular Education	Special Education	Other Education		Management and General	Total
Personnel Services Costs						
Administrative Staff Personnel	8.00					
Instructional Personnel	73.00					
Non-Instructional Personnel	3.00					
Total Salaries and Staff	84.00					
Fringe Benefits & Payroll Taxes						
Retirement						
Management Company Fees						
Legal Service						
Accounting / Audit Services						
Other Purchased / Professional / Consulting Services						
Building and Land Rent / Lease / Facility Finance Interest						
Repairs & Maintenance						
Insurance						
Utilities						
Supplies / Materials						
Equipment / Furnishings						
Staff Development						
Marketing / Recruitment						
Technology						
Food Service						
Student Services						
Office Expense						
Depreciation						
OTHER						
Total Expenses						



# Audited Financial Statement Checklist

Last updated: 10/30/2015

Page 1

**Charter School Name:**

**1. Please check each item that is included in the 2014-15 Audited Financial Statement submitted for your charter school.**

	Yes/No
Audited Financial Statements (including report on compliance and report on internal control over financial reporting)	Yes
Single Audit (if applicable)	Yes
CSP Agreed Upon Procedures (if applicable)	Not Applicable
Management Letter	Yes
Report on Extracurricular Student Activity Accounts (if applicable)	Not Applicable
Corrective Action Plans for any Findings	Not Applicable

**2. Please indicated if there is a finding(s) noted in any of the following sections of your charter school's 2014-15 Audited Financial Statement.**

	Yes/No
Report on Compliance	No
Report on Internal Control over Financial Reporting	No
Single Audit	No
CSP Agreed Upon Procedures Report	Not Applicable
Management Letter	No

**Thank you.**



# Appendix E: Disclosure of Financial Interest Form

Last updated: 08/19/2015

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310400860840 HARLEM PREP CS

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All trustees who served on an education corporation governing one or more charter schools during the 2014-2015 school year must complete the form in Appendix E (Disclosure of Financial Interest Form). [The Disclosure of Financial Interest Forms are due on November 1, 2015. A link to a safe and secure form that each Trustee must complete by the November 1, 2015 deadline will be provide here by September 1, 2015 or sooner.](#)

ALL charter schools or merged education corporations must complete the Board of Trustees Membership Table within the online portal in Appendix F (Board of Trustees Membership Table). The Board of Trustees Membership Table must be submitted by August 1, 2015.

Regents-authorized charter schools must upload a complete set of board of trustee Meeting Minutes from July 2014-June 2015 into Appendix G (Board Minutes). Board of Trustee Meeting Minutes must be submitted by August 1, 2015.

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

Yes

Thank you.



# Appendix F: BOT Membership Table

Last updated: 07/09/2015

Page 1

## 310400860840 HARLEM PREP CS

### 1. Current Board Member Information

	Trustee Name	Email Address	Committee Affiliation(s)	Voting Member? (Y/N)	Area of Expertise, and/or Additional Role and School (parent, staff member, etc.)	Number of Terms Served and Length of Each (Include election date and term expiration)
1	Doug Snyder	[REDACTED]	Chair/Board President	Yes		3 Terms (Election: 2011; Expiration: 2017)
2	Jake Foley	[REDACTED]	Vice Chair/Vice President	Yes		3 Terms (Election: 2011; Expiration: 2017)
3	Colin Beirne	[REDACTED]	Treasurer	Yes		3 Terms (Election: 2011; Expiration: 2017)
4	Chris Jackson	[REDACTED]	Secretary	Yes		3 Terms (Election: 2011; Expiration: 2017)
5	Roger Berg	[REDACTED]	Trustee/Member	Yes		3 Terms (Election: 2011; Expiration: 2017)
6	Jamal Epps	[REDACTED]	Trustee/Member	Yes		2 Terms (Election: 2012; Expiration: 2016)
7	Anthony Manley	[REDACTED]	Trustee/Member	Yes		3 Terms (Election: 2011; Expiration: 2017)
8	Tom Kearney	[REDACTED]	Trustee/Member	Yes		3 Terms (Election: 2011; Expiration: 2017)
9	Preston Henske	[REDACTED]	Trustee/Member	Yes		2 Terms (Election: 2012; Expiration: 2016)
10	Kellie Zesch Weir	[REDACTED]	Trustee/Member	Yes		2 Terms (Election: 2012; Expiration: 2016)
11	Trevor Gibbons	[REDACTED]	Trustee/Member	Yes		2 Terms (Election: 2013; Expiration: 2017)
12	Katie Duffy	[REDACTED]	Trustee/Member	Yes	Democracy Prep Public Schools CEO	2 Terms (Election: 2013; Expiration: 2017)

13	Suzanne Elgendy	[REDACTED]	Trustee/Member	Yes		1 Term (Election: 2014; Expiration: 2017)
14						
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20						

**2. Total Number of Members Joining Board during the 2014-15 school year**

1

**3. Total Number of Members Departing the Board during the 2014-15 school year**

0

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

15

**5. How many times did the Board meet during the 2014-15 school year?**

8

**6. How many times will the Board meet during the 2015-16 school year?**

12

**Thank you.**



# DEMOCRACY PREP HARLEM PREP

*Work Hard. Go to College. Change the World!*

## Appendix H: Enrollment and Retention Targets

Harlem Prep Charter School educates an appropriately high number of high-needs students. In 2014-15, 19% of HPCS scholars qualified for Special Education (SPED) services, 6% were English Language Learners (ELL), and 98% were Black or Latino. The school operates under the Community Eligibility Program (CEP) which is offered to schools with a population of 80% or more FRPL eligible students. HPCS uses various outreach efforts to attract and retain students who are at risk of academic failure and will continue to adopt and implement new measures designed to sustain its comparatively large proportion of such students in 2015-16 and beyond. Specifically, HPCS contacts SPED instructors, ELL instructors, and guidance counselors in elementary and middle schools in Community School District 4 in order to identify high-needs students who could naturally feed into HPCS. Additionally, HPCS directly mails applications to all students in Upper Manhattan and the Bronx and canvasses each housing development in Upper Manhattan in order to drop off enrollment applications at each door irrespective of whether a school-aged student resides in that apartment. Native Spanish speakers accompany each canvasser to ensure that Spanish-speaking families are not precluded from applying.



# Appendix I: Teacher and Administrator Attrition

Created: 07/20/2015

Last updated: 07/31/2015

Report changes in teacher and administrator staffing.

Page 1

**Charter School Name: 310400860840 HARLEM PREP CS**

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

**ALL charter schools should provide, for teachers and administrators only, the full time equivalent (FTE) of staff on June 30, 2014, the FTE for added staff from July 1, 2014 through June 30, 2015, and the FTE for any departed staff from July 1, 2014 through June 30, 2015 using the two tables provided.**

### **2013-14 Teacher Attrition Table**

	FTE Teachers on June 30, 2014	FTE Teachers Additions 7/1/14 – 6/30/15	FTE Teacher Departures 7/1/14 – 6/30/15
	43	10	12

### **2013-14 Administrator Position Attrition Table**

	FTE Administrator Positions On 6/30/2014	FTE Administrator Additions 7/1/14 – 6/30/15	FTE Administrator Departures 7/1/14 – 6/30/15
	3	1	2

**Thank you**



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

# Harlem Prep Charter School

Contact Name: Howard Schnidman  
Contact Email: Hschnidman@Democracyprep.org  
Contact Phone: 919 831 7979

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

**Harlem Prep Charter School  
BALANCE SHEET  
2014-15**

<u>ASSETS</u>	<u>Prior Year</u> <u>2013-14</u>	<u>Q1</u> <u>As of 9/30</u>	<u>Q2</u> <u>As of 12/31</u>	<u>Q3</u> <u>As of 3/31</u>	<u>Q4</u> <u>As of 6/30</u>
<b><u>CURRENT ASSETS</u></b>					
Cash and cash equivalents	\$4,209,052	\$-	\$-	\$-	\$-
Grants and contracts receivable	-	-	-	-	-
Accounts receivables	126,334	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and other receivables	<u>781,883</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL CURRENT ASSETS</b>	5,117,269	-	-	-	-
<b><u>PROPERTY, BUILDING AND EQUIPMENT, net</u></b>	<u>2,682,183</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>OTHER ASSETS</u></b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL ASSETS</b>	<u>7,799,452</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>					
<b><u>CURRENT LIABILITIES</u></b>					
Accounts payable and accrued expenses	\$165,134	\$-	\$-	\$-	\$-
Accrued payroll and benefits	-	-	-	-	-
Dreferred Revenue	-	-	-	-	-
Current maturities of long-term debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	<u>551,452</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL CURRENT LIABILITIES</b>	716,586	-	-	-	-
<b><u>LONG-TERM DEBT and NOTES PAYABLE, net current maturities</u></b>	<u>250</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL LIABILITIES</b>	<u>716,836</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>NET ASSETS</u></b>					
Unrestricted	7,131,847	-	-	-	-
Temporarily restricted	<u>(49,231)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL NET ASSETS</b>	<u>7,082,616</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>7,799,452</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Harlem Prep Charter School  
Budget / Operating Plan  
2014-15**

6	<b>Total Revenue</b>	10,025,691	2,650,121	-	-	2,783,261	-	2,650,120	-	3,031,601	-	-
7	<b>Total Expenses</b>	7,679,118	2,604,620	-	-	2,568,992	-	2,568,621	-	3,336,795	-	-
8	<b>Net Income</b>	2,346,573	45,501	-	-	214,269	-	61,499	-	(305,194)	-	-
9	<b>Actual Student Enrollment</b>	-	-	-	-	-	-	-	-	-	-	-
10	<b>Total Paid Student Enrollment</b>	-	-	-	-	-	-	-	-	-	-	-

	Prior Year Actual 2013-14	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter - 1/1 - 3/31			4th Quarter - 4/1 - 6/30		
		Original	Current	Variance	Original	Current	Variance	Original	Current	Variance	Original	Current	Variance

**REVENUE** \* If there are NO budget revisions at the time of quarterly submittal leave 'CURRENT' Column(s) COMPLETELY BLANK. IF Current Column(s) are left blank the Original Budget numbers for that particular quarter will flow to the TY Current Budget AND to the Quarterly Tab. IF Current Budget column is utilized, the ORANGE CELLS MUST be filled in first for the entire column to register. If utilizing the CURRENT BUDGET column the entire column should be completed.

REVENUES FROM STATE SOURCES													
Per Pupil Revenue	CY Per Pupil Rate												
School District 1 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 2 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 3 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 4 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 5 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 6 (Enter Name)	13,777	8,352,584	2,183,655	-	-	2,183,655	-	2,183,654	-	-	2,183,654	-	-
School District 7 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 8 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 9 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 10 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 11 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 12 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 13 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 14 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 15 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District - ALL OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	-	8,352,584	2,183,655	-	-	2,183,655	-	2,183,654	-	-	2,183,654	-	-
Special Education Revenue	-	614,278	280,534	-	-	280,534	-	280,534	-	-	280,534	-	-
grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Stimulus	-	-	-	-	-	-	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Developmnt.)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	17,622	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	-	8,984,384	2,464,189	-	-	2,464,189	-	2,464,188	-	-	2,464,188	-	-
<b>REVENUE FROM FEDERAL FUNDING</b>													
IDEA Special Needs	-	65,007	-	-	-	-	-	-	-	-	95,656	-	-
Title I	-	91,623	-	-	-	133,140	-	-	-	-	133,140	-	-
Title Funding - Other	-	-	-	-	-	-	-	-	-	-	-	-	-
School Food Service (Free Lunch)	-	714,943	151,216	-	-	151,216	-	151,216	-	-	151,216	-	-
Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Charter School Program (CSP) Planning & Implementation	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	-	871,573	151,216	-	-	284,356	-	151,216	-	-	380,012	-	-
<b>LOCAL and OTHER REVENUE</b>													
Contributions and Donations	-	113,790	-	-	-	-	-	-	-	-	100,000	-	-
Fundraising	-	5,100	-	-	-	-	-	-	-	-	-	-	-
Erate Reimbursement	-	50,731	34,716	-	-	34,716	-	34,716	-	-	34,716	-	-
Earnings on Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-	-	-	-	50,391	-	-
OTHER	-	113	-	-	-	-	-	-	-	-	2,294	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	169,734	34,716	-	-	34,716	-	34,716	-	-	187,401	-	-
<b>TOTAL REVENUE</b>		<b>10,025,691</b>	<b>2,650,121</b>	<b>-</b>	<b>-</b>	<b>2,783,261</b>	<b>-</b>	<b>2,650,120</b>	<b>-</b>	<b>-</b>	<b>3,031,601</b>	<b>-</b>	<b>-</b>





Harlem Prep Charter School Budget / Operating Plan 2014-15						DESCRIPTION OF ASSUMPTIONS
2						
3						
4						
5						
6	<b>Total Revenue</b>	11,115,103	11,115,103	-	1,089,412	1,089,412
7	<b>Total Expenses</b>	11,099,028	11,099,028	-	(3,419,910)	(3,419,910)
8	<b>Net Income</b>	16,075	16,075	-	(2,330,499)	(2,330,499)
9	<b>Actual Student Enrollment</b>					
10	<b>Total Paid Student Enrollment</b>					
11						
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15	<b>REVENUE</b>					
16	<b>REVENUES FROM STATE SOURCES</b>					
17	Per Pupil Revenue					
18	School District 1 (Enter Name)					
19	School District 2 (Enter Name)					
20	School District 3 (Enter Name)					
21	School District 4 (Enter Name)					
22	School District 5 (Enter Name)					
23	School District 6 (Enter Name)	13,777	8,734,618	8,734,618	382,034	382,034
24	School District 7 (Enter Name)					
25	School District 8 (Enter Name)					
26	School District 9 (Enter Name)					
27	School District 10 (Enter Name)					
28	School District 11 (Enter Name)					
29	School District 12 (Enter Name)					
30	School District 13 (Enter Name)					
31	School District 14 (Enter Name)					
32	School District 15 (Enter Name)					
33	School District - ALL OTHER					
34	TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)		8,734,618	8,734,618	382,034	382,034
35	Special Education Revenue		1,122,136	1,122,136	507,858	507,858
36	Grants					
37	Stimulus					
38	DYCD (Department of Youth and Community Developm.)					
39	Other					
40	Other				(17,522)	(17,522)
41	TOTAL REVENUE FROM STATE SOURCES		9,856,754	9,856,754	872,370	872,370
42						
43	<b>REVENUE FROM FEDERAL FUNDING</b>					
44	IDEA Special Needs		95,656	95,656	30,649	30,649
45	Title I		266,280	266,280	174,657	174,657
46	Title Funding - Other					
47	School Food Service (Free Lunch)		604,864	604,864	(110,079)	(110,079)
48	Grants					
49	Charter School Program (CSP) Planning & Implementation					
50	Other					
51	Other					
52	TOTAL REVENUE FROM FEDERAL SOURCES		966,800	966,800	95,227	95,227
53						
54	<b>LOCAL and OTHER REVENUE</b>					
55	Contributions and Donations		100,000	100,000	(13,790)	(13,790)
56	Fundraising				(5,100)	(5,100)
57	Erate Reimbursement		138,864	138,864	88,133	88,133
58	Earnings on Investments					
59	Interest Income					
60	Food Service (Income from meals)					
61	Text Book		50,391	50,391	50,391	50,391
62	OTHER		2,294	2,294	2,181	2,181
63	TOTAL REVENUE FROM LOCAL and OTHER SOURCES		291,549	291,549	121,815	121,815
64						
65	<b>TOTAL REVENUE</b>		<b>11,115,103</b>	<b>11,115,103</b>	<b>-1,089,412</b>	<b>-1,089,412</b>
66						

Harlem Prep Charter School Budget / Operating Plan 2014-15						DESCRIPTION OF ASSUMPTIONS
2						
3						
4						
5						
6	<b>Total Revenue</b>	11,115,103	11,115,103	-	1,089,412	1,089,412
7	<b>Total Expenses</b>	11,099,028	11,099,028	-	(3,419,910)	(3,419,910)
8	<b>Net Income</b>	16,075	16,075	-	(2,330,499)	(2,330,499)
9	<b>Actual Student Enrollment</b>					
10	<b>Total Paid Student Enrollment</b>					
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68	<b>EXPENSES</b>					
69	<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>					
70	Executive Management	1.00	110,000	110,000	-	(110,000)
71	Instructional Management	4.00	340,100	340,100	-	(100,517)
72	Deans, Directors & Coordinators	6.00	353,196	353,196	-	(213,218)
73	CFO / Director of Finance	-	-	-	-	-
74	Operation / Business Manager	8.00	418,524	418,524	-	(308,316)
75	Administrative Staff	-	-	-	-	160,536
76	<b>TOTAL ADMINISTRATIVE STAFF</b>	19.00	1,221,820	1,221,820	-	(571,115)
77						
78	<b>INSTRUCTIONAL PERSONNEL COSTS</b>					
79	Teachers - Regular	47.00	3,131,644	3,131,644	-	(498,008)
80	Teachers - SPED	8.00	453,330	453,330	-	(19,622)
81	Substitute Teachers	-	-	-	-	-
82	Teaching Assistants	-	-	-	-	-
83	Specialty Teachers	7.00	491,158	491,158	-	(321,083)
84	Aides	-	-	-	-	-
85	Therapists & Counselors	-	-	-	-	-
86	Other	-	-	-	-	-
87	<b>TOTAL INSTRUCTIONAL</b>	62.00	4,076,132	4,076,132	-	(838,713)
88						
89	<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>					
90	Nurse	-	-	-	-	-
91	Librarian	1.00	10,000	10,000	-	(7,105)
92	Custodian	1.00	45,197	45,197	-	(136)
93	Security	-	-	-	-	-
94	Other	-	-	-	-	82,704
95	<b>TOTAL NON-INSTRUCTIONAL</b>	2.00	55,197	55,197	-	75,463
96						
97	<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>	83.00	5,353,149	5,353,149	-	(1,334,365)
98						
99	<b>PAYROLL TAXES AND BENEFITS</b>					
100	Payroll Taxes	-	411,756	411,756	-	(112,155)
101	Fringe / Employee Benefits	-	684,016	684,016	-	(257,430)
102	Retirement / Pension	-	201,904	201,904	-	(201,325)
103	<b>TOTAL PAYROLL TAXES AND BENEFITS</b>	-	1,297,676	1,297,676	-	(570,910)
104						
105	<b>TOTAL PERSONNEL SERVICE COSTS</b>	83.00	6,650,825	6,650,825	-	(1,905,275)
106						
107	<b>CONTRACTED SERVICES</b>					
108	Accounting / Audit	-	11,333	11,333	-	3,917
109	Legal	-	-	-	-	-
110	Management Company Fee	-	1,430,616	1,430,616	-	(129,250)
111	Nurse Services	-	-	-	-	-
112	Food Service / School Lunch	-	672,072	672,072	-	(330,685)
113	Payroll Services	-	-	-	-	-
114	Special Ed Services	-	-	-	-	-
115	Titment Services (i.e. Title I)	-	-	-	-	-
116	Other Purchased / Professional / Consulting	-	116,508	116,508	-	95,122
117	<b>TOTAL CONTRACTED SERVICES</b>	-	2,230,529	2,230,529	-	(360,891)
118						
119	<b>SCHOOL OPERATIONS</b>					
120	Board Expenses	-	2,500	2,500	-	(2,500)
121	Classroom / Teaching Supplies & Materials	-	-	-	-	-
122	Special Ed Supplies & Materials	-	-	-	-	-
123	Textbooks / Workbooks	-	119,372	119,372	-	(77,200)
124	Supplies & Materials other	-	372,268	372,268	-	(164,529)
125	Equipment / Furniture	-	-	-	-	-
126	Telephone	-	49,800	49,800	-	(10,994)
127	Technology	-	181,200	181,200	-	(144,649)
128	Student Testing & Assessment	-	40,000	40,000	-	21,484
129	Field Trips	-	100,260	100,260	-	(56,757)
130	Transportation (student)	-	-	-	-	-
131	Student Services - other	-	-	-	-	-
132	Office Expense	-	-	-	-	-
133	Staff Development	-	215,652	215,652	-	(141,370)
134	Staff Recruitment	-	2,000	2,000	-	1,416
135	Student Recruitment / Marketing	-	14,000	14,000	-	22,787
136	School Meals / Lunch	-	-	-	-	-
137	Travel (Staff)	-	-	-	-	-
138	Fundraising	-	-	-	-	-
139	Other	-	135,811	135,811	-	(135,811)
140	<b>TOTAL SCHOOL OPERATIONS</b>	-	1,232,863	1,232,863	-	(688,123)
141						
142	<b>FACILITY OPERATION &amp; MAINTENANCE</b>					
143	Insurance	-	-	-	-	-
144	Janitorial	-	-	-	-	-
145	Building and Land Rent / Lease	-	410,370	410,370	-	(12,000)
146	Repairs & Maintenance	-	40,000	40,000	-	(12,285)
147	Equipment / Furniture	-	-	-	-	-
148	Security	-	20,000	20,000	-	73,105
149	Utilities	-	-	-	-	-
150	<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	-	470,370	470,370	-	48,820
151						
152	<b>DEPRECIATION &amp; AMORTIZATION</b>	-	403,290	403,290	-	(403,290)
153	<b>RESERVES / CONTINGENCY</b>	-	111,151	111,151	-	(111,151)
154						
155	<b>TOTAL EXPENSES</b>		11,099,028	11,099,028	-	(3,419,910)
156						
157	<b>NET INCOME</b>		16,075	16,075	-	(2,330,499)
158						

Harlem Prep Charter School Budget / Operating Plan 2014-15						DESCRIPTION OF ASSUMPTIONS
2						
3						
4						
5						
6	<b>Total Revenue</b>	11,115,103	11,115,103	-	1,089,412	1,089,412
7	<b>Total Expenses</b>	11,099,028	11,099,028	-	(3,419,910)	(3,419,910)
8	<b>Net Income</b>	16,075	16,075	-	(2,330,499)	(2,330,499)
9	<b>Actual Student Enrollment</b>					
10	<b>Total Paid Student Enrollment</b>					
11						
12						
13						
139						
140						
160	<b>ENROLLMENT - *School Districts Are Linked To Above Entries*</b>					
161	School District 1 (Enter Name)					
162	School District 2 (Enter Name)					
163	School District 3 (Enter Name)					
164	School District 4 (Enter Name)					
165	School District 5 (Enter Name)					
166	School District 6 (Enter Name)					
167	School District 7 (Enter Name)					
168	School District 8 (Enter Name)					
169	School District 9 (Enter Name)					
170	School District 10 (Enter Name)					
171	School District 11 (Enter Name)					
172	School District 12 (Enter Name)					
173	School District 13 (Enter Name)					
174	School District 14 (Enter Name)					
175	School District 15 (Enter Name)					
176	School District - ALL OTHER					
177	<b>TOTAL ENROLLMENT</b>					
178						
179	<b>REVENUE PER PUPIL</b>					
180						
181	<b>EXPENSES PER PUPIL</b>					

**Harlem Prep Charter School  
Budget / Operating Plan  
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<b>Total Revenue</b>	-	2,650,121	-	2,783,261	-	2,650,120	-	3,031,601
<b>Total Expenses</b>	-	2,604,620	-	2,568,992	-	2,588,621	-	3,336,795
<b>Net Income</b>	-	45,501	-	214,269	-	61,499	-	(305,194)
<b>Actual Student Enrollment</b>	-	-	-	-	-	-	-	-
<b>Total Paid Student Enrollment</b>	-	-	-	-	-	-	-	-

<b>* Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b>	<b>1st Quarter - 7/1 - 9/30</b>			<b>2nd Quarter - 10/1 - 12/31</b>			<b>3rd Quarter - 1/1 - 3/31</b>			<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>

**REVENUE** \* When entering in Actuals, ORANGE cells must be entered in EACH SECTION in order to generate variance analysis.

REVENUES FROM STATE SOURCES		CY Per Pupil Rate											
Per Pupil Revenue		1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter - 1/1 - 3/31			4th Quarter - 4/1 - 6/30		
		Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual	Current Budget	Variance
School District 1 (Enter Name)													
School District 2 (Enter Name)													
School District 3 (Enter Name)													
School District 4 (Enter Name)													
School District 5 (Enter Name)	13,777		2,183,655			2,183,655			2,183,654			2,183,654	
School District 6 (Enter Name)													
School District 7 (Enter Name)													
School District 8 (Enter Name)													
School District 9 (Enter Name)													
School District 10 (Enter Name)													
School District 11 (Enter Name)													
School District 12 (Enter Name)													
School District 13 (Enter Name)													
School District 14 (Enter Name)													
School District 15 (Enter Name)													
School District - ALL OTHER													
<b>TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)</b>			2,183,655			2,183,655			2,183,654			2,183,654	
Special Education Revenue			280,534			280,534			280,534			280,534	
Grants													
Stimulus													
DYCD (Department of Youth and Community Developmt.)													
Other													
<b>TOTAL REVENUE FROM STATE SOURCES</b>			2,464,189			2,464,189			2,464,188			2,464,188	
<b>REVENUE FROM FEDERAL FUNDING</b>													
IDEA Special Needs												95,656	
Title I						133,140						133,140	
Title Funding - Other													
School Food Service (Free Lunch)			151,216			151,216			151,216			151,216	
Grants													
Charter School Program (CSP) Planning & Implementation													
Other													
<b>TOTAL REVENUE FROM FEDERAL SOURCES</b>			151,216			284,356			151,216			380,012	
<b>LOCAL and OTHER REVENUE</b>													
Contributions and Donations												100,000	
Fundraising													
Erate Reimbursement			34,716			34,716			34,716			34,716	
Earnings on Investments													
Interest Income													
Food Service (Income from meals)													
Text Book												50,391	
OTHER												2,294	
<b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b>			34,716			34,716			34,716			187,401	
<b>TOTAL REVENUE</b>			2,650,121			2,783,261			2,650,120			3,031,601	

**Harlem Prep Charter School  
Budget / Operating Plan  
2014-15**

<b>Total Revenue</b>	-	2,650,121	-	-	2,783,261	-	-	2,650,120	-	-	3,031,601	-
<b>Total Expenses</b>	-	2,604,620	-	-	2,568,992	-	-	2,588,621	-	-	3,336,795	-
<b>Net Income</b>	-	45,501	-	-	214,269	-	-	61,499	-	-	(305,194)	-
<b>Actual Student Enrollment</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Paid Student Enrollment</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>* Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b>	<b>1st Quarter - 7/1 - 9/30</b>			<b>2nd Quarter - 10/1 - 12/31</b>			<b>3rd Quarter - 1/1 - 3/31</b>			<b>4th Quarter - 4/1 - 6/30</b>		
	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Current Budget</b>	<b>Variance</b>
<b>EXPENSES</b>												
<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>	<b>No. of Positions</b>											
Executive Management	-	-	27,500	-	-	27,500	-	-	27,500	-	-	27,500
Instructional Management	-	-	85,025	-	-	85,025	-	-	85,025	-	-	85,025
Deans, Directors & Coordinators	-	-	88,299	-	-	88,299	-	-	88,299	-	-	88,299
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	104,631	-	-	104,631	-	-	104,631	-	-	104,631
Administrative Staff	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL ADMINISTRATIVE STAFF</b>	-	-	305,455	-	-	305,455	-	-	305,455	-	-	305,455
<b>INSTRUCTIONAL PERSONNEL COSTS</b>												
Teachers - Regular	-	-	782,911	-	-	782,911	-	-	782,911	-	-	782,911
Teachers - SPED	-	-	113,333	-	-	113,332	-	-	113,333	-	-	113,332
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-	-	-	-	-	-
Specialty Teachers	-	-	122,790	-	-	122,789	-	-	122,790	-	-	122,789
Aides	-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL INSTRUCTIONAL</b>	-	-	1,019,034	-	-	1,019,032	-	-	1,019,034	-	-	1,019,032
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>												
Nurse	-	-	-	-	-	-	-	-	-	-	-	-
Librarian	-	-	2,500	-	-	2,500	-	-	2,500	-	-	2,500
Custodian	-	-	11,299	-	-	11,298	-	-	11,300	-	-	11,300
Security	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NON-INSTRUCTIONAL</b>	-	-	13,799	-	-	13,798	-	-	13,800	-	-	13,800
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>	-	-	1,338,288	-	-	1,338,285	-	-	1,338,289	-	-	1,338,287
<b>PAYROLL TAXES AND BENEFITS</b>												
Payroll Taxes	-	-	102,939	-	-	102,939	-	-	102,939	-	-	102,939
Fringe / Employee Benefits	-	-	171,004	-	-	171,004	-	-	171,004	-	-	171,004
Retirement / Pension	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>	-	-	273,943	-	-	273,943	-	-	273,943	-	-	273,943
<b>TOTAL PERSONNEL SERVICE COSTS</b>	-	-	1,612,231	-	-	1,612,228	-	-	1,612,232	-	-	1,612,230
<b>CONTRACTED SERVICES</b>												
Accounting / Audit	-	-	-	-	-	-	-	-	-	-	-	11,333
Legal	-	-	-	-	-	-	-	-	-	-	-	-
Management Company Fee	-	-	357,654	-	-	357,654	-	-	357,654	-	-	357,654
Nurse Services	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch	-	-	168,018	-	-	168,018	-	-	168,018	-	-	168,018
Payroll Services	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting	-	-	29,127	-	-	29,127	-	-	29,127	-	-	29,127
<b>TOTAL CONTRACTED SERVICES</b>	-	-	554,799	-	-	554,799	-	-	554,799	-	-	566,132
<b>SCHOOL OPERATIONS</b>												
Board Expenses	-	-	625	-	-	625	-	-	625	-	-	625
Classroom / Teaching Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-
Textbooks / Workbooks	-	-	39,625	-	-	39,625	-	-	39,625	-	-	40,122
Supplies & Materials other	-	-	93,067	-	-	93,067	-	-	93,067	-	-	93,067
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-
Telephone	-	-	12,450	-	-	12,450	-	-	12,450	-	-	12,450
Technology	-	-	45,300	-	-	45,300	-	-	45,300	-	-	45,300
Student Testing & Assessment	-	-	-	-	-	20,000	-	-	-	-	-	20,000
Field Trips	-	-	25,065	-	-	25,065	-	-	25,065	-	-	25,065
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	-	-	-	-	-	-	-	-	-	-	-
Office Expense	-	-	-	-	-	-	-	-	-	-	-	-
Staff Development	-	-	53,913	-	-	53,913	-	-	53,913	-	-	53,913
Staff Recruitment	-	-	2,000	-	-	2,000	-	-	-	-	-	-
Student Recruitment / Marketing	-	-	14,000	-	-	14,000	-	-	-	-	-	-
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	33,953	-	-	33,952	-	-	33,953	-	-	33,953
<b>TOTAL SCHOOL OPERATIONS</b>	-	-	319,998	-	-	284,372	-	-	303,998	-	-	324,495
<b>FACILITY OPERATION &amp; MAINTENANCE</b>												
Insurance	-	-	-	-	-	-	-	-	-	-	-	-
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-
Building and Land Rent / Lease	-	-	102,592	-	-	102,593	-	-	102,592	-	-	102,593
Repairs & Maintenance	-	-	10,000	-	-	10,000	-	-	10,000	-	-	10,000
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	5,000	-	-	5,000	-	-	5,000	-	-	5,000
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	-	-	117,592	-	-	117,593	-	-	117,592	-	-	117,593
<b>DEPRECIATION &amp; AMORTIZATION</b>	-	-	-	-	-	-	-	-	-	-	-	403,290
<b>RESERVES / CONTINGENCY</b>	-	-	-	-	-	-	-	-	-	-	-	111,151
<b>TOTAL EXPENSES</b>	-	-	2,604,620	-	-	2,568,992	-	-	2,588,621	-	-	3,336,795

**Harlem Prep Charter School  
Budget / Operating Plan  
2014-15**

Total Revenue	-	2,650,121	-	-	2,783,261	-	-	2,650,120	-	-	3,031,601	-
Total Expenses	-	2,604,620	-	-	2,568,992	-	-	2,588,621	-	-	3,336,795	-
Net Income	-	45,501	-	-	214,269	-	-	61,499	-	-	(305,194)	-
Actual Student Enrollment	-	-	-	-	-	-	-	-	-	-	-	-
Total Paid Student Enrollment	-	-	-	-	-	-	-	-	-	-	-	-
	1st Quarter - 7/1 - 9/30			2nd Quarter - 10/1 - 12/31			3rd Quarter - 1/1 - 3/31			4th Quarter - 4/1 - 6/30		
<b>* Enrollment, Revenue and Expenditure Data IN the 'Total and Variance Analysis' Section is Based on LAST ACTUAL Quarter Completed</b>												
	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual	Current Budget	Variance	Actual	Current Budget	Variance
NET INCOME	-	45,501	-	-	214,269	-	-	61,499	-	-	(305,194)	-



**Harlem Prep Charter School  
Budget / Operating Plan  
2014-15**

DESCRIPTION OF ASSUMPTIONS

<b>Total Revenue</b>	-	-	-	11,115,103	(11,115,103)	-	-	11,115,103	(11,115,103)	-	-
<b>Total Expenses</b>	-	-	-	11,099,028	11,099,028	-	-	11,099,028	11,099,028	-	-
<b>Net Income</b>	-	-	-	16,075	(16,075)	-	-	16,075	(16,075)	-	-
<b>Actual Student Enrollment</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Total Paid Student Enrollment</b>	-	-	-	-	-	-	-	-	-	-	-

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

**TOTALS AND VARIANCE ANALYSIS**

	Actual	Current Budget (Current Quarter)	Actual vs. Current Budget	Current Budget - TY	Actual vs. Current Budget TY	Original Budget (Current Quarter)	Actual vs. Original Budget	Original Budget - TY	Actual vs. Original Budget TY	PY Actual (PY TY / No. of COMPLETED Actual CY Quarters	Actual CY vs. Actual PY
<b>REVENUE</b>											
<b>REVENUES FROM STATE SOURCES</b>											
Per Pupil Revenue											
School District 1 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 2 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 3 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 4 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 5 (Enter Name)	13,777	-	-	8,734,618	(8,734,618)	-	-	8,734,618	(8,734,618)	-	-
School District 6 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 7 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 8 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 9 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 10 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 11 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 12 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 13 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 14 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District 15 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-
School District - ALL OTHER	-	-	-	-	-	-	-	-	-	-	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	-	-	-	8,734,618	(8,734,618)	-	-	8,734,618	(8,734,618)	-	-
Special Education Revenue	-	-	-	1,122,136	(1,122,136)	-	-	1,122,136	(1,122,136)	-	-
Grants											
Stimulus	-	-	-	-	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE FROM STATE SOURCES</b>	-	-	-	9,856,754	(9,856,754)	-	-	9,856,754	(9,856,754)	-	-
<b>REVENUE FROM FEDERAL FUNDING</b>											
IDEA Special Needs	-	-	-	95,656	(95,656)	-	-	95,656	(95,656)	-	-
Title I	-	-	-	266,280	(266,280)	-	-	266,280	(266,280)	-	-
Title Funding - Other	-	-	-	-	-	-	-	-	-	-	-
School Food Service (Free Lunch)	-	-	-	604,864	(604,864)	-	-	604,864	(604,864)	-	-
Grants											
Charter School Program (CSP) Planning & Implementation	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE FROM FEDERAL SOURCES</b>	-	-	-	966,800	(966,800)	-	-	966,800	(966,800)	-	-
<b>LOCAL and OTHER REVENUE</b>											
Contributions and Donations	-	-	-	100,000	(100,000)	-	-	100,000	(100,000)	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	138,864	(138,864)	-	-	138,864	(138,864)	-	-
Earnings on Investments	-	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-	-	-	-	-
Text Book	-	-	-	50,391	(50,391)	-	-	50,391	(50,391)	-	-
OTHER	-	-	-	2,294	(2,294)	-	-	2,294	(2,294)	-	-
<b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b>	-	-	-	291,549	(291,549)	-	-	291,549	(291,549)	-	-
<b>TOTAL REVENUE</b>	-	-	-	11,115,103	(11,115,103)	-	-	11,115,103	(11,115,103)	-	-

**Harlem Prep Charter School  
Budget / Operating Plan  
2014-15**

DESCRIPTION OF ASSUMPTIONS

<b>Total Revenue</b>	-	-	-	11,115,103	(11,115,103)	-	-	11,115,103	(11,115,103)	-	-
<b>Total Expenses</b>	-	-	-	11,099,028	11,099,028	-	-	11,099,028	11,099,028	-	-
<b>Net Income</b>	-	-	-	16,075	(16,075)	-	-	16,075	(16,075)	-	-
<b>Actual Student Enrollment</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Total Paid Student Enrollment</b>	-	-	-	-	-	-	-	-	-	-	-

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

**TOTALS AND VARIANCE ANALYSIS**

	No. of Positions	Actual	Current Budget (Current Quarter)	Actual vs. Current Budget	Current Budget - TY	Actual Budget TY	vs. Current Original Budget (Current Quarter)	Actual vs. Original Budget	Original Budget - TY	Actual vs. Original Budget TY	PY Actual (PY TY / Actual CY Quarters)	Actual CY vs. Actual PY
<b>EXPENSES</b>												
<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>												
Executive Management	-	-	-	-	110,000	110,000	-	-	110,000	110,000	-	-
Instructional Management	-	-	-	-	340,100	340,100	-	-	340,100	340,100	-	-
Deans, Directors & Coordinators	-	-	-	-	353,196	353,196	-	-	353,196	353,196	-	-
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	418,524	418,524	-	-	418,524	418,524	-	-
Administrative Staff	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL ADMINISTRATIVE STAFF</b>	-	-	-	-	1,221,820	1,221,820	-	-	1,221,820	1,221,820	-	-
<b>INSTRUCTIONAL PERSONNEL COSTS</b>												
Teachers - Regular	-	-	-	-	3,131,644	3,131,644	-	-	3,131,644	3,131,644	-	-
Teachers - SPED	-	-	-	-	453,330	453,330	-	-	453,330	453,330	-	-
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-	-	-	-	-	-
Specialty Teachers	-	-	-	-	491,158	491,158	-	-	491,158	491,158	-	-
Aides	-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL INSTRUCTIONAL</b>	-	-	-	-	4,076,132	4,076,132	-	-	4,076,132	4,076,132	-	-
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>												
Nurse	-	-	-	-	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	10,000	10,000	-	-	10,000	10,000	-	-
Custodian	-	-	-	-	45,197	45,197	-	-	45,197	45,197	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NON-INSTRUCTIONAL</b>	-	-	-	-	55,197	55,197	-	-	55,197	55,197	-	-
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>	-	-	-	-	5,353,149	5,353,149	-	-	5,353,149	5,353,149	-	-
<b>PAYROLL TAXES AND BENEFITS</b>												
Payroll Taxes	-	-	-	-	411,756	411,756	-	-	411,756	411,756	-	-
Fringe / Employee Benefits	-	-	-	-	684,016	684,016	-	-	684,016	684,016	-	-
Retirement / Pension	-	-	-	-	201,904	201,904	-	-	201,904	201,904	-	-
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>	-	-	-	-	1,297,676	1,297,676	-	-	1,297,676	1,297,676	-	-
<b>TOTAL PERSONNEL SERVICE COSTS</b>	-	-	-	-	6,650,825	6,650,825	-	-	6,650,825	6,650,825	-	-
<b>CONTRACTED SERVICES</b>												
Accounting / Audit	-	-	-	-	11,333	11,333	-	-	11,333	11,333	-	-
Legal	-	-	-	-	-	-	-	-	-	-	-	-
Management Company Fee	-	-	-	-	1,430,616	1,430,616	-	-	1,430,616	1,430,616	-	-
Nurse Services	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch	-	-	-	-	672,072	672,072	-	-	672,072	672,072	-	-
Payroll Services	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting	-	-	-	-	116,508	116,508	-	-	116,508	116,508	-	-
<b>TOTAL CONTRACTED SERVICES</b>	-	-	-	-	2,230,529	2,230,529	-	-	2,230,529	2,230,529	-	-
<b>SCHOOL OPERATIONS</b>												
Board Expenses	-	-	-	-	2,500	2,500	-	-	2,500	2,500	-	-
Classroom / Teaching Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-
Textbooks / Workbooks	-	-	-	-	119,372	119,372	-	-	119,372	119,372	-	-
Supplies & Materials other	-	-	-	-	372,268	372,268	-	-	372,268	372,268	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-
Telephone	-	-	-	-	49,800	49,800	-	-	49,800	49,800	-	-
Technology	-	-	-	-	181,200	181,200	-	-	181,200	181,200	-	-
Student Testing & Assessment	-	-	-	-	40,000	40,000	-	-	40,000	40,000	-	-
Field Trips	-	-	-	-	100,260	100,260	-	-	100,260	100,260	-	-
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	-	-	-	-	-	-	-	-	-	-	-
Office Expense	-	-	-	-	-	-	-	-	-	-	-	-
Staff Development	-	-	-	-	215,652	215,652	-	-	215,652	215,652	-	-
Staff Recruitment	-	-	-	-	2,000	2,000	-	-	2,000	2,000	-	-
Student Recruitment / Marketing	-	-	-	-	14,000	14,000	-	-	14,000	14,000	-	-
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	135,811	135,811	-	-	135,811	135,811	-	-
<b>TOTAL SCHOOL OPERATIONS</b>	-	-	-	-	1,232,863	1,232,863	-	-	1,232,863	1,232,863	-	-
<b>FACILITY OPERATION &amp; MAINTENANCE</b>												
Insurance	-	-	-	-	-	-	-	-	-	-	-	-
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-
Building and Land Rent / Lease	-	-	-	-	410,370	410,370	-	-	410,370	410,370	-	-
Repairs & Maintenance	-	-	-	-	40,000	40,000	-	-	40,000	40,000	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	20,000	20,000	-	-	20,000	20,000	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	-	-	-	-	470,370	470,370	-	-	470,370	470,370	-	-
<b>DEPRECIATION &amp; AMORTIZATION</b>												
	-	-	-	-	403,290	403,290	-	-	403,290	403,290	-	-
<b>RESERVES / CONTINGENCY</b>												
	-	-	-	-	111,151	111,151	-	-	111,151	111,151	-	-
<b>TOTAL EXPENSES</b>	-	-	-	-	11,099,028	11,099,028	-	-	11,099,028	11,099,028	-	-

**Harlem Prep Charter School  
Budget / Operating Plan  
2014-15**

DESCRIPTION OF ASSUMPTIONS

Total Revenue	-	-	-	11,115,103	(11,115,103)	-	-	11,115,103	(11,115,103)	-	-
Total Expenses	-	-	-	11,099,028	11,099,028	-	-	11,099,028	11,099,028	-	-
Net Income	-	-	-	16,075	(16,075)	-	-	16,075	(16,075)	-	-
Actual Student Enrollment	-	-	-	-	-	-	-	-	-	-	-
Total Paid Student Enrollment	-	-	-	-	-	-	-	-	-	-	-

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

**TOTALS AND VARIANCE ANALYSIS**

	Actual	Current Budget (Current Quarter)	Actual vs. Current Budget	Current Budget - TY	Actual vs. Original Budget		Actual vs. Original Budget	Original Budget - TY	Actual vs. Original Budget TY	PY Actual (PY TY / No. of COMPLETED Actual CY Quarters	Actual CY vs. Actual PY
					Actual Current Budget TY	Original Budget (Current Quarter)					
NET INCOME	-	-	-	16,075	(16,075)	-	-	16,075	(16,075)	-	-





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

# Harlem Prep Charter School

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.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)

FINANCIAL STATEMENTS

JUNE 30, 2015 AND 2014

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

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FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56<sup>TH</sup> STREET

NEW YORK, NEW YORK 10019

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TEL: (212) 957-3600

FAX: (212) 957-3696

INDEPENDENT AUDITORS' REPORT

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

***Report on the Financial Statements***

We have audited the accompanying financial statements of Harlem Prep Charter School (the "School") (a not-for-profit corporation), which comprise the statement of financial position as of June 30, 2015, 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 School'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 School's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

## ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the School as of June 30, 2015, 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.

## ***Other Matters***

### *Report on Summarized Comparative Information*

We have previously audited the School's 2014 financial statements, and our report dated October 30, 2014, 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, 2014, is consistent, in all material respects, with the audited financial statements from which it has been derived.

### *Other Information*

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, 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 20, 2015, on our consideration of the School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

  
FRUCHTER ROSEN & COMPANY, P.C.  
Certified Public Accountants

New York, New York  
October 20, 2015

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
STATEMENTS OF FINANCIAL POSITION  
JUNE 30,

	2015	2014
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 5,632,800	\$ 4,017,735
Grants and contracts receivable	782,279	732,340
Prepaid expenses and other current assets	2,891	82,507
	6,417,970	4,832,582
Property and equipment, net of accumulated depreciation and amortization of \$5,281,030 and \$4,815,665, respectively	1,901,119	2,245,600
Restricted cash	75,472	75,371
	\$ 8,394,561	\$ 7,153,553
<b>TOTAL ASSETS</b>	<b>\$ 8,394,561</b>	<b>\$ 7,153,553</b>
 <b>LIABILITIES AND UNRESTRICTED NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 653,884	\$ 517,817
Accrued payroll and payroll taxes	328,196	335,005
Refundable advances	32,376	45,992
Capital lease obligation	27,990	-
Due to related parties	1,291,563	687,059
	2,334,009	1,585,873
Total current liabilities	2,334,009	1,585,873
Other liabilities:		
Deferred rent	262,749	275,909
Capital lease obligation, less current portion	32,240	-
	294,989	275,909
Total other liabilities	294,989	275,909
Total liabilities	2,628,998	1,861,782
Unrestricted net assets	5,765,563	5,291,771
	\$ 8,394,561	\$ 7,153,553
<b>TOTAL LIABILITIES AND UNRESTRICTED NET ASSETS</b>	<b>\$ 8,394,561</b>	<b>\$ 7,153,553</b>

The accompanying notes are an integral part of the financial statements.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
STATEMENTS OF ACTIVITIES  
FOR THE YEARS ENDED JUNE 30,

	<u>2015</u>	<u>2014</u>
Revenue and support:		
State and local per pupil operating revenue	\$ 10,075,895	\$ 9,013,726
Federal grants	864,664	663,401
Federal E-rate	158,371	71,565
State and city grants	72,083	51,581
Contributions and grants	33,584	131,359
Fundraising	-	5,100
Interest and other income	21,369	180
Total revenue and support	<u>11,225,966</u>	<u>9,936,912</u>
Expenses:		
Program services:		
Regular education	7,794,790	6,949,355
Special education	1,224,687	1,002,090
Other program	5,829	5,327
Total program services	<u>9,025,306</u>	<u>7,956,772</u>
Supporting services:		
Management and general	1,726,868	1,467,346
Total expenses	<u>10,752,174</u>	<u>9,424,118</u>
Changes in unrestricted net assets	473,792	512,794
Unrestricted net assets - beginning of year	<u>5,291,771</u>	<u>4,778,977</u>
Unrestricted net assets - end of year	<u><u>\$ 5,765,563</u></u>	<u><u>\$ 5,291,771</u></u>

The accompanying notes are an integral part of the financial statements.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED JUNE 30,

	2015	2014
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Changes in unrestricted net assets	\$ 473,792	\$ 512,794
Adjustments to reconcile changes in unrestricted net assets to net cash provided by operating activities:		
Depreciation and amortization	465,365	436,582
Changes in assets and liabilities:		
(Increase) in grants and contracts receivable	(49,939)	(568,818)
Decrease (Increase) in prepaid expenses	79,616	(80,638)
Decrease in due from related parties	-	144,060
Increase in accounts payable and accrued expenses	136,067	245,804
(Decrease) Increase in accrued payroll and payroll taxes	(6,809)	62,964
(Decrease) Increase in refundable advances	(13,616)	45,992
Increase in due to related parties	604,504	687,059
(Decrease) in deferred rent	(13,160)	(13,663)
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>1,675,820</b>	<b>1,472,136</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchases of property and equipment	(36,405)	(150,681)
(Increase) in restricted cash	(101)	(151)
<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<b>(36,506)</b>	<b>(150,832)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITY:</b>		
Payments made on capital lease obligation	(24,249)	-
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>1,615,065</b>	<b>1,321,304</b>
<b>CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR</b>	<b>4,017,735</b>	<b>2,696,431</b>
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	<b>\$ 5,632,800</b>	<b>\$ 4,017,735</b>
<b>SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:</b>		
Cash paid during the year for interest	\$ 3,979	\$ -
<b>SUPPLEMENTAL SCHEDULE OF NONCASH INVESTING AND FINANCING ACTIVITIES:</b>		
Computers and equipment acquired under a capital lease	\$ 84,479	\$ -

The accompanying notes are an integral part of the financial statements.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 1 - PRINCIPAL BUSINESS ACTIVITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Organization

Harlem Prep Charter School (the “School”) is a New York State, not-for-profit educational corporation that was incorporated on May 14, 2001 to operate a charter school pursuant to Article 56 of the Education Law of the State of New York. The School was granted a provisional charter on May 14, 2001, 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. During 2011, the Board of Regents extended the charter through July 31, 2016. The Charter School offers parents a free alternative to the public school system as provided by the New York State Charter School law. The School offers classroom instruction and programs that encourage and foster creativity and team planning while meeting the New York State educational standards. Classes commenced in New York, in September 2001, and the School provided education to approximately 668 students in kindergarten through eighth grade during the 2014-2015 academic year.

Food and Transportation

The School retained an outside vendor to provide meals for students in which the School receives Federal and New York State reimbursements. The Office of Pupil Transportation provides free transportation to the majority of the students during the district’s school days.

Tax Status

The School is exempt from Federal income tax under Section 501(a) of the Internal Revenue Code as an organization described in Section 501(c)(3) and a similar provision under New York State income tax laws. The School has also been classified as an entity that is not a private foundation within the meaning of Section 509(a) and qualifies for deductible contributions as provided in section 170(b)(1)(A)(ii). The School is subject to income taxes only on net unrelated business income. The School did not have any unrelated business income for the years ended June 30, 2015 and 2014.

The School’s accounting policy provides that a tax expense or benefit from an uncertain tax position may be recognized when it is more likely than not that the position will be sustained upon examination, including resolutions of any related appeals or litigation processes, based on the technical merits. The School has no uncertain tax positions resulting in an accrual of tax expense or benefit.

IRS forms 990 filed by the School are subject to examination by the Internal Revenue Service up to three years from the extended due date of each return. Forms 990 filed by the School are no longer subject to examination for the fiscal years ended June 30, 2011 and prior.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 1 - PRINCIPAL BUSINESS ACTIVITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Basis of Presentation

The financial statement presentation follows the requirements of the Financial Accounting Standards Board (“FASB”) in its Accounting Standards Codification (“ASC”) No. 958-205 which provides guidance for the classification of net assets. The amounts for each of the three classes of net assets are based on the existence or absence of donor-imposed restrictions described as follows:

Unrestricted

Net assets of the School whose use has not been restricted by an outside donor or by law. They are available for any use in carrying out the operations of the School.

Temporarily Restricted

Net assets of the School whose use has been limited by donor-imposed stipulations that either expire with the passage of time or can be fulfilled and removed by actions of the School. 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 and changes in net assets, as net assets released from restrictions.

Permanently Restricted

Net assets of the School whose use has been permanently limited by donor-imposed restrictions. Such assets include contributions required to be invested in perpetuity, the income from which is available to support charitable purposes designated by the donors.

The School had no temporarily or permanently restricted net assets at June 30, 2015 and 2014.

Revenue and Support

Contributions are recognized when the donor makes a promise to give to the School that is, in substance, unconditional. Grants and other contributions of cash are reported as temporarily restricted support if they are received with donor stipulations. Restricted contributions and grants that are made to support the School’s current year activities are recorded as unrestricted revenue. Contributions of assets other than cash are recorded at their estimated fair value. Revenue from the state and local governments resulting from the School’s charter status and based on the number of students enrolled is recorded when services are performed in accordance with the charter agreement. Federal and other state and local funds are recorded when expenditures are incurred and billable to the government agency.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 1 - PRINCIPAL BUSINESS ACTIVITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

For the purpose of the statements of cash flows, the School considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents.

Concentration of Credit Risk

Financial instruments which potentially subject the School to concentrations of credit risk are cash and cash equivalents. The School places its cash and cash equivalents on deposit in what it believes to be highly credited financial institutions. Cash balances may exceed the FDIC insured levels of \$250,000 per institution at various times during the year. The School believes that there is little risk in any losses and has not experienced any losses in such accounts.

Restricted Cash

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

Property and Equipment

Purchased property and equipment are recorded at cost. Maintenance and repairs are expensed as incurred. All property and equipment purchased with government funding, whereas the government agency retains legal title to the long lived asset is expensed as incurred. Depreciation and amortization is provided on the straight line method over the estimated useful lives as follows:

Computers and equipment	3 years
Furniture and fixtures	3 and 5 years
Leasehold improvements	Useful life or related lease

Refundable Advances

The School records certain government operating revenue as refundable advances until related services are performed, at which time they are recognized as revenue.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 1 - PRINCIPAL BUSINESS ACTIVITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Deferred Rent

The School records its rent in accordance with FASB ASC 840-20 whereby all rental payments, including fixed rent increases are recognized on a straight-line basis as an offset to rent expense. The difference between the straight-line rent expense and the required lease payments, as well as any unamortized lease incentives, is reflected in the deferred rent in the accompanying financial statements.

Comparative Financial Information

The accompanying statements of activities and schedule of functional expenses are presented with summarized comparative information. Such prior year information is not presented by net asset class in the statements of activities or by functional category in the schedule of functional expenses. Accordingly, such information should be read in conjunction with the School's 2014 financial statements from which the summarized information was derived.

Reclassifications

Certain 2014 accounts have been reclassified to conform to the 2015 financial statement presentation. The reclassifications have no effect on 2014 total assets, liabilities, net assets, and changes in net assets.

NOTE 2 - GRANTS AND CONTRACTS RECEIVABLE

Grants and contracts receivable consist of federal, state, and city entitlements and grants. The School expects to collect these receivables within one year.

NOTE 3 - PROPERTY AND EQUIPMENT

Property and equipment consists of the following at June 30,:

	2015	2014
Computers and equipment	\$ 892,647	\$ 785,092
Furniture and fixtures	244,767	231,438
Leasehold improvements	6,044,735	6,044,735
	7,182,149	7,061,265
Less: Accumulated depreciation and amortization	5,281,030	4,815,665
	\$ 1,901,119	\$ 2,245,600

Depreciation and amortization expense was \$465,365 and \$436,582 for the years ended June 30, 2015 and 2014, respectively.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 4 - RELATED PARTY TRANSACTIONS

Harlem Prep Charter School (“HPCS”) is affiliated with five charter schools: Democracy Preparatory Charter School (“DPCS”), Democracy Preparatory Harlem Charter School (“DPH”), Democracy Prep Endurance Charter School (“DPE”), and Bronx Preparatory Charter School (“BPCS”), all New York State not-for-profit organizations. Democracy Prep Congress Heights (“DPCH”) is a Washington, DC not-for-profit organization. All are managed by Democracy Prep Public School (“DPPS”).

The School is managed by DPPS, a New York State not-for-profit charter management organization. On August 1, 2011, the School entered into a management agreement with DPPS to assume responsibility for the School’s educational process, management, and operations. As compensation to DPPS for these services rendered, the School shall pay to DPPS an annual fee equal to 15% of the School’s non-competitive public revenue. The initial term is for two years beginning July 1, 2011 and ending on June 30, 2013. The percentage will decrease by one-half percent (0.5%) in each renewal term until it reaches a minimum of 12% of the non-competitive public revenue of the School and will remain in effect for all subsequent renewal terms. Following the initial term, the agreement will automatically extend for successive one-year periods unless terminated by either party. For the years ended June 30, 2015 and 2014, DPPS charged an annual management fee to the School of 14% and 14.5%, respectively. For the years ended June 30, 2015 and 2014, the School incurred \$1,483,706 and \$1,343,708 in management fees, respectively.

The School is an affiliate of Democracy Builders, Inc. (“DBI”), a 501(c)(4) national advocacy organization that organizes parents to advocate for better school choices and educational outcomes for the children in their communities. The School entered into a consulting agreement with DBI to perform student recruitment and enrollment, family engagement, parent advocacy initiatives and training, and government relations. As compensation to DBI for these services rendered, the School shall pay to DBI an annual fee equal to 1% of the School’s total per-pupil funding. For the years ended June 30, 2015 and 2014, the School incurred \$100,759 and \$90,137 in consulting fees, respectively.

For operational efficiency and purchasing power, the School shares expenses with the related charter schools and charter management organization. The School was billed for net shared operational expenses for the years ended June 30:

	<u>2015</u>	<u>2014</u>
DPCS	\$ 150,999	\$ 208,638
DPH	411,402	7,608
DPE	231,089	5,481
BPCS	6,094	-
DPPS	127,538	141,751
DBI	2,279	2,468
DPCH	<u>563</u>	<u>-</u>
	<u>\$ 929,964</u>	<u>\$ 365,946</u>

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 4 - RELATED PARTY TRANSACTIONS (Continued)

The net balance due from (to) related parties consisted of the following at June 30,:

	<u>2015</u>	<u>2014</u>
DPCS	\$ (124,213)	\$ (269,216)
DPH	(725,823)	(317,483)
DPE	(353,336)	(124,668)
BPCS	(6,094)	-
DPPS	(81,521)	22,043
DBI	(13)	2,265
DPCH	<u>(563)</u>	<u>-</u>
Net balance due from (to) related parties	<u>\$ (1,291,563)</u>	<u>\$ (687,059)</u>

NOTE 5 - COMMITMENTS

School Facility

On June 4, 2001, the School entered into a non-cancelable operating lease for office and instructional space that expired on June 30, 2011, with a renewal option for an additional 5 years. The School exercised its option until June 30, 2016.

On June 1, 2005, the School entered into a non-cancelable operating lease for additional office and instructional space expiring on June 30, 2021, with a renewal option for an additional 10 years.

The future minimum lease payments under the two operating leases are as follows:

For the year ending June 30, 2016	\$ 420,095
2017	244,590
2018	244,590
2019	244,590
2020	244,590
Thereafter	<u>244,590</u>
	<u>\$ 1,643,045</u>

The School recognizes rent expense on a straight-line basis over the term of the lease. Rent expense in excess of payments is recorded as deferred rent in the accompanying statements of financial position. Rent expense was \$393,026 and \$385,198 for the years ended June 30, 2015 and 2014, respectively.

Leased Equipment

The School leases office equipment under non-cancelable lease agreements expiring on various dates through November 2017.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 5 - COMMITMENTS (Continued)

The future minimum lease payments are as follows:

For the year ending June 30, 2016	\$	88,248
2017		64,569
2018		<u>25,000</u>
		<u>\$ 177,817</u>

Equipment rental expense was \$154,164 and \$109,749 for the years ended June 30, 2015 and 2014, respectively.

NOTE 6 - 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.

NOTE 7 - CAPITAL LEASE OBLIGATION

The School leases computers and equipment under a capital lease that expires in July 2017. The asset and liability under the capital lease are recorded at the present value of the minimum lease payments. The asset is being depreciated over its estimated useful life. Depreciation of the asset under the capital lease is included in depreciation expense.

Following is a summary of property and equipment held under capital lease:

Computers and equipment	\$	84,479
Less: accumulated depreciation		<u>(23,466)</u>
		<u>\$ 61,013</u>

The future minimum lease payments are as follows:

For the year ending June 30, 2016	\$	30,795
2017		30,795
2018		<u>2,566</u>
Total minimum lease payments		64,156
Less: amounts representing interest		<u>(3,926)</u>
Present value of minimum lease payments		<u>60,230</u>
Less: current portion		<u>(27,990)</u>
Capital lease obligation, less current portion		<u>\$ 32,240</u>

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2015 AND 2014

NOTE 8 - REVENUE CONCENTRATION

The School receives a substantial portion of its support and revenue from the New York City Department of Education. If the charter school laws were modified, reducing or eliminating these revenues, the School's finances could be materially adversely affected.

NOTE 9 - FUNCTIONAL ALLOCATION OF EXPENSE

Directly identifiable expenses are charged to programs and supporting services. Expenses related to more than one function are charged to programs and supporting services on the basis of periodic time and expense studies. Management and general expense includes those expenses that are not directly identifiable with any other specific function, but provide for the overall support and direction of the School.

NOTE 10 - RETIREMENT PLAN

The School maintains a retirement plan qualified under Internal Revenue Code 403(b) for the benefit of its eligible employees. Under the plan, the School will match employee contributions up to 5% of eligible compensation. The amount charged for matching contributions to this plan was \$105,514 and \$84,579 for the years ended June 30, 2015 and 2014, respectively.

NOTE 11 - SUBSEQUENT EVENTS

The School has evaluated its subsequent events through October 20, 2015, the date that the accompanying financial statements were issued. The School has no material events requiring disclosure.

FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56<sup>TH</sup> STREET

NEW YORK, NEW YORK 10019

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TEL: (212) 957-3600

FAX: (212) 957-3696

INDEPENDENT AUDITORS' REPORT  
ON SUPPLEMENTARY INFORMATION

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

We have audited the financial statements of Harlem Prep Charter School (a not-for-profit corporation) as of and for the year ended June 30, 2015, and have issued our report thereon dated October 20, 2015, which contained an unmodified opinion on those financial statements. Our audit was performed for the purpose of forming an opinion on the financial statements as a whole. The schedule of functional expenses is presented for the 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.

  
FRUCHTER ROSEN & COMPANY, P.C.  
Certified Public Accountants

New York, New York  
October 20, 2015

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
SCHEDULE OF FUNCTIONAL EXPENSES  
FOR THE YEARS ENDED JUNE 30,

	No. of Positions	2015						2014
		Program Services			Total	Supporting Services		
		Regular Education	Special Education	Other Program		Management and General	Total	
Personnel services costs								
Administrative staff personnel	8	\$ -	\$ -	\$ -	\$ -	\$ 440,597	\$ 440,597	\$ 283,080
Instructional personnel	73	3,564,957	565,700	-	4,130,657	454,248	4,584,905	4,156,474
Non-instructional personnel	3	146,557	18,114	-	164,671	-	164,671	159,064
Total salaries and staff	84	3,711,514	583,814	-	4,295,328	894,845	5,190,173	4,598,618
Fringe benefits and payroll taxes		632,456	99,484	-	731,940	152,485	884,425	771,777
Retirement		81,708	12,852	-	94,560	19,700	114,260	86,289
Management fees		1,061,004	166,894	-	1,227,898	255,808	1,483,706	1,343,708
Accounting/audit services		-	-	-	-	22,750	22,750	22,750
Other purchased/professional/consulting services		161,533	26,153	-	187,686	35,134	222,820	167,330
Building and land rent/lease		281,055	44,209	-	325,264	67,762	393,026	385,198
Repairs and maintenance		68,874	9,590	-	78,464	8,719	87,183	65,814
Insurance		60,072	8,364	-	68,436	7,604	76,040	68,366
Utilities		58,359	8,126	-	66,485	7,387	73,872	93,129
Supplies and materials		676,134	94,145	5,829	776,108	85,592	861,700	549,480
Equipment/furnishings		-	-	-	-	39,809	39,809	24,923
Staff development		155,555	31,788	-	187,343	6,222	193,565	183,861
Marketing/recruitment		29,647	6,058	-	35,705	-	35,705	40,203
Technology		70,470	9,812	-	80,282	8,921	89,203	54,996
Food service		368,603	75,324	-	443,927	12,419	456,346	479,572
Student services		3,796	-	-	3,796	-	3,796	3,977
Office expense		-	-	-	-	44,479	44,479	22,445
Depreciation and amortization		362,985	46,536	-	409,521	55,844	465,365	436,582
Other		11,025	1,538	-	12,563	1,388	13,951	25,100
Total		<u>\$ 7,794,790</u>	<u>\$ 1,224,687</u>	<u>\$ 5,829</u>	<u>\$ 9,025,306</u>	<u>\$ 1,726,868</u>	<u>\$ 10,752,174</u>	<u>\$ 9,424,118</u>

FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56<sup>TH</sup> STREET

NEW YORK, NEW YORK 10019

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TEL: (212) 957-3600

FAX: (212) 957-3696

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

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Harlem Prep Charter School (the "School") (a not-for-profit corporation), which comprise the statement of financial position as of June 30, 2015, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 20, 2015.

***Internal Control Over Financial Reporting***

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

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the School'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.

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

***Compliance and Other Matters***

As part of obtaining reasonable assurance about whether the School'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*.

We noted certain matters that we reported to the management of the School in a separate letter dated October 20, 2015.

***Purpose of this Report***

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

  
FRUCHTER ROSEN & COMPANY, P.C.  
Certified Public Accountants

New York, New York  
October 20, 2015

FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56<sup>TH</sup> STREET

NEW YORK, NEW YORK 10019

---

TEL: (212) 957-3600

FAX: (212) 957-3696

INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR  
EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER  
COMPLIANCE REQUIRED BY OMB CIRCULAR A-133

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

***Report on Compliance for Each Major Federal Program***

We have audited Harlem Prep Charter School's (the "School") (a not-for-profit corporation) compliance with the types of compliance requirements described in the OMB Circular A-133 Compliance Supplement that could have a direct and material effect on each of the School's major federal programs for the year ended June 30, 2015. The School'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 the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

***Auditor's Responsibility***

Our responsibility is to express an opinion on compliance for each of the School'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 OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 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 the School'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 the School's compliance.

***Opinion on Each Major Federal Program***

In our opinion, the School 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, 2015.

TO THE BOARD OF TRUSTEES OF  
HARLEM PREP CHARTER SCHOOL

***Report on Internal Control over Compliance***

Management of the School 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 the School'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 OMB Circular A-133, 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 the School'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. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

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 OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

  
FRUCHTER ROSEN & COMPANY, P.C.  
Certified Public Accountants

New York, New York  
October 20, 2015

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED JUNE 30, 2015

A - SUMMARY OF AUDITORS' RESULTS

1. The auditors' report expresses an unmodified opinion on the financial statements of Harlem Prep Charter School.
2. No significant deficiencies and no material weaknesses were discovered during the audit of the financial statements.
3. No instances of noncompliance material to the financial statements of Harlem Prep Charter School, which would be required to be reported in accordance with *Government Auditing Standards*, were disclosed during the audit.
4. No significant deficiencies and no material weaknesses relating to the audit of the major federal award programs are reported in accordance with OMB Circular A-133.
5. The auditors' report on compliance for the major federal award programs for Harlem Prep Charter School expresses an unmodified opinion on all major federal programs.
6. No audit findings relative to the major federal award programs for Harlem Prep Charter School are reported in this schedule.
7. The programs tested as major programs included:
  - Title I, Part A, CFDA No. 84.010
  - National School Breakfast Program, CFDA No. 10.533
  - National School Lunch Program, CFDA No. 10.555
8. The threshold used for distinguishing between Type A and B programs was \$300,000.
9. Harlem Prep Charter School did not qualify as a low risk auditee.

B - FINDINGS - FINANCIAL STATEMENTS AUDIT

None

C - FINDINGS AND QUESTIONED COSTS - MAJOR FEDERAL AWARD PROGRAMS AUDIT

None

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2015

Federal Grantor Pass-through Grantor Program Name/Cluster	Federal CFDA Number	Federal Expenditures
U.S. Department of Education:		
Passed through the New York State		
Education Department:		
Charter Schools Program	84.282	\$ 2,500
Title I Part A	84.010	425,017
Title II Part A	84.367	14,790
Passed through the New York City		
Department of Education:		
Special Education - IDEA	84.027	66,035
Total U.S. Department of Education		<u>508,342</u>
U.S. Department of Agriculture:		
Passed through the New York State		
Education Department:		
Child Nutrition Cluster		
National School Breakfast Program	10.553	56,981
National School Lunch Program	10.555	299,341
Total U.S. Department of Agriculture		<u>356,322</u>
Total Expenditures of Federal Awards		<u>\$ 864,664</u>

See accompanying notes to schedule of expenditures of federal awards.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2015

NOTE A - BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards includes the federal grant activity of Harlem Prep Charter School and is presented on the accrual basis of accounting for the year ended June 30, 2015. The information in this schedule is presented in accordance with the requirements on OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of the basic financial statements.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)

MANAGEMENT LETTER

JUNE 30, 2015

FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56<sup>TH</sup> STREET  
NEW YORK, NEW YORK 10019

TEL: (212) 957-3600

FAX: (212) 957-3696

October 20, 2015

To the Board of Trustees of  
Harlem Prep Charter School  
240 East 123rd Street  
New York, NY 10035

In planning and performing our audit of the financial statements of Harlem Prep Charter School (the "School") (a not-for-profit corporation) as of and for the year ended June 30, 2015, in accordance with auditing standards generally accepted in the United States of America, we considered the School's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the School's financial statements will not be prevented, or detected and corrected, on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses. 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.

Exhibit I summarizes current year status of prior year's observations. Management's responses to the observations have not been subjected to the auditing procedures applied in the audit of the financial statements and accordingly, we express no opinion on it.

This communication is intended solely for the information and use of management, Board of Trustees, and others within the School and is not intended to be and should not be used by anyone other than these specified parties.

We have already discussed these comments and suggestions with management. We would be pleased to discuss these comments with you at greater length and assist you in the implementation of any of our recommendations should you desire.

We appreciate your cooperation and the assistance we received during the course of our audit.

  
FRUCHTER ROSEN & COMPANY, P.C.  
Certified Public Accountants

New York, New York  
October 20, 2015

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
MANAGEMENT LETTER  
JUNE 30, 2015

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EXHIBIT I – CURRENT YEAR STATUS OF PRIOR YEAR OBSERVATIONS

A.	Incomplete Student Files	1
B.	General Ledger Maintenance and Account Analysis	2

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
MANAGEMENT LETTER  
JUNE 30, 2015

EXHIBIT I – CURRENT YEAR STATUS OF PRIOR YEAR OF PRIOR YEAR OBSERVATIONS

In conjunction with performing the audit of the School’s financial statements for the year ended June 30, 2015, we followed up on the status of implementation of audit recommendations made for the year ended June 30, 2014. The status update on those matters is summarized below.

A. INCOMPLETE STUDENT FILES

Observation

During our 2014 audit, we noted the following exceptions during our test of 15 student files. Three out of fifteen student files did not contain proof of residency.

Recommendation

In an effort to ensure that student records are complete, we recommend developing a checklist that includes all required documentation. This checklist should be utilized periodically to insure that information is complete and updated for each student file.

Current Year Status

During our 2015 audit, maintenance of student files and records did not improve and we noted the following exceptions during our test of 15 student files:

- 1 file did not contain an enrollment form.
- 1 file did not contain home language survey.
- 1 file did not contain an ethnicity form.
- 3 files did not contain prior school records.
- 4 files did not contain proper proof of residency.
- 1 file did not contain student medical records.
- 1 file did not contain a media release form.

Updated Management’s Response

Management recognizes this observation and will work with the school based operations team to begin a process of ongoing internal audits of student files to ensure that all required documentations are complete and correct.

HARLEM PREP CHARTER SCHOOL  
(A Not-For-Profit Corporation)  
MANAGEMENT LETTER  
JUNE 30, 2015

EXHIBIT I – CURRENT YEAR STATUS OF PRIOR YEAR OBSERVATIONS

B. GENERAL LEDGER MAINTENANCE AND ACCOUNT ANALYSIS

Observation

Although schedules were prepared during our audit field work, these schedules and reconciliations were not prepared and updated throughout the fiscal year ended June 30, 2014. This resulted in various adjustments to the general ledger during the year end closing and preparation of the audit package, which delayed the start and completion of the audit. These adjustments and delays could have been minimized had accounts been analyzed and compared with the general ledger on a regular basis throughout the year.

Recommendation

Management should be analyzing accounts and reconciling with the general ledger more completely on a monthly or quarterly basis. Additional in-depth account analysis will help the School detect and correct errors on a more timely basis. Management should also increase the financial support throughout the year.

Current Year Status

Although we noted improvements during our 2015 audit, we still encountered delays to the start of the audit because analysis of schedules and account reconciliations were not prepared and updated throughout the fiscal year. In addition, we did not have any significant adjustments to the general ledger during our 2015 audit.

Updated Management's Response

Management recognizes this observation and with the addition of a Senior Accountant to the team, we will push for general ledger maintenance and ongoing schedule preparations and reconciliations to occur throughout the year.



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

<b>Charter School Name:</b>	Harlem Prep Charter School
<b>Audit Period:</b>	2014-15
<b>Prior Period:</b>	2013-14
<b>Report Due Date:</b>	Sunday, November 1, 2015
<b>Date Submitted:</b>	October 30, 2015
<b>School Fiscal Contact Name:</b>	Greg Spreeman
<b>School Fiscal Contact Email:</b>	[REDACTED]
<b>School Fiscal Contact Phone:</b>	[REDACTED]
<b>School Audit Firm Name:</b>	Fruchter Rosen & Company, P.C.
<b>School Audit Contact Name:</b>	Gus Saliva
<b>School Audit Contact Email:</b>	<a href="mailto:gsaliva@frcpas.com">gsaliva@frcpas.com</a>
<b>School Audit Contact Phone:</b>	(212) 957-3600

The following items are required to be included:

- The independent auditor's report on financial statements and notes.
- Excel template file containing the Financial Position, Statement of Activities, Cash Flow and Functional Expenses worksheets.
- 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 \$500,000; the management letter response will be submitted by the following date (should be no later than 30 days from the submission of the report); etc.

Item	If not included, state the reason(s) below <i>(if not applicable fill in "N/A")</i> :
Management Letter	
Management Letter Response	
Form 990	
Federal Single Audit (A-133) <sup>1</sup>	
Corrective Action Plan	

Please also send an ELECTRONIC copy of: 1.) This transmittal form; 2.) Audited Financial Report; and if applicable 3.) Management Letter and Response; 4.) Federal Single Audit (A-133) ONLY to the following offices via email. A copy of the Excel file containing the four schedules Does NOT need to be included

NYS Education Department Public School Choice Programs 89 Washington Avenue Room 462 EBA Albany, New York 12234 <a href="mailto:charterschools@mail.nysed.gov">charterschools@mail.nysed.gov</a>	NYS Education Department Office of Audit Services 89 Washington Avenue Room 524 EBA Albany, New York 12234 <a href="mailto:FSandA133@mail.nysed.gov">FSandA133@mail.nysed.gov</a>
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<sup>1</sup> A copy of the Federal Single Audit must be filed with the Federal Audit Clearinghouse. Please refer to the current "OMB Circular A-133" for the federal filing requirements which can be found on the Office of Management and Budget website: [https://www.whitehouse.gov/omb/circulars\\_default](https://www.whitehouse.gov/omb/circulars_default).

**HARLEM PREP CHARTER SCHOOL**  
**Statement of Financial Position**  
**as of June 30, 2015**

<u>ASSETS</u>	<u>2014-15</u>	<u>2013-14</u>
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 5,632,800	\$ 4,017,735
Grants and contracts receivable	782,279	732,340
Accounts receivables	-	-
Prepaid expenses	2,891	82,507
Contributions and other receivables	-	-
<b>TOTAL CURRENT ASSETS</b>	<b>6,417,970</b>	<b>4,832,582</b>
<b>PROPERTY, BUILDING AND EQUIPMENT, net</b>	<b>1,901,119</b>	<b>2,245,600</b>
<b>OTHER ASSETS</b>	<b>75,472</b>	<b>75,371</b>
<b>TOTAL ASSETS</b>	<b>8,394,561</b>	<b>7,153,553</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses	\$ 653,884	\$ 517,817
Accrued payroll and benefits	328,196	335,005
Deferred Revenue	32,376	45,992
Current maturities of long-term debt	27,990	-
Short Term Debt - Bonds, Notes Payable	-	-
Other	1,291,563	687,059
<b>TOTAL CURRENT LIABILITIES</b>	<b>2,334,009</b>	<b>1,585,873</b>
<b>LONG-TERM DEBT and NOTES PAYABLE, net current maturities</b>	<b>294,989</b>	<b>275,909</b>
<b>TOTAL LIABILITIES</b>	<b>2,628,998</b>	<b>1,861,782</b>
<b>NET ASSETS</b>		
Unrestricted	5,765,563	5,291,771
Temporarily restricted	-	-
<b>TOTAL NET ASSETS</b>	<b>5,765,563</b>	<b>5,291,771</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>8,394,561</b>	<b>7,153,553</b>

**HARLEM PREP CHARTER SCHOOL**

**Statement of Activities**

**as of June 30, 2015**

	2014-15			2013-14
	Unrestricted	Temporarily Restricted	Total	Total
<b>REVENUE, GAINS AND OTHER SUPPORT</b>				
Public School District				
Resident Student Enrollment	\$ 9,209,580	\$ -	\$ 9,209,580	\$ 8,306,593
Students with disabilities	866,315	-	866,315	707,133
Grants and Contracts				
State and local	64,160	-	64,160	41,112
Federal - Title and IDEA	864,664	-	864,664	663,401
Federal - Other	158,371	-	158,371	71,565
Other	-	-	-	-
Food Service/Child Nutrition Program	7,923	-	7,923	10,469
<b>TOTAL REVENUE, GAINS AND OTHER SUPPORT</b>	<b>11,171,013</b>	<b>-</b>	<b>11,171,013</b>	<b>9,800,273</b>
<b>EXPENSES</b>				
Program Services				
Regular Education	\$ 7,794,790	\$ -	\$ 7,794,790	\$ 6,949,355
Special Education	1,224,687	-	1,224,687	1,002,090
Other Programs	5,829	-	5,829	5,327
Total Program Services	9,025,306	-	9,025,306	7,956,772
Management and general	1,726,868	-	1,726,868	1,467,346
Fundraising	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>10,752,174</b>	<b>-</b>	<b>10,752,174</b>	<b>9,424,118</b>
<b>SURPLUS / (DEFICIT) FROM SCHOOL OPERATIONS</b>	<b>418,839</b>	<b>-</b>	<b>418,839</b>	<b>376,155</b>
<b>SUPPORT AND OTHER REVENUE</b>				
Contributions				
Foundations	\$ 8,000	\$ -	\$ 8,000	\$ 112,340
Individuals	25,584	-	25,584	19,019
Corporations	-	-	-	-
Fundraising	-	-	-	5,100
Interest income	135	-	135	180
Miscellaneous income	21,234	-	21,234	-
Net assets released from restriction	-	-	-	-
<b>TOTAL SUPPORT AND OTHER REVENUE</b>	<b>54,953</b>	<b>-</b>	<b>54,953</b>	<b>136,639</b>
<b>CHANGE IN NET ASSETS</b>	<b>473,792</b>	<b>-</b>	<b>473,792</b>	<b>512,794</b>
NET ASSETS BEGINNING OF YEAR	5,291,771	-	5,291,771	4,778,977
PRIOR YEAR/PERIOD ADJUSTMENTS	-	-	-	-
<b>NET ASSETS END OF YEAR</b>	<b>\$ 5,765,563</b>	<b>\$ -</b>	<b>\$ 5,765,563</b>	<b>\$ 5,291,771</b>

**HARLEM PREP CHARTER SCHOOL**  
**Statement of Cash Flows**  
**as of June 30, 2015**

	<u>2014-15</u>	<u>2013-14</u>
<b>CASH FLOWS - OPERATING ACTIVITIES</b>		
Increase (decrease) in net assets	\$ 473,792	\$ 512,794
Revenues from School Districts	-	-
Accounts Receivable	-	-
Due from School Districts	-	-
Depreciation	465,365	436,582
Grants Receivable	(49,939)	(568,818)
Due from NYS	-	-
Grant revenues	-	-
Prepaid Expenses	79,616	(80,638)
Accounts Payable	136,067	245,804
Accrued Expenses	(6,809)	62,964
Accrued Liabilities	-	-
Contributions and fund-raising activities	-	-
Miscellaneous sources	-	-
Deferred Revenue	(13,616)	45,992
Interest payments	-	-
Related Parties	604,504	831,119
Deferred Rent	(13,160)	(13,663)
<b>NET CASH PROVIDED FROM OPERATING ACTIVITIES</b>	<u>\$ 1,675,820</u>	<u>\$ 1,472,136</u>
<b>CASH FLOWS - INVESTING ACTIVITIES</b>	\$	\$
Purchase of equipment	(36,405)	(150,681)
Other	(101)	(151)
<b>NET CASH PROVIDED FROM INVESTING ACTIVITIES</b>	<u>\$ (36,506)</u>	<u>\$ (150,832)</u>
<b>CASH FLOWS - FINANCING ACTIVITIES</b>	\$	\$
Principal payments on long-term debt	(24,249)	-
Other	-	-
<b>NET CASH PROVIDED FROM FINANCING ACTIVITIES</b>	<u>\$ (24,249)</u>	<u>\$ -</u>
<b>NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS</b>	<u>\$ 1,615,065</u>	<u>\$ 1,321,304</u>
Cash at beginning of year	4,017,735	2,696,431
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<u><u>\$ 5,632,800</u></u>	<u><u>\$ 4,017,735</u></u>



# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Tuesday, August 18, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export//s/Regents-Appendix-E-BOT-Form/e5019424d16ff31dcd>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Kellie	Weir

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	[REDACTED]
2. *Your Home Address:   City/State	[REDACTED]
2. *Your Home Address:   Zip	[REDACTED]

### 3. \*Your Business Address

3. *Your Business Address   Street Address	[REDACTED]
3. *Your Business Address   City/State	[REDACTED]
3. *Your Business Address   Zip	[REDACTED]

### 4. \*Daytime Phone Number:

[REDACTED]

### 5. \*E-mail Address:

[REDACTED]

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HARLEM PREP CS (SUNY TRUSTEES) 310400860840*

8. Select all positions you have held on the Board:

(check all that apply)

*(No response)*

9. Are you a trustee and also an employee of the school?

*No*

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

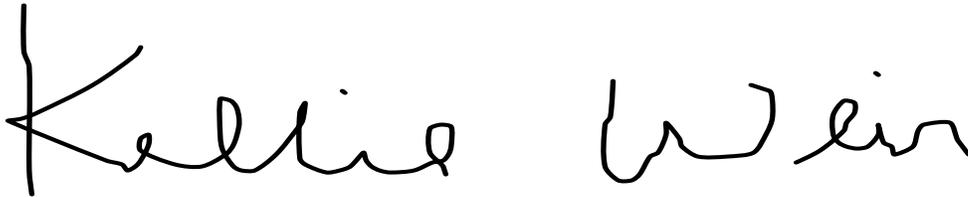
11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink that reads "Kellie Wein". The signature is written in a cursive style with a large initial 'K' and a distinct 'W'.

**Thank you.**

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Tuesday, August 18, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export//s/Regents-Appendix-E-BOT-Form/5e1fab15f0e3e127e0>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Jamal	Epps

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	[REDACTED]
2. *Your Home Address:   City/State	[REDACTED]
2. *Your Home Address:   Zip	[REDACTED]

### 3. \*Your Business Address

3. *Your Business Address   Street Address	[REDACTED]
3. *Your Business Address   City/State	[REDACTED] Y
3. *Your Business Address   Zip	[REDACTED]

### 4. \*Daytime Phone Number:

[REDACTED]

### 5. \*E-mail Address:

[REDACTED]

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HARLEM PREP CS (SUNY TRUSTEES) 310400860840*

8. Select all positions you have held on the Board:

(check all that apply)

- 
- Other, please specify...
- 

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, consisting of a large, rounded initial 'S' followed by a long horizontal line and a small loop at the end.A handwritten signature in black ink, consisting of a series of connected, wavy lines that form a stylized name.

**Thank you.**

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Wednesday, August 19, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export//s/Regents-Appendix-E-BOT-Form/8c9d28f6bbfefdff19a>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Roger	Berg

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	[REDACTED]
2. *Your Home Address:   City/State	[REDACTED]
2. *Your Home Address:   Zip	[REDACTED]

### 3. \*Your Business Address

3. *Your Business Address   Street Address	[REDACTED]
3. *Your Business Address   City/State	[REDACTED]
3. *Your Business Address   Zip	[REDACTED]

### 4. \*Daytime Phone Number:

[REDACTED]

### 5. \*E-mail Address:

[REDACTED]

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HARLEM PREP CS (SUNY TRUSTEES) 310400860840*

8. Select all positions you have held on the Board:

(check all that apply)

*(No response)*

9. Are you a trustee and also an employee of the school?

*No*

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink that reads "Roger E. Berg". The signature is written in a cursive style with a large initial 'R' and a distinct 'E' and 'B'.

**Thank you.**

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Wednesday, August 19, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export//s/Regents-Appendix-E-BOT-Form/1c4eb247578831c4e>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Christopher	Jackson

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	[REDACTED]
2. *Your Home Address:   City/State	[REDACTED]
2. *Your Home Address:   Zip	[REDACTED]

### 3. \*Your Business Address

3. *Your Business Address   Street Address	[REDACTED]
3. *Your Business Address   City/State	[REDACTED]
3. *Your Business Address   Zip	[REDACTED]

### 4. \*Daytime Phone Number:

[REDACTED]

### 5. \*E-mail Address:

[REDACTED]

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HARLEM PREP CS (SUNY TRUSTEES) 310400860840*

8. Select all positions you have held on the Board:

(check all that apply)

- 
- Other, please specify...: Co-Head of Development
- 

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

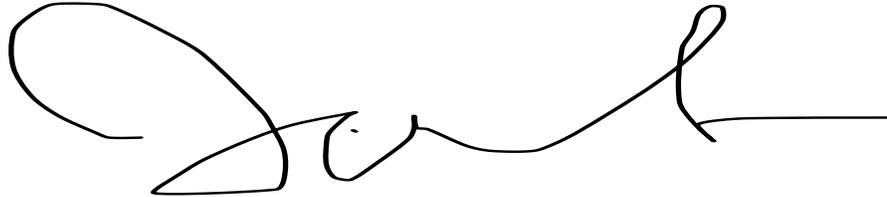
11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee



**Thank you.**

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Wednesday, August 19, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export//s/Regents-Appendix-E-BOT-Form/3ea76774c14a93fb2a>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Doug	Snyder

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	[REDACTED]
2. *Your Home Address:   City/State	[REDACTED]
2. *Your Home Address:   Zip	[REDACTED]

### 3. \*Your Business Address

3. *Your Business Address   Street Address	[REDACTED]
3. *Your Business Address   City/State	[REDACTED]
3. *Your Business Address   Zip	[REDACTED]

### 4. \*Daytime Phone Number:

[REDACTED]

### 5. \*E-mail Address:

[REDACTED]

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HARLEM PREP CS (SUNY TRUSTEES) 310400860840*

8. Select all positions you have held on the Board:

(check all that apply)

- 
- Chair/President
- 

9. Are you a trustee and also an employee of the school?

*No*

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

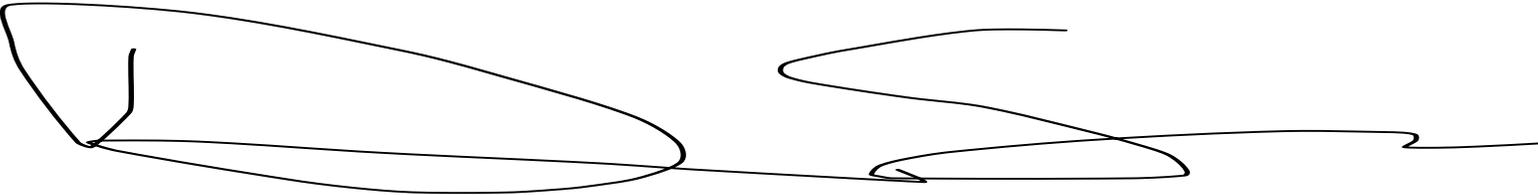
11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

**Thank you.**

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Tuesday, September 01, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export//s/Regents-Appendix-E-BOT-Form/40f58bff9e00f9d4d6>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Colin	Beirne

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	[REDACTED]
2. *Your Home Address:   City/State	[REDACTED]
2. *Your Home Address:   Zip	[REDACTED]

### 3. \*Your Business Address

3. *Your Business Address   Street Address	[REDACTED]
3. *Your Business Address   City/State	[REDACTED]
3. *Your Business Address   Zip	[REDACTED]

### 4. \*Daytime Phone Number:

[REDACTED]

### 5. \*E-mail Address:

[REDACTED]

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HARLEM PREP CS (SUNY TRUSTEES) 310400860840*

8. Select all positions you have held on the Board:

(check all that apply)

---

- Treasurer
- 

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

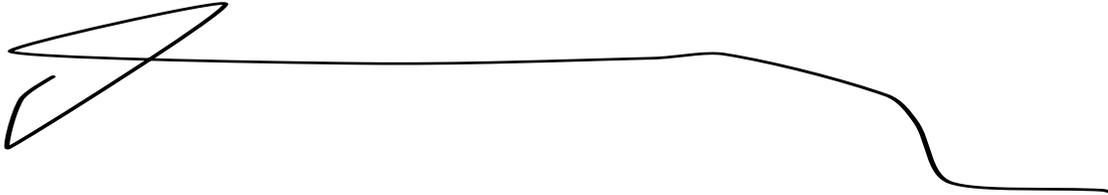
11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, consisting of a large, stylized initial 'S' followed by a long horizontal line that tapers and ends in a small hook.

**Thank you.**

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Friday, September 25, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export//s/Regents-Appendix-E-BOT-Form/aa6239e4586739e3aa>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Kathryn	Stanton

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	[REDACTED]
2. *Your Home Address:   City/State	[REDACTED]
2. *Your Home Address:   Zip	[REDACTED]

### 3. \*Your Business Address

3. *Your Business Address   Street Address	[REDACTED]
3. *Your Business Address   City/State	[REDACTED]
3. *Your Business Address   Zip	[REDACTED]

### 4. \*Daytime Phone Number:

[REDACTED]

### 5. \*E-mail Address:

[REDACTED]

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HARLEM PREP CS (SUNY TRUSTEES) 310400860840*

8. Select all positions you have held on the Board:

(check all that apply)

- 
- Other, please specify...: Member
- 

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

Yes

10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date.

[cmoeY.0] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date.   Position Held	CEO
[cmoeY.1] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date.   Responsibilities	Management
[cmoeY.2] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date.   Salary	232,000
[cmoeY.3] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date.   Start Date	7/1/14

11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

Yes

11a. 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 held or engaged in with the charter school 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 Question 2-4 above, you need not disclose again your employment status, salary, etc.

	Date(s) of Transactions	Nature of Financial Interest/Transaction	Steps Taken to Avoid Conflict of Interest (e.g., did not vote, did not participate in discussion)	Name of Person Holding Interest and Relationship to You
1	June 2014	Management Contract	recused	me
2				
3				
4				
5				

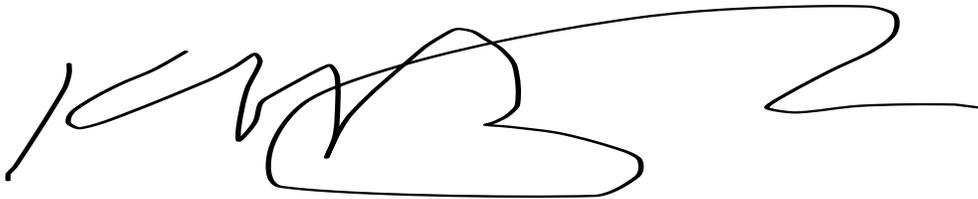
12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

Yes

12a. 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 and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person 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 that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

	Organization Conducting Business with the School	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Member with Interest	Steps Taken to Avoid Conflict of Interest
1	Democracy Prep Public Schools	Management Services	1483706	Me	recused
2					
3					
4					
5					

Signature of Trustee



**Thank you.**

# Required Form: 2014-15 Appendix E - Trustee Disclosure of Financial Interest Form

Created Friday, September 25, 2015

<https://nysed.fluidsurveys.com/account/surveys/537586/responses/export//s/Regents-Appendix-E-BOT-Form/52db3aa7d1df767171>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. TRUSTEE NAME

	First Name	Last Name
Trustee Name	Trevor	Gibbons

### 2. \*Your Home Address:

2. *Your Home Address:   Street Address	[REDACTED]
2. *Your Home Address:   City/State	[REDACTED]
2. *Your Home Address:   Zip	[REDACTED]

### 3. \*Your Business Address

3. *Your Business Address   Street Address	[REDACTED]
3. *Your Business Address   City/State	[REDACTED]
3. *Your Business Address   Zip	[REDACTED]

### 4. \*Daytime Phone Number:

[REDACTED]

### 5. \*E-mail Address:

[REDACTED]

6. I am a Trustee of a parent education corporation listed below which governs one or more charter schools.

*No, I am not.*

7. Select the name of the education corporation that operates a single charter school.

*HARLEM PREP CS (SUNY TRUSTEES) 310400860840*

8. Select all positions you have held on the Board:

(check all that apply)

*(No response)*

9. Are you a trustee and also an employee of the school?

*No*

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

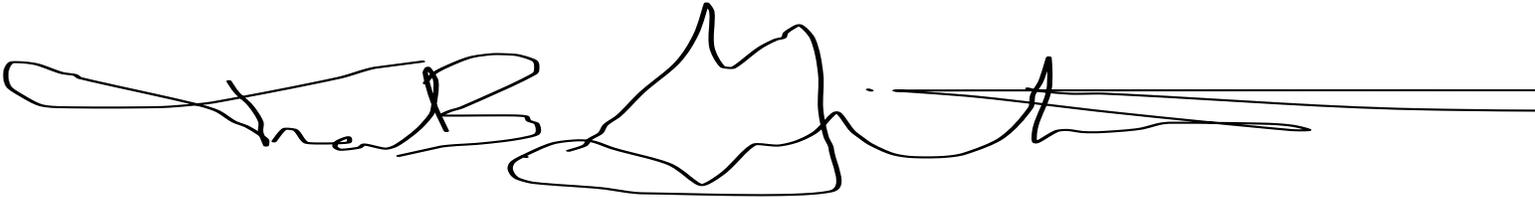
11. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

12. Are you a member, director, officer or employee of an organization formally partnered with a school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, consisting of several loops and a long horizontal line extending to the right.

**Thank you.**