



Replication Proposal Transmittal Form

1. School Information

Proposed Name of Charter School

Proposed Location (School District or CSD & Region for NYC)

Proposed Enrollment & Grades	Grades Served	Proposed Enrollment
Year 1	Kindergarten - 1st Grade	190
Year 2	Kindergarten - 2nd Grade	250
Year 3	Kindergarten - 3rd Grade	380
Year 4	Kindergarten - 5th Grade	510
Year 5	Kindergarten - 6th Grade	675

Proposed Opening Date Proposed Charter Term

2. Proposed Affiliations

Educational Service Provider or Management Company (if any)

Public Contact Info (Name & Phone #)

Partner Organization (if any)

Public Contact Info (Name & Phone #)

3. Lead Applicant Contact Information

Lead Applicant Name & Affiliation

Name of Existing Education Corp.

Mailing Address

City State Zip Code

Office Phone # Cell Phone # E-Mail

Lead Applicant Media/Public Contact Phone # (required)

Lead Applicant Signature

Submit Completed Proposal to:
Charter Schools Institute
State University of New York
41 State Street, Suite 700
Albany, New York 12207

Note: Authenticated Digital Signatures accepted. If a handwritten signature is used, at least one copy of the submitted proposal must bear an original (e.g., not photocopied) signature. By signing this Proposal Transmittal Form, the Lead Applicant certifies that the information contained in this Proposal to establish a charter school pursuant to the New York Charter Schools Act of 1998 (as amended) with the State University of New York Board of Trustees is true and accurate to the best of his or her knowledge.

Phone: (518) 433-8277
Fax: (518) 427-6510
Web: www.newyorkcharters.org

FOR OFFICIAL USE ONLY: Received By: Date Received



Replication Proposal Summary Form

1. Proposed Charter School Name

Success Academy Charter School - NYC 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, and 14

2. Name of Existing Education Corporation

Success Academy Charter Schools - NYC

3. Charter Replication Type

Single Education Corporation with Multiple Schools

4. Proposed Charter School Location

NYC CSDs 2, 3, 9, and 27 (2015); NYC CSDs 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (2016)

5. Management Organization Name (if applicable)

Success Academy Charter Schools

6. Other Partner Organization(s) (if applicable)

N/A

7. Student Population and Grades Served

	School Year	Grades Served	Total Enrollment
Year 1	2015-2016	Kindergarten - 1st Grade	190
Year 5	2019-2020	Kindergarten - 5th Grade	675

8. Applicant(s)

	Name	Bio & Education Corporation Affiliation
X	Samuel A. Cole	Board Chair, Success Academy Charter Schools - NYC

Add New Applicant

9. Proposed Board of Trustees

	Name	Bio
X	Samuel A. Cole	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Harlem 3; former Trustee of Success Academy Charter School - Harlem 5
X	Rich Barrera	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Bed-Stuy 1
X	Bryan Binder	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Harlem 3
X	Derrell Bradford	Trustee of Success Academy Charter Schools - NYC

X	Sandeep Chainani	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Harlem 1; former Trustee of Success Academy Charter School - Harlem 3
X	Scott Friedman	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Harlem 3
X	Suleman Lunat	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Bed Stuy 2, Success Academy Charter School - Cobble Hill, and Success Academy Charter School - Williamsburg
X	David Nanus	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Bronx 1
X	Graham Officer	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Bronx 2
X	Jarrett Posner	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Upper West
X	Lance Rosen	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Harlem 3; former Trustee of Success Academy Charter School - Harlem 4
X	Greg Sawers	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Harlem 3; former Trustee of Success Academy Charter School - Harlem 2
X	Cate Shinker	Trustee of Success Academy Charter Schools - NYC; former Trustee of Success Academy Charter School - Bed Stuy 2, Success Academy Charter School - Cobble Hill, and Success Academy Charter School - Williamsburg
Add New Trustee		

10. Overview of the Proposed Program

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

Success Academy currently operates 18 elementary schools and four middle schools in New York City, and will open six additional elementary schools, three additional middle schools, and its first high school in the 2014-2015 school year. Success Academy schools have established a strong track record of high student achievement. Since Success Academy Charter School - Harlem 1 ("SA Harlem 1") opened its doors in central Harlem in 2006, its results have been unprecedented. In its first testing year (2009), every single SA Harlem 1 scholar who took the New York State tests passed the math assessment (100% passage rate), and 95% passed the English Language Arts Assessment ("ELA"). SA Harlem 1 outperformed schools located in far more affluent communities, including the Upper East and Upper West Sides of Manhattan and the affluent suburb of Scarsdale.

Demonstrating that SA Harlem 1's early outcomes were anything but a fluke, in subsequent years, SA Harlem 1, Success Academy Charter School - Harlem 2 ("SA Harlem 2"), Success Academy Charter School - Harlem 3 ("SA Harlem 3"), Success Academy Charter School - Harlem 4 ("SA Harlem 4"), Success Academy Charter School - Harlem 5 ("SA Harlem 5"), Success Academy

Charter School - Bronx 1 ("SA Bronx 1"), and Success Academy Charter School - Bronx 2 ("SA Bronx 2") have consistently maintained the same extraordinary student outcomes. These schools have achieved the following results:

2010: SA Harlem 1 (the only testing school that year): Math assessment passage rate of 95%, and ELA assessment passage rate of 88%.

2011: SA Harlem 1-4: Math assessment passage rate of 95%, and ELA assessment passage rate of 81%.

2012: SA Harlem 1-4: Math assessment passage rate of 96%, and ELA assessment passage rate of 88%.

2012: the U.S. Department of Education ("U.S. DOE") named SA Harlem 1 a national Blue Ribbon School, which is the U.S. DOE's highest honor – and has never before been awarded to an elementary school in Central Harlem.

2013: SA Harlem 1-4 and SA Bronx 1-2: ranked in the top 1% of all New York State schools on the Math assessment, and the top 7% on the ELA assessment.

Success Academy schools have reversed the achievement gap for African American and Hispanic students, which make up approximately 86% of its enrollment. For example, on the 2013 state assessments, 80% of Success Academy's African American students and 88% of its Hispanic students were proficient in Math, compared with 50% of the city's white students, 15% of the city's African American students, and 19% of the city's Hispanic students.

By creating world-class schools, Success Academy not only reverses the trend of low student performance in neighborhoods that need high-quality schools, it ensures that its students overcome the achievement gap to become competitive with students from the country's most elite schools. Success Academy schools serve low-income and/or mixed-income students residing within the neighborhood and Community School District of location of the school, including English language learners and students with special education needs. Success Academy schools intend to serve these student populations with a view to educating all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. Success Academy deeply believes that ethnically and socioeconomically integrated school settings provide important benefits to both students and the communities at large. Indeed, it is a core principle at Success Academy that every child should have access to a high-quality public school option.

Success Academy provides a full complement of charter school management services, including start-up, financial modeling, curriculum development and planning, human resources, information technology, teacher and leader professional development, data analysis, student recruitment and enrollment, government relations, facilities renovation and management, and other services.

The first day of the 2015-2016 school year will be on or around August 24, 2015 for Kindergarten (approximately one week later for 1st grade), and the last day will be on or around June 10, 2016. The first day of the 2016-2017 school year will be on or around August 22, 2016 for Kindergarten (approximately one week later for 1st grade), and the last day will be on or around June 9, 2017. In order to provide an exceptionally high-quality education, the proposed schools will operate on an extended school day. Breakfast will be served from 7:15 a.m. to 7:45 a.m., and instruction will start at 7:45 a.m. The school day will conclude at 4:00 p.m. for Kindergarten, and between 4:30 p.m. and 5:30 p.m. for all other grades (except dismissal will occur one day per week between 12:30 p.m. and 2:00 p.m. for staff professional development).

The proposed curriculum follows Success Academy's successful program that embraces whole-child education and prepares students for success in middle school, high school, and college. Because of

the extended school day, the school model is able to offer a variety of subjects including, but not limited to, Success Academy-developed THINK Literacy, TERC-Investigations math supplemented with Cognitive Guided Instruction, Success Academy's discovery-oriented science program, art, chess, sports, and other subjects.

In addition to a rich academic curriculum, the proposed schools intend to teach an important set of core values to their students. We refer to these as ACTION values: Agency, Curiosity, Try and Try, Integrity, Others, and No Shortcuts. The goal is to ensure that graduates are not only intellectual scholars, but also good citizens.

On a regular basis, students will be formally assessed using the Fountas & Pinnell reading assessment and math interim assessments. The results are promptly reviewed, and teachers adjust teaching practice in real time based on data.

Success Academy views its teachers and school leaders as Olympic athletes who must constantly train and improve their skills. Professional development is an essential ingredient in the school model and is a key requirement for Success Academy teachers. Every year, teachers receive extensive professional development, including an intensive multi-week program before school starts. This program continues one afternoon each school week and with approximately eight full professional development days. In addition, teachers are given many opportunities to observe excellent teachers at other schools (both inside and outside of Success Academy), and attend workshops designed to master effective teaching techniques.

INCORPORATION BY REFERENCE

Proposed school name:

Education corporation name:

Year education corporation was established:

Has the name of this education corporation changed in the past?

If yes, please provide past name(s) and

Name(s)

Harlem Success Acad

Success Academy Cha



FINANCE CHECKLIST FOR SUNY REPLICATORS

Success Academy Charter School - NYC 1-14

Success Academy Charter Schools - NYC

2008

Yes

date(s) below:

Date(s)

Success Academy Charter School 3

2008-2012

Success Academy Charter School - Harlem 3

2012



SUNY Charter Schools Institute Incorporation by Reference Checklist

Success Academy Charter School - NYC 1-14										
	D			A(i)		A(ii)			C	B
	This response applies to:			Are you incorporating this response by reference?		Does the incorporated material require any revisions?			Specific exhibit or document being incorporated by reference	Year of Source File
Instructions (additional instructions are provided in Section C of the Replication RFP):	All Schools	Proposed School	N/A	Yes	No	Yes	No	N/A		
	Place an "X" in the appropriate column to indicate whether this response applies to all schools in the education corporation, or only the proposed school.			If you are responding to the Request by incorporating another document, then please place an "X" in the "Yes" column; otherwise place an "X" in the "No" column.		Place an "X" in the appropriate column to indicate whether the incorporated material requires any revisions. If yes, include revisions in proposal Response.			Provide the name, title, filename, etc. of materials that you are incorporating. If you are referencing a subsection of a document, please identify the section as specifically as possible.	Indicate the most recent year material was approved, updated, or incorporated
1(x) - Sample Response	X			X			X		Renewal Application, Response D, Benchmark 1B, Use of Assessment Data	2013
1(a-c) – Community Description, Need, Impact	All applicants must provide Responses to these Requests.									
2(a) – Mission and Vision	X				X			X		
2(b) – Key Design Elements	X				X			X		
2(c) – Accountability Plan	All applicants must provide a Response to this Request.									
3(a-c) – Proposal History	All applicants must provide Responses to these Requests.									
4 – School Enrollment	All applicants must provide a Response to this Request.									
5(a) – Curriculum and Selection Processes			X	X				X	Merger Application	2012
5(b) – Assessment System			X	X				X	Merger Application	2012
5(c) – Instructional Methods	X			X		X			Merger Application	2012
5(d) – Course Overview	X			X		X			Merger Application	2012
5(e) – Promotion and Graduation Policy			X	X				X	Merger Application	2012
6(a-b) – Calendar and Schedules	All applicants must provide Responses to these Requests.									
7(a) – At-risk Students			X	X				X	Merger Application	2012
7(b) – Special Education Students			X	X				X	Merger Application	2012
7(c) – English Language Learners			X	X				X	Merger Application	2012
7(d) – Advanced and/or Gifted Students			X	X				X	Merger Application	2012
8(a) – Instructional Leadership Roles			X	X				X	Merger Application	2012
8(b) – On-going Teacher Supervision and Support			X	X				X	Merger Application	2012
8(c) – Professional Development			X	X				X	Merger Application	2012
8(d) – Teacher Evaluation and Accountability			X	X				X	Merger Application	2012
9(a) – School Culture and Discipline			X	X				X	Charter Application	2013
9(b) – Discipline Policy			X	X				X	Charter Application	2013
9(c) - Special Education Policy			X	X				X	Charter Application	2013
9(d) – Dress Code Policy			X	X				X	Charter Application	2013

SUNY Charter Schools Institute Incorporation by Reference Checklist

Success Academy Charter School - NYC 1-14

	D			A(i)		A(ii)			C	B
	This response applies to:			Are you incorporating this response by reference?		Does the incorporated material require any revisions?			Specific exhibit or document being incorporated by reference	Year of Source File
	All Schools	Proposed School	N/A	Yes	No	Yes	No	N/A		
10 – Organization Chart	<i>All applicants must provide a Response to this Request.</i>									
11(a) – Staffing Chart and Rationale	<i>All applicants must provide a Response to this Request.</i>									
11(b) – Qualifications and Responsibilities			X	X			X		Charter Application	2013
11(c) – School Leadership and Management Structure	<i>All applicants must provide a Response to this Request.</i>									
11(d) – Staff Recruitment and Retention	<i>All applicants must provide a Response to this Request.</i>									
11(e) – Personnel Policies	X				X		X			
12(a-b) – Partner Organizations	X				X		X			
13(a) – Ed. Corp. Board Roles and Responsibilities			X	X			X		Merger Application	2013
13(b) – School Board Design			X	X			X		Merger Application	2013
13(c) – Current or Proposed BoT	<i>All applicants must provide a Response to this Request.</i>									
13(d) – Stakeholder Participation			X	X			X		Merger Application	2013
13(e) – By-laws			X	X			X		Merger Application	2013
13(f) – Code of Ethics			X	X			X		Merger Application	2012
13(g) – Board Member Information	X				X		X			
14(a-c) – Community Relations	<i>All applicants must provide Responses to these Requests.</i>									
15(a-b) – Student Demand	<i>All applicants must provide Responses to these Requests.</i>									
15(c) – Evidence of Demand	<i>All applicants must provide a Response to this Request.</i>									
15(d) – Admissions Policy			X	X			X		Merger Application	2013
16(a-c) – Facilities	<i>All applicants must provide Responses to these Requests.</i>									
16(d) – Additional Facility Information	<i>All applicants must provide a Response to this Request.</i>									
17 – Food Services	<i>All applicants must provide a Response to this Request.</i>									
18 – Health Services	<i>All applicants must provide a Response to this Request.</i>									
19 - Transportation	<i>All applicants must provide a Response to this Request.</i>									
20 – Insurance	X				X		X			
21 – Programmatic Audits	<i>All applicants must provide a Response to this Request.</i>									
22(a-c) – Budget, Financial Planning and Fiscal Audits	<i>All applicants must provide Responses to these Requests.</i>									
22(d) – Dissolution Procedures			X	X		X			Charter application	2012
22(e) – Budget Template	<i>All applicants must provide a Response to this Request.</i>									
22(f) – Letters of Commitment	<i>All applicants must provide Responses to this Request.</i>									
23 – Action Plan (Optional)				Have you included an action plan?		X				
24(a-b) – Supplemental Information (Optional)				Have you included supplemental information?		X				

1. **Community Description, Need and Proposed School Impact**

(a) **Community Description and Need:**

Provide an analysis of the community and target population for the school, including;

- **A description of the community from which the proposed school intends to draw students;**
- **Community demographics;**
- **A description of the specific population of students the proposed school intends to serve;**
- **The applicants' rationale for selecting the community;**
- **Performance of local schools in meeting the need; and,**
- **How the proposed school provides a needed alternative for the proposed community.**

With this proposal, Success Academy Charter Schools – NYC (“SA NYC”) seeks to open a total of 14 new schools in Manhattan, the Bronx, Brooklyn, and Queens. Four of these schools would open in the 2015-2016 school year and 10 would open in the 2016-2017 school year. All schools would open with Kindergarten and 1st grade and expand to serve Kindergarten through 5th grade by the fifth year of the charter. The schools would subsequently expand to offer 6th and 7th grade and high school seats.¹ As described in Response 02 – Addressing Need, a key design element of the schools is that they will prepare students, including at-risk students, for success in middle school and high school.

While the precise locations of the schools will be determined based on the availability of public school buildings and are therefore subject to change, Success Academy has targeted and conducted outreach in the following Community School Districts (“CSDs”) for schools that would open in 2015: CSDs 2, 3, 9, and 27. Success Academy has also targeted and conducted outreach in the following CSDs for schools it intends to open in 2016: CSDs 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30.

The demographics of CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30 are representative of a wide-range of racial and ethnic groups and income levels. The proposed schools in these CSDs align with Success Academy Charter School’s (“Success Academy’s”) dual mission of providing a world-class education to children from low-income communities and achieving economically and racially integrated school settings that provide tangible and important benefits to both students and the community at

¹ All plans related to the opening of middle schools, high schools and pre-Kindergarten programs are dependent on multiple factors, including space availability, and are therefore subject to change.

large. In many disadvantaged communities of New York City, including a number of the CSDs identified above, parents must choose among schools that are almost universally low performing. In other CSDs targeted by Success Academy, higher-performing public schools exist — but they are over-subscribed or inaccessible to poor and minority children. SA NYC proposes to create more truly excellent schools in these neighborhoods and ensure that children of all backgrounds can learn together.

Success Academy's existing schools serve a range of diverse communities and student populations, similar to the communities in the proposed CSDs. As described below, all of these existing Success Academy schools have proven overwhelmingly popular with their communities and receive far more applications than they have seats available.

As indicated in Response 15(d) – Admissions Policy, each proposed school will have an admissions preference for in-district applicants. It is therefore anticipated that the student population of each proposed school will reflect the community in which it is located. The demographics of CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30 are described below.

CSD 2: CSD 2 covers a wide swath of Manhattan, including the Upper East Side, Midtown, Greenwich Village, Chelsea, Two Bridges, and Battery Park City. According to the New York City Department of Education (“DOE”) School Demographics and Accountability Snapshots (“Snapshots”) database,² 38% of elementary and middle school students identify as white, 9% identify as black, 19% identify as Hispanic, and 30% identify as Asian. English language learners constitute 8% of the student population, and 43% of the student population is eligible for the free and reduced-price lunch (“FRPL”) program.³ In August 2013, SA NYC opened two ethnically and socioeconomically integrated schools in CSD 2: Success Academy Charter School – Hell's Kitchen (“SA Hell's Kitchen”) and Success Academy Charter School – Union Square (“SA Union Square”).

Although CSD 2 is a large district with many underperforming schools, it contains only two charter elementary schools (both Success Academy schools) and only one charter middle school. Private schools are also out of reach for the vast majority of families. According to records from the National Center on Education Statistics (“NCES”), there are approximately 50 private elementary/secondary schools in CSD 2. However, these are concentrated in the wealthiest sections of the district, such as the Upper East Side, and cater to parents who can shoulder significant annual tuitions. For example, one private school in CSD 2, The Brearley School, charged \$39,900 per year in 2013-2014.⁴

² Available at <http://schools.nyc.gov/Accountability/data/default.htm>.

³ FRPL rates are taken from the database of New York State Education Department Report Cards, available at <http://data.nysed.gov/downloads.php>.

⁴ The Brearley School *At a Glance*: <http://www.brearley.org/about-brearley/AtAGlance/index.aspx>.

There is clear and widespread interest in more high-performing school options from parents in CSD 2. For each of the past two years, Success Academy has received applications from about 700 residents of the district. The NYC Charter School Center estimates that charter schools in CSD 2 received a total of 1,928 applications for 867 available seats.⁵

For more information on existing schools in CSD 2, please refer to Response 01(b) below.

CSD 3: CSD 3 contains the Upper West Side of Manhattan and sections of West Harlem, Central Harlem, and Morningside Heights. According to Snapshots, 31% of elementary and middle school students identify as white, 28% identify as black, 32% identify as Hispanic, and 6% identify as Asian. English language learners constitute 7% of the student population, and 51% of the student population is eligible for the FRPL program.

The district contains eight charter schools serving elementary school students and one charter school with students in grades 6-12. Additionally, according to NCES, there are approximately 35 private elementary/secondary schools in CSD 3. However, 26 of these 35 private schools are concentrated in the wealthier parts of the district, such as the Upper West Side, and cater to parents with the means to pay high annual tuition rates—some of which now exceed \$40,000. One school in CSD 3, Collegiate School, charged \$41,200 per year in 2013-2014.⁶

Success Academy has a deep understanding of the CSD 3 community. In addition to managing a racially and socioeconomically diverse school in CSD 3 (Success Academy Charter School – Upper West (“SA Upper West”)), the organization also operates two elementary schools in the Harlem portion of CSD 3 that rank among the top-performing schools in all of New York State: Success Academy Charter School – Harlem 1 (“SA Harlem 1”) and Success Academy Charter School – Harlem 4 (“SA Harlem 4”).

The capacity of the district’s existing charter schools is not nearly enough to meet demand from the community. Last year, Success Academy received applications from 816 residents of CSD 3. At SA Upper West more than seven District 3 families applied for each open seat. Across all of the charter schools in CSD 3, there were an estimated 4,749 applications for 839 available seats, according to NYC Charter School Center data.

For more information on existing schools in CSD 3, please refer to Response 01(b) below.

CSD 9: Part of the South Bronx, CSD 9 contains some of New York City’s most impoverished neighborhoods: Morrisania, Claremont, Highbridge, and Mount Hope.

⁵ “2014-15 Enrollment Lottery Estimates” available at <http://www.nyccharterschools.org/sites/default/files/resources/Lottery2014FinalReport.pdf>

⁶ *Affording Collegiate*: <http://www.collegiateschool.org/podium/default.aspx?t=115307>.

The district also contains parts of University Heights and the East and West Concourses. According to Snapshots, 1% of elementary and middle school students identify as white, 31% identify as black, 66% identify as Hispanic and 1% identify as Asian. English language learners constitute 21% of the student population, and 88% of the student population is eligible for the FRPL program.

There are nine charter schools serving elementary/middle grades in CSD 9, including Success Academy Charter School – Bronx 2 (“SA Bronx 2”). In addition, there are five private elementary/middle schools in the CSD, according to NCES data. One of those private schools serves only pre-Kindergarten and Kindergarten students.

Demand for greater access to high-performing schools is exceedingly strong in CSD 9, which includes some of New York City’s most impoverished neighborhoods. Charter schools in the district received a total of 4,301 applications for 811 seats, according to the NYC Charter School Center, a rate of more than five applications per available seat. Success Academy received applications from 1,252 residents of CSD 9, more than any other district. This interest is fueled, in part, by the extraordinary performance of SA Bronx 2. In 2013, 97% of SA Bronx 2’s students were proficient on the math assessment (higher than all but two schools in the entire state) and 77% were proficient on the English Language Arts (“ELA”) assessment (among the top 1% of all schools).

For more information on existing schools in CSD 3, please refer to Response 01(b) below.

CSD 13: CSD 13 contains a diverse mixture of central Brooklyn neighborhoods, including Clinton Hill, Fort Greene, DUMBO, and Vinegar Hill. The district also contains portions of Prospect Heights and Bedford-Stuyvesant. According to Snapshots, 65% of elementary and middle school students identify as black, 10% identify as white, 4% identify as Asian, and 19% identify as Hispanic. English language learners constitute 4% of the student population, and 73% of the student population is eligible for the FRPL program.

There are currently eight charter schools in CSD 13, among them Success Academy Charter School – Fort Greene (“SA Fort Greene”), which opened in August 2013. According to NCES records, 18 private schools are located in the district. Some of these are well beyond the reach of most families. For example, at the Grace Church School, tuition runs \$39,200 annually.⁷

The CSD 13 community continues to seek out more high-quality schools. For the second consecutive year, more than 500 residents of the district applied to Success Academy. Overall, charter schools in CSD 13 received a total of 2,543 applications for 1,096 available seats, according to the NYC Charter School Center.

⁷ *Tuition and Financial Aid*: <http://www.gcschool.org/admissions/tuition-and-financial-aid/index.aspx>.

For more information on existing schools in CSD 13, please refer to Response 01(b) below.

CSD 14: CSD 14 contains the north Brooklyn neighborhoods of Williamsburg and Greenpoint, as well parts of Bushwick and Bedford-Stuyvesant. According to Snapshots, 19% of elementary and middle school students in CSD 14 identify as black, 64% identify as Hispanic, 13% identify as white, and 3% identify as Asian. English language learners constitute 12% of the student population, and 89% of the student population is eligible for the FRPL program.

There are nine charter schools serving elementary/middle grades in CSD 14. Three of these are Success Academy schools: Success Academy Charter School – Williamsburg (“SA Williamsburg”), Success Academy Charter School – Bed Stuy 1 (“SA Bed-Stuy 1), and Success Academy – Bed Stuy 2 (“SA Bed-Stuy 2”). In addition, there are 24 private elementary/middle schools in the district, according to NCES data. More than half are affiliated with Jewish institutions, such as Yeshivas.

Parent demand for expanded educational options in CSD 14 is robust. Success Academy received applications from 428 residents of the district last year. The charter schools in the district received a total of 2,868 applications for 1,096 available seats, according to the NYC Charter School Center.

For more information on existing schools in CSD 14, please refer to Response 01(b) below.

CSD 15: A large and diverse district, CSD 15 contains the Brooklyn neighborhoods of Cobble Hill, Boerum Hill, Carroll Gardens, Red Hook, Gowanus, Park Slope, Kensington, and Windsor Terrace. In addition, the district contains much of Sunset Park. According to Snapshots, 13% of elementary and middle school students in CSD 15 identify as black, 41% identify as Hispanic, 27% identify as white, and 16% identify as Asian. English language learners constitute 16% of the student population, and 57% of the student population is eligible for the FRPL program.

There are six charter schools serving elementary/middle grades in CSD 15, including Success Academy Charter School – Cobble Hill (“SA Cobble Hill”). In addition, there are 27 private elementary/middle schools in the district, according to NCES data. Three of these private schools do not serve children older than 1st grade; many are specialized or religious institutions.

There is clear evidence of significant parent demand for more high-quality schools in CSD 15. Success Academy received 320 applications from residents of the district for open seats in 2014-2015. According to the NYC Charter School Center, the district’s charter schools as a group received 2,742 applications for 732 available seats — a rate of nearly four applications per seat.

For more information on existing schools in CSD 15, please refer to Response 01(b) below.

CSD 17: CSD 17 encompasses the central Brooklyn neighborhoods of Crown Heights and Lefferts Gardens. In addition, the district contains some of Prospect Heights. According to Snapshots, 81% of elementary and middle school students identify as black, 14% identify as Hispanic, 2% identify as Asian, and 2% identify as white. English language learners constitute 8% of the student population and 87% of students qualify for the FRPL program.

There are 10 charter schools in CSD 17, including two Success Academy schools that opened in 2013: Success Academy – Prospect Heights (“SA Prospect Heights”) and Success Academy – Crown Heights (“SA Crown Heights”). In addition, there are 31 private schools in the district, but nine of these do not serve students older than 1st grade.

Charter schools in general, and Success Academy schools in particular, have proven extraordinarily popular in the CSD 17 community. Success Academy received applications from 937 residents of the district. As a group, charter schools in CSD 17 received a total of 2,291 applications for 729 open seats, or more than three applications per seat, according to the NYC Charter School Center.

For more information on existing schools in CSD 17, please refer to Response 01(b) below.

CSD 18: CSD 18 contains the low-income central Brooklyn neighborhoods of Canarsie and East Flatbush, along with a portion of Brownsville. According to Snapshots, 92% of elementary and middle school students identify as black, 5% identify as Hispanic, 2% identify as white, and 1% identify as Asian. English language learners constitute 4% of the population and 78% of students qualify for the FRPL program.

There are eight charter schools in CSD 18, as well as 20 private schools (six of the 20 schools serve only pre-Kindergarten and Kindergarten students).

Demand from the community for more high-quality schools continues to surge. Success Academy received applications from 545 residents of CSD 18, despite not managing a school in the district. According to NYC Charter School Center data, the charter schools in CSD 18 received a total of 3,026 applications for 627 open seats, or about five applications per seat.

For more information on existing schools in CSD 18, please refer to Response 01(b) below.

CSD 22: CSD 22 contains a diverse cross-section of South Brooklyn neighborhoods, from mixed-income areas such as Sheepshead Bay, Marine Park, Bergen Beach, and

Midwood, to lower-income areas such as Flatlands and parts of Flatbush. According to Snapshots, 27% of elementary and middle school students identify as white, 43% identify as black, 14% identify as Hispanic, and 15% identify as Asian. English language learners constitute 9% of the student population, and 71% of the student population is eligible for the FRPL program.

There are two charter schools currently serving elementary/middle school grades in CSD 22, including the Hebrew Language Academy Charter School. A third charter school, Success Academy Charter School – Bergen Beach (“SA Bergen Beach”), will open in August 2014 serving Kindergarten and 1st grade. In addition, there are 18 private elementary/middle schools in the CSD, according to NCES data. Three of these schools only serve children in pre-Kindergarten and Kindergarten; another is a specialized school for children with cerebral palsy.

There is already clear demand in CSD 22 for new, high-quality charter schools in general and for Success Academy schools in particular. SA Bergen Beach proved immensely popular prior to its opening; the network received applications from 760 residents of CSD 22. As a group, the charter schools in the district received 2,003 applications for 1,106 open seats, according to the NYC Charter School Center.

For more information on existing public school options in CSD 22, please refer to Response 01(b) below.

CSD 23: CSD 23 contains the largely impoverished central Brooklyn neighborhoods of Brownsville and Ocean Hill. According to Snapshots, 77% of elementary and middle school students identify as black, 20% identify as Hispanic, 1% identify as white, and 1% identify as Asian. English language learners constitute 5% of the student population, and 89% of the student population is eligible for the FRPL program.

There are six charter schools serving elementary/middle grades in CSD 23. In addition, there are four private elementary/middle schools in the district, according to NCES data. One of the four private schools only serves pre-Kindergarten and Kindergarten students.

Families continue to demand more high-quality school options in Brownsville and Ocean Hill. Success Academy received applications from 328 residents of CSD 23, even though the network did not operate a school in the district. According to an analysis by the NYC Charter School Center, there were 1,578 applications for 777 available charter school seats in academic year 2014-2015.

For more information on existing public school options in CSD 23, please refer to Response 01(b) below.

CSD 24: Covering a large area of western and central Queens, CSD 24 encompasses the extremely diverse neighborhoods of Elmhurst, Corona, Maspeth, Middle Village, Ridgewood, and Glendale. In addition, the district contains the southern portion of

Sunnyside. According to Snapshots, 2% of elementary and middle school students in CSD 24 identify as black, 62% identify as Hispanic, 15% identify as white, and 20% identify as Asian. English language learners constitute 22% of the student population, and 70% of the student population is eligible for the FRPL program.

There are only two charter schools serving elementary/middle grades in CSD 24. In addition, there are 21 private elementary/middle schools in the district, according to NCES data. Many of these, however, are specialized religious programs. One of the private schools serves only pre-Kindergarten and Kindergarten students.

While many residents of CSD 24 are unfamiliar with the charter school sector, there is evidence that parent demand will dramatically increase if new seats are added. Success Academy received applications from 162 residents of CSD 24 last year, even though the network does not run any schools in the district.

For more information on existing public school options in CSD 24, please refer to Response 01(b) below.

CSD 27: CSD 27 includes the southeastern Queens neighborhoods of Ozone Park, Lindenwood, Baisley Park, Woodhaven, Richmond Hill, Howard Beach, the southern portion of Jamaica, and the Rockaway peninsula. According to Snapshots, 12% of elementary and middle school students identify as white, 26% identify as black, 36% identify as Hispanic, and 24% identify as Asian. English language learners constitute 8% of the student population, and 80% of the student population is eligible for the FRPL program.

There are two charter schools serving elementary/middle grades in CSD 27. In addition, there are 18 private elementary/middle schools in the CSD, according to NCES data.

Success Academy received an enormous outpouring of interest from local families while conducting community outreach for a school that was approved to open in CSD 27 (but later moved to CSD 29). The network received applications from 600 residents of CSD 27 and 456 residents of adjacent CSD 28.

For more information on existing public school options in CSD 27, please refer to Response 01(b) below.

CSD 28: This district contains a variety of diverse neighborhoods in southeastern Queens, including all or part of Forest Hills, Rego Park, Kew Gardens, Richmond Hill, Briarwood, Jamaica, South Ozone Park, and Baisley Park. According to Snapshots, 26% of elementary and middle school students in CSD 28 identify as black, 26% identify as Hispanic, 17% identify as white, and 27% identify as Asian. English language learners constitute 10% of the student population, and 73% of the student population is eligible for the FRPL program.

There is only one charter school in CSD 28, which serves grades K-5. In addition, there are 26 private elementary/middle schools in the district, according to NCES data. Eight of these private schools do not serve children older than kindergarten.

Demand from the community for more high-quality school options is incredibly strong. Success Academy received applications from 456 residents of CSD 28 last year, even though the network does not manage a school in the district. According to data from the NYC Charter School Center, the number of applications to charter schools located in Queens increased more than 40% compared to last year.

For more information on existing public school options in CSD 28, please refer to Response 01(b) below.

CSD 30: A large and extremely diverse district, CSD 30 contains the western Queens neighborhoods of Hunter's Point, Long Island City, Astoria, Ditmars, Woodside, Jackson Heights, and East Elmhurst. The district also contains the northern portion of Sunnyside. According to Snapshots, 6% of elementary and middle school students in CSD 30 identify as black, 55% identify as Hispanic, 15% identify as white, and 23% identify as Asian. English language learners constitute 19% of the student population, and 79% of the student population is eligible for the FRPL program.

There are five charter schools serving elementary/middle grades in CSD 30. In addition, there are 23 private elementary/middle schools in the district, according to NCES data. Five of the private schools do not serve children older than 1st grade.

Parent demand for more high-quality school options is booming in CSD 30. According to the NYC Charter School Center, there were 3,564 applications for 434 available seats at the district's charter schools in 2014-2015, a rate of more than eight applications per seat.

As described throughout this proposal, the communities served by the proposed schools have limited schooling options, and a compelling need and demand for expanded choice among high-quality public education options. CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30 are comprised of students from a wide array of ethnic and racial groups and socioeconomic backgrounds. Replicating Success Academy's school design in these CSDs will benefit all demographics, irrespective of income level. Students from low-income families benefit academically from attending mixed-income schools,⁸ and the

⁸ See, e.g., Stephanie McCrummen & Michael Birnbaum, *Study of Montgomery County Schools Shows Benefits of Economic Integration*, WASH. POST. Oct. 15, 2010, <http://www.washingtonpost.com/wp-dyn/content/article/2010/10/14/AR2010101407577.html>.

establishment of high-quality mixed-income schools raises the bar generally for lagging schools.⁹

In CSDs 9, 14, 17, and 23 — the proposed districts with the highest poverty rates — access to a high-quality education becomes critical given that schools in such CSDs consistently underperform when compared to other schools in more affluent neighborhoods of New York City. As such, desperate parents are clamoring for high-quality options in public education.

The proposed schools will serve low-income and/or mixed-income students residing within CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30, including English language learners and students with special education needs. Success Academy schools are proud to provide an exceptionally high-quality education to all students irrespective of socioeconomic, racial, ethnic, and/or other status. Success Academy schools will help all students, including at-risk students, excel in elementary, middle and high school.

The Educational Landscape in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30

The proposed CSDs are lacking in public school options that produce excellent student achievement outcomes across racial and socioeconomic demographics.

Table 1 reflects math proficiency rates on the 2013 state exams by ethnic demographic for each district. Table 2 does the same for 2013 ELA proficiency rates.

Table 1 – State Exam Proficiency Rates By Ethnicity - Math

*data in %	Asian	White	Black	Hispanic	All students
CSD 2	74	71	27	30	60
CSD 3	80	75	17	24	43
CSD 9	32	14	12	12	13
CSD 13	43	53	17	15	20
CSD 14	66	50	13	18	23
CSD 15	57	65	25	22	40
CSD 17	36	21	17	18	17
CSD 18	45	21	19	13	19
CSD 22	57	52	20	24	35
CSD 23	38	13	11	10	11
CSD 24	61	46	19	23	35
CSD 27	46	47	16	26	30

⁹ See, e.g., Stephanie Banchemo, *Middle-Class Schools Miss the Mark*, WALL ST. J., Sept. 12, 2011, <http://online.wsj.com/article/SB10001424053111904103404576556793425227416.html>.

CSD 28	52	46	16	24	34
CSD 30	58	49	15	25	35

Table 2 – State Exam Proficiency Rates by Ethnicity - ELA

*data in %	Asian	White	Black	Hispanic	All students
CSD 2	58	69	28	29	54
CSD 3	76	74	18	21	42
CSD 9	28	10	11	10	11
CSD 13	42	57	20	15	23
CSD 14	52	49	16	18	22
CSD 15	42	68	30	21	39
CSD 17	30	21	17	15	17
CSD 18	40	19	20	15	20
CSD 22	45	46	20	23	31
CSD 23	31	20	13	11	13
CSD 24	49	42	24	19	29
CSD 27	39	43	16	23	27
CSD 28	47	39	17	22	30
CSD 30	49	45	17	21	31

CSD 2: Even though CSD 2 encompasses some of New York City's wealthiest neighborhoods, and includes some high-performing district schools, thousands of students are being left behind. Large achievement gaps separate white and Asian students from their peers who are children of color.¹⁰ In math, the proficiency rate of Asian students surpassed that of black students by 47 percentage points and that of Hispanic students by 44 percentage points. Similarly, black students passed ELA at a rate 41 percentage points lower than white students; Hispanic students trailed by 40 percentage points.

Put another way: Low-income and minority families do not have access to the best schools in CSD 2. The 10 district schools with the highest rates of math proficiency are, on average, 13% black and Hispanic. By contrast, the 10 schools in the district with the lowest pass rates enroll an average of 59% black and Hispanic students — a rate nearly five times as high. The top 10 schools have an average FRPL eligibility of 22%, compared to more than triple that rate (67%) at the bottom 10 schools.

¹⁰ See New York City Department of Education, ELA and Math Test Results, *available at* <http://schools.nyc.gov/Accountability/data/TestResults/ELAandMathTestResults>.

Moreover, even in CSD 2, there simply are not enough excellent schools. At more than one out of three elementary/middle schools, for example, fewer than 50% of students passed the state ELA exam. The same was true of math at out of four schools. Moreover, the top schools in CSD 2 are already significantly over-enrolled. The top 10 elementary schools in math — including P.S. 6 on the Upper East Side and P.S. 41 in Greenwich Village — have a combined 581 students more than their buildings' capacity.¹¹

Success Academy believes this achievement gap is unacceptable, and its track record shows that it has been successful in closing the achievement gap. In fact, Success Academy schools — where black and Hispanic students constitute more than 98% of test takers — outperformed white students across the state by 44 percentage points in math and 18 percentage points in ELA on the 2013 state exams.¹² Given the diverse range of income levels in CSD 2, the proposed Success Academy school would fulfill the network's mission of achieving high-performing and integrated schools that benefit entire communities.

The two Success Academy schools now operating in CSD 2, SA Hell's Kitchen and SA Union Square, are both immensely popular. For 2014-2015, both schools received between 13 and 15 applications per seat. At SA Upper West, the network's most demographically similar school where results from the city DOE's annual opinion survey are available, more parents strongly agreed their school has "high expectations" for their children than at citywide gifted and talented programs.¹³

CSD 3: Overall, 43% of students in CSD 3 were proficient in math and 42% were proficient in ELA — both above the city average. The district's strong schools, however, are tightly clustered in affluent, primarily white enclaves. Many schools in the district, especially those serving children of color, are performing extremely poorly.

At nine out of 30 schools in CSD 3, located mostly on the Upper West Side, the FRPL rate is less than one third. A majority of students at each of these schools is white. The average school in this group enrolls 60% white students and 25% students of color. As a group, these schools averaged 73% proficiency in both math and ELA, about two and a half times the rate for New York City as a whole.

¹¹ 2013-2014 Blue Book *available at* http://www.nycsca.org/Community/CapitalPlanManagementReportsData/Enrollment/2013-2014_Bookone_Target.pdf.

¹² New York State Education Department database of 2013 state exam results published at <http://www.nysed.gov>.

¹³ NYC School Survey 2012-2013 Reports. *Available at* <http://schools.nyc.gov/Accountability/tools/FindAReport/default.htm>.

By contrast, the other 21 schools in CSD 3 have an average FRPL rate of 76%. The average school in this group enrolls 9% white students and 86% students of color. These 21 schools averaged a proficiency rate of 19% in math and 18% in English — rates that are four times lower than those of the district's affluent schools and markedly below citywide averages.

Significantly, the achievement gaps separating children of color from their peers exist across the entire district, not simply a handful of schools. On the math state exam, the district-wide proficiency rate of Asian students surpassed that of black students by 63 percentage points and that of Hispanic students by 56 percentage points. On the ELA state exam, black students proficiency rates were 56 percentage points lower than white students; Hispanic students trailed their white peers by 53 percentage points.

Even beyond these alarming disparities, there is a severe shortage of excellent schools in the district. At 21 out of 30 elementary/middle schools in CSD 3, less than half of all students achieved math proficiency. The same was true of ELA proficiency at 20 out of 30 schools. Seven of the top 10 highest-performing schools in math are either selective or have 100 students more than their building's capacity.¹⁴

Success Academy has fulfilled both components of its mission in CSD 3. SA Upper West is one of the most ethnically diverse schools in New York City; in 2012-2013, the school's scholars were 19% black, 20% Hispanic, 32% white, 5% Asian and 24% multi-racial. The school received more than 2,700 total applications for the 2014-2015 school year, or about 32 applications per open seat, and has remained enormously popular since opening its doors in 2011. SA Harlem 1 and SA Harlem 4, which are also located in CSD 3 and serve large numbers of poor and minority students, both ranked in the top 1% of all New York State schools on the math exam and the top 8% of all schools on the ELA exam.

CSD 9: CSD 9 is one of the lowest-performing districts in New York City. Only 11% of all students were proficient on the ELA state exam in 2013 and just 13% in math. More than half of all students (56%) scored at Level 1 — the lowest score level, indicating a severe academic deficit — on the math exam. On the ELA exam, 51% of students scored at Level 1.

The district faces a very stark lack of high-quality educational options. Only one of 50 district schools in CSD 9 exceeded the state average for ELA proficiency; only five schools did so in math. No district schools were able to help a majority of children achieve proficiency in either math or English. At 28 schools, no more than one in 10

¹⁴ 2013-2014 Blue Book *available at* http://www.nycsca.org/Community/CapitalPlanManagementReportsData/Enrollment/2013-2014_Bookone_Target.pdf.

students passed the ELA exam. Similarly, the math pass rate was less than 10% at 23 schools.

Additionally, schools in CSD 9 struggle to serve at-risk populations. For example, only 5% of English language learners were proficient in math, and only 4% of children with disabilities were proficient in math. Results for ELA were even worse. Only 2% of English language learners and 2% of students with disabilities passed the ELA exam.

Success Academy has an excellent track record in CSD 9 and in the Bronx as a whole. At SA Bronx 2, which is located in the district, 97% of students passed the math exam—the best performance of any non-selective school in New York State and the third best performance of any school. SA Bronx 2 also ranked in the top 1% of all schools on the English exam, with a proficiency rate of 77%. Based in part on results such as these, the popularity of Success Academy schools in the Bronx is sky-high. The four Success Academy schools in the borough received 4,528 unique applications, or about 18 for every open seat. On the most recent School Survey, administered by the DOE to all schools, parents at SA Bronx 2 gave the school an average rating of more than nine out of 10 in every category—among the highest levels of parent satisfaction in New York City.¹⁵

CSD 13: CSD 13, which includes both high-income and low-income areas, faces a dearth of high-performing schools. Only two out of its 31 district schools had a proficiency rate higher than 50% in math or ELA on the 2013 state exams. By contrast, eight of the 31 schools had a math proficiency rate of less than 10%.

Furthermore, the district's standardized test results reveal substantial racial achievement gaps. White and Asian students outperform their black and Hispanic peers by 32 percentage points on both the ELA and math state exams.

The few schools in CSD 13 that are performing well serve much more affluent populations than the rest of the district. P.S. 8 Robert Fulton and P.S. 11 Purvis J. Behan, the only schools in the district where a majority of students were proficient on both the math and ELA exams, have FRPL eligibility rates of 14% and 36%, respectively. In striking contrast, those schools where fewer than one in 10 students passed math serve populations with an average FRPL eligibility of 86%. Those schools with fewer than 10% of students proficient in ELA serve populations that average 92% FRPL eligibility. Across the district, low-income students are effectively blocked from attending the best performing schools.

CSD 14: The schools of CSD 14 are severely struggling. Fewer than one in four students met state academic standards last year, with 23% of children proficient in math and 24%

¹⁵ NYC School Survey 2012-2013 Reports. Available at <http://schools.nyc.gov/Accountability/tools/FindAReport/default.htm>.

proficient in ELA. Out of 28 district schools, only one achieved an English proficiency rating of above 50%. In math, there were only two schools where the majority of students demonstrated proficiency — compared with eight schools where the proficiency rate was 10% or lower.

The achievement gaps within relatively affluent sections of CSD 14 (such as Greenpoint) and poorer ones (such as Southside Williamsburg) are enormous. In math, 66% of Asian students and 50% of white students met state standards, compared to only 13% of black students and 18% of Hispanic students. In English, 52% of Asian students and 49% of white students met state standards, compared to 16% of black students and 18% of Hispanic students. Children of color are between three and five times less likely to be proficient than their white and Asian peers.

In addition, CSD 14 remains highly segregated — with black and Hispanic students generally consigned to the very lowest-performing schools. At 17 of the 28 district schools, the population is 95% or more black and Hispanic. These 17 schools have an average math proficiency of 13%. Across the other 11 district schools, the average math proficiency is 18 percentage points higher.

CSD 14 schools are also failing to help other high-needs populations make significant progress. Only 7% of English language learners in the district were proficient in math, and 2% were proficient in ELA. Just 8% of students with disabilities passed math, with only 5% passing ELA.

CSD 15: Overall, 40% of CSD 15 students were proficient in math last year and 39% were proficient in ELA. These aggregate figures obscure the extreme variation in performance across the district. While some of the city's most sought-after public schools are located in CSD 15, most of them are concentrated in affluent areas with mostly white families, such as Park Slope. Many of the district's children of color are relegated to much lower-performing schools — including some of the worst in the city.

Five of the district's 37 schools exceeded 70% proficiency in math, placing them in approximately the top 5% of all New York City schools. However, there were nine schools in CSD 15 where at least nine out of 10 children failed to meet state math standards. At fully half of the district's schools, at least three out of four students failed to meet state standards in ELA.

The achievement gaps in the district are alarming. In math, 65% of white students demonstrated proficiency, compared to 22% of Hispanic students and 25% of black students. In ELA, 68% of white students were proficient, compared to 21% of Hispanic students and 30% of black students. Additionally, at the 10 schools in the district with the highest math proficiency rates, 33% of students are black or Hispanic. At the 10 schools with the lowest math proficiency rates, 86% are black or Hispanic.

CSD 17: In CSD 17, there exists a truly dire need for quality schools that can deliver positive outcomes for students. Just 17% of the district's students were proficient on the math and ELA state exams.

There are few bright spots in the educational landscape of CSD 17. At 35 of the 36 district elementary and middle schools, less than half of students passed the ELA state exam. At 34 schools, less than half of students passed the math exam—and at 13 schools, less than 10% passed. The only school in the district where a majority of students passed both subjects was Middle College High School (which also serves middle school grades) at Medgar Evers College Preparatory School. The school screens students via interview and a diagnostic test.¹⁶

High-need populations, in particular, are being failed. The portion of special education students at proficiency in math and ELA was 5% and 4%, respectively. Just 3% and 7% of English language learners achieved proficiency on math and ELA state exams.

Success Academy opened two schools within the boundaries of CSD 17 in 2013. SA Prospect Heights and SA Crown Heights received more than 3,100 total unique applications, or 19 applications per available seat. In this community of great need, demand from parents far exceeds capacity.

CSD 18: There is a very serious need for high quality seats in CSD 18. Overall, only 20% and 21% of the district's students were proficient in math and ELA on the 2013 state exams, respectively.

Only one school, the selective P.S. 235 Lenox School, achieved proficiency rates over 50% in both subjects. Among the other 19 schools, the top performer in math had a proficiency rate of 32%. In ELA, results were similarly poor. At even the highest performing school, fewer than 30% of students were proficient.

The results for the district's English language learners and special education students are even more alarming. Less than 1% of English language learners achieved proficiency on the state's ELA exam, with 2% achieving proficiency in math. Among students with disabilities, only 3% were proficient in ELA and 4% were proficient in math.

CSD 22: Although a number of schools in CSD 22 are diverse, there are substantial achievement gaps separating children of different ethnicities. While 57% of Asian students and 52% of white students were proficient in math, only 20% of black students and 24% of Hispanic students were proficient in this subject. There were also sizable disparities in ELA. The proficiency rates were 45% for Asian students and 46% for white students, but just 20% for black students and 23% for Hispanic students.

¹⁶ See <http://insideschools.org/high/browse/school/769>.

A stark divide characterizes CSD 22. Schools in waterfront areas – such as Gerritsen Beach, Manhattan Beach, and Mill Basin – are significantly more affluent and have higher percentages of white students than schools located further inland. At the four schools with the highest proficiency rates in math, an average of 15% of students are black or Hispanic and 56% are eligible for FRPL. Conversely, at the schools with the four lowest proficiency rates in math, the student population is on average 87% minority and 83% of children are eligible for FRPL.

Similarly, of the 17 schools where the ELA proficiency rate surpassed that of New York City as a whole, just two schools are more than 50% black and Hispanic. Of the 15 schools where ELA proficiency was below the state average, all enrolled more than 50% black and Hispanic students. Eleven of the 15 enrolled at least 80% black and Hispanic students.

SA Bergen Beach in CSD 22 will open for the 2014-2015 school year. Demand from parents was very strong; the school received 1,315 unique applications, or more than seven applications per available seat.

CSD 23: Overall, the schools of CSD 23 are among the lowest-performing in all of New York City. Just 11% of all students were proficient in math, and only 13% were proficient in ELA. Twenty-six out of 27 district schools had both math and ELA proficiency rates below 20%. (The only exception, I.S. 392, is a selective middle school that requires incoming students to take an admissions exam.) In ELA, 15 schools had a proficiency rate of 10% or lower. In math, 14 schools had a proficiency rate of 10% or lower.

Children with special needs in CSD 23 face a crisis of even greater proportions. Students with disabilities passed ELA and math at a rate of just 2%. Likewise, only 2% of English language learners in the district passed math and less than 1% passed ELA.

Despite not running a school in the area, Success Academy received more than 300 applications from CSD 23 residents for the 2014-2015 school year. There is clear and significant demand from families for more high-quality schools.

CSD 24: Only about one-third of students in the district are meeting grade level standards: 29% were proficient on the 2013 state exam in ELA and 35% were proficient in math. Of the 34 district schools serving grades K-8 in CSD 24, there are only three where more than half of students are proficient in ELA. Just eight schools exceeded 50% proficiency in math.

There are also stark achievement gaps across students of different ethnicities. For example, Asian students in CSD 24 were proficient in math at more than triple the rate of black students (61% compared to 19%). White students were proficient in English at more than double the rate of Hispanic students (42% compared to 19%). At the top five

schools by math proficiency, an average of 38% of students are children of color. By contrast, at the bottom five schools, an average of 82% of students are children of color.

There are very few schools in CSD 24 that serve minority children at a high level. Of the 22 schools where a majority of students are black or Hispanic, only one, a selective middle school, exceeded 50% proficiency in math or ELA.

High-needs populations are also in severe need of high-quality school options. Only 12% of English language learners met state standards in math, and 5% were proficient in ELA. Just 8% of students with disabilities were proficient in math; 5% were proficient in ELA.

CSD 27: Many schools in CSD 27 enroll diverse populations of students, but substantial achievement gaps separate children of different ethnicities. In math, 46% of Asian students and 47% of white students were proficient in math, compared to 16% of black students and 26% of Hispanic students. In ELA, there were similar disparities. While 39% of Asian students and 43% of white students were proficient, just 16% of black students and 23% of Hispanic students achieved proficiency.

In addition, CSD 27 schools struggled tremendously to serve at-risk students. Only 9% of children with disabilities were proficient in math and 6% were proficient in ELA. Similarly, just 10% of English language learners passed math (compared to 33% of English proficient students) and 4% passed ELA.

There are very few high-performing schools in CSD 27. At the elementary school with the best ELA results in the district, fewer than half of students (48%) were proficient. This school, P.S. 47 Chris Galas, serves a student population that is only 10% black or Hispanic (compared to an average of 62% at all other schools in CSD 27) and 49% eligible for FRPL (compared to an average of 79% at all other schools in the district). In math, only two elementary schools out of 48 exceeded 50% proficiency. By comparison, there were seven schools in CSD 27 where proficiency rates in *both* math and ELA were in the single digits.

At the five elementary schools where fewer than half of children qualify for FRPL, the average math proficiency rate was 45%. At the five schools with the highest rates of FRPL eligibility, the average proficiency rate was 10% – a gap of 35 percentage points.

Success Academy has conducted extensive community outreach in CSD 27 following the approval of Success Academy Charter School – New York 5 (also known as Success Academy Jamaica), which was moved to nearby CSD 29. It is clear that local families want increased access to high-performing schools: 600 residents of CSD 27 applied to the network. Many will attend Success Academy Charter School – Rosedale or Success Academy Charter School – Springfield Gardens.

CSD 28: Overall, only about one-third of CSD 28 students are meeting state standards: 34% were proficient on the 2013 state math exam and 30% were proficient on the 2013 ELA exam. Just five schools out of 36 achieved a proficiency rating of 50% or more in ELA; eight schools did so in math.

Moreover, these district-wide statistics obscure huge achievement gaps across ethnicities and income levels. Fifty-two percent of the district's Asian students passed were proficient in math, for example, compared to only 16% of black students — a stark difference of 36 percentage points. In ELA, the difference in proficiency rates between Asian students and black students was nearly as severe (30 percentage points).

At schools where more than half of students are proficient in math, the average FRPL eligibility rate is 43%. By contrast, at schools where less than half of students are proficient in math, the FRPL rate averages 81%.

Across the district, schools are failing to help high-needs student populations advance academically. Only 11% of English language learners were proficient in math; 4% of English language learners were proficient in ELA. The district-wide pass rate for children with disabilities was only 9% in math and 6% in ELA.

CSD 30: One of the most diverse districts in New York City, CSD 30 faces a stark lack of high-performing schools and massive achievement gaps separating minority and low-income students from their peers.

Overall, only 31% of elementary and middle school students in CSD 30 met state standards in ELA last year, and 35% were proficient in math. There are just three schools in the district, out of 33 total serving elementary/middle school grades, where a majority of students passed the state ELA exam. All three of those schools use an exam as part of the admissions process. Their students are, on average, 29% black and Hispanic — less than half the rate at the rest of the district's schools. In fact, the highest English proficiency rate among schools that do *not* screen students based on prior performance is 45%.

Throughout CSD 30, children of color are more than twice as likely to fail state exams than their peers. Nearly half of Asian students (49%) and white students (45%) are proficient in ELA. By contrast, only 17% of black students and 21% Hispanic students are proficient. In math, 58% of Asian students and 49% of white students are proficient — compared to just 15% of black students and 25% of Hispanic students.

Other populations in CSD 30 are served poorly. Only 9% of English language learners met state standards in math, and 3% were proficient in ELA. Just 8% of students with disabilities were proficient in math; 5% were proficient in ELA.

(b) Programmatic Impact

Describe the *programmatic* impact of the establishment of the proposed charter school on existing public and nonpublic schools in the same geographic area as the proposed school location. Responses should include:

- A table listing the existing educational options and grades served available to the target population including all district, charter, and private schools;
- Information demonstrating a thorough analysis of existing educational options for the existing community and target population;
- Analysis of how the proposed school's enrollment plan will impact the enrollment and programmatic viability of the public and non-public schools; and,
- Analysis of the provision of novel or different programs or instructional approaches to those currently in place in the targeted community or population.

The below tables list the existing schools in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30 that serve elementary and/or middle school grades. The tables exclude schools that teach exclusively high school grades. The tables include schools run by the NYC DOE,¹⁷ charter schools,¹⁸ and private schools.¹⁹

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 2		
<i>SCHOOL</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
BALLET TECH, NYC PUBLIC SCHOOL FOR DANCE	K TO 8	DOE
BATTERY PARK CITY SCHOOL	K TO 8	DOE
EAST SIDE ELEMENTARY SCHOOL, P.S. 267	K TO 5	DOE
EAST SIDE MIDDLE SCHOOL	6 TO 8	DOE
ELLA BAKER SCHOOL	K TO 8	DOE
I.S. 289	6 TO 8	DOE
INSTITUTE FOR COLLABORATIVE EDUCATION	6 TO 8	DOE
J.H.S. 104 SIMON BARUCH	6 TO 8	DOE
J.H.S. 167 ROBERT F. WAGNER	6 TO 8	DOE
LIFE SCIENCES SECONDARY SCHOOL	6 TO 8	DOE
LOWER MANHATTAN COMMUNITY MIDDLE SCHOOL	6 TO 8	DOE

¹⁷ See Snapshots.

¹⁸ NYC DOE Charter School Directory (grade ranges reflect 2012-2013, the most recent available year, unless otherwise noted). Available at <http://schools.nyc.gov/community/planning/charters/Directory.htm>.

¹⁹ Private school data is from the NCES database (all data reflects 2010-2011, the most recent year available). Available at <http://nces.ed.gov/surveys/pss/privateschoolsearch/>.

M.S. 131	6 TO 8	DOE
M.S. 255 SALK SCHOOL OF SCIENCE	6 TO 8	DOE
M.S. 260 CLINTON SCHOOL WRITERS & ARTISTS	6 TO 8	DOE
NEW YORK CITY LAB MIDDLE SCHOOL FOR COLLABORATIVE STUDIES	6 TO 8	DOE
P.S. 001 ALFRED E. SMITH	K TO 5	DOE
P.S. 002 MEYER LONDON	K TO 5	DOE
P.S. 003 CHARRETTE SCHOOL	K TO 5	DOE
P.S. 006 LILLIE D. BLAKE	K TO 5	DOE
P.S. 011 WILLIAM T. HARRIS	K TO 5	DOE
P.S. 033 CHELSEA PREP	K TO 5	DOE
P.S. 035	K TO 12	DOE
P.S. 040 AUGUSTUS SAINT-GAUDENS	K TO 5	DOE
P.S. 041 GREENWICH VILLAGE	K TO 5	DOE
P.S. 042 BENJAMIN ALTMAN	K TO 5	DOE
P.S. 051 ELIAS HOWE	K TO 5	DOE
P.S. 059 BEEKMAN HILL INTERNATIONAL	K TO 5	DOE
P.S. 111 ADOLPH S. OCHS	K TO 8	DOE
P.S. 116 MARY LINDLEY MURRAY	K TO 5	DOE
P.S. 124 YUNG WING	K TO 5	DOE
P.S. 126 JACOB AUGUST RIIS	K TO 8	DOE
P.S. 130 HERNANDO DE SOTO	K TO 5	DOE
P.S. 150	K TO 5	DOE
P.S. 158 BAYARD TAYLOR	K TO 5	DOE
P.S. 183 ROBERT L. STEVENSON	K TO 5	DOE
P.S. 198 ISADOR E. IDA STRAUS	K TO 5	DOE
P.S. 212 MIDTOWN WEST	K TO 5	DOE
P.S. 234 INDEPENDENCE SCHOOL	K TO 5	DOE
P.S. 290 MANHATTAN NEW SCHOOL	K TO 5	DOE
P.S. 77 LOWER LAB SCHOOL	K TO 5	DOE
P.S. 89	K TO 5	DOE
P.S./I.S. 217 ROOSEVELT ISLAND	K TO 8	DOE
PROFESSIONAL PERFORMING ARTS HIGH SCHOOL	6 TO 8	DOE
P.S. 527 - EAST SIDE SCHOOL FOR SOCIAL ACTION	PRE-K TO 12	DOE
QUEST TO LEARN	6 TO 8	DOE
SCHOOL OF THE FUTURE HIGH SCHOOL	6 TO 8	DOE
SPRUCE STREET SCHOOL	K TO 5	DOE
THE 47 AMERICAN SIGN LANGUAGE & ENGLISH LOWER SCHOOL	K TO 8	DOE
YORKVILLE COMMUNITY SCHOOL	PRE-K TO 8	DOE
THE PECK SLIP SCHOOL	K TO 5	DOE
THE RIVER SCHOOL	K TO 5	DOE

GREAT OAKS CHARTER SCHOOL	6 (AT SCALE: 6 TO 10)	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – HELL’S KITCHEN	K TO 1 (AT SCALE: K TO 12)	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – UNION SQUARE	K TO 1 (AT SCALE: K TO 12)	CHARTER
PHILOSOPHY DAY SCHOOL	PRE-K TO 5	PRIVATE
CORLEARS SCHOOL	PRE-K TO 4	PRIVATE
THE CATHEDRAL SCHOOL	PRE-K TO 8	PRIVATE
WINSTON PREPARATORY SCHOOL	6 TO 12	PRIVATE
THE CHILD SCHOOL	K TO 12	PRIVATE
THE GENEVA SCHOOL OF MANHATTAN	PRE-K TO 8	PRIVATE
ST PATRICK SCHOOL	PRE-K TO 8	PRIVATE
LYCEUM KENNEDY	PRE-K TO 11	PRIVATE
AARON SCHOOL	K TO 5	PRIVATE
MESIVTA TIFERETH JERUSALEM	K TO 12	PRIVATE
SOLOMON SCHECHTER SCHOOL OF MANHATTAN	K TO 8	PRIVATE
LA SCUOLA D ITALIA GUGLIELMO MARCONI	PRE-K TO 12	PRIVATE
THE CAEDMON SCHOOL	PRE-K TO 5	PRIVATE
BRITISH INTERNATIONAL SCHOOL OF NY	PRE-K TO 6	PRIVATE
ST STEPHEN OF HUNGARY SCHOOL	PRE-K TO 8	PRIVATE
RABBI ARTHUR SCHNEIER PARK EAST DAY SCHOOL	PRE-K TO 8	PRIVATE
GUARDIAN ANGEL SCHOOL	PRE-K TO 8	PRIVATE
ST JOSEPH SCHOOL	PRE-K TO 8	PRIVATE
SACRED HEART OF JESUS SCHOOL	PRE-K TO 8	PRIVATE
ST JAMES SCHOOL	PRE-K TO 8	PRIVATE
CHURCHILL SCHOOL & CENTER	K TO 12	PRIVATE
OUR LADY OF POMPEII SCHOOL	K TO 8	PRIVATE
RUDOLF STEINER SCHOOL	PRE-K TO 12	PRIVATE
HOLY CROSS SCHOOL	PRE-K TO 8	PRIVATE
CITY COUNTRY SCHOOL	PRE-K TO 8	PRIVATE
ST JOSEPH'S SCHOOL-YORKVILLE	PRE-K TO 8	PRIVATE
TRANSFIGURATION SCHOOL	1 TO 8	PRIVATE
THE BROWNING SCHOOL	K TO 12	PRIVATE
MARYMOUNT SCHOOL OF NEW YORK	PRE-K TO 12	PRIVATE
BUCKLEY SCHOOL	K TO 9	PRIVATE
THE TOWN SCHOOL	PRE-K TO 8	PRIVATE
ST BERNARDS SCHOOL	K TO 8	PRIVATE
BIRCH WATHEN LENOX SCHOOL	K TO 12	PRIVATE
NIGHTINGALE-BAMFORD SCHOOL	K TO 12	PRIVATE
GRACE CHURCH SCHOOL	PRE-K TO 8	PRIVATE
HEWITT SCHOOL	K TO 12	PRIVATE
THE ALLEN-STEVENSON SCHOOL	K TO 9	PRIVATE

CLAREMONT PREP	PRE-K TO 9	PRIVATE
FRIENDS SEMINARY	K TO 12	PRIVATE
HUNTER COLLEGE HIGH SCHOOL	7 TO 12	PRIVATE
CONVENT OF THE SACRED HEART	PRE-K TO 12	PRIVATE
EPIPHANY ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
THE CHAPIN SCHOOL LTD	K TO 12	PRIVATE
TREVOR DAY SCHOOL	PRE-K TO 12	PRIVATE
ST IGNATIUS LOYOLA SCHOOL	K TO 8	PRIVATE
RAMAZ SCHOOL	PRE-K TO 12	PRIVATE
DALTON SCHOOL	K TO 12	PRIVATE
LYCEE FRANCAIS DE NEW YORK	PRE-K TO 12	PRIVATE
UNITED NATIONS INTERNATIONAL SCHOOL	K TO 12	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 3		
<i>SCHOOL</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
FREDERICK DOUGLASS ACADEMY II SECONDARY SCHOOL	6 TO 12	DOE
J.H.S. 54 BOOKER T. WASHINGTON	6 TO 8	DOE
MOTT HALL II	6 TO 8	DOE
M.S. 243 CENTER SCHOOL	5 TO 8	DOE
M.S. 245 THE COMPUTER SCHOOL	6 TO 8	DOE
M.S. 247 DUAL LANGUAGE MIDDLE SCHOOL	6 TO 8	DOE
M.S. 250 WEST SIDE COLLAB. M.S.	6 TO 8	DOE
M.S. 256 ACAD. & ATHL. EXCELLENCE	6 TO 8	DOE
M.S. 258 COMMUNITY ACTION SCHOOL	6 TO 8	DOE
P.S. 452	K TO 1 (AT SCALE: K TO 5)	DOE
P.S. 145 BLOOMINGDALE SCHOOL	PRE-K TO 5	DOE
P.S. 149 SOJOURNER TRUTH	PRE-K TO 8	DOE
P.S. 163 ALFRED E SMITH	PRE-K TO 5	DOE
P.S. 165 ROBERT E SIMON	PRE-K TO 8	DOE
P.S. 166 THE RICHARD ROGERS SCHOOL	K TO 5	DOE
P.S. 180 HUGO NEWMAN	PRE-K TO 8	DOE
P.S. 185 JOHN M. LANGSTON	PRE-K TO 2	DOE
P.S. 191 AMSTERDAM	PRE-K TO 8	DOE
P.S. 199 JESSIE ISADOR STRAUS	K TO 5	DOE
P.S. 208 ALAIN L LOCKE	3 TO 5	DOE
P.S. 241 FAMILY ACADEMY	K TO 5	DOE
P.S. 242 G. P. BROWN COMPUTER SCHOOL	PRE-K TO 5	DOE
P.S. 333 MANHATTAN SCHOOL FOR CHILDREN	K TO 8	DOE
P.S. 75 EMILY DICKINSON	K TO 5	DOE
P.S. 76 A. PHILIP RANDOLPH	PRE-K TO 8	DOE
P.S. 84 LILLIAN WEBER	PRE-K TO 5	DOE

P.S. 87 WILLIAM SHERMAN	PRE-K TO 5	DOE
P.S. 9 SARAH ANDERSON	PRE-K TO 5	DOE
SPECIAL MUSIC SCHOOL	K TO 8	DOE
THE ANDERSON SCHOOL	K TO 8	DOE
WADLEIGH SECONDARY SCHOOL FOR THE PERFORMING & VISUAL ARTS	6 TO 12	DOE
WEST PREP ACADEMY	6 TO 8	DOE
HARLEM HEBREW LANGUAGE CHARTER SCHOOL	K TO 1 (AT SCALE: K TO 5)	CHARTER
FUTURE LEADERS INSTITUTE CHARTER SCHOOL	K TO 8	CHARTER
HARLEM LINK CHARTER SCHOOL	K TO 5	CHARTER
NEW YORK FRENCH AMERICAN CHARTER SCHOOL	K TO 4 (AT SCALE: K TO 12)	CHARTER
OPPORTUNITY CHARTER SCHOOL	6 TO 12	CHARTER
SISULU-WALKER CHARTER SCHOOL OF HARLEM	K TO 5	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – HARLEM 1	K TO 7 (AT SCALE: K TO 12)	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – HARLEM 4	K TO 5 (AT SCALE: K TO 12)4	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – UPPER WEST	K TO 2 (AT SCALE: K TO 12)	CHARTER
ALEXANDER ROBERTSON SCHOOL	K TO 5	PRIVATE
ASCENSION SCHOOL	PRE-K TO 8	PRIVATE
BILINGUAL BUDS INC	PRE-K TO K	PRIVATE
BANK STREET SCHOOL FOR CHILDREN	PRE-K TO 8	PRIVATE
BEIT RABBAN	PRE-K TO 4	PRIVATE
BLESSED SACRAMENT SCHOOL	PRE-K TO 8	PRIVATE
CALHOUN SCHOOL	K TO 12	PRIVATE
CATHEDRAL SCHOOL	K TO 8	PRIVATE
CLARA HUMAMMAD SCHOOL	K TO 2	PRIVATE
COLLEGIATE SCHOOL	K TO 12	PRIVATE
COLUMBIA GRAMMAR-PREP SCHOOL	PRE-K TO 12	PRIVATE
CORPUS CHRISTI SCHOOL	PRE-K TO 8	PRIVATE
DWIGHT SCHOOL	K TO 12	PRIVATE
ETHICAL CULTURE FIELDSTON SCHOOLS	PRE-K TO 5	PRIVATE
HARLEM ACADEMY	1 TO 6	PRIVATE
HOLY NAME OF JESUS SCHOOL	PRE-K TO 8	PRIVATE
METROPOLITAN MONTESSORI SCHOOL	K TO 6	PRIVATE
MT PLEASANT CHRISTIAN ACADEMY	PRE-K TO 12	PRIVATE
PROFESSIONAL CHILDREN'S SCHOOL	6 TO 12	PRIVATE
RIVERSIDE CHURCH WEEK DAY SCHOOL	PRE-K TO K	PRIVATE
RIVERSIDE MONTESSORI SCHOOL	PRE-K TO K	PRIVATE

ROBERT LOUIS STEVENSON SCHOOL	8 TO 12	PRIVATE
RODEPH SHOLOM SCHOOL	PRE-K TO 8	PRIVATE
SCHOOL OF THE BLESSED SACRAMENT SCHOOL	PRE-K TO 8	PRIVATE
SOLOMON SCHECHTER SCHOOL OF MANHATTAN	K TO 8	PRIVATE
ST GREGORY THE GREAT SCHOOL	PRE-K TO 8	PRIVATE
ST HILDA'S & ST HUGH'S SCHOOL	PRE-K TO 8	PRIVATE
THE CATHEDRAL SCHOOL OF ST JOHN THE DEVINE	K TO 8	PRIVATE
THE HEWITT SCHOOL	K TO 12	PRIVATE
THE IDEAL SCHOOL OF MANHATTAN	PRE-K TO 4	PRIVATE
THE MANDELL SCHOOL	PRE-K TO 1	PRIVATE
THE MANHATTAN CHILDREN'S CENTER	PRE-K	PRIVATE
THE SCHOOL AT COLUMBIA UNIVERSITY	K TO 8	PRIVATE
THE SPEYER LEGACY SCHOOL	K TO 4	PRIVATE
THE STUDIO SCHOOL	PRE-K TO 8	PRIVATE
TREVOR DAY SCHOOL	PRE-K TO 12	PRIVATE
TRINITY SCHOOL	K TO 12	PRIVATE
WEST SIDE MONTESSORI SCHOOL	PRE-K TO K	PRIVATE
YESHIVA KETANA OF MANHATTAN	PRE-K TO 8	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 9		
<i>NAME</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
P.S./M.S. 004 CROTONA PARK WEST	K TO 8	DOE
P.S. 011 HIGHBRIDGE	K TO 4	DOE
J.H.S. 022 JORDAN L. MOTT	6 TO 8	DOE
P.S. 028 MOUNT HOPE	PRE-K TO 5	DOE
P.S. 035 FRANZ SIEGEL	K TO 5	DOE
P.S. 042 CLAREMONT	PRE-K TO 5	DOE
P.S. 053 BASHEER QUISIM	PRE-K TO 5	DOE
P.S. 055 BENJAMIN FRANKLIN	PRE-K TO 5	DOE
P.S. 058	PRE-K TO 6	DOE
P.S. 063 AUTHOR'S ACADEMY	PRE-K TO 5	DOE
P.S. 064 PURA BELPRE	K TO 5	DOE
P.S. 070 MAX SCHOENFELD	K TO 5	DOE
P.S. 073 BRONX	PRE-K TO 5	DOE
P.S. X088 - S. SILVERSTEIN LITTLE SPARROW SCHOOL	K TO 3	DOE
P.S. 109 SEDGWICK	PRE-K TO 5	DOE
P.S. 110 THEODORE SCHOENFELD	PRE-K TO 5	DOE
P.S. X114 - LUIS LLORENS TORRES SCHOOLS	K TO 5	DOE
I.S. 117 JOSEPH H. WADE	6 TO 8	DOE
P.S. 126 DR MARJORIE H DUNBAR	PRE-K TO 6	DOE
MOTT HALL III	6 TO 8	DOE
P.S. 132 GARRET A. MORGAN	PRE-K TO 5	DOE

J.H.S. 145 ARTURO TOSCANINI	5 TO 8	DOE
P.S. 163 ARTHUR A. SCHOMBURG	K TO 5	DOE
P.S. 170	K TO 2	DOE
P.S. 199X - THE SHAKESPEARE SCHOOL	PRE-K TO 5	DOE
P.S. 204 MORRIS HEIGHTS	K TO 5	DOE
KAPPA	5 TO 8	DOE
P.S./I.S. 218 RAFAEL HERNANDEZ DUAL LANGUAGE MAGNET SCHOOL	K TO 8	DOE
I.S. 219 NEW VENTURE SCHOOL	6 TO 8	DOE
I.S. 229 ROLAND PATTERSON	5 TO 8	DOE
P.S. 230 DR ROLAND N. PATTERSON	K TO 4	DOE
I.S. 232	6 TO 8	DOE
P.S. 236 LANGSTON HUGHES	PRE-K TO 5	DOE
URBAN ASSEMBLY SCHOOL FOR APPLIED MATH AND SCIENCE, THE	6 TO 12	DOE
THE NEW AMERICAN ACADEMY AT ROBERTO CLEMENTE STATE PARK	PRE-K TO 5	DOE
THE WALTON AVENUE SCHOOL	K TO 5	DOE
I.S. X303 LEADERSHIP & COMMUNITY SERVICE	6 TO 8	DOE
LUCERO ELEMENTARY SCHOOL	K TO 5	DOE
I.S. 313 SCHOOL OF LEADERSHIP DEVELOPMENT	6 TO 8	DOE
BRONX WRITING ACADEMY	6 TO 8	DOE
BRONX EARLY COLLEGE ACADEMY FOR TEACHING & LEARNING	6 TO 12	DOE
URBAN SCIENCE ACADEMY	5 TO 8	DOE
COMPREHENSIVE MODEL SCHOOL PROJECT M.S. 327	6 TO 12	DOE
NEW MILLENNIUM BUSINESS ACADEMY MIDDLE SCHOOL	6 TO 8	DOE
I.S. 339	6 TO 8	DOE
NEW DIRECTIONS SECONDARY SCHOOL	6 TO 12	DOE
THE HIGHBRIDGE GREEN SCHOOL	6 TO 8	DOE
BRONX HIGH SCHOOL FOR MEDICAL SCIENCE	6 TO 12	DOE
THE FAMILY SCHOOL	K TO 5	DOE
GRANT AVENUE ELEMENTARY SCHOOL	K TO 5	DOE
SCIENCE AND TECHNOLOGY ACADEMY: A MOTT HALL SCHOOL	6 TO 8	DOE
SHERIDAN ACADEMY FOR YOUNG LEADERS	K TO 5	DOE
BRONX SCHOOL FOR LAW, GOVERNMENT AND JUSTICE	7 TO 12	DOE
FREDERICK DOUGLASS ACADEMY III SECONDARY SCHOOL	6 TO 12	DOE
MOUNT EDEN CHILDREN'S ACADEMY	K TO 5	DOE
YOUNG WOMEN'S LEADERSHIP SCHOOL OF THE BRONX	6 TO 8	DOE
ICAHN CHARTER SCHOOL 6	K TO 2 (AT SCALE: K TO 6)	CHARTER

GRAND CONCOURSE CHARTER SCHOOL	K TO 5	CHARTER
MOTT HALL CHARTER SCHOOL	6 (AT SCALE: 6 TO 8)	CHARTER
BRONX ACADEMY OF PROMISE CHARTER SCHOOL	K TO 5 (AT SCALE: K TO 8)	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – BRONX 2	K TO 3 (AT SCALE: K TO 12)	CHARTER
BRONX PREPARATORY CHARTER SCHOOL	5 TO 12	CHARTER
FAMILY LIFE ACADEMY CHARTER SCHOOL	K TO 8	CHARTER
HARRIET TUBMAN CHARTER SCHOOL	K TO 8	CHARTER
ICAHN CHARTER SCHOOL	K TO 8	CHARTER
SACRED HEART SCHOOL	PRE-K TO 8	PRIVATE
ST MARGARET MARY SCHOOL	PRE-K TO 8	PRIVATE
EDEN CHRISTIAN ACADEMY	PRE-K TO K	PRIVATE
ST ANGELA MERICI SCHOOL	PRE-K TO 8	PRIVATE
ST JOSEPH SCHOOL	PRE-K TO 8	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 13		
<i>NAME</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
P.S. 003 THE BEDFORD VILLAGE	K TO 5	DOE
P.S. 008 ROBERT FULTON	K TO 6	DOE
P.S. 009 TEUNIS G BERGEN	K TO 5	DOE
P.S. 011 PURVIS J BEHAN	K TO 5	DOE
P.S. 020 CLINTON HILL	K TO 5	DOE
P.S. 044 MARCUS GARVEY	K TO 5	DOE
P.S. 046 EDWARD C BLUM	K TO 5	DOE
P.S. 054 SAMUEL C BARNES	K TO 5	DOE
P.S. 056 LEWIS H LATIMER	K TO 5	DOE
P.S. 067 CHARLES A DORSEY	K TO 5	DOE
P.S. 093 WILLIAM H PRESCOTT	K TO 5	DOE
SATELLITE THREE	6 TO 8	DOE
J.H.S. 113/OLD 294 EDMONDS CNTR	6 TO 8	DOE
P.S. 133 WILLIAM A BUTLER	K TO 5	DOE
P.S. 256 BENJAMIN BANNEKER	K TO 5	DOE
J.H.S. 265 SUSAN S. MCKINNEY	6 TO 12	DOE
M.S. 266 PARK PLACE COMM. M.S.	6 TO 8	DOE
P.S. 270 JOHANN DEKALB	K TO 5	DOE
P.S. 282 PARK SLOPE	K TO 8	DOE
P.S. 287 BAILEY K ASHFORD	K TO 5	DOE
SATELLITE EAST MIDDLE SCHOOL	6 TO 8	DOE
P.S. 305 DR PETER RAY	K TO 5	DOE

P.S. 307 DANIEL HALE WILLIAMS	K TO 5	DOE
SATELLITE WEST MIDDLE SCHOOL	6 TO 8	DOE
THE URBAN ASSEMBLY UNISON SCHOOL	6 TO 8	DOE
URBAN ASSEMBLY ACADEMY OF ARTS AND LETTERS	6 TO 8	DOE
URBAN ASSEMBLY INSTITUTE OF MATH AND SCIENCE FOR M.S. 571	6 TO 12	DOE
KHALIL GIBRAN INTERNATIONAL ACADEMY	6 TO 8	DOE
KNOWLEDGE AND POWER PREPARATORY VII MIDDLE SCHOOL	6 TO 8	DOE
FORT GREENE PREPARATORY ACADEMY	6 TO 8	DOE
URBAN DOVE CHARTER SCHOOL	9 TO 10 (AT SCALE: 9 TO 12)	CHARTER
ACHIEVEMENT FIRST ENDEAVOR CHARTER SCHOOL	K , 1, 5 TO 11 (AT SCALE: K TO 12)	CHARTER
LEADERSHIP PREP BEDFORD STUYVESANT CHARTER SCHOOL	K TO 6 (AT SCALE: K TO 8)	CHARTER
COMMUNITY ROOTS CHARTER SCHOOL	K TO 6 (AT SCALE: K TO 8)	CHARTER
COMMUNITY PARTNERSHIP CHARTER SCHOOL	K TO 8	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – FORT GREENE	K TO 1 (AT SCALE: K TO 12)	CHARTER
UNITY PREP CHARTER SCHOOL	6 (AT SCALE: 6 TO 12)	CHARTER
BROOKLYN EAST COLLEGIATE CHARTER SCHOOL	5 TO 6 (AT SCALE: 5 TO 12)	CHARTER
PARK SLOPE CHRISTIAN ACADEMY	PRE-K TO 8	PRIVATE
LURIA ACADEMY OF BROOKLYN	PRE-K TO 5	PRIVATE
BETHEL ELEMENTARY SCHOOL	PRE-K TO 6	PRIVATE
NELRAK CHILD DEVELOPMENT CENTER	PRE-K TO K	PRIVATE
BROOKLYN WALDORF SCHOOL	PRE-K TO 6	PRIVATE
CLARA MUHAMMAD SCHOOL OF MASJID KHALIFAH	PRE-K TO 5	PRIVATE
MT. PLEASANT CHRISTIAN ACADEMY	2 TO 12	PRIVATE
GEORGE H. MURRAY CHRISTIAN ACADEMY	PRE-K TO 8	PRIVATE
WALK IN LOVE CHRISTIAN ACADEMY	PRE-K TO 12	PRIVATE
BNOS SQUARE OF WILLIAMSBURG	PRE-K TO 7	PRIVATE
TALMUD TORAH DNITRA	PRE-K TO 7	PRIVATE
QUEEN OF ALL SAINTS	K TO 8	PRIVATE
WILLIAM T. DILLON CHILD STUDY CENTER	PRE-K TO K	PRIVATE
GREENE HILL SCHOOL	PRE-K TO 3	PRIVATE
PLYMOUTH CHURCH SCHOOL	PRE-K TO K	PRIVATE
GRACE CHURCH SCHOOL	PRE-K TO 8	PRIVATE

ST. ANN'S SCHOOL	PRE-K TO 12	PRIVATE
BROOKLYN FRIENDS	PRE-K TO 12	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 14		
<i>NAME</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
P.S. 016 LEONARD DUNKLY	PRE-K TO 5	DOE
P.S. 017 HENRY D. WOODWORTH	PRE-K TO 5	DOE
P.S. 018 EDWARD BUSH	PRE-K TO 5	DOE
P.S. 019 ROBERTO CLEMENTE	4 TO 5	DOE
P.S. 023 CARTER G. WOODSON	PRE-K TO 5	DOE
P.S. 031 SAMUEL F. DUPONT	PRE-K TO 5	DOE
P.S. 034 OLIVER H. PERRY	PRE-K TO 5	DOE
J.H.S. 050 JOHN D. WELLS	6 TO 8	DOE
P.S. 059 WILLIAM FLOYD	PRE-K TO 5	DOE
JUAN MOREL CAMPOS SECONDARY SCHOOL	6 TO 12	DOE
P.S. 084 JOSE DE DIEGO	PRE-K TO 5	DOE
P.S. 110 THE MONITOR	PRE-K TO 5	DOE
P.S. 120 CARLOS TAPIA	PRE-K TO 5	DOE
JOHN ERICSSON MIDDLE SCHOOL 126	6 TO 8	DOE
P.S. 132 THE CONSELYEA SCHOOL	PRE-K TO 5	DOE
P.S. 147 ISAAC REMSEN	PRE-K TO 5	DOE
P.S. 157 BENJAMIN FRANKLIN	PRE-K TO 8	DOE
P.S. 196 TEN EYCK	PRE-K TO 5	DOE
P.S. 250 GEORGE H. LINDSAY	PRE-K TO 5	DOE
P.S. 257 JOHN F. HYLAN	PRE-K TO 5	DOE
P.S. 297 ABRAHAM STOCKTON	PRE-K TO 5	DOE
I.S. 318 EUGENIO MARIA DE HOSTOS	6 TO 8	DOE
P.S. 319	PRE-K TO 1	DOE
THE URBAN ASSEMBLY SCHOOL FOR THE URBAN ENVIRONMENT	6 TO 8	DOE
P.S. 380 JOHN WAYNE ELEMENTARY	PRE-K TO 5	DOE
BROOKLYN ARBOR ELEMENTARY SCHOOL	PRE-K TO 3	DOE
CONSELYEA PREPARATORY SCHOOL	6 TO 8	DOE
M.S. 582	6 TO 8	DOE
LYONS COMMUNITY SCHOOL	6 TO 12	DOE
YOUNG WOMEN'S LEADERSHIP SCHOOL OF BROOKLYN	6 TO 11	DOE
BEGINNING WITH CHILDREN CHARTER SCHOOL II	K TO 8	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – BED-STUY 1	K TO 2 (AT SCALE: K TO 12)	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – BED-STUY 2	K TO 1 (AT SCALE: K TO 12)	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – WILLIAMSBURG	K TO 1 (AT SCALE: K TO 12)	CHARTER

	12)	
WILLIAMSBURG COLLEGIATE CHARTER SCHOOL	5 TO 11 (AT SCALE: 5 TO 12)	CHARTER
CITIZENS OF THE WORLD CHARTER SCHOOL 1	K TO 1 (AT SCALE: K TO 5)	CHARTER
BROOKLYN CHARTER SCHOOL	K TO 5	CHARTER
BEGINNING WITH CHILDREN CHARTER SCHOOL	K TO 8	CHARTER
THE ETHICAL COMMUNITY CHARTER SCHOOL (TECCS)	K TO 4 (AT SCALE: K-5)	CHARTER
BAIS ROCHEL SCHOOL	PRE-K TO 12	PRIVATE
BAIS YAKOV OF KHAL ADAS YEREIM	PRE-K TO 12	PRIVATE
BEIKVEI HATZION	PRE-K TO 7	PRIVATE
BETH CHANA SCHOOL	PRE-K TO 12	PRIVATE
BNEI SHIMON YISROEL	PRE-K TO 12	PRIVATE
BNOS CHAYIL	PRE-K TO 12	PRIVATE
CARRIG MONTESSORI SCHOOL	PRE-K TO K	PRIVATE
CENTRAL UTA	PRE-K TO 12	PRIVATE
MOSDOS KRULA	PRE-K TO 8	PRIVATE
MOST HOLY TRINITY SCHOOL	PRE-K TO 8	PRIVATE
NORTHSIDE CATHOLIC ACADEMY	PRE-K TO 8	PRIVATE
QUEEN OF THE ROSARY CATHOLIC ACADEMY-ST NICHOLAS	PRE-K TO 8	PRIVATE
SS JOSEPH & DOMINIC ACADEMY	PRE-K TO 8	PRIVATE
ST JOHN THE EVANGELIST LUTHERAN SCHOOL	PRE-K TO 6	PRIVATE
ST STANISLAUS KOSTKA CATHOLIC ACADEMY	PRE-K TO 8	PRIVATE
TALMUD TORAH OF KASHO	PRE-K TO 12	PRIVATE
TALMUD TORAH TASHBAR	PRE-K TO 10	PRIVATE
TALMUD TORAH TOLDOS YAKOV YOSEF	PRE-K TO 12	PRIVATE
TIFERES BNOS / CONG AHAVAZ SHULEM NADVERNA	PRE-K TO 10	PRIVATE
UNITED TALMUDICAL ACADEMY	PRE-K TO 12	PRIVATE
VERNON AVENUE CHILDRENS SCHOOL	PRE-K TO K	PRIVATE
WILLIAMSBURG NORTHSIDE SCHOOL	PRE-K TO 2	PRIVATE
YESHIVA BETH HILLEL OF WILLIAMSBURG	K TO 9	PRIVATE
YESHIVA BNOS AHAVAS ISRAEL	PRE-K TO 12	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 15		
<i>NAME</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
BROOKLYN SCHOOL FOR GLOBAL STUDIES	6 TO 12	DOE
BROOKLYN SECONDARY SCHOOL FOR COLLABORATIVE STUDIES	6 TO 12	DOE
PARK SLOPE COLLEGIATE	6 TO 12	DOE
SCHOOL FOR INTERNATIONAL STUDIES	6 TO 12	DOE
M.S. 51 WILLIAM ALEXANDER	6 TO 8	DOE
J.H.S. 088 PETER ROUGET	6 TO 8	DOE

I.S. 136 CHARLES O. DEWEY	6 TO 8	DOE
M.S. 442 CARROLL GARDENS SCHOOL FOR INNOVATION	6 TO 8	DOE
NEW VOICES SCHOOL OF ACADEMIC & CREATIVE ARTS	6 TO 8	DOE
THE MATH & SCIENCE EXPLORATORY SCHOOL	6 TO 8	DOE
SUNSET PARK PREP	6 TO 8	DOE
MAGNET SCHOOL OF MATH, SCIENCE AND DESIGN TECHNOLOGY	K TO 5	DOE
P.S. 094 THE HENRY LONGFELLOW	K TO 5	DOE
P.S. 107 JOHN W. KIMBALL	K TO 5	DOE
P.S. 169 SUNSET PARK	K TO 5	DOE
P.S. 321 WILLIAM PENN	K TO 5	DOE
SUNSET PARK AVENUES ELEMENTARY SCHOOL	K TO K	DOE
P.S. 001 THE BERGEN	PRE-K TO 5	DOE
P.S. 015 PATRICK F. DALY	PRE-K TO 5	DOE
P.S. 024	PRE-K TO 5	DOE
P.S. 029 JOHN M. HARRIGAN	PRE-K TO 5	DOE
P.S. 032 SAMUEL MILLS SPROLE	PRE-K TO 5	DOE
P.S. 038 THE PACIFIC	PRE-K TO 5	DOE
P.S. 039 HENRY BRISTOW	PRE-K TO 5	DOE
P.S. 058 THE CARROLL	PRE-K TO 5	DOE
P.S. 124 SILAS B. DUTCHER	PRE-K TO 5	DOE
P.S. 130 THE PARKSIDE	PRE-K TO 5	DOE
P.S. 131 BROOKLYN	PRE-K TO 5	DOE
P.S. 146	PRE-K TO 5	DOE
THE WINDSOR TERRACE SCHOOL	PRE-K TO 5	DOE
P.S. 172 BEACON SCHOOL OF EXCELLENCE	PRE-K TO 5	DOE
P.S. 230 DORIS L. COHEN	PRE-K TO 5	DOE
P.S. 295	PRE-K TO 5	DOE
RED HOOK NEIGHBORHOOD SCHOOL	PRE-K TO 5	DOE
P.S. 261 PHILIP LIVINGSTON	PRE-K TO 7	DOE
THE MAURICE SENDAK COMMUNITY SCHOOL	PRE-K TO K	DOE
SUMMIT ACADEMY CHARTER SCHOOL	6 TO 9 (AT SCALE: 6 TO 12)	CHARTER
BROOKLYN URBAN GARDEN CHARTER SCHOOL	6 (AT SCALE: 6 TO 8)	CHARTER
BROOKLYN PROSPECT CHARTER SCHOOL	6 TO 9 (AT SCALE: 6 TO 12)	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – COBBLE HILL	K TO 1 (AT SCALE: K TO 12)	CHARTER
PAVE ACADEMY CHARTER SCHOOL	K TO 5 (AT SCALE: K TO 8)	CHARTER
HELLENIC CLASSICAL CHARTER SCHOOL	K TO 8	CHARTER
A FANTIS PAROCHIAL SCHOOL	PRE-K TO 8	PRIVATE

AL MADRASA AL ISLAMIYA	PRE-K TO 8	PRIVATE
AL-MADINAH SCHOOL	PRE-K TO 12	PRIVATE
AL-NOOR SCHOOL	PRE-K TO 12	PRIVATE
AVALON CHILDCARE FIFTH AVENUE	K TO 1	PRIVATE
BERKELEY CARROLL ELEMENTARY SCHOOL	PRE-K TO 4	PRIVATE
BNOS MARGULIA VIZNITZ	PRE-K TO 11	PRIVATE
BROOKLYN HEIGHTS MONTESSORI SCHOOL	PRE-K TO 8	PRIVATE
HANNAH SENESH COMMUNITY DAY SCHOOL	K TO 8	PRIVATE
HANOVER PLACE CHILD CARE	PRE-K TO K	PRIVATE
HANSON PLACE ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
HOLY NAME OF JESUS SCHOOL	PRE-K TO 8	PRIVATE
IMMACULATE HEART OF MARY	PRE-K TO 8	PRIVATE
INTERNATIONAL CHRISTIAN SCHOOL	PRE-K TO 12	PRIVATE
KESSER MALKA	K TO 2	PRIVATE
MARY MCDOWELL FRIENDS SCHOOL	6 TO 10	PRIVATE
NESIVOS BAIS YAAKOV	PRE-K TO 12	PRIVATE
RIVENDELL SCHOOL	PRE-K TO K	PRIVATE
ST AGATHA SCHOOL	PRE-K TO 8	PRIVATE
ST FRANCIS XAVIER SCHOOL	PRE-K TO 8	PRIVATE
ST SAVIOUR ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
TALMUD TORAH OHEL YOCHANAN	PRE-K TO 12	PRIVATE
THE STERLING SCHOOL	3 TO 6	PRIVATE
TOMER DVORA SCHOOL	PRE-K TO 8	PRIVATE
YESHIVA BEIS MEIR (BOYS)	8 TO 12	PRIVATE
YESHIVAS BOYAN TIFERES MORDECHAI SHLOMO	PRE-K TO 8	PRIVATE
YESHIVAT SHAARE TORAH GIRLS ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 17		
<i>NAME</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
M S 002	6 TO 8	DOE
P.S. 006	K TO 5	DOE
P.S. 012	K TO 5	DOE
P.S. 022	K TO 5	DOE
M S 061 GLADSTONE H. ATWELL	6 TO 8	DOE
P.S. 091 THE ALBANY AVE. SCHOOL	K TO 5	DOE
P.S. 092 ADRIAN HEGEMAN	K TO 5	DOE
P.S. 138 BROOKLYN	K TO 8	DOE
P.S. 161 THE CROWN	K TO 8	DOE
P.S. 167 THE PARKWAY	K TO 5	DOE
P.S. 181 BROOKLYN	K TO 8	DOE
P.S. 189 LINCOLN TERRACE	K TO 8	DOE

P.S. 191 PAUL ROBESON	K TO 5	DOE
P.S. 221 TOSSAINT L'OUVERTURE	K TO 5	DOE
P.S. 241 EMMA L JOHNSTON	K TO 5	DOE
I.S. 246 WALT WHITMAN	6 TO 8	DOE
P.S. 249 THE CATON	K TO 5	DOE
P.S. 289 GEORGE V BROWER	K TO 5	DOE
P.S. 316 ELIJAH STROUD	K TO 5	DOE
MIDDLE SCHOOL FOR ACADEMIC AND SOCIAL EXCELLENCE	6 TO 8	DOE
I.S. 340	6 TO 8	DOE
EBBETTS FIELD MIDDLE SCHOOL	6 TO 8	DOE
ELIJAH STROUD MIDDLE SCHOOL	6 TO 8	DOE
THE SCHOOL OF INTEGRATED LEARNING	6 TO 8	DOE
P.S. 375 JACKIE-ROBINSON SCHOOL	K TO 5	DOE
ACADEMY FOR COLLEGE PREPARATION AND CAREER EXPLORATION	6 TO 12	DOE
M.S. 394K	K TO 8	DOE
P.S. 397 FOSTER-LAURIE	K TO 5	DOE
P.S. 398 WALTER WEAVER	K TO 5	DOE
P.S. 399 STANLEY EUGENE CLARK	K TO 5	DOE
RONALD EDMONDS LEARNING CENTER II	6 TO 8	DOE
THE SCHOOL FOR HUMAN RIGHTS	6 TO 12	DOE
SCHOOL FOR DEMOCRACY AND LEADERSHIP	6 TO 12	DOE
SCI TECHNOLOGY AND RESEARCH EARLY COLLEGE HIGH	6 TO 12	DOE
MIDDLE SCHOOL FOR THE ARTS	6 TO 8	DOE
MIDDLE COLLEGE HIGH SCHOOL AT MEDGAR EVERS COLLEGE	6 TO 12	DOE
BROOKLYN ARTS AND SCIENCE ELEMENTARY SCHOOL	K TO 5	DOE
NEW HEIGHTS MIDDLE SCHOOL	6 TO 8	DOE
P.S. 770 NEW AMERICAN ACADEMY	K TO 5	DOE
EXPLORE EXCEED CHARTER SCHOOL	K TO 3 (AT SCALE: K TO 8)	CHARTER
ACHIEVEMENT FIRST CROWN HEIGHTS CHARTER SCHOOL	K TO 11 (AT SCALE K TO 12)	CHARTER
KIPP AMP CHARTER SCHOOL	K AND 5 TO 8 (AT SCALE: K TO 12)	CHARTER
CITIZENS OF THE WORLD CHARTER SCHOOL 2	K TO 1 (AT SCALE: K TO 5)	CHARTER
EXPLORE CHARTER SCHOOL	K TO 8	CHARTER
FAHARI ACADEMY CHARTER SCHOOL	5 TO 9 (AT SCALE: 5 TO 12)	CHARTER

SUCCESS ACADEMY CHARTER SCHOOL – CROWN HEIGHTS	K TO 1 (AT SCALE: K TO 12)	CHARTER
EXPLORE EMPOWER CHARTER SCHOOL	K TO 5 (AT SCALE: K TO 8)	CHARTER
SUCCESS ACADEMY CHARTER SCHOOL – PROSPECT HEIGHTS	K TO 1 (AT SCALE: K TO 12)	CHARTER
LEFFERTS GARDENS CHARTER SCHOOL	K TO 3 (AT SCALE: K TO 5)	CHARTER
CHILDREN'S CORNER OF BROOKLYN LTD	PRE-K TO K	PRIVATE
PRACTICAL LEARNING CENTER	PRE-K TO 3	PRIVATE
PHEBEANA PRESCHOOL	PRE-K TO K	PRIVATE
GET SET KINDERGARTEN SCHOOL	PRE-K TO 4	PRIVATE
CYCLE EDUCATIONAL CENTER	PRE-K TO 1	PRIVATE
ST. GREGORY THE GREAT SCHOOL	PRE-K TO 8	PRIVATE
FIRST IMPRESSIONS NURSERY SCHOOL	PRE-K TO K	PRIVATE
PHYL'S ACADEMY PREP	PRE-K TO 5	PRIVATE
NEW GENERATION ELEMENTARY SCHOOL	PRE-K TO 2	PRIVATE
P B CHILDREN'S ACADEMY	PRE-K TO K	PRIVATE
LITTLE ANGEL DAYCARE CENTER #3	PRE-K TO K	PRIVATE
FULL GOSPEL CHRISTIAN ACADEMY	PRE-K TO 5	PRIVATE
ST. FRANCIS DE SALES SCHOOL FOR THE DEAF	UG TO 8	PRIVATE
CARMEL CHRISTIAN SCHOOL	K TO 9	PRIVATE
EPIPHANY LUTHERAN	PRE-K TO 8	PRIVATE
ELLA BAKER/CHARLES ROMAIN CHILD DEVELOPMENT CENTER	PRE-K TO 5	PRIVATE
LEFFERTS GARDEN MONTESSORI	PRE-K TO K	PRIVATE
MONTESSORI SCHOOL OF LEFFERTS GARDEN II	PRE-K TO K	PRIVATE
MARY BOB LEARNING ACADEMY	PRE-K TO 3	PRIVATE
ST FRANCIS OF ASSIST SCHOOL	PRE-K TO 8	PRIVATE
LEAGUE SCHOOL	K TO 9	PRIVATE
BNOS MENACHEM	PRE-K TO 12	PRIVATE
LITTLE STARS DAYCARE CENTER	PRE-K TO K	PRIVATE
STARS AND KNIGHTS DAY SCHOOL	PRE-K TO 8	PRIVATE
CONG OHR MENACHEM	PRE-K TO 7	PRIVATE
THE CATHEDRAL SCHOOL OF BROOKLYN	PRE-K TO 8	PRIVATE
DARCHAI MENACHEM SCHOOL – BOYS	3 TO 11	PRIVATE
ARISTA PREP ACADEMY AND NURSERY SCHOOL	PRE-K TO 8	PRIVATE
HEBRON SEVENTH-DAY AVENTIST BILINGUAL	PRE-K TO 8	PRIVATE
THE EDUCATIONAL INSTITUTE OHOLEI TORAH - OHOLEI MENACHEM	PRE-K TO 12	PRIVATE

RAINBOW CAMPUS	K TO 6	PRIVATE
ST. MARK'S DAY SCHOOL	PRE-K TO 8	PRIVATE
BEIS CHAYA MUSHKA	K TO 12	PRIVATE
MT MORIAH CHRISTIAN ACADEMY	PRE-K TO 6	PRIVATE
MACADEMY	PRE-K TO 8	PRIVATE
BROOKLYN JESUIT PREP	6 TO 8	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 18		
<i>NAME</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
P.S. 66	K TO 8	DOE
I.S. 068 ISAAC BILDERSEE	6 TO 8	DOE
P.S. 114 RYDER ELEMENTARY	K TO 5	DOE
P.S. 115 DANIEL MUCATEL SCHOOL	K TO 5	DOE
P.S. 135 SHELDON A. BROOKNER	K TO 5	DOE
P.S. 208 ELSA EBELING	K TO 5	DOE
I.S. 211 JOHN WILSON	6 TO 8	DOE
P.S. 219 KENNEDY-KING	K TO 5	DOE
P.S. 233 LANGSTON HUGHES	K TO 5	DOE
P.S. 235 LENOX	K TO 8	DOE
P.S. 244 RICHARD R. GREEN	K TO 5	DOE
P.S. 268 EMMA LAZARUS	K TO 5	DOE
P.S. 272 CURTIS ESTABROOK	K TO 5	DOE
P.S. 276 LOUIS MARSHALL	K TO 5	DOE
P.S. 279 HERMAN SCHREIBER	K TO 5	DOE
I.S. 285 MEYER LEVIN	6 TO 8	DOE
THE SCIENCE AND MEDICINE MIDDLE SCHOOL	6 TO 8	DOE
EAST FLATBUSH COMMUNITY RESEARCH SCHOOL	6 TO 8	DOE
MIDDLE SCHOOL FOR ART AND PHILOSOPHY	6 TO 8	DOE
MIDDLE SCHOOL OF MARKETING AND LEGAL STUDIES	6 TO 8	DOE
EXPLORE EXCEL CHARTER SCHOOL	K TO 4 (AT SCALE: K TO 8)	CHARTER
KINGS COLLEGIATE CHARTER SCHOOL	5 TO 9 (AT SCALE: K TO 12)	CHARTER
BROOKLYN ASCEND CHARTER SCHOOL	K TO 6 (AT SCALE: K TO 12)	CHARTER
LEADERSHIP PREP CANARSIE CHARTER SCHOOL (LEADERSHIP PREP CS 4)	K AND 5 (AT SCALE: K TO 8)	CHARTER
NEW AMERICAN ACADEMY CHARTER SCHOOL	K TO 1 (AT SCALE: K TO 5)	CHARTER
CANARSIE ASCEND CHARTER SCHOOL	K TO 1 (AT SCALE: K TO 5)	CHARTER

	12)	
THE CULTURAL ARTS ACADEMY AT SPRING CREEK CHARTER SCHOOL	K TO 2 (AT SCALE: K TO 12)	CHARTER
NEW HOPE ACADEMY CHARTER SCHOOL	K TO 3 (AT SCALE: K TO 5)	CHARTER
BRYANS EDUCATIONAL CENTER	PRE-K TO K	PRIVATE
EXCELSIOR ELEMENTARY SCHOOL	6 TO 12	PRIVATE
BATTALION CHRISTIAN ACADEMY	PRE-K TO 5	PRIVATE
PRECIOUS CHILD EARLY ACADEMY	PRE-K TO K	PRIVATE
LITTLE FLOWER PREPARATORY	PRE-K TO 7	PRIVATE
KINGS HIGHWAY PREPARATORY	PRE-K TO K	PRIVATE
STEPS ELEMENTARY	PRE-K TO 5	PRIVATE
HAPPY HOME DAY CARE	PRE-K TO 4	PRIVATE
BROOKLYN PREPARATORY SCHOOL	PRE-K TO K	PRIVATE
FLATBUSH SDA SCHOOL	PRE-K TO 5	PRIVATE
FIRST CHOICE ACADEMY	PRE-K TO K	PRIVATE
PARKWAY ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
FACES OF THE FUTURE DAYCARE	PRE-K TO K	PRIVATE
EBENEZER PREPARATORY SCHOOL	PRE-K TO 8	PRIVATE
BIBLE SPEAK CHURCH ACADEMY	PRE-K TO 12	PRIVATE
GREAT OAKS ELEMENTARY SCHOOLS	K TO 8	PRIVATE
GREAT COMMISSION CHRISTIAN SCHOOL	K TO 7	PRIVATE
OUR LADY OF TRUST SCHOOL	PRE-K TO 8	PRIVATE
YESHIVA ATERES YISROEL SCHOOL	1 TO 8	PRIVATE
RAVEN'S ELEMENTARY SCHOOL	K TO 6	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 22		
<i>SCHOOL</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
ANDRIES HUDDE	K TO 5 (AT SCALE: K TO 8)	DOE
BROOKLYN COLLEGE ACADEMY	7 TO 12	DOE
I. S. 381	6 TO 8	DOE
J.H.S. 014 SHELL BANK	6 TO 8	DOE
J.H.S. 078 ROY H. MANN	6 TO 8	DOE
J.H.S. 234 ARTHUR W. CUNNINGHAM	6 TO 8	DOE
J.H.S. 278 MARINE PARK	6 TO 8	DOE
P.S. 052 SHEEPSHEAD BAY	PRE-K TO 5	DOE
P.S. 109	K TO 8	DOE
P.S. 119 AMERSFORT	K TO 5	DOE
P.S. 139 ALEXINE A. FENTY	PRE-K TO 5	DOE

P.S. 193 GIL HODGES	PRE-K TO 5	DOE
P.S. 194 RAOUL WALLENBERG	PRE-K TO 5	DOE
P.S. 195 MANHATTAN BEACH	PRE-K TO 5	DOE
P.S. 197 BROOKLYN	PRE-K TO 5	DOE
P.S. 198 BROOKLYN	PRE-K TO 5	DOE
P.S. 203 THE SCHOOL FOR FUTURE LEADERS	PRE-K TO 5	DOE
P.S. 206 JOSEPH F LAMB	PRE-K TO 8	DOE
P.S. 207 ELIZABETH G. LEARY	PRE-K TO 8	DOE
P.S. 217 COLONEL DAVID MARCUS SCHOOL	PRE-K TO 5	DOE
P.S. 222 KATHERINE R. SNYDER	PRE-K TO 5	DOE
P.S. 236 MILL BASIN	PRE-K TO 5	DOE
P.S. 245	PRE-K TO 5	DOE
P.S. 251 PAERDEGAT	PRE-K TO 5	DOE
P.S. 254 DAG HAMMARSKJOLD	PRE-K TO 5	DOE
P.S. 255 BARBARA REING SCHOOL	PRE-K TO 5	DOE
P.S. 269 NOSTRAND	3 TO 5	DOE
P.S. 277 GERRITSEN BEACH	PRE-K TO 5	DOE
P.S. 312 BERGEN BEACH	PRE-K TO 5	DOE
P.S. 326	PRE-K TO 2	DOE
P.S. 361 EAST FLATBUSH EARLY CHILDHOOD SCHOOL	PRE-K TO 2	DOE
P.S. K134	PRE-K TO 5	DOE
P.S. K315	PRE-K TO 5	DOE
P.S. K811 CONNIE LEKAS SCHOOL	6 TO 12	DOE
SCHOOL OF SCIENCE & TECHNOLOGY	PRE-K TO 5	DOE
SPRING CREEK COMMUNITY SCHOOL	6 (AT SCALE: 6 TO 12)	DOE
BROOKLYN DREAMS CHARTER SCHOOL	K TO 4 (AT SCALE: K TO 8)	CHARTER
HEBREW LANGUAGE ACADEMY CHARTER SCHOOL	K TO 4 (AT SCALE: K TO 5)	CHARTER
BROOKLYN SDA ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
CHRISTIAN HERITAGE ACADEMY	PRE-K TO 12	PRIVATE
CORTELYOU ACADEMY	PRE-K TO 5	PRIVATE
GOOD SHEPERD SCHOOL	PRE-K TO 8	PRIVATE
MARY QUEEN OF HEAVEN SCHOOL	PRE-K TO 8	PRIVATE
MIDWOOD CATHOLIC ACADEMY	PRE-K TO 8	PRIVATE
MIDWOOD MONTESSORI	PRE-K TO K	PRIVATE
NEW VISTAS ACADEMY	K TO 12	PRIVATE
PRACTICAL LEARNING CENTER INC.	PRE-K TO 3	PRIVATE
ST. BERNARD ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
ST. EDMUND ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
ST. JEROME SCHOOL	PRE-K TO 8	PRIVATE
ST. MARK SCHOOL	PRE-K TO 8	PRIVATE

THE RAT'S PLAYHOUSE WORKSHOP	PRE-K TO K	PRIVATE
THREE HIERARCHS SCHOOL	PRE-K TO 8	PRIVATE
UNITED CEREBRAL PALSEY BROOKLYN CHILDRENS	PRE-K TO K	PRIVATE
WINDMILL MONTESSORI SCHOOL	PRE-K TO 8	PRIVATE
GET SET KINDERGARTEN	K TO 5	PRIVATE
MESIVTA TORAH VODAATH	PRE-K TO 8	PRIVATE
YESHIVA & MESIVTA TORAH TEMIMAH	PRE-K TO 12	PRIVATE
MASORES BAIS YAAKOV	PRE-K TO 12	PRIVATE
EAST MIDWOOD HEBREW DAY SCHOOL	PRE-K TO 8	PRIVATE
YESHIVAH OF CROWN HEIGHTS	PRE-K TO 8	PRIVATE
YESHIVA DERECH HATORAH	PRE-K TO 12	PRIVATE
YESHIVA TORAS EMES KAMINETZ ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
BAIS UVI GRIEDING	PRE-K TO 4	PRIVATE
HA'OR BEACON SCHOOL	K TO 8	PRIVATE
YESHIVA AHAVAS TORAH	PRE-K TO 8	PRIVATE
PROSPECT PARK YESHIVA	PRE-K TO 8	PRIVATE
SARAH DABAH SCHOOL	PRE-K TO 8	PRIVATE
GOOD SHEPHERD SCHOOL	PRE-K TO 8	PRIVATE
NEFESH ACADEMY	K TO 12	PRIVATE
LEV BAIS YAAKOV	PRE-K TO 10	PRIVATE
YESHIVAT LEV TORAH	K TO 8	PRIVATE
YESHIVA RUACH CHAIM	PRE-K TO 8	PRIVATE
BROOKLYN AMITY SCHOOL	PRE-K TO 12	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 23		
<i>SCHOOL</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
P.S. 041 FRANCIS WHITE	K TO 8	DOE
P.S. 073 THOMAS S. BOYLAND	K TO 8	DOE
P.S./I.S. 137 RACHEL JEAN MITCHELL	K TO 8	DOE
P.S. 150 CHRISTOPHER	K TO 8	DOE
P.S./ I.S. 155 NICHOLAS HERKIMER	K TO 8	DOE
P.S. 156 WAVERLY	K TO 5	DOE
P.S. 165 IDA POSNER	K TO 8	DOE
P.S. 178 SAINT CLAIR MCKELWAY	K TO 8	DOE
P.S. 184 NEWPORT	K TO 8	DOE
P.S. 284 LEW WALLACE	K TO 8	DOE
P.S. 298 DR. BETTY SHABAZZ	K TO 8	DOE
P.S./I.S. 323	K TO 8	DOE
P.S. 327 DR. ROSE B. ENGLISH	K TO 8	DOE
P.S. 332 CHARLES H. HOUSTON	K TO 8	DOE
BROWNSVILLE COLLABORATIVE MIDDLE SCHOOL	6 TO 8	DOE
I.S. 392	6 TO 8	DOE

CHRISTOPHER AVENUE COMMUNITY SCHOOL	K TO 5	DOE
RIVERDALE AVENUE COMMUNITY SCHOOL	K TO 5	DOE
BROOKLYN COLLEGIATE: A COLLEGE BOARD SCHOOL	8 TO 12	DOE
KAPPA V	6 TO 8	DOE
MOTT HALL IV	6 TO 8	DOE
BROOKLYN LANDMARK ELEMENTARY SCHOOL	K TO 5	DOE
GENERAL D. CHAPPIE JAMES ELEMENTARY SCHOOL OF SCIENCE	K TO 5	DOE
GENERAL D. CHAPPIE JAMES MIDDLE SCHOOL OF SCIENCE	6 TO 8	DOE
EAGLE ACADEMY FOR YOUNG MEN II	6 TO 8	DOE
BROOKLYN ENVIRONMENTAL EXPLORATION SCHOOL (BEES)	6 TO 8	DOE
RIVERDALE AVENUE MIDDLE SCHOOL	6 TO 8	DOE
MOTT HALL BRIDGES ACADEMY	6 TO 8	DOE
TEACHERS PREPARATORY HIGH SCHOOL	6 TO 12	DOE
P.S. K396	K TO 12	DOE
ACHIEVEMENT FIRST BROWNSVILLE CHARTER SCHOOL	K TO 5 (AT SCALE: K TO 12)	CHARTER
BROWNSVILLE COLLEGIATE CHARTER SCHOOL	5 TO 8 (AT SCALE: 5 TO 12)	CHARTER
LEADERSHIP PREPARATORY BROWNSVILLE CHARTER SCHOOL	K TO 4 (AT SCALE: K TO 8)	CHARTER
BROWNSVILLE ASCEND CHARTER SCHOOL	K TO 4 (AT SCALE: K TO 12)	CHARTER
LEADERSHIP PREPARATORY OCEAN HILL CHARTER SCHOOL	K TO 3 (AT SCALE: K TO 8)	CHARTER
OCEAN HILL COLLEGIATE CHARTER SCHOOL	5 TO 6 (AT SCALE: 5 TO 8)	CHARTER
ARK CHRISTIAN ACADEMY	1 TO 5	PRIVATE
HANDS & HEARTS LEARNING CENTER	PRE-K TO 5	PRIVATE
PEOPLE'S ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
STEP BY STEP EARLY CHILDHOOD CENTER	PRE-K TO K	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 24		
<i>SCHOOL</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
I.S. 5 - THE WALTER CROWLEY INTERMEDIATE SCHOOL	6 TO 9	DOE
P.S. 007 LOUIS F. SIMEONE	K TO 3	DOE
P.S. 012 JAMES B. COLGATE	K TO 5	DOE
P.S. 013 CLEMENT C. MOORE	K TO 5	DOE
P.S. 014 FAIRVIEW	K TO 5	DOE
P.S. Q016 THE NANCY DEBENEDITTIS SCHOOL	K TO 5	DOE
P.S. 019 MARINO JEANTET	K TO 5	DOE

P.S. 28 - THE THOMAS EMANUEL EARLY CHILDHOOD CENTER	PRE-K TO 2	DOE
P.S. 049 DOROTHY BONAWIT KOLE	K TO 8	DOE
P.S. 58 - SCHOOL OF HEROES	K TO 6	DOE
I.S. 061 LEONARDO DA VINCI	6 TO 8	DOE
P.S. 068 CAMBRIDGE	PRE-K TO 5	DOE
P.S. 071 FOREST	K TO 5	DOE
I.S. 73 - THE FRANK SANSIVIERI INTERMEDIATE SCHOOL	6 TO 8	DOE
I.S. 077	6 TO 8	DOE
P.S. 81Q JEAN PAUL RICHTER	K TO 5	DOE
P.S. / I.S. 087 MIDDLE VILLAGE	K TO 8	DOE
P.S. 088 SENECA	PRE-K TO 5	DOE
P.S. 089 ELMHURST	K TO 5	DOE
P.S. 091 RICHARD ARKWRIGHT	PRE-K TO 5	DOE
I.S. 093 RIDGEWOOD	6 TO 8	DOE
P.S. 102 BAYVIEW	K TO 8	DOE
P.S. 110	K TO 5	DOE
P.S./I.S. 113 ANTHONY J. PRANZO	K TO 8	DOE
I.S. 119 THE GLENDALE	K TO 8	DOE
I.S. 125 THOM J. MCCANN WOODSIDE	5 TO 8	DOE
P.S. 128 THE LORRAINE TUZZO, JUNIPER VALLEY ELEMENTARY SCHOOL	K TO 8	DOE
P.S. 143 LOUIS ARMSTRONG	K TO 5	DOE
P.S. 153 MASPETH ELEM	PRE-K TO 6	DOE
P.S. 199 MAURICE A. FITZGERALD	K TO 4	DOE
ELM TREE ELEMENTARY SCHOOL	K TO K	DOE
P.S. 229 EMANUEL KAPLAN	PRE-K TO 6	DOE
P.S. 239	PRE-K TO 5	DOE
A.C.E. ACADEMY FOR SCHOLARS AT THE GERALDINE FERRARO CAMPUS	K TO 3	DOE
LEARNERS AND LEADERS	PRE-K TO 3	DOE
PIONEER ACADEMY	K TO 5	DOE
CORONA ARTS AND SCIENCES ACADEMY	6 TO 6	DOE
P.S. 330	K TO 3	DOE
ROBERT F. WAGNER, JR. SECONDARY SCHOOL FOR ARTS AND TECHNOLOGY	7 TO 12	DOE
THE 51 AVENUE ACADEMY (THE PATH TO ACADEMIC EXCELLENCE)	4 TO 5	DOE
CENTRAL QUEENS ACADEMY CHARTER SCHOOL	5 (AT SCALE: 5 TO 8)	CHARTER
MIDDLE VILLAGE PREP CHARTER SCHOOL	6 (AT SCALE: 6 TO 8)	CHARTER
A CHILD'S PLACE DAY SCHOOL	PRE-K TO 4	PRIVATE
ABC PRESCHOOL & KINDERGARTEN CENTER	PRE-K TO K	PRIVATE

MARTIN LUTHER SCHOOL	6 TO 12	PRIVATE
MOST PRECIOUS BLOOD SCHOOL	PRE-K TO 8	PRIVATE
NOTRE DAME CATHOLIC ACADEMY	PRE-K TO 8	PRIVATE
OUR LADY OF HOPE ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
OUR LADY OF SORROWS SCHOOL	PRE-K TO 8	PRIVATE
REDEEMER LUTHERAN SCHOOL	PRE-K TO 8	PRIVATE
RESURRECTION ASCENSION SCHOOL	PRE-K TO 8	PRIVATE
SACRED HEART SCHOOL	PRE-K TO 8	PRIVATE
SISTER CLARA MUHAMMAD SCHOOL	2 TO 12	PRIVATE
ST ADALBERT ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
ST BARTHOLOMEW SCHOOL	PRE-K TO 8	PRIVATE
ST ILLUMINATOR'S ARMENIAN DAY SCHOOL	PRE-K TO 4	PRIVATE
ST JOHN EVANGELICAL LUTHERAN SCHOOL	PRE-K TO 8	PRIVATE
ST LEO ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
ST MARGARET SCHOOL	PRE-K TO 8	PRIVATE
ST MATTHIAS SCHOOL	PRE-K TO 8	PRIVATE
ST PANCRAS SCHOOL	PRE-K TO 8	PRIVATE
ST RAPHAEL SCHOOL	PRE-K TO 8	PRIVATE
ST STANISLAUS KOSTKA SCHOOL	PRE-K TO 8	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 27		
<i>SCHOOL</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
ACADEMY OF MEDICAL TECHNOLOGY: A COLLEGE BOARD SCHOOL	6 TO 8	DOE
CHANNEL VIEW SCHOOL OF RESEARCH	6 TO 12	DOE
GOLDIE MAPLE ACADEMY	PRE-K TO 8	DOE
HAWTREE CREEK MIDDLE SCHOOL	6 TO 8	DOE
J.H.S. 202 ROBERT H. GODDARD	6 TO 8	DOE
J.H.S. 210 ELIZABETH BLACKWELL	6 TO 8	DOE
J.H.S. 226 VIRGIL I. GRISSOM	6 TO 8	DOE
KNOWLEDGE AND POWER PREPATORY ACADEMY IV	6 TO 8	DOE
M.S. 053 BRIAN PICCOLO	6 TO 8	DOE
M.S. 137 AMERICA'S SCHOOL OF HEROES	6 TO 8	DOE
NEW YORK CITY ACADEMY FOR DISCOVERY	PRE-K TO 5	DOE
P.S. 042 R. VERNAM	PRE-K TO 8	DOE
P.S. 062 CHESTER PARK	K TO 5	DOE
P.S./M.S. 114 BELLE HARBOR	PRE-K TO 8	DOE
P.S. 043	PRE-K TO 8	DOE
P.S. 045 CLARENCE WITHERSPOON	PRE-K TO 6	DOE
P.S. 047 CHRIS GALAS	PRE-K TO 8	DOE
P.S. 051	PRE-K TO 1	DOE
P.S. 056 HARRY EICHLER	2 TO 5	DOE

P.S. 060 WOODHAVEN	PRE-K TO 5	DOE
P.S. 063 OLD SOUTH	K TO 5	DOE
P.S. 064 JOSEPH P. ADDABBO	K TO 5	DOE
P.S. 066 JACQUELINE KENNEDY ONASSIS	PRE-K TO 5	DOE
P.S. 090 HORACE MANN	PRE-K TO 5	DOE
P.S. 096	PRE-K TO 5	DOE
P.S. 097 FOREST PARK	PRE-K TO 5	DOE
P.S. 100 GLEN MORRIS	K TO 5	DOE
P.S. 104 THE BAYS WATER	PRE-K TO 5	DOE
P.S. 105 THE BAY SCHOOL	PRE-K TO 8	DOE
P.S. 106	PRE-K TO 5	DOE
P.S. 108 VINCENT C. FOWLER	PRE-K TO 5	DOE
P.S. 123	PRE-K TO 5	DOE
P.S. 124 OSMOND A CHURCH	K TO 8	DOE
P.S. 146 HOWARD BEACH	PRE-K TO 8	DOE
P.S. 155	PRE-K TO 5	DOE
P.S. 183 DR. RICHARD R. GREEN	PRE-K TO 8	DOE
P.S. 197 THE OCEAN SCHOOL	PRE-K TO 5	DOE
P.S. 207 ROCKWOOD PARK	PRE-K TO 8	DOE
P.S. 215 LUCRETIA MOTT	3 TO 5 (PHASING OUT)	DOE
P.S. 223 LYNDON B. JOHNSON	PRE-K TO 5	DOE
P.S. 232 LINDENWOOD	K TO 8	DOE
P.S. 253	PRE-K TO 5	DOE
P.S. 254	PRE-K TO 5	DOE
P.S. 273	PRE-K TO 3 (AT SCALE: PRE-K TO 5)	DOE
P.S. 65 THE RAYMOND YORK ELEMENTARY SCHOOL	K TO 5	DOE
SCHOLAR'S ACADEMY	6 TO 12	DOE
VILLAGE ACADEMY	6 TO 8	DOE
WATERSIDE CHILDREN'S STUDIO SCHOOL	PRE-K TO 5	DOE
WATERSIDE SCHOOL FOR LEADERSHIP	6 TO 8	DOE
WAVE PREPARATORY ELEMENTARY SCHOOL	PRE-K TO 5	DOE
CHALLENGE PREPATORY CHARTER SCHOOL	K TO 3 (AT SCALE: K TO 8)	CHARTER
PENINSULA PREPATORY ACADEMY CHARTER SCHOOL	K TO 5	CHARTER
THE KEW-Forest SCHOOL	PRE-K TO 12	PRIVATE
BAIS YAAKOV ACADEMY	PRE-K TO 8	PRIVATE
HOLY CHILD JESUS SCHOOL	PRE-K TO 8	PRIVATE
THEATRE STREET SCHOOL	K TO 8	PRIVATE
ST. THOMAS THE APOSTLE	PRE-K TO 8	PRIVATE
ST. ELIZABETH SCHOOL	PRE-K TO 8	PRIVATE
DIVINE MERCY CATHOLIC ACADEMY	PRE-K TO 8	PRIVATE

ST. MARY GATE OF HEAVEN SCHOOL	K TO 8	PRIVATE
OXFORD CHRISTIAN ACADEMY	K TO 2	PRIVATE
OUR LADY OF PERPETUAL HELP SCHOOL	PRE-K TO 8	PRIVATE
ST. HELEN SCHOOL	K TO 8	PRIVATE
ST. TERESA OF AVILA SCHOOL	PRE-K TO 8	PRIVATE
AL-ISHAN ACADEMY	PRE-K TO 6	PRIVATE
ST. MARY STAR OF SEA SCHOOL	PRE-K TO 8	PRIVATE
CHURCH OF GOD CHRISTIAN ACADEMY	K TO 12	PRIVATE
ST ROSE OF LIMA SCHOOL	PRE-K TO 8	PRIVATE
ST CAMILLUS SCHOLL	K TO 8	PRIVATE
ST FRANCIS DE SALES SCHOOL	PRE-K TO 8	PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 28		
<i>SCHOOL</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
J.H.S. 008 RICHARD S. GROSSLEY	6 TO 8	DOE
P.S. 030 QUEENS	PRE-K TO 5	DOE
P.S. 040 SAMUEL HUNTINGTON	PRE-K TO 6	DOE
P.S. 048 WILLIAM WORDSWORTH	PRE-K TO 5	DOE
P.S. 050 TALFOURD LAWN ELEMENTARY SCHOOL	PRE-K TO 6	DOE
P.S. 054 HILLSIDE	K TO 5	DOE
P.S. 055 MAURE	PRE-K TO 6	DOE
CATHERINE & COUNT BASIE MIDDLE SCHOOL 72	6 TO 8	DOE
P.S. 080 THURGOOD MARSHALL MAGNET	K TO 5	DOE
P.S. 082 HAMMOND	PRE-K TO 5	DOE
P.S. Q086	3 TO 6	DOE
P.S. 099 KEW GARDENS	K TO 6	DOE
P.S. 101 SCHOOL IN THE GARDENS	PRE-K TO 6	DOE
P.S. 117 J. KELD / BRIARWOOD SCHOOL	PRE-K TO 5	DOE
P.S. 121 QUEENS	PRE-K TO 5	DOE
P.S. 139 REGO PARK	K TO 6	DOE
P.S. 140 EDWARD K ELLINGTON	PRE-K TO 6	DOE
P.S. 144 COL JEROMUS REMSEN	PRE-K TO 6	DOE
J.H.S. 157 STEPHEN A. HALSEY	6 TO 9	DOE
P.S. 160 WALTER FRANCIS BISHOP	PRE-K TO 6	DOE
P.S. 161 ARTHUR ASHE SCHOOL	PRE-K TO 6	DOE
METROPOLITAN EXPEDITIONARY LEARNING SCHOOL	6 TO 12	DOE
P.S. 174 WILLIAM SIDNEY MOUNT	PRE-K TO 6	DOE
P.S. 175 THE LYNN GROSS DISCOVERY SCHOOL	K TO 5	DOE
P.S. 182 SAMANTHA SMITH	PRE-K TO 3	DOE
J.H.S. 190 RUSSELL SAGE	6 TO 8	DOE

P.S. 196 GRAND CENTRAL PARKWAY	K TO 5	DOE
P.S. 206 THE HORACE HARDING SCHOOL	PRE-K TO 5	DOE
J.H.S. 217 ROBERT A. VAN WYCK	6 TO 8	DOE
P.S. 220 EDWARD MANDEL	PRE-K TO 5	DOE
YORK EARLY COLLEGE ACADEMY	6 TO 12	DOE
THE EMERSON SCHOOL	6 TO 8	DOE
THE ACADEMY FOR EXCELLENCE THROUGH THE ARTS	PRE-K TO 3	DOE
QUEENS COLLEGIATE: A COLLEGE BOARD SCHOOL	6 TO 12	DOE
P.S. 354	PRE-K TO 5	DOE
QUEENS GATEWAY TO HEALTH SCIENCES SECONDARY SCHOOL	7 TO 12	DOE
YOUNG WOMEN'S LEADERSHIP SCHOOL, QUEENS	7 TO 12	DOE
ROCHDALE EARLY ADVANTAGE CHARTER SCHOOL	K TO 3 (AT SCALE: K TO 5)	CHARTER
A NEW DAWN ELEMENTARY SCHOOL	PRE-K TO 3	PRIVATE
AL-IMAN SCHOOL	PRE-K TO 12	PRIVATE
AUNTY JEAN'S DAY SCHOOL	KINDERGARTEN	PRIVATE
BAIS YAAKOV ACADEMY FOR GIRLS	PRE-K TO 8	PRIVATE
BNOS MALKA ACADEMY	PRE-K TO 8	PRIVATE
BRIGHT BEGINNINGS	PRE-K TO K	PRIVATE
CCS MONTESSORI CENTER	PRE-K TO K	PRIVATE
EZRA ACADEMY	7 TO 12	PRIVATE
FOREST HILLS JEWISH CENTER NURSERY SCHOOL & KDG	PRE-K TO K	PRIVATE
FOREST HILLS MONTESSORI SCHOOL	PRE-K TO 6	PRIVATE
IDEAL MONTESSORI SCHOOL	PRE-K TO 8	PRIVATE
JAMAICA DAY SCHOOL OF ST DEMETRIOS	PRE-K TO 8	PRIVATE
JAMAICA SDA ELEMENTARY/BUSY BEE LEARNING CENTER	PRE-K TO 8	PRIVATE
JEWISH INSTITUTE OF QUEENS	PRE-K TO 12	PRIVATE
LITTLE ANGELS DAY CARE CENTER	PRE-K TO K	PRIVATE
NEW WORLD EDUCATIONAL CENTER	PRE-K TO K	PRIVATE
OUR LADY OF MERCY SCHOOL	PRE-K TO 8	PRIVATE
OUR LADY OF THE ANGELUS	PRE-K TO 8	PRIVATE
OUR LADY QUEEN OF MARTYRS SCHOOL	PRE-K TO 8	PRIVATE
OUR SAVIOUR LUTHERAN SCHOOL	PRE-K TO 8	PRIVATE
ROCHDALE VILLAGE NURSERY & KINDERGARTEN	PRE-K TO K	PRIVATE
SHA'AREI ZION OHEL BRACHA	PRE-K TO 8	PRIVATE
THE COMMUNITY HOUSE SCHOOL	PRE-K TO K	PRIVATE
THE KEW-FOREST SCHOOL	PRE-K TO 12	PRIVATE
YESHIVA TIFERETH MOSHE	PRE-K TO 8	PRIVATE

YESHIVAT OHR HAIIM

PRE-K TO 8

PRIVATE

ELEMENTARY AND MIDDLE SCHOOLS IN CSD 30		
<i>SCHOOL</i>	<i>GRADES SERVED</i>	<i>TYPE</i>
P.S. 002 ALFRED ZIMBERG	K TO 5	DOE
I.S. 010 HORACE GREELEY	6 TO 8	DOE
P.S. 011 KATHRYN PHELAN	K TO 6	DOE
P.S. 017 HENRY DAVID THOREAU	PRE-K TO 5	DOE
P.S. 069 JACKSON HEIGHTS	PRE-K TO 5	DOE
P.S. 070 QUEENS	PRE-K TO 5	DOE
P.S. 076 WILLIAM HALLET	PRE-K TO 5	DOE
P.S./I.S. 78Q	PRE-K TO 6	DOE
P.S. 084 STEINWAY	PRE-K TO 8	DOE
P.S. 085 JUDGE CHARLES VALLONE	PRE-K TO 5	DOE
P.S. 092 HARRY T. STEWART SR.	PRE-K TO 5	DOE
P.S. 111 JACOB BLACKWELL	PRE-K TO 8	DOE
P.S. 112 DUTCH KILLS	PRE-K TO 5	DOE
P.S. 122 MAMIE FAY	PRE-K TO 8	DOE
ALBERT SHANKER SCHOOL FOR VISUAL AND PERFORMING ARTS	6 TO 8	DOE
P.S. 127 AEROSPACE SCIENCE MAGNE	PRE-K TO 8	DOE
I.S. 141 THE STEINWAY	6 TO 8	DOE
I.S. 145 JOSEPH PULITZER	6 TO 8	DOE
P.S. 148 QUEENS	PRE-K TO 5	DOE
P.S. 149 CHRISTA MCAULIFFE	K TO 5	DOE
P.S. 150 QUEENS	PRE-K TO 6	DOE
P.S. 151 MARY D. CARTER	PRE-K TO 5	DOE
P.S. 152 GWENDOLINE N. ALLEYNE SCHOOL	PRE-K TO 6	DOE
P.S. 166 HENRY GRADSTEIN	PRE-K TO 5	DOE
P.S. 171 PETER G. VAN ALST	PRE-K TO 5	DOE
I.S. 204 OLIVER W. HOLMES	6 TO 8	DOE
P.S. 212	K TO 5	DOE
P.S. Q222 - FIRE FIGHTER CHRISTOPHER A. SANTORA SCHOOL	PRE-K TO 2	DOE
I.S. 227 LOUIS ARMSTRONG	5 TO 8	DOE
P.S. 228 EARLY CHILDHOOD MAGNET SCHOOL OF THE ARTS	PRE-K TO 2	DOE
I.S. 230	6 TO 8	DOE
P.S. 234	PRE-K TO 5	DOE
ACADEMY FOR NEW AMERICANS	6 TO 8	DOE
P.S. 280	K TO 3	DOE
YOUNG WOMEN'S LEADERSHIP SCHOOL, ASTORIA	6 TO 12	DOE
HUNTERS POINT COMMUNITY MIDDLE SCHOOL	6 TO 6	DOE

EAST ELMHURST COMMUNITY SCHOOL	K TO K	DOE
BACCALAUREATE SCHOOL FOR GLOBAL EDUCATION	7 TO 12	DOE
VOICE CHARTER SCHOOL OF NEW YORK	K TO 5 (AT SCALE: K TO 8)	CHARTER
GROWING UP GREEN CHARTER SCHOOL	K TO 5	CHARTER
ACADEMY OF THE CITY CHARTER SCHOOL	K TO 2 (AT SCALE: K TO 5)	CHARTER
RENAISSANCE CHARTER SCHOOL	K TO 12	CHARTER
OUR WORLD NEIGHBORHOOD CHARTER SCHOOL	K TO 8	CHARTER
CORPUS CHRISTI SCHOOL	PRE-K TO 8	PRIVATE
EL-BER ISLAMIC SCHOOL	PRE-K TO 5	PRIVATE
EVANGEL CHRISTIAN SCHOOL	PRE-K TO 12	PRIVATE
GARDEN SCHOOL	PRE-K TO 12	PRIVATE
IMMACULATE CONCEPTION SCHOOL	PRE-K TO 8	PRIVATE
LEARNING TREE MULTI-CULTURAL	K TO 8	PRIVATE
LES ENFANTS MONTESSORI SCHOOL	1 TO 3	PRIVATE
LEXINGTON SCHOOL FOR THE DEAF	PRE-K TO 12	PRIVATE
LITTLE FRIENDS SCHOOL	PRE-K TO K	PRIVATE
MI NUEVO MUNDO CHILDREN EDUCATION CENTER	PRE-K TO K	PRIVATE
MI NUEVO MUNDO DAYCARE CORP	PRE-K TO K	PRIVATE
MOST PRECIOUS BLOOD SCHOOL	PRE-K TO 8	PRIVATE
MT OLIVET CHRISTIAN SCHOOL	PRE-K TO 1	PRIVATE
OUR LADY OF FATIMA SCHOOL	PRE-K TO 8	PRIVATE
QUEENS LUTHERAN SCHOOL	1 TO 8	PRIVATE
QUEENSVIEW NURSERY SCHOOL & KINDERGARTEN	PRE-K TO K	PRIVATE
RAZI SCHOOL	PRE-K TO 12	PRIVATE
ST CATHERINE & ST GEORGE SCHOOL	PRE-K TO 3	PRIVATE
ST DEMETRIOS SCHOOL	PRE-K TO 12	PRIVATE
ST FRANCIS OF ASSISI SCHOOL	PRE-K TO 8	PRIVATE
ST GABRIEL SCHOOL	PRE-K TO 8	PRIVATE
ST JOSEPH ELEMENTARY SCHOOL	PRE-K TO 8	PRIVATE
ST SEBASTIAN SCHOOL	PRE-K TO 8	PRIVATE

For additional analysis regarding these educational options, please refer to Response 01(a) above.

Sharing Best Practices (Partnerships and Relationships)

Success Academy intends to have a positive impact on the programmatic offerings of existing public and non-public schools in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30. Success Academy schools have a culture of high expectations, which is immediately apparent when one walks into the school. Success Academy has seen

positive culture shifts in existing public schools in which Success Academy schools co-locate. Zoned schools that are co-located with existing Success Academy schools have already begun adopting some of Success Academy's best practices. For example, one such school has modeled parts of its school culture on a Success Academy school in Harlem, including posting college paraphernalia on classroom doors and hallways. At Success Academy Bronx 2, the Principal has been advising the co-located district Principal on best instructional practices. At Success Academy Harlem 2, the Principal accepted the co-located school Principal's request to learn about Success Academy's literacy program so that the zone school can consider adopting it. To help facilitate, the co-located Principal has observed instruction with the Success Academy Principal. Similarly, at Success Academy Harlem 3, the co-located district school kindergarten teachers observed Success Academy classroom instructional practice and discussed a shared sample lesson plan.

In addition, Success Academy leaders published a book, *Mission Possible: How the Secrets of Success Academies Can Work in Any School*, to share literacy instruction and teacher training best practices. Success Academy schools welcome school leaders and educators from surrounding schools to visit and observe best practices.

During the 2013-2014 school year, approximately 290 individuals from 70 different organizations, including DOE schools, other charter schools, colleges, universities, pre-schools, and other educational organizations, toured Success Academy schools. Dozens of visitors came from public school systems. Success Academy has also shared curriculum materials and hosted two conferences with numerous school leaders.

Given the benefit Success Academy gained from examining schools throughout New York City and the country (as described in Appendix A), the proposed schools will take part in Success Academy's concerted efforts to share its approach to education and best practices with the community. Such efforts will help ensure the proposed schools have a positive programmatic impact on the community, and are a crucial part of Success Academy's partnerships with other schools.

As described in Response 01(a), there is a clear and serious need for high-performing school options in the 14 CSDs where Success Academy proposes to open new schools. However, there is a long way to go until charter school capacity catches up with parent demand. Families residing in the 14 CSDs where Success Academy proposes to open schools submitted a combined total of 7,860 applications to existing Success Academy schools last year. Despite this high level of interest, a small percentage of students in those CSDs attend charter schools – for example, just 6% of students in those CSDs who took the 2013 state exams attended charter schools. Numerous families are on wait lists for current Success Academy schools, including thousands from the proposed CSDs of location.

There are approximately 950 public and non-public schools in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30 serving elementary and middle school grades. The proposed schools will serve students who apply from the neighborhood and CSD of location, and it is not expected that the proposed schools will significantly impact the admissions or enrollment at these 950 schools.

1. **Community Description, Need and Proposed School Impact**

(c) **Fiscal Impact**

Complete the following table and discuss the fiscal impact of the school on other public and non-public schools in the area, including;

- **Enrollment expectations (which should be consistent with Responses 4 and the 5-year budget projection);**
- **Per Pupil Allocation assumptions;**
- **Dollar amount the proposed charter school anticipates receiving from each district in Per Pupil Funding;**
- **Other projected revenue the proposed charter school anticipates receiving from the district (special education, grant, etc.);**
- **Projected Budget for the school district of location; and,**
- **Projected impact as a percentage of dollars of each sending district's budget (with more than 10 students projected to attend the charter school) for each year.**

Please refer to Attachment 01(c) – Fiscal Impact. As noted elsewhere in this proposal, SA NYC has conducted community outreach in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30. As described below, the fiscal impact of the proposed schools is not expected to be significant.

The enrollment expectations for the 14 proposed schools are in line with the figures in Response 04 – Enrollment. The per-pupil allocation assumption is also consistent with the budget, and guidance from the Institute.

The projected budget for the district of location for the proposed schools, New York City, is taken from the Institute's guidance.

The total fiscal impact of the 14 proposed schools would be approximately 0.25% of the projected NYC DOE operating budget in the first year all 14 schools would offer instruction (2016-2017), and approximately 0.81% of the projected NYC DOE operating budget in 2020-2021. Based on these percentages, the projected fiscal impact of the proposed Success Academy schools on public schools in New York City is not expected to be significant.

With respect to non-public schools, the proposed schools are not anticipated to have a fiscal impact on these institutions as the majority of students will come from families that would not have the means to pay for private school.

New York City - 4 SCHOOLS IN FY16
New York City - 10 SCHOOLS IN FY17

FISCAL IMPACT CHART FOR APPLICANTS SEEKING NYC DOE PUBLIC SPACE							
Operational Year (A)	Enrollment (# of Students) (B)	Per Pupil Allocation (C)	Projected Per Pupil Charter Cost (B x C = D)	If applying for public space multiply per pupil funding by 20% (D x 0.20) (E)	Total Projected Funding to Charter School from District (D + E = F)	Total Budget for District (G)	Projected Impact (i.e. % of District's Overall Funding) (F / G = H)
2015 - 2016	760	\$ 14,127	\$ 10,736,520	\$ 2,147,304	\$ 12,883,824	\$ 20,600,000,000	0.06%
2016 - 2017	2900	\$ 14,627	\$ 42,418,300	\$ 8,483,660	\$ 50,901,960	\$ 20,600,000,000	0.25%
2017 - 2018	4020	\$ 14,627	\$ 58,800,540	\$ 11,760,108	\$ 70,560,648	\$ 20,600,000,000	0.34%
2018 - 2019	5840	\$ 14,627	\$ 85,421,680	\$ 17,084,336	\$ 102,506,016	\$ 20,600,000,000	0.50%
2019 - 2020	7800	\$ 14,627	\$ 114,090,600	\$ 22,818,120	\$ 136,908,720	\$ 20,600,000,000	0.66%
2020 - 2021	9450	\$ 14,627	\$ 138,225,150	\$ 27,645,030	\$ 165,870,180	\$ 20,600,000,000	0.81%

2. Addressing the Need

(a) Mission and Vision

If the proposed school is adopting the same mission and vision as the replicating school, incorporate the programs by reference per the instructions above. If applicable, note any changes to the original mission and vision and indicate if these changes pertain to the proposed school only, or would modify the terms of the entire education corporation.

The mission of the proposed schools, like all SA NYC schools, is to provide students in New York City with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed NY State Common Core Learning Standards, and the resources to lead and succeed in school, college, and a competitive global economy.

SA NYC schools seek to provide this exceptionally high-quality education to all of their students, including English language learners and students with special education needs, irrespective of socioeconomic, racial, ethnic, and/or other status.

(b) Key Design Elements

If the proposed school is adopting the replicating school's key design elements, incorporate the Key Design Elements by reference per the instructions above. If applicable, note any changes to the original model and indicate if these changes pertain to the proposed school only, or would modify the terms of the entire education corporation. Any changes should not exceed five (5) pages in length.

Success Academy was founded to create a replicable school model that would give all students a phenomenal education and bring high-quality options to New York City public schools. Each Success Academy school is dedicated to the mission of providing New York City students with the knowledge, skills, character, and disposition to meet and exceed New York State standards and give them the resources to lead and succeed in middle school, high school, college, and life. As exhibited by the success of its 22 existing schools, Success Academy manages schools so that staffing, scheduling, facilities and finances align with the goals that schools run efficiently and can focus on teaching students in an appropriate environment.

Below are key design elements to help illustrate what students and staff will experience in the proposed schools.

Proposed School Key Design Elements

A. Focus on Student Achievement

- All staff members are continually self-assessing to ensure that their work is fostering student achievement.
- The goal is to build a strong educational foundation and deep love for school and learning.
- Success Academy schools focus on preparing students for success in college and the globally competitive economy they will enter.
- The ultimate goals for all students are college graduation and success in college and beyond.

B. Curriculum

- A research-based, results-driven curriculum is used.
- The curriculum includes and goes beyond NY State Common Core Learning Standards and Core Curriculum.

C. Student Performance Data

- Assessments are given frequently in all core subjects.
- Assessment data is produced and analyzed in real time so that teachers and school leaders can augment instruction and provide extra tutoring to ensure all students are achieving at a high level.

D. More Instructional Time

- The school day runs from 7:45 a.m. until 4:00 p.m. (Kindergarten) and between 4:30 p.m. and 5:30 p.m. for all other grades, except one day each week, the school day runs from 7:45 a.m. until between 12:30 p.m. and 2:00 p.m. Extensive professional development is provided for teachers on those afternoons. Struggling students may be asked to stay for supplemental assistance after school and/or on Saturdays.
- There are approximately 180 days of instruction each year.
- Struggling students receive one-on-one and small group tutoring.
- High-performing students participate in advanced work.

E. School Leaders with the Power to Lead

- The principal has the power to hire and fire staff.
- Non-instructional operations are handled by the school operations team and Success Academy, allowing the principal and other instructional leaders to regularly observe teaching and focus solely on student achievement.

F. Highly-Qualified, Highly-Trained Staff

- Top-notch educators are recruited from around the country.

- Regular professional development is implemented to improve the instructional capacity of the staff.
- School leaders regularly observe, coach, and provide feedback to teachers to help improve their instruction.

G. Strong School Culture

- Students and staff are required to go above and beyond expectations in all circumstances.
- Excellent behavior is explicitly taught, modeled, expected, and rewarded.
- Values and good character are a part of daily instruction.
- There is an emphasis on college for all students.
- Principles of ACTION taught, modeled and constantly reinforced by all.
 - Agency: Students, parents, and all school personnel have a sense of ownership and personal responsibility.
 - Curiosity: Student exploration and curiosity drive instruction.
 - Try and Try: Students work hard – even if they do not succeed with their first attempt. They learn the importance of persistence.
 - Integrity: The value of honesty is consistently taught and modeled.
 - Others: Students are taught to have empathy and respect others.
 - No Shortcuts: There are no shortcuts to success. Hard work is mandatory.

H. Students with Disabilities: Students with disabilities will receive the services set forth in their Individualized Education Programs (“IEPs”), which may include, but are not limited to:

- Speech language pathology and audiologist services,
- Psychological services,
- Physical and occupational therapy,
- Special education teacher support services, and
- Collaborative Team Teaching.

The school will meet the needs of students with disabilities as set forth in their IEPs to the extent feasible.

I. Ensuring Middle School Achievement and High School Success

- Success Academy schools are designed to be Pre-Kindergarten through 12th grade.¹ The proposed schools will offer middle school programming (5th grade) in the initial charter term, and will apply as necessary to continue to serve its students through high school.

¹ All future plans related to the opening of separate and/or consolidated middle schools, high schools and Pre-Kindergarten programs are dependent on multiple factors, including space availability, and are therefore subject to change.

- As the schools aim to prepare the students for scholars, they inherently focus on preparing students, including at-risk students, for success in middle school and high school. The engaging curriculum and extended school day helps ensure that students are challenged and will be ready for upper grades. Please refer to Response 05 – Curriculum and Instruction for more information.
- The schools provide intensive support to students of all ages, including middle school and high school students, to ensure academic success and graduation. Such supports include, but are not limited to, academic interventions, family engagement, robust extracurricular activities, plans for a high ratio of high school guidance counselors to students, and more.
- As described throughout the Proposal, Success Academy middle schools have a proven track record of high student achievement and are among the top-performing middle schools in New York City. Please refer to Response 05 – Curriculum and Instruction for more information.

(c) 5% Districts

If the proposed charter school will be located in a district where more than five percent of students are enrolled in charter schools, either provide evidence that the school district of location approves of the establishment of the proposed charter school or explain how the proposed charter school will have a “significant educational benefit” to the students who attend that school. A complete list of 5% districts can be found in the accompanying Guidance Handbook. Note that at this time SUNY anticipates that the NYC School District will be over the 5% threshold.

The proposed schools will provide a significant educational benefit to the students who attend. Success Academy has consistently demonstrated exceptional student achievement as a result of its high quality educational programming. In 2013, for example, Success Academy schools with testing grades ranked in the top 1% of all New York State schools on the Math assessment, and in the top 7% on the ELA assessment. Additionally, according to SUNY’s most recent Comparative Performance Analysis Report, all Success Academy schools with students in testing grades performed higher than expected to a large degree in comparison with demographically similar public schools across New York State. Success Academy schools make up seven of the top ten highest performing charter schools in the state in substantially outperforming demographically similar public schools.

As described throughout the Proposal, Success Academy schools provide extensive offerings that significantly benefit the education of its scholars, including, for example, courses in robotics, yoga, chess, and dance, and extensive field studies and project-based learning. Parents who send their children to Success Academy schools agree that

Success Academy provides a significant educational benefit. More than 1,500 Success Academy parents responded to the New York City Department of Education's School Surveys.² Of those parents, 98% agreed or strongly agreed that they were satisfied with the education their child received at Success Academy. Ninety-eight percent agreed or strongly agreed that Success Academy helps keep their child on track for college, career and success in life after high school. The proposed schools will help ensure middle school achievement and high school success, and clearly provide a significant educational benefit to the thousands of students who will be ready for college as a result of Success Academy's educational programming.

² Available at <http://schools.nyc.gov/Accountability/tools/survey/default.htm>.

2. Addressing the Need

(d) Draft Accountability Plan.

GOAL I: ENGLISH LANGUAGE ARTS

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

Absolute Measures

Elementary/Middle School

- 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 3-8.¹
- Each year, the school's aggregate Performance Level Index (PLI)² 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.

Comparative Measures

Elementary/Middle School

- 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.
- 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.

¹ This measure assumes that the general format and structure of the State ELA exam will remain consistent. To the extent that there are significant format and structure changes to the exam, the school understands that its authorizer will take such changes into account when assessing the school's performance.

² In contrast to SED's Performance Index, the PLI does not account for year-to-year growth toward proficiency.

Growth Measures

Elementary/Middle School

- 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.

GOAL II: MATHEMATICS

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

Absolute Measures

Elementary/Middle School

- 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 3-8.³
- Each year, the school's aggregate Performance Level Index (PLI)⁴ on the state mathematics exam will meet that year's Annual Measurable Objective (AMO) set forth in the state's NCLB accountability system.

Comparative Measures

Elementary/Middle School

- 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.
- 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

³ This measure assumes that the general format and structure of the State math exam will remain consistent. To the extent that there are significant format and structure changes to the exam, the school understands that its authorizer will take such changes into account when assessing the school's performance.

⁴ In contrast to SED's Performance Index, the PLI does not account for year-to-year growth toward proficiency.

controlling for economically disadvantaged students among all public schools in New York State.

Growth Measures

Elementary/Middle School

- 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.

GOAL III: SCIENCE

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

Absolute Measures

Elementary/Middle School

- 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 science exam.⁵

Comparative Measures

Elementary/Middle School

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

GOAL IV: NCLB

Goal: The school will make Adequate Yearly Progress.

Absolute Measure

⁵ This measure assumes that the general format and structure of the State science exam will remain consistent. To the extent that there are significant format and structure changes to the exam, the school understands that its authorizer will take such changes into account when assessing the school's performance.

- Under the state's NCLB accountability system, the school 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 a local assistance plan school.

3. Proposal History

(a) Applicant Information

Provide a brief description of the applicant(s) including relevant background and experience and whether each applicant is a parent, teacher, administrator and/or community resident as required by the Act.

If the proposal is to add a new school to an existing Education Corporation, simply include the name of the replicating Education Corporation in this response, and include the name of the board chair as the nominal applicant. No further information is required in this section.

Success Academy Charter Schools – NYC (“SA NYC”) is the name of the replication non-profit Education Corporation. Samuel A. Cole is the Chairperson of the Board of Trustees.

(b) Community Outreach

Explain:

- The methods used to inform stakeholders in the intended community about the proposed charter school;
- The strategies used to solicit community input regarding the educational and programmatic needs of students and the plan to meet those needs;
- The form and nature of feedback received from community stakeholders and the process for incorporating that feedback into the submitted proposal; and
- The extent to which, if at all, community input regarding the educational and programmatic needs of students was incorporated into the final proposal.

Success Academy has actively solicited input from leaders, parents, and individuals in the community with respect to the application to open the proposed schools. Success Academy has used a variety of methods to invite the involvement of local stakeholders and to seek feedback on the proposed schools. Listed below are specific examples of how community input in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28 and 30 was solicited and considered.

Outreach Methods Employed in All Districts

1. Success Academy announced on its website on June 9, 2014 that it will be applying to open 14 new public charter schools. The website indicates that an application will be submitted to the SUNY Trustees to open four proposed schools in August 2015 and 10 proposed schools in August 2016, and it includes information on the intended locations (CSDs), target population, proposed grades and enrollment, mission, and academic

program of the schools. The website also solicits public comment and includes a web-form and a phone number to use in order to do so. Please refer to Response 03(c) – Outreach Evidence A for a screenshot of the website.

2. Success Academy issued a press release on June 9, 2014 announcing that it will be submitting an application to the SUNY Trustees to establish 14 new public charter schools in Manhattan, Brooklyn, the Bronx and Queens. The press release included information on the intended locations (CSDs), dates when the schools would open, proposed grades and enrollment, mission, details on the academic record of Success Academy, and evidence of need and demand in the intended locations. Please refer to Response 03(c) – Outreach Evidence B for a copy of the press release.
3. On June 10, 2014, Success Academy sent letters to 281 community stakeholders and leaders in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28 and 30. The letters indicated that Success Academy will be submitting an application to the SUNY Trustees to open proposed new schools in August 2015 or August 2016 in the relevant CSD and the target population, proposed grades and enrollment, mission, and academic program of the school. The letters also solicited public comment and included the e-mail address and a phone number to use in order to do so. Please refer to Response 03(c) – Outreach Evidence C and D for a sample letter and the list of individuals who received the letter.
4. Success Academy announced on its Facebook page on June 12, 2014 that it will be applying to open new public charter schools in Manhattan, the Bronx, Queens, and Brooklyn. The Facebook post invited public comment and linked to the Success Academy website referenced above. Please refer to Response 03(c) – Outreach Evidence E for a screenshot of the Facebook page.
5. Following the press release, national and local newspapers published approximately 18 articles and one editorial discussing the planned applications, including coverage in the *New York Times*, the *Wall Street Journal*, the *New York Post*, the *New York Daily News*, *Capital New York*, *DNAInfo*, *Queens Chronicle*, *Our Town Downtown*, *The Westsider*, *The Upper West Side Spirit*, and the *Chelsea Clinton News*. The *New York Daily News* also published an op-ed by Success Academy Founder and CEO, Dr. Moskowitz, explaining why Success Academy decided to apply to open 14 new schools. Please refer to Response 03(c) – Outreach Evidence F for copies of the press coverage.
6. Success Academy purchased print and online advertisement space in several publications with distribution throughout the five boroughs of New York City. The advertisements indicated that Success Academy will be submitting an application to open proposed schools in August 2015 and August 2016 in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28 and 30 and the proposed grades of the schools. The advertisements solicited public comment, included an e-mail address to use in order to do so, and directed the public to the Success Academy website for additional information. These citywide advertisements included:

- a. A printed advertisement in *AM New York*, a daily newspaper with a circulation of approximately 338,000, that ran for three days in June 2014 (June 19, 24, and 25). Please refer to Response 03(c) – Outreach Evidence G for copies of these advertisements.
 - b. A Spanish printed advertisement in *El Diario*, a daily newspaper with a circulation of approximately 43,000, that ran for 10 days in June 2014 (June 18-20, June 23-27, and June 29-30). Please refer to Response 03(c) – Outreach Evidence H for copies of these advertisements.
 - c. A Spanish printed advertisement in *La Voz Hispana*, a weekly newspaper with a circulation of approximately 66,000, that ran for two days in June 2014 (June 19 and June 26). Please refer to Response 03(c) – Outreach Evidence I for copies of these advertisements.
 - d. A printed advertisement in *Caribbean Life*, a weekly newspaper with a circulation of approximately 71,000 serving Caribbean communities in New York City, that ran for three days in June and July 2014 (June 20, June 27, and July 4). Please refer to Response 03(c) – Outreach Evidence J for copies of these advertisements.
 - e. A printed advertisement in the *Amsterdam News*, a weekly newspaper with a circulation of approximately 15,000 serving African American communities in New York City, that ran for two days in June 2014 (June 19 and June 26). Please refer to Response 03(c) – Outreach Evidence K for copies of these advertisements.
 - f. A printed advertisement in the *New York Daily News*, a daily newspaper with a circulation of approximately 516,165 serving communities in New York City, that ran for four days in June 2014 (June 18, 22, 25, 27). Please refer to Response 03(c) – Outreach Evidence L for copies of these advertisements.
7. From August 2013 through March 2014, Success Academy engaged in extensive community outreach in CSDs 2, 3, 9, 13, 14, 15, 17, 22, and 27¹ to inform families about existing or opening Success Academy schools in these districts. These efforts included numerous information sessions, tabling events, presentations to daycares, pre-schools, and kid-friendly establishments, canvassing, mailings, outdoor advertisements, and numerous tours of existing Success Academy schools. Through these outreach efforts, Success Academy informed these communities about its school model. Success

¹ Success Academy Jamaica was approved to open in August 2014 in CSD 27. In February 2014, the New York City Department of Education revoked the approved location of Success Academy Jamaica. Pursuant to a settlement agreement, the school will open in August 2014 in CSD 29 (Success Academy Rosedale).

Academy also received feedback from parents about the desire for more Success Academy schools in these districts.

8. Following up on Dr. Moskowitz's June 10, 2014 letter, Success Academy reached out via phone and/or e-mail to the following elected officials representing one or more of the proposed CSDs of location to solicit and encourage their input. Unless otherwise indicated, a Success Academy representative left a message and/or sent an e-mail encouraging input to a member of the elected official's staff, and no substantive input has been received to date. For copies of e-mail communication with elected officials and/or their staff members, please see Response 03(c) – Outreach Evidence M.
 - a. Assemblymember Jeffrion Aubry (CSDs 24, 28, 30)
 - i. The Assemblymember's Community Liaison called Success Academy after receiving Dr. Moskowitz's June 10, 2014 letter, asking for more details on the planned school location. Success Academy informed the Community Liaison of the process for determining a location and encouraged further input and comment. The discussion did not yield educational or programmatic feedback.
 - b. Assemblymember Karim Camara (CSDs 17, 18)
 - i. A Success Academy representative spoke with the Assemblymember. The Assemblymember expressed his support of Success Academies, and requested more information on the proposed schools' locations. The discussion did not yield educational or programmatic feedback.
 - c. Assemblymember Phillip Goldfeder (CSD 27)
 - i. A Success Academy representative spoke with the Assemblymember's Chief of Staff. The conversation was primarily informational and focused on school location questions. The discussion did not yield educational or programmatic feedback.
 - d. Assemblymember Andrew Hevesi (CSDs 24, 27, 28)
 - i. A Success Academy representative spoke with the Assemblymember's Chief of Staff. The conversation was primarily informational and did not yield educational or programmatic feedback.
 - e. Assemblymember Michael Miller (CSDs 24, 27)
 - i. A Success Academy represented connected with the Assemblymember's Chief of Staff over e-mail. The Chief of Staff asked for more information about the process for determining a school's location, which was provided. The discussion did not yield educational or programmatic feedback.
 - f. Assemblymember Nily Rozic (CSD 28)

- i. A Success Academy representative spoke with the Assemblymember's Chief of Staff. The conversation was primarily informational and did not yield educational or programmatic feedback.
- g. Assemblymember Aravella Simotas (CSD 30)
 - i. A Success Academy representative spoke with the Assemblymember's Chief of Staff. The conversation was primarily informational and focused on school location questions. The Chief of Staff raised some concerns about co-location. The discussion did not yield educational or programmatic feedback.
- h. Assembly Speaker Sheldon Silver (CSD 2)
 - i. A Success Academy representative spoke with the Speaker's Chief of Staff. The conversation was primarily informational and did not yield educational or programmatic feedback.
- i. Assemblymember Helene Weinstein (CSDs 18, 22)
 - i. A Success Academy representative spoke with the Assemblymember's Chief of Staff. The conversation was primarily informational and did not yield educational or programmatic feedback.
- j. Council Member Costa Constantinides (CSD 30)
 - i. A Success Academy representative connected with the Council Member's Legislative Director. The conversation was primarily informational and focused on school location questions. The discussion did not yield educational or programmatic feedback.
- k. Brooklyn Borough President Eric Adams (CSDs 13, 14, 15, 17, 18, 22, 23)
 - i. A Success Academy representative spoke with the Borough President. The conversation was primarily informational and did not yield educational or programmatic feedback.
- l. Council Member Elizabeth Crowley (CSDs 24, 27, 28)
 - i. A Success Academy representative spoke with the Council Member's Chief of Staff. The conversation was primarily informational and did not yield educational or programmatic feedback.
- m. Council Member Daniel Garodnick (CSD 2)
 - i. The Council Member's Deputy Chief of Staff called Success Academy after receiving Dr. Moskowitz's June 10, 2014 letter, asking for more details on the planned school location. A Success Academy representative informed the Deputy Chief of Staff of the process for determining a location and encouraged further input and comment. The discussion did not yield educational or programmatic feedback.
- n. Council Member Ben Kallos (CSD 2)

- i. A Success Academy representative spoke with the Council Member's Chief of Staff. The conversation was primarily informational and did not yield educational or programmatic feedback.
- o. Council Member Karen Koslowitz (CSD 24, 27, 28)
 - i. A Success Academy representative spoke with the Council Member's Chief of Staff. The conversation was primarily informational and focused on school location questions. The discussion did not yield educational or programmatic feedback.
- p. Council Member Rory Lancman (CSD 28)
 - i. A member of the Council Member's staff called Success Academy after receiving Dr. Moskowitz's June 10, 2014 letter, asking for more details on the planned school location. A Success Academy representative informed the Community Relations Director of the process for determining a location and encouraged further input and comment. The discussion did not yield educational or programmatic feedback.
- q. Council Member Stephen Levin (CSDs 13, 14, 15)
 - i. A Success Academy representative spoke with the Council Member. The Council Member raised concerns about co-location and charter school funding. The discussion did not yield educational or programmatic feedback.
- r. Council Member Eric Ulrich (CSD 27)
 - i. The Council Member contacted Success Academy to request a meeting with Dr. Moskowitz. A Success Academy representative returned the Council Member's call, leaving voicemails for the Council Member and his Chief of Staff. No response received to date.
- s. Senator Ruben Diaz, Sr. (CSD 9)
 - i. A Success Academy representative spoke with the Senator's Chief of Staff, who noted that the Senator was in support of charter schools in his district, but would like more information on the proposed school's location. The discussion did not yield educational or programmatic feedback.
- t. Senator Martin Malavé Dilan (CSDs 13, 14, 23)
 - i. A Success Academy representative spoke with the Senator's Chief of Staff. The conversation was primarily informational and did not yield educational or programmatic feedback.
- u. Senator James Sanders, Jr. (CSD 27, 28)

- i. A Success Academy representative spoke with the Senator's Chief of Staff. The conversation was primarily informational and did not yield educational or programmatic feedback.
- v. Assemblymember Carmen Arroyo (CSD 9)
- w. Assemblymember Dov Hikind (CSDs 15, 22)
- x. Assemblymember Brian Kavanaugh (CSD 2)
- y. Assemblymember Margaret Markey (CSDs 24, 28, 30)
- z. Assemblymember Francisco Moya (CSDs 24, 30)
- aa. Assemblymember Felix Ortiz (CSD 15)
- bb. Assemblymember Victor Pichardo (CSD 9)
- cc. Assemblymember Robert Rodriguez (CSDs 2, 3)
- dd. Assemblymember Michele Titus (CSDs 27, 28)
- ee. Council Speaker Melissa Mark-Viverito (CSD 9)
- ff. Bronx Borough President Ruben Diaz, Jr. (CSD 9)
- gg. Council Member Fernando Cabrera (CSD 9)
- hh. Council Member Robert Cornegy, Jr. (CSDs 13, 14, 17)
- ii. Council Member Maria del Carmen Arroyo (CSD 9)
- jj. Council Member Chaim Deutsch (CSD 22)
- kk. Council Member Mathieu Eugene (CSDs 15, 17, 18, 22)
- ll. Council Member Julissa Ferreras (CSDs 24, 28, 30)
- mm. Council Member Carlos Menchaca (CSD 15)
- nn. Council Member Ritchie Torres (CSD 9)
- oo. Council Member Jimmy Van Bramer (CSDs 24, 27, 30)
- pp. Senator Adriano Espaillat (CSDs 2, 3)
- qq. Senator Martin Golden (CSD 22)
- rr. Senator Jose Peralta (CSDs 24, 28, 30)
- ss. Senator John Sampson (CSDs 18, 22, 23)
- tt. Senator Diane Savino (CSDs 15, 22)
- uu. Senator Daniel Squadron (CSDs 2, 13, 14, 15)

Borough and District-Specific Outreach Methods Employed

In addition to the outreach described above, Success Academy also employed the following district-specific outreach methods.

Manhattan (CSDs 2 and 3):

1. Success Academy ran print advertisements in the following publications that serve the CSD 2 and/or CSD 3 communities in June and July 2014. The advertisements indicated that an application will be submitted to open proposed schools in CSDs 2 and 3 in August 2015, and the proposed grades of the schools. The advertisements also solicited public comment, included an e-mail address to use in order to do so, and directed the public to the Success Academy website for additional information.

- a. A printed advertisement in *Our Town Downtown*, a weekly newspaper with a circulation of approximately 50,000, serving lower Manhattan (CSD 2). The advertisement ran on June 19 and June 26. Please refer to Response 03(c) – Outreach Evidence N for copies of these advertisements.
 - b. A printed advertisement in *Our Town*, a weekly newspaper with a circulation of approximately 50,000, serving the East Side of Manhattan (CSDs 2 and 3). The advertisement ran on June 19 and June 26. Please refer to Response 03(c) – Outreach Evidence O for copies of these advertisements.
 - c. A printed advertisement in *The Westsider*, a weekly newspaper with a circulation of 1,200, serving the West Side of Manhattan between 60th and 125th streets (CSDs 2 and 3). The advertisement ran on June 19, June 26, and July 3. Please refer to Response 03(c) – Outreach Evidence P for copies of these advertisements.
 - d. A printed advertisement in *The West Side Spirit*, a weekly newspaper with a circulation of approximately 50,000, serving the West Side of Manhattan from Clinton to Columbia University (CSD 3). The advertisement ran on June 19 and June 26. Please refer to Response 03(c) – Outreach Evidence Q for copies of these advertisements.
 - e. A printed advertisement in *The Chelsea-Clinton News*, a weekly newspaper with a circulation of 1,000, serving midtown Manhattan between 14th and 59th streets (CSD 2). The advertisement ran on June 19 and June 26. Please refer to Response 03(c) – Outreach Evidence R for copies of these advertisements.
2. Following up on Dr. Moskowitz’s June 10, 2014 letter, Success Academy also connected with several Community Board Members who represent CSD 2.
 - a. The Assistant District Manager for Manhattan Community Board 3 reached out via phone and e-mail with a question about the planned location of the proposed school. Success Academy responded via e-mail and left multiple phone messages, providing more information and encouraging additional input and comment. No further input or comments have been received at this time. Please refer to Response 03(c) – Outreach Evidence JJ for a record of the written correspondence.
 - b. The Chair and the Community Liaison from Manhattan Community Board 1 reached out via phone and e-mail with a question about the planned location of the school. A Success Academy representative responded by phone and e-mail. In speaking to the Chair, the discussion primarily focused on location questions and the Board’s desire to be updated about the possible location. The Chair noted that she believed the schools in her Board’s district were at full capacity.

Success Academy encouraged further input and comment. No further input or comments have been received at this time. Please refer to Response 03(c) – Outreach Evidence JJ for a record of the written correspondence.

Bronx (CSD 9):

1. Success Academy ran a printed advertisement in *The Bronx Times*, a weekly newspaper with a circulation of approximately 26,000. The advertisement ran on June 20, June 27, and July 4, 2014. The advertisement indicated that an application will be submitted to open a proposed school in CSD 9 in August 2015, and the proposed grades of the school. The advertisement also solicited public comment, included an e-mail address to use in order to do so, and directed the public to the Success Academy website for additional information. Please refer to Response 03(c) – Outreach Evidence S for a copy of this advertisement.

Brooklyn (CSDs 13, 14, 15, 17, 18, 22, and 23):

1. In June and July 2014, Success Academy ran printed advertisements in the following publications that serve Brooklyn communities. The advertisements indicated that an application will be submitted to open proposed schools in CSDs 13, 14, 15, 17, 18, 22 and 23 in August 2016, and the proposed grades of the schools. The advertisements also solicited public comment, included an e-mail address to use in order to do so, and directed the public to the Success Academy website for additional information:
 - a. A printed advertisement in the *The Brooklyn Paper*, a weekly publication that serves the CSD 13, 15, 14, and 17 communities, with a circulation of approximately 25,600. The advertisement ran on June 20, June 27, and July 4. Please refer to Response 03(c) – Outreach Evidence T for copies of these advertisements.
 - b. A printed advertisement in the *Bay News & Bay Ridge Courier*, a weekly publication serving the CSD 15 and CSD 22 communities, with a circulation of approximately 32,000. The advertisement ran on June 20 and June 27. Please refer to Response 03(c) – Outreach Evidence U for copies of these advertisements.
 - c. A printed advertisement in the *Brooklyn Courier*, a weekly publication serving the communities of CSDs 13, 15, 17, and 22, with a circulation of approximately 18,500. The advertisement ran on June 20 and June 27. Please refer to Response 03(c) – Outreach Evidence V for copies of these advertisements.

- d. A printed advertisement in the *Brooklyn Graphic*, a weekly publication serving the CSD 15 community with a circulation of approximately 32,000. The advertisement ran on June 20 and June 27. Please refer to Response 03(c) – Outreach Evidence W for copies of these advertisements.
 - e. A printed advertisement in the *Mill Basin Marine Park Courier*, a weekly publication serving the CSD 18 and CSD 22 communities with a circulation of approximately 24,400. The advertisement ran on June 20 and June 27. Please refer to Response 03(c) – Outreach Evidence X for copies of these advertisements.
 2. On Monday, June 30 and Tuesday, July 1, 2014, Success Academy held information sessions in the Brooklyn CSDs where Success Academy does not currently operate existing schools:
 - a. On June 30, 2014, Success Academy held an information session in CSD 18 at the Paerdegat Athletic Club, located at 1500 Paerdegat Avenue North, Canarsie, Brooklyn. During this community event, Success Academy staff discussed its intention to apply to open a proposed school in CSD 18 in August 2016, as well as the target population, proposed grades and enrollment, mission, the academic program of the school, and other information. Success Academy staff also explicitly requested attendee feedback and input. Please see Response 03(c) – Outreach Evidence Y for a copy of the flyer regarding this information session.
 - b. On July 1, 2014, Success Academy held an information session in CSD 23 at the Saratoga Public Library, 8 Thomas S. Boyland Street, Brooklyn. During this community event, Success Academy staff discussed its intention to apply to open a proposed school in CSD 23 in August 2016, as well as the target population, proposed grades and enrollment, mission, the academic program of the school, and other information. Success Academy staff also explicitly requested attendee feedback and input. Please see Response 03(c) – Outreach Evidence Z for a copy of the flyer regarding this information session.
3. Following up on Dr. Moskowitz’s June 10, 2014 letter, Success Academy also reached out via e-mail to the Community Education Council Presidents of CSD 18 and CSD 23 – the Brooklyn districts where Success Academy does not currently operate schools – to further solicit and encourage their input. For copies of this e-mail communication, please see Response 03(c) – Outreach Evidence JJ.
4. Following up on Dr. Moskowitz’s June 10, 2014 letter, Success Academy also connected via phone and e-mail with members of Community Board 9, representing CSDs 17 and 18. The District Manager and Community Assistant reached out via e-mail and phone

about the planned location of the school. Success Academy responded to the location question via e-mail and phone and encouraged additional input and comment. No further input or comments have been received at this time. For copies of this e-mail communication, please see Response 03(c) – Outreach Evidence JJ.

Queens (CSDs 24, 27, 28 and 30)

1. In June and July 2014, Success Academy ran print advertisements in the following publications that serve the CSD 24, 27, 28 and/or CSD 30 communities in Queens. The advertisements indicated that Success Academy will be submitting an application to open a proposed school in CSD 27 in August 2015 and proposed schools in CSDs 24, 28 and 30 in August 2016, and the proposed grades of the schools. The advertisements also solicited public comment, included an e-mail address to use in order to do so, and directed the public to the Success Academy website for additional information:
 - a. A printed advertisement in the *Howard Beach Courier Sun*, a weekly publication serving CSDs 27 and 28, with a circulation of approximately 20,000. The advertisement ran on June 19 and June 26. Please refer to Response 03(c) – Outreach Evidence AA for copies of these advertisements.
 - b. A printed advertisement in the *Southeast Sun Courier*, a weekly publication serving CSD 28, with a circulation of approximately 15,000. The advertisement ran on June 19 and June 26. Please refer to Response 03(c) – Outreach Evidence BB for copies of these advertisements.
 - c. A printed advertisement in the *Western Courier*, a weekly publication serving CSDs 24, 28, and 30, with a circulation of approximately 15,000. The advertisement ran on June 19 and June 26. Please refer to Response 03(c) – Outreach Evidence CC for copies of these advertisements.
 - d. A printed advertisement in the *Western Sun Courier*, a weekly publication serving CSDs 24 and 27, with a circulation of approximately 15,000. The advertisement ran on June 19, June 26, and July 3. Please refer to Response 03(c) – Outreach Evidence DD for copies of these advertisements.
 - e. A printed advertisement in the *Times Ledger*, a weekly publication serving CSDs 24, 28 and 30, with a circulation of approximately 21,000. The advertisement ran on June 27 and July 4. Please refer to Response 03(c) – Outreach Evidence EE for copies of these advertisements.
 - f. A printed advertisement in the *Bayside Times*, a weekly publication serving CSDs 24 and 30, with a circulation of approximately 34,500. The advertisement ran on June 27 and July 4. Please refer to Response 03(c) – Outreach Evidence FF for copies of these advertisements.

2. On Monday, June 30 and Tuesday, July 1, 2014, Success Academy held information sessions in the Queens CSDs where Success Academy does not currently operate existing schools:
 - a. On June 30, 2014, Success Academy held an information session for community members of CSDs 24 and 30 at the Broadway Library, 40-20 Broadway, Long Island City, Queens. During this community event, Success Academy staff discussed its intention to apply to open proposed schools in CSDs 24 and 30 in August 2016, as well as the target population, proposed grades and enrollment, mission, the academic program of the schools, and other information. Success Academy staff also explicitly requested attendee feedback and input. Please see Response 03(c) – Outreach Evidence GG for a copy of the flyer regarding this information session.
 - b. On July 1, 2014, Success Academy held an information session for community members of CSDs 27 and 28 at the Roy Wilkins Recreation Center, 177th Street, Jamaica, Queens. During this community event, Success Academy staff discussed its intention to apply to open a proposed school in CSD 27 in August 2015 and a school in CSD 28 in August 2016, as well as the target population, proposed grades and enrollment, mission, the academic program of the schools, and other information. Success Academy staff also explicitly requested attendee feedback and input. Please see Response 03(c) – Outreach Evidence HH for a copy of the flyer regarding this information session.
3. Following up on Dr. Moskowitz’s June 10, 2014 letter, Success Academy also reached out via e-mail to the Community Education Council Presidents of CSDs 24, 27, 28, and 30 – the Queens districts where Success Academy does not currently operate schools – to further solicit and encourage their input. For copies of this e-mail communication, please see Response 03(c) – Outreach Evidence JJ.
4. From August 2013 to March 2014, Success Academy engaged in extensive community outreach in CSD 27 to inform families about the planned opening of Success Academy Jamaica in CSD 27 in August 2014 (see footnote 1 in this response for more details). These efforts included numerous information sessions, tabling events, presentations to daycares, pre-schools, and kid-friendly establishments, canvassing, mailings, outdoor advertisements, and numerous tours of our existing schools. Through these outreach efforts, Success Academy informed CSD 27 about its school model. Success Academy also received feedback from parents about the desire for more Success Academy schools in these districts.

Petitions and Flyers

As described in Response 14 – Community Relations and Response 15 – Student Demand, Success Academy canvassed the neighborhoods of each CSD to gather petition signatures in support of the proposal and to distribute flyers in English and Spanish seeking public comment.

Please refer to Response 03(c) – Outreach Evidence II for English and Spanish copies of the flyers distributed in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28 and 30. Over 12,000 flyers were distributed. The flyers indicate that an application will be submitted to open the proposed school in August 2015 or August 2016 in the relevant CSD, and the proposed grades of the school. The flyers also solicit public comment, include an e-mail address to use in order to do so, and direct the public to the Success Academy website for additional information.

Please refer to Response 14(c) – Evidence of Community Support A-N for copies of petition signatures from CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28 and 30. Approximately 24,000 people took the time to sign the petitions, including over 1,600 from CSD 2, 2,050 from CSD 3, 1,500 from CSD 9, 1,550 from CSD 13, 1,600 from CSD 14, 1,600 from CSD 15, 1,650 from CSD 17, 2,250 from CSD 18, 1,500 from CSD 22, 1,700 from CSD 23, 1,650 from CSD 24, 1,700 from CSD 27, 1,900 from CSD 28, and 1,650 from CSD 30.

Community Input

Success Academy received comments via e-mail, web-forms, Facebook, voicemail, phone calls, and from meetings and outreach to parents and community members. Many comments were generalized expressions of support or interest. Negative comments were related to concerns about co-location and/or overcrowding. Co-locations are common in New York City, and most of them do not involve charter schools. Over 60% percent of all New York City public schools are co-located. Of these co-located schools, the vast majority (90%) are district schools.² As noted throughout the proposal, and consistent with recent amendments to Education Law, Success Academy strongly believes that its public school students should have access to public facility space without cost. SA NYC intends to request such public facility space in public school buildings within CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30. An Updated Underutilized Space Memorandum published by the New York City Department of Education (“DOE”) on December 27, 2013, lists 384 significantly underutilized DOE public school buildings, 187 of which are located in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30.³ Based on this document and supplementary research, the proposed schools plan to secure space among the many thousands of currently available seats. Please refer to Response 16 – Facilities for more information, including facility contingency plans. Please also refer to Response 01 – Community Need, Response 14 – Community Relations, and Response 15 – Student Demand for evidence that there is significant demand for the proposed schools. All comments were considered in the preparation of this proposal, and none contemplated any specific changes. All comments received via e-mail, the Success Academy website, Facebook, or mail are available at Response 3(c) – Outreach Evidence JJ. Other comments have been detailed above.

(c) Evidence of Outreach

² See http://www.manhattan-institute.org/html/cr_85.htm#.U7XOHiSmfTQ.

³ Available at <http://schools.nyc.gov/community/planning/changes/default.htm>.

This response should include concrete and detailed evidence that the applicants conducted community outreach.

Please refer to Response 03(c) – Outreach Evidence A-JJ and Response 14(c) – Evidence of Community Support A-N, as discussed and detailed above.



NEW SCHOOLS

Proposed New Schools

Success Academy Charter Schools - NYC (SA) is applying to the Trustees of the State University of New York to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens ("New Success Academies").

Mission

The mission of each charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

Target Population

The schools will serve low-income and/or mixed-income students residing within the **Community School District (CSD)*** of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

**Find Your CSD*

Grades and Enrollment

If approved, the New Success Academies would open in August 2015 and August 2016 with Kindergarten and 1st grade, and add one grade each year until they serve Kindergarten through 12th grade (pre-Kindergarten, middle school, and high school grades subject to government approval). The planned total enrollment in the school's fifth year of operation is 600-675 students.

Grades and Enrollment

If approved, the New Success Academies would open in August 2015 and August 2016 with Kindergarten and 1st grade, and add one grade each year until they serve Kindergarten through 12th grade (pre-Kindergarten, middle school, and high school grades subject to government approval). The planned total enrollment in the school's fifth year of operation is 600-675 students.

Academic Program

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

Proposed Schools

Success Academy Charter Schools is applying to open four new public charter schools in August 2015, and ten new public charter schools in August 2016. In support of its application, Success Academy is seeking community input in the following districts and boroughs:

*August 2015:***Bronx**

CSD 9

Manhattan

CSD 2

CSD 3

Queens

CSD 27

Queens

CSD 27

August 2016:

Brooklyn

CSD 13

CSD 14

CSD 15

CSD 17

CSD 18

CSD 22

CSD 23

Queens

CSD 24

CSD 28

CSD 30

**SA is applying this year to open schools in August 2016 to allow for an additional planning year.*

Comments:

We welcome your comments. Please use the form below to submit your comments and be sure to select the CSD, if any, to which your comment refers. To leave a voicemail with your comments, please call 646-747-6196, and be sure to specify the school your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission. We look forward to working with you and becoming an integral part of your community.

Contact Us:

Name *

First

Last

Email *

Phone

Community School District *

Submit

[News \(http://successacademies.org/sa-news/\)](http://successacademies.org/sa-news/)[Giving \(http://successacademies.org/giving/\)](http://successacademies.org/giving/)[Tours & Events \(http://successacademies.org/tours/\)](http://successacademies.org/tours/)[Careers \(http://jobs.successacademies.org/\)](http://jobs.successacademies.org/)[Contact Us \(http://successacademies.org/contact/\)](http://successacademies.org/contact/)[Apply Now \(Http://Successacademies.org/How-To-Apply/\)](http://Successacademies.org/How-To-Apply/)

Select Language | ▼

Search

[\(http://www.successacademies.org/\)](http://www.successacademies.org/)[academy-](#)[charter-](#)[schools\)](#)

NEW SCHOOLS

Proposed New Schools

Success Academy Charter Schools – NYC (SA) is applying to the Trustees of the State University of New York to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens (“New Success Academies”).

Mission

The mission of each charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

Target Population

The schools will serve low-income and/or mixed-income students residing within the [Community School District \(CSD\)* \(http://schools.nyc.gov/SchoolSearch/Maps.aspx\)](http://schools.nyc.gov/SchoolSearch/Maps.aspx) of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

[*Find Your CSD \(http://schools.nyc.gov/SchoolSearch/Maps.aspx\)](http://schools.nyc.gov/SchoolSearch/Maps.aspx)

Grades and Enrollment

If approved, the New Success Academies would open in August 2015 and August 2016 with Kindergarten and 1st grade, and add one grade each year until they serve Kindergarten through 12th grade (pre-Kindergarten, middle school, and high school grades subject to government approval). The planned total enrollment in the school’s fifth year of operation is 600-675 students.

Academic Program

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

Proposed Schools

Success Academy Charter Schools is applying to open four new public charter schools in August 2015, and ten new public charter schools in August 2016. In support of its application, Success Academy is seeking community input in the following districts and boroughs:

August 2015:

Bronx

CSD 9

Manhattan

CSD 2

CSD 3

Queens

CSD 27

August 2016:

Brooklyn

CSD 13

CSD 14

CSD 15

CSD 17

CSD 18

CSD 22

CSD 23

Queens

CSD 24

CSD 28

CSD 30

**SA is applying this year to open schools in August 2016 to allow for an additional planning year.*

Comments:

We welcome your comments. Please use the form below to submit your comments and be sure to select the CSD, if any, to which your comment refers. To leave a voicemail with your comments, please call 646-747-6196, and be sure to specify the school your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission. We look forward to working with you and becoming an integral part of your community.

Contact Us:

Name *

First

Last

Email *

Phone

Community School District *

[CONTACT US \(HTTP://SUCCESSACADEMIES.ORG/CONTACT/\)](http://successacademies.org/contact/)

[PRIVACY POLICY \(HTTP://SUCCESSACADEMIES.ORG/PRIVACY-POLICY/\)](http://successacademies.org/privacy-policy/)

[CAREERS \(HTTP://JOBS.SUCCESSACADEMIES.ORG/\)](http://jobs.successacademies.org/)

SUCCESS ACADEMY CHARTER SCHOOLS

95 Pine Street, Floor 6,

New York, NY 10005

Office: (646) 597-4641

Fax: (646) 961-4739

© 2014 All Rights Reserved.

For Immediate Release

6/9/2014

Contact: Kerri Lyon, [REDACTED]

RESPONDING TO STRONG COMMUNITY DEMAND, SUCCESS ACADEMY TO APPLY FOR 14 ADDITIONAL CHARTERS

June 9, 2014 (New York, NY) — Success Academy Charter Schools announced today that it is submitting applications to SUNY Charter Schools Institute to establish 14 new public charter schools in Manhattan, Brooklyn, Bronx, and Queens. Community demand for these high-performing schools reached an all time high this year, with more than 14,400 families applying for fewer than 3,000 open seats. An outgrowth of the charter-friendly legislation championed by Governor Cuomo and other state leaders this spring, the planned schools will provide educational equity to thousands of families in communities currently without viable school options for their children.

“Chancellor Fariña recently noted that it is important to listen to the community. That is what we are doing in applying for these charters because the community is demanding more high quality charter schools,” said CEO Eva Moskowitz. “These families — representing more than a dozen neighborhoods — are desperate for great schools. Even with 14 more schools, we will not make a dent in the demand we are seeing.”

Ranked in the top 1% of all New York State schools in math, and the top 7% in English Language Arts on last year’s state exams, Success Academy has reversed the achievement gap for African American and Hispanic students, which are about 86% of its enrollment. On the 2013 state exams, 80% of Success Academy’s African American students and 88% of its Hispanic students were math proficient, compared with 50% and 47% for the city’s white students.

Applications for the 14 new schools are based on community demand from parents residing in these districts, as well as the districts’ scarcity of high quality schools. Even in so-called good school districts, the best schools are over-crowded and enroll primarily white children. In those same districts, minority children are often segregated in schools where achievement is low. If approved, four of the new schools would open in 2015 and ten in 2016.

Success Academy opens new schools with a kindergarten and first grade class, typically enrolling between 150-200 children in the first year, and expanding the school in subsequent years with new kindergarten classes. With few exceptions, there

are district school buildings where existing vacancies would make co-location a cost-effective option for siting the new schools.

Applications for four schools to open in August 2015 are in the following Community School Districts:

CSD 9

- There is significant interest from families in CSD 9 seeking high-quality school options for their children. Last year, not one of the 50 district schools in CSD 9 had both math and ELA proficiency ratings above 50%.
- At 28 schools (more than half of all schools), fewer than 10% of kids passed ELA.
- Community demand is very strong: Success Academy received 1,232 unique applications from families living in CSD 9 last year.

CSD 27

- Out of 46 district schools in CSD 27, only 4 had a math proficiency rating of more than 50%. Only 1 had an ELA proficiency rating above 50%.
- There is an enormous racial achievement gap in CSD 27: In 2013, 16% of African American students and 23% of Hispanic students were proficient in English, compared to 43% of white students and 39% of Asian students. Similarly, white and Asian students met state math standards at a rate three times that of African American students.
- Success Academy received 586 unique applications from the CSD 27 community last year.

CSD 3

- At 20 out of 30 elementary/middle schools in the district, less than half of all students passed the 2013 ELA exam.
- The same is true at 21 out of 30 schools for math. At 9 of the 30 schools — nearly 1 in 3 — fewer than 10% of students achieved math proficiency.
- There is an enormous racial achievement gap in CSD 3: In 2013, 18% of African American students and 21% of Hispanic students were proficient in English, compared to 74% of white students and 76% of Asian students. Similarly, white and Asian students met state math standards at a rate more than three times that of African American and Hispanic students.
- Success Academy received 815 unique applications from the CSD 3 community last year.

CSD 2

- At more than 1 out of 3 schools (grades K-8) in the district, less than half of all students passed the 2013 ELA exam.
- There is an enormous racial achievement gap in CSD 2: In 2013, only 27% of African American students and 30% of Hispanic students were proficient in

math, compared to 71% of white students and 74% of Asian students. Similarly, white and Asian students met state English standards at a rate more than double that of African American and Hispanic students.

- Success Academy received 682 unique applications from families living in CSD 2 last year.

Applications for ten schools to open in August 2016 are in the following Community School Districts:

CSD 17

- Out of 36 schools in CSD 17, only 1 had an ELA pass rate over 50% and only 2 had a math pass rate above 50%.
- Community support is very strong in CSD 17: Success Academy received 917 unique applications from this community last year.

CSD 18

- In both ELA and math, 19 out of 20 schools had a proficiency rating of below 50%.
- Success Academy received 532 unique applications from families living in CSD 18 last year.

CSD 13

- Only 2 out of 31 schools in CSD 13 had a pass rate higher than 50% in math or ELA.
- 8 out of 31 schools had a math pass rate of less than 10%
- Success Academy received 472 unique applications from families living in CSD 13 last year.

CSD 22

- 27 out of the 31 district schools in CSD 22 had an ELA proficiency rating of less than 50%.
- There is an enormous racial achievement gap in CSD 22: In 2013, 20% of African American students and 24% of Hispanic students were proficient in math, compared to 52% of white students and 57% of Asian students. Similarly, white and Asian students met state English standards at double the rate of African American and Hispanic students.
- Success Academy received 741 unique applications from families living in CSD 22 last year.

CSD 23

- CSD 23 has a high concentration of low-performing schools: Only 1 out of 27 schools had a proficiency rating above 50% in either math or ELA last year.
- 13 schools had a math proficiency rating of less than 10%
- 15 schools had an ELA proficiency rating of less than 10%

- Success Academy received 319 unique applications from families living in CSD 23 last year.

CSD 14

- There is strong need for high-quality schools in CSD 14: 27 of 28 schools had an ELA pass rate below 50%.
- There is an enormous racial achievement gap in CSD 14: In 2013, 13% of African American students and 18% of Hispanic students were proficient in math, compared to 50% of white students and 66% of Asian students. Similarly, white and Asian students met state English standards at more than double the rate of African American and triple the rate of Hispanic students.
- Success Academy received 412 unique applications from families living in CSD 14 last year.

CSD 15

- Even in CSD 15, which includes Park Slope and Cobble Hill, one-fourth of all schools had a math proficiency rate of less than 10%.
- There is an enormous racial achievement gap in CSD 15: In 2013, 25% of African American students and 22% of Hispanic students were proficient in math, compared to 65% of white students and 57% of Asian students. Similarly, white students met state English standards at double the rate of African American and triple the rate of Hispanic students.
- Success Academy received 300 unique applications from families living in CSD 15 last year.

CSD 24

- 31 out of 34 schools in CSD 24 had an English proficiency rate of below 50%.
- There is an enormous racial achievement gap in CSD 24: In 2013, 19% of African American students and 23% of Hispanic students were proficient in math, compared to 46% of white students and 61% of Asian students. Similarly, white and Asian students met state English standards at double the rate of African American and Hispanic students.
- Success Academy received 152 unique applications from families living in CSD 24 last year.

CSD 28

- 31 of 36 district schools in CSD 28 had an ELA proficiency rate below 50%.
- There is an enormous racial achievement gap in CSD 28: In 2013, 16% of African American students and 24% of Hispanic students were proficient in math, compared to 46% of white students and 52% of Asian students. Similarly, white and Asian students met state English standards at double the rate of African American and Hispanic students.
- Success Academy received 444 unique applications from families living in CSD 28 last year.

CSD 30

- 30 out of 33 schools in CSD 30 had an English proficiency rate below 50%.
- There is an enormous racial achievement gap in CSD 30: In 2013, 15% of African American students and 25% of Hispanic students were proficient in math, compared to 49% of white students and 58% of Asian students. Similarly, white and Asian students met state English standards at more than double the rate of African American and Hispanic students.
- Success Academy received 49 unique applications from families living in CSD 30 last year, without a school.

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

June 10, 2014

The Honorable Ruben Diaz, Jr.
Bronx Borough President
851 Grand Concourse, Fl 3
Bronx, NY 10451

Dear Borough President Diaz,

I am writing to inform you that Success Academy Charter Schools – NYC (“Success Academy”) will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 9 (“New Success Academy”).

The mission of the charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

The school will serve low-income and/or mixed-income populations residing within Community School District 9 or the neighborhood of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

If approved, the New Success Academy would open in August 2015 with Kindergarten and 1st grade, and add one grade each year until it serves Kindergarten through 12th grade (pre-Kindergarten, middle school grades, and high school grades subject to government approval). The planned total enrollment in the school’s fifth year of operation is 600-675 students.

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

We welcome your comments, which may be made via e-mail to NewSchools@successacademies.org. To leave a voicemail with your comments, please call [REDACTED] and be sure to specify the school your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission.

We look forward to working with you and becoming an integral part of your community.

Sincerely,



Eva Moskowitz
Chief Executive Officer
Success Academy Charter Schools

Stakeholder Letters

Last	First	Title	Elected Body	District	CSD Representing								
Diaz, Jr.	Ruben	Borough President	Bronx	Bronx	9								
Adams	Eric	Borough President	Brooklyn	Brooklyn	13	14	15	17	18	22	23		
Adam-Ovide	Marie	District Manager	Community Board	8	28								
Adams	Adrienne E.	Board Chair	Community Board	12	27	28							
Albert	Amy	Chair, Youth Services Committee	Community Board	9	17	18	24						
Albritton	Akosua	Chair, Youth & Family Services Committee	Community Board	8	13	17							
Antoine	Robert	Board Chair	Community Board	17	17	18	22	23					
Arcuri, Jr.	Vincent	Board Chair	Community Board	5	24								
Badi	Ahsia	Chair, Health & Education Committee	Community Board	6	2	9							
Baptiste	Fred	Chair, Education Committee	Community Board	9	17	18	24						
Barbero	Vikki	Chair	Community Board	5	2	9							
Batista	Jose	Chair, Youth Committee	Community Board	1	30								
Benfatto, Esq.	Robert	District Manager	Community Board	4	2	3	9						
Berk	Alvin M.	Board Chair	Community Board	14	17	22							
Berthet	Christine	Board Chair	Community Board	4	2	3	9						
Block	Bryan	Board Chair	Community Board	13	27								
Bradley	Nathan	Chair	Community Board	5	23								
Braton	Elizabeth	Board Chair	Community Board	10	27	28							
Burg	Pearl	District Manager	Community Board	15	22								
Butler	Henry	District Manager	Community Board	3	13	14	23						
Cali	Anna	Chair, Education, Library & Cultural Affairs Committee	Community Board	12	15	22							
Campbell	Shawn	District Manager	Community Board	14	17	22							
Campbell	Walter	District Manager	Community Board	5	23								
Caputo	Elizabeth R.	Board Chair	Community Board	7	3								
Carey	Mary Ann	District Manager	Community Board	9	27	28							
Carroll	Justin	Chair, Youth and Education Committee	Community Board	3	2	9							
Cassagnol	Christian	District Manager	Community Board	4	24	28							
Chain	Heidi	Chair, Education & Youth Committee	Community Board	6	24	28							
Conley	Joseph	Chairperson	Community Board	2	24	30							
Dent	Julie	Board Chair	Community Board	4	14	23							
Dew	John	Chairperson	Community Board	2	13	14	15						
Donato	Vinicio	Chairperson	Community Board	1	30								
Duran	Esteban	Chair, Education & Youth Committee	Community Board	1	14								
Esposito	Gerald A.	District Manager	Community Board	1	14								
Farruggia	Charles	Member, Education & Libraries Committee; Chair, Health, Mental Health & Hospitals Committee	Community Board	13	27								
Fraser	Sherif	District Manager	Community Board	17	17	18	22	23					
Gaska	Jonathan L.	District Manager	Community Board	14	27								
George	Michelle	District Manager	Community Board	8	13	17							
Giordano	Gary	District Manager	Community Board	5	24								
Goldstein	Jacob Z.	Board Chair	Community Board	9	17	18	24						
Gonzalez	Ralph	Board Chair	Community Board	9	27	28							
Gordon	Michael	Chair, Youth Programs Committee	Community Board	13	27								
Gormley	Bob	District Manager	Community Board	2	2								
Granville	Nizjoni	Board Chair	Community Board	8	13	17							
Greene	Sasha	Chair, Social Service & Education Committee	Community Board	2	2								
Greene-Walker	Viola D.	District Manager	Community Board	16	17	18	23						
Gruber	David	Chair	Community Board	2	2								
Gulluscio	Frank	District Manager	Community Board	6	24	28							
Hammerman	Craig	District Manager	Community Board	6	13	15							
Hartmann	Lucille T.	District Manager	Community Board	1	30								
Holloway	Oma	Chair, Education & Youth Services Committee	Community Board	3	13	14	23						
Hovitz	Paul	Co-Chair, Youth and Education Committee	Community Board	2	2								
Iori	Hank	Co-Chair, Youth Services & Education Committee	Community Board	14	27								
Jackson	Daisy	Chair, Youth Services Planning Committee	Community Board	16	17	18	23						
Jones	Virgie	Chair, Education & Youth Committee	Community Board	4	14	23							
Joyce	Tricia	Chair, Youth and Education Committee	Community Board	1	2								
Karriem	Bilal	Chair, Youth Services Committee	Community Board	12	27	28							

Stakeholder Letters

Last	First	Title	Elected Body	District	CSD Representing							
Terrano	Carol	Chair, Health and Human Services Committee	Community Board	2	24	30						
Thompson	Latha	District Manager	Community Board	8	2							
Thompson-Manning	Dorothea	Co-Chair, Youth, Education & Cultural Affairs	Community Board	2	13	14	15					
Turano	Dorothy	District Manager	Community Board	18	18	22	23					
Turet	Suzanne	Chair, Education Committee	Community Board	6	13	15						
Viest	Nicholas D.	Chair	Community Board	8	2							
Walker	Louis	Chairperson	Community Board	4	24	28						
Warshaviak	Alvin	Board Chair	Community Board	8	28							
Washington	Matthew S.	Board Chair	Community Board	11	2							
Wedderburn	Sharon	Co-Chair, Education Committee	Community Board	8	13	17						
Whitted	Nadine	District Manager	Community Board	4	14	23						
Wright	Tremaine	Board Chair	Community Board	3	13	14	23					
Xuereb	Fred	Board Chair	Community Board	7	15							
Yates	Deborah	Acting-Chair, Youth, Education & Libraries Committee	Community Board	10	3							
Caicedo-Rosario	Naila	President	Community Education Council	15	15							
Carmignani	Isaac	Co-President	Community Education Council	30	30							
Comaianni	Nick	President	Community Education Council	24	24							
Dandridge	James Antho	President	Community Education Council	18	18							
Dillingham	Deborah	President	Community Education Council	28	28							
Espada	Marilyn	President	Community Education Council	9	9							
Fiordaliso	Joseph Ange	President	Community Education Council	3	3							
Goldsmith	David	President	Community Education Council	13	13							
Guyton	Jeffrey	Co-President	Community Education Council	30	30							
Hirschman	Joshua H.	President	Community Education Council	27	27							
Job	Nicole	President	Community Education Council	17	17							
Mendonca	Melanie	President	Community Education Council	23	23							
Perkins	Deborah	President	Community Education Council	22	22							
Tanikawa Oglesbey	Shino	President	Community Education Council	2	2							
Wilson	Tesa	President	Community Education Council	14	14							
Altschul	Ilene	Superintendent	District	3	3							
Best-Hardy	Page	Family Advocate	District	23	23							
Bien-Aime	Ivie	Family Advocate	District	18	18							
Chan	Madelene	Superintendent	District	24	24							
Composto	Philip	Superintendent	District	30	30							
de Govia	Mauriciere	Superintendent	District	23	23							
Esposito	Dolores	Superintendent	District	9	9							
Farkas	Rhonda D.	Superintendent	District	22	22							
Ffolkes-Bryant	Beverly	Superintendent	District	28	28							
Finnerty	Margaret	Family Advocate	District	27	27							
Freeman	Barbara	Superintendent	District	13	13							
Greenblatt	Jennifer	Family Advocate	District	2	2							
Guzman	Mariano	Superintendent	District	2	2							
Jones-Walker	Precious	Family Advocate	District	13	13							
Lloyd-Bey	Michelle	Superintendent	District	27	27							
Martoral	Barbara	Family Advocate	District	9	9							
McNamee	Eleanor	Family Advocate	District	24	24							
Payne	Pamela	Family Advocate	District	14	14							
Rueda	Sonia	Family Advocate	District	28	28							
Salli	Therese	Family Advocate	District	22	22							
Sargeant	Margot	Family Advocate	District	17	17							
Sharma	Bandna	Family Advocate	District	30	30							
Sheppard	Dorothy	Family Advocate	District	3	3							
Simmons	Buffie	Superintendent	District	17	17							
Skop	Anita	Superintendent	District	15	15							
Wilkins	Beverly	Superintendent	District	18	18							
Williams	Selena	Family Advocate	District	15	15							
Winnicki	Alicja	Superintendent	District	14	14							
Brewer	Gale	Borough President	Manhattan	Manhattan	2	3						
Barron	Inez	Council Member	New York City Council	District 42	18	23						
Cabrera	Fernando	Council Member	New York City Council	District 14	9							

Stakeholder Letters

Last	First	Title	Elected Body	District	CSD Representing					
Chin	Margaret	Council Member	New York City Council	District 1	2	13				
Constantinides	Costa	Council Member	New York City Council	District 22	30					
Cornegy, Jr.	Robert	Council Member	New York City Council	District 36	13	14	17			
Crowley	Elizabeth	Council Member	New York City Council	District 30	24	27	28			
Cumbo	Laurie	Council Member	New York City Council	District 35	13	14	15	17		
del Carmen Arroyo	Maria	Council Member	New York City Council	District 17	9					
Deutsch	Chaim	Council Member	New York City Council	District 48	22					
Dickens	Inez E.	Council Member	New York City Council	District 9	3					
Dromm	Daniel	Council Member	New York City Council	District 25	24	28	30			
Espinal	Rafael	Council Member	New York City Council	District 37	23					
Eugene	Mathieu	Council Member	New York City Council	District 40	15	17	18	22		
Ferreras	Julissa	Council Member	New York City Council	District 21	24	28	30			
Garodnick	Daniel R.	Council Member	New York City Council	District 4	2					
Gibson	Vanessa L.	Council Member	New York City Council	District 16	9					
Greenfield	David G.	Council Member	New York City Council	District 44	15	22				
Johnson	Corey	Council Member	New York City Council	District 3	2	3				
Kallos	Ben	Council Member	New York City Council	District 5	2					
Koslowitz	Karen	Council Member	New York City Council	District 29	24	27	28			
Lancman	Rory	Council Member	New York City Council	District 24	28					
Lander	Brad	Council Member	New York City Council	District 39	13	15	17	22		
Levin	Stephen	Council Member	New York City Council	District 33	13	14	15			
Levine	Mark	Council Member	New York City Council	District 7	3					
Maisel	Alan	Council Member	New York City Council	District 46	18	22				
Mark-Viverito	Melissa	Speaker	New York City Council	District 8	9					
Mealy	Darlene	Council Member	New York City Council	District 41	17	18	23			
Menchaca	Carlos	Council Member	New York City Council	District 38	15					
Mendez	Rosie	Council Member	New York City Council	District 2	2	13				
Miller	I. Daneek	Council Member	New York City Council	District 27	28					
Reynoso	Antonio	Council Member	New York City Council	District 34	24	14				
Richards Jr.	Donovan	Council Member	New York City Council	District 31	27	28				
Rosenthal	Helen	Council Member	New York City Council	District 6	2	3				
Torres	Ritchie	Council Member	New York City Council	District 15	9					
Ulrich	Eric	Council Member	New York City Council	District 32	27					
Van Bramer	Jimmy	Council Member	New York City Council	District 26	24	26	30			
Williams	Jumaane	Council Member	New York City Council	District 45	17	18	22			
Wills	Ruben	Council Member	New York City Council	District 28	27	28				
Abbate, Jr.	Peter	Assemblymember	New York State Assembly	District 49	15					
Arroyo	Carmen	Assemblymember	New York State Assembly	District 84	9					
Aubry	Jeffrion L.	Assemblymember	New York State Assembly	District 35	24	28	30			
Brennan	James F.	Assemblymember	New York State Assembly	District 44	15	17	22			
Camara	Karim	Assemblymember	New York State Assembly	District 43	17	18				
Cook	Vivian E.	Assemblymember	New York State Assembly	District 32	27	28				
Cymbrowitz	Steven	Assemblymember	New York State Assembly	District 45	22					
Davila	Maritza	Assemblymember	New York State Assembly	District 53	14					
DenDekker	Michael G.	Assemblymember	New York State Assembly	District 34	24	30				
Glick	Deborah J.	Assemblymember	New York State Assembly	District 66	2					
Goldfeder	Phillip	Assemblymember	New York State Assembly	District 23	27					
Gottfried	Richard N.	Assemblymember	New York State Assembly	District 75	2	3				
Hevesi	Andrew	Assemblymember	New York State Assembly	District 28	24	27	28			
Hikind	Dov	Assemblymember	New York State Assembly	District 48	15	22				
Jacobs	Rhoda	Assemblymember	New York State Assembly	District 42	15	17	22			
Kavanagh	Brian	Assemblymember	New York State Assembly	District 74	2					
Kellner	Micah	Assemblymember	New York State Assembly	District 76	2					
Lentol	Joseph R.	Assemblymember	New York State Assembly	District 50	13	14				
Markey	Margaret M.	Assemblymember	New York State Assembly	District 30	24	28	30			
Miller	Michael	Assemblymember	New York State Assembly	District 38	24	27				
Millman	Joan	Assemblymember	New York State Assembly	District 52	13	15				
Mosley	Walter T.	Assemblymember	New York State Assembly	District 57	13	14	15	17		
Moya	Francisco	Assemblymember	New York State Assembly	District 39	24	30				
Nolan	Catherine	Assemblymember	New York State Assembly	District 37	24	30				
O'Donnell	Daniel	Assemblymember	New York State Assembly	District 69	3					
Ortiz	Félix	Assemblymember	New York State Assembly	District 51	15					
Perry	N. Nick	Assemblymember	New York State Assembly	District 58	17	18	22	23		

Stakeholder Letters

Last	First	Title	Elected Body	District	CSD Representing									
Pichardo	Victor	Assemblymember	New York State Assembly	District 86	9									
Quart	Dan	Assemblymember	New York State Assembly	District 73	2									
Robinson	Annette	Assemblymember	New York State Assembly	District 56	13	14	17							
Rodriguez	Robert	Assemblymember	New York State Assembly	District 68	2	3								
Rosenthal	Linda	Assemblymember	New York State Assembly	District 67	2	3								
Rozic	Nily	Assemblymember	New York State Assembly	District 25	28									
Scarborough	William	Assemblymember	New York State Assembly	District 29	28									
Silver	Sheldon	Speaker	New York State Assembly	District 65	2									
Simanowitz	Michael	Assemblymember	New York State Assembly	District 27	27	28								
Simotas	Aravella	Assemblymember	New York State Assembly	District 36	30									
Titus	Michele R.	Assemblymember	New York State Assembly	District 31	27	28								
Weinstein	Helene	Assemblymember	New York State Assembly	District 41	18	22								
Weprin	David I.	Assemblymember	New York State Assembly	District 24	27	28								
Wright	Keith L.T.	Assemblymember	New York State Assembly	District 70	3									
Addabbo Jr.	Joseph P.	Senator	New York State Senate	District 15	24	27	28							
Avella	Tony	Senator	New York State Senate	District 11	28									
Diaz	Ruben	Senator	New York State Senate	District 32	9									
Dilan	Martin Mala	Senator	New York State Senate	District 18	13	14	23							
Espallat	Adriano	Senator	New York State Senate	District 31	2	3								
Felder	Simcha	Senator	New York State Senate	District 17	15	22								
Gianaris	Michael	Senator	New York State Senate	District 12	24	27	30							
Golden	Martin	Senator	New York State Senate	District 22	22									
Hoylman	Brad	Senator	New York State Senate	District 27	2	3								
Krueger	Liz	Senator	New York State Senate	District 28	2									
Montgomery	Velmanette	Senator	New York State Senate	District 25	13	14	15	17	23					
Parker	Kevin S.	Senator	New York State Senate	District 21	13	15	17	18	22	23				
Peralta	Jose	Senator	New York State Senate	District 13	24	28	30							
Perkins	Bill	Senator	New York State Senate	District 30	2	3								
Rivera	Gustavo	Senator	New York State Senate	District 33	9									
Sampson	John L.	Senator	New York State Senate	District 19	18	22	23							
Sanders Jr.	James	Senator	New York State Senate	District 10	27	28								
Savino	Diane J.	Senator	New York State Senate	District 23	15	22								
Serrano	José M.	Senator	New York State Senate	District 29	2	3	9							
Smith	Malcolm	Senator	New York State Senate	District 14	27	28								
Squadron	Daniel L.	Senator	New York State Senate	District 26	2	13	14	15						
Stavisky	Toby Ann	Senator	New York State Senate	District 16	24	28	30							
Katz	Melinda	Borough President	Queens	Queens	24	27	28	30						
Clarke	Yvette	Congresswoman	United States Congress	District 9	13	15	17	18	22	23				
Crowley	Joseph	Congressman	United States Congress	District 14	24	28	30							
Grimm	Michael	Congressman	United States Congress	District 11	22									
Jeffries	Hakeem	Congressman	United States Congress	District 8	13	14	15	17	18	22	23	27		
Maloney	Carolyn	Congresswoman	United States Congress	District 12	2	14	24	30						
Meeks	Gregory	Congressman	United States Congress	District 5	27	28								
Meng	Grace	Congresswoman	United States Congress	District 6	24	27	28							
Nadler	Jerrold	Congressman	United States Congress	District 10	2	3	15	22						
Rangel	Charles	Congressman	United States Congress	District 13	2	3	9							
Serrano	José E.	Congressman	United States Congress	District 15	9									
Velázquez	Nydia	Congresswoman	United States Congress	District 7	2	13	14	15	23	24	27			



Success Academy Charter Schools

June 12 at 11:59am · Edited ·

Success Academy Charter Schools is applying to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens. We need your input. Visit www.successacademies.org/NewSchools for more information and to provide your comments. Read the press release here: <http://bit.ly/1pO8dn5>



Success Academy

Success Academy Charter Schools – NYC (SA) is applying to the Trustees of the State University of New York to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens (“New Success Academies”).

SUCCESSACADEMIES.ORG

Like · Comment · Share

👍 Shanefia Callwood, Proudmom Weal, Maren Hefler and 91 others like this.

↪ 15 shares



Success Academy Charter Schools Please provide all comments on our website here: www.successacademies.org/NewSchools

👍 1 · June 12 at 1:48pm

Moskowitz: Success Academy is expanding because parents demand better education for their kids — now

Parents and children can't wait five or 10 years for the city's education system to improve, says Success Academy founder Eva Moskowitz, that is why there were 14,400 applicants for just 2,870 seats in the Success Academy charter school network.

BY EVA MOSKOWITZ / SPECIAL TO THE NEW YORK DAILY NEWS / Tuesday, June 10, 2014, 9:56 PM

A A A

SHARE THIS URL



39



39



8+1



499



15



nydn.us/1u3udKJ

COPY



RICHARD HARBUS/FOR NEW YORK DAILY NEWS

Success Academy has applied for 14 more charter schools throughout New York City to meet demand, says the charter school's founder, Eva Moskowitz.

RELATED STORIES

[Success Academy looks to open 14 more schools](#)

[City to pay \\$11G per student in three charter schools booted from public space](#)

[Manhattan judge throws out charter school co-location lawsuit](#)

This year, Success Academy is applying to open 14 new charter schools. That's more than twice as many as we've ever applied for before. Some people have asked why.

The answer: We're responding to community demand. This year, we had 14,400 applicants for 2,870 available seats.

This demand is spurred by the crisis in public education in our city. Fewer than three in 10 third-graders can read at grade level. Only one out of four eighth-graders are proficient at math. Each year, instead of catching up, they fall further behind.

Across the city, 300,000 children failed to achieve basic academic competency last year. Of those 300,000, 80% were children of color. By the time these children reach high school, their trajectory is set: Just 11% of African-American and 12% of Hispanic high school students graduate ready for college.

Success Academy has reversed this achievement gap. On last year's state exams, 80% of our African-American students and 88% of Hispanic students were math proficient, compared with 50% for the city's white students. They are also top chess players and debate champions, great dancers and soccer players. They prove every day that zip code doesn't determine destiny.

Some politicians say that instead of opening more public charter schools, we should fix the district schools.



Yes, they must be fixed. But listen to the parents. Parents understand that their children can't wait five or 10 years for the whole public school system to be fixed. That's an eternity in the life of a child.

Children need better educational opportunities now. That is why parents have been applying in increasing numbers to high-performing public charter schools.

Parents don't want promises. They want schools that have proven to work, where teachers and students are held accountable, where children love learning and have a real shot at college and all the opportunities that provides. That is why Success Academy is applying to open so many new schools.

Eva Moskowitz is founder and CEO of Success Academy Charter Schools.

MARIELA LOMBARD/FOR NEW YORK DAILY NEWS

Eva Moskowitz, head of Success Academy, emphasizes better proficiency in math and science.

Success begets success

More power to the expanding network of immensely successful charter schools run by Eva Moskowitz

NEW YORK DAILY NEWS / Thursday, June 12, 2014, 4:05 AM

AAA



BY EDITORIALS



SHARE THIS URL

nydn.us/112jAbq



SUSAN WATTS/NEW YORK DAILY NEWS

You grow, girl.

More power to Eva Moskowitz and the Success Academy Charter Schools she runs. Serving 6,700 students across New York City, the 22 high-performing schools have proven that poor and minority kids are ready to learn with the best of them — if given the chance.

Now, Moskowitz has announced plans to cut the ribbon on 14 new charters over the next two academic years. Based on her record of achievement, she should easily win the state's sign-off .

Just as important, based on a law that was a direct blowback to Mayor de Blasio's attempt to shutter three Success Academy charters, she can now demand space in public school buildings or funding to pay rent in leased space.

Bully to her for moving so aggressively. No, let's correct that: Bully to the kids.

On the 2013 state exams, 82% of Success students were proficient in math, compared to just 30% of kids citywide. In English, 58% were proficient, compared to just 26% citywide.

Success Academies get those results by lengthening the school day and school year, asking more of teachers, building a rigorous and respectful school culture and pounding away at a rich, content-based curriculum. They say there are no silver bullets in education, but this model is as close as can be.

Regardless, de Blasio mounted a war on charters, primarily targeting Moskowitz's network, as he had promised in his mayoral campaign. Although charters are taxpayer-funded and admit students by open lottery, he decried the privately managed schools as something other than public.

It was a battle he lost epically. With Gov. Cuomo pressing the case, the Legislature established that charters are, indeed, public schools entitled to equal accommodations.

If the state authorities give Moskowitz the green light, de Blasio has a simple choice: Find room in neighborhood schools, many of which are mediocre, or pony up the cost so that Success Academy can make a go of it elsewhere.

This is the world the mayor accidentally created. We thank him for it — and hope that he learns from his mistakes, like Eva's kids almost always learn from theirs.

PROMOTED STORIES

Success Academy plans dramatic new expansion



Success Academy classroom. (YouTube)



By Eliza Shapiro 12:09 p.m. | Jun. 10, 2014

New York City's largest and most polarizing charter school network, Success Academy, is applying for its biggest expansion yet, with plans to open 14 new charter schools in the next two years, a spokeswoman for the network announced on Tuesday.

Success is in the process of submitting the applications to SUNY's Charter School Institute, which, along with the state Board of Regents, authorizes new charters. The new charters, which are likely to be approved—SUNY has approved all of Success' existing schools—would nearly double the number of the network's schools in the city.

Success' founder and C.E.O. Eva Moskowitz said in a statement that parent demand is extremely high for the city's existing Success schools, with a poke at city schools chancellor Carmen Fariña, with whom she has had frosty relations.

"Chancellor Fariña recently noted that it is important to listen to the community," Moskowitz said. "That is what we are doing in applying for these charters ... even with 14 more schools, we will not make a dent in the demand we are seeing."

MORE ON CAPITAL

- **Bratton memo outlines 'summer violence-reduction plan'**
- **Speaker touts \$5M for immigration attorneys**

14,400 families applied for 3,000 open seats at Success' current schools, according to the release.

The 14 proposed new schools would open in Manhattan, the Bronx, Brooklyn and Queens.

MOST POPULAR

- 1 **Deal takes shape to bolster Citi Bike**
- 2 **Competitors question state's Medicaid contract with Xerox**
- 3 **Journalism's nonprofit surge**
- 4 **How to address the Stuyvesant problem**
- 5 **De Blasio aide says contract assumptions based on past success**

■ **City to announce contract deal with DC 37**

ADVERTISEMENT



The network is focusing on opening its first four schools in district 9 in the South Bronx, district 27 in southern Queens, district 3 on the Upper West Side and district 2 on the Upper East Side.

According to a spokeswoman for Success, districts were selected based on high community demand. For example, 1,232 families applied for a spot at Success schools in district 9 last year.

Success is also applying to open schools in 2016 in district 17 in central Brooklyn, district 18 in Flatbush, district 13 in downtown Brooklyn, district 22 in Ditmas Park, district 23 in

Brownsville and East New York, district 14 in Williamsburg, district 15 in Park Slope, district 24 in Long Island City and Corona in Queens, district 28 in Forest Hills and South Jamaica in Queens, and district 30 in northwest Queens.

Success and Moskowitz have been at the center of the recent battle over the future of New York's charters, and a particular thorn in the side of Mayor Bill de Blasio since February, when he [attempted to block](#) three Success schools from opening. Moskowitz and her team launched an aggressive media campaign against the mayor, and [successfully courted](#) a new and very powerful ally in Governor Andrew Cuomo. By April, Success got what it wanted: a new pro-charter law that guaranteed the continued growth of the New York's charter sector, with the city paying for any charters in private space.

Fresh off that victory, approval of the new charters would allow four to open in August 2015 and the remaining ten in August 2016. Success is anticipating that most of its schools will be co-located with district schools, another consistent source of tension between the network and the city, as district schools that share space with Success have often complained that the network absorbs the school building's resources, leaving little for the district school students. Success has denied those claims.

If most or all of Success' proposed fourteen new locations are co-located, it will be up to the Department of Education's Panel for Educational Policy, which is run by Fariña and largely politically aligned with the de Blasio administration, to approve what are likely to be highly contentious proposals for space-sharing. If co-locations are not approved, Success can be sited in private buildings, with rent paid by the city.

The three Success schools that de Blasio originally rejected in February have been located in three separate former Catholic school buildings across the city, which is [costing the city](#) \$5.4 million in rent this year alone.

Success is planning to open each school with kindergarten and first grade classes and between 150 and 200 children in the first year, adding grades each subsequent year.

MORE: [CITY HALL](#) [BILL DE BLASIO](#) [CARMEN FARINA](#) [CHARTER SCHOOLS](#) [CO-LOCATION](#)
[DEPARTMENT OF EDUCATION](#) [EDUCATION](#) [EVA MOSKOWITZ](#) [SUCCESS ACADEMY](#)



Author: Eliza Shapiro



IN FOCUS: College & career readiness | Community schools | School improvement | Bill de Blasio

CHARTER SCHOOL EXPANSION



Success Academy plans to continue rapid expansion with 14 charter applications

by [Mary Ellen McIntire](#) on June 10, 2014



The city's largest charter school network is requesting to add a record number of new schools in the next two years, moving ahead with plans to quickly expand across the city.

A spokeswoman for Success Academy Charter Schools said Tuesday that the network is requesting authorization to open 14 new schools in 2015 and 2016. The network is looking to expand into five new districts while also opening schools in areas where the network already has a presence, like the Upper West Side and central Brooklyn.

An advertisement for Uncommon Schools. On the left, a man in a blue sweater and glasses stands next to a young boy in a blue shirt and red tie. The text on the right reads: "TEACH, LEAD AND CHANGE HISTORY." in large black letters, followed by "Uncommon Schools" in a smaller font, and "APPLY TODAY!" in bold black letters at the bottom. The background is white with a yellow border and a yellow and white striped pattern at the bottom.

If its plans are approved by the SUNY Charter Institute, Success would open 10 of those schools simultaneously in fall 2016—a remarkable pace even for Eva Moskowitz, the network's founder and CEO, who has long spoken of plans to widely expand the network. The 14 new schools would add to the [six opening in fall 2014](#) and the 26 that Success currently operates to bring the network to 46 schools—roughly the size of the Savannah, Ga. school district.

Success schools have posted some of the city's highest test scores, with 82 percent of its students scoring proficient in math and 58 percent scoring proficient in English language arts on state exams last year, both well above city and state averages. That success has helped the network become one of the city's most popular, and polarizing, networks, with critics charging that the network has boosted its scores with [aggressive test-prep tactics](#) and by [not replacing](#) many students who leave.

The rapid expansion plan is also a sign of the network's confidence that the [city will find, or pay for](#), space for the schools. If approved, the schools would put additional pressure on the city to find public space for them, likely by co-locating the schools with traditional district schools.

Not doing so would mean spending millions to lease private spaces for the schools, following the passage of a new law that was partially spurred by Mayor Bill de Blasio's decision in March to [block](#) three Success Academy schools from moving into public buildings.

Still, Chancellor Carmen Fariña has said she will not make school space-sharing plans until the city has developed a better way to solicit feedback from community members.

"It's our goal to invest in all our public schools to make sure parents have great options for their children, regardless of what zip code they live in," said Devora Kaye, a spokeswoman for the Department of Education. "We will review these new proposals as SUNY makes its decisions."

Isaac Carmignani, co-president of District 30's Community Education Council, said he wasn't surprised that Success was looking to open a school in the district, which includes Astoria, Jackson Heights, and Long Island City, because the network had sought a charter there before.

But parents have concerns about whether the school might take some top students away from district schools, he said. Parents would also be concerned about possible co-locations, since many schools in the district already struggle with overcrowding, he added.

"The big concern I think that we have is if they go to a part of a district where schools are underutilized, they'd get the best and the brightest, and these schools are already struggling a little bit," Carmignani said.

If the four new Success schools are approved, at least 17 new charter schools will open in the city in 2015. And if all 14 of the schools Success is requesting are approved, Success would **secure** nearly one-third of the 46 additional charter schools that can still open in New York City under state law.

Don't miss the latest in New York City schools news. [Sign up](#) for Chalkbeat's morning newsletter.

TAGS: [BILL DE BLASIO](#), [CARMEN FARINA](#), [CHARTER SCHOOL EXPANSION](#), [CHARTER SCHOOLS](#)

NEXT UP IN CHARTER SCHOOLS:

As charter sector continues to swell, a space dilemma grows for de Blasio

SHARE THIS ARTICLE:



CHALKBEAT NOW



TESTING

New group of high schools likely to receive Regents waivers this month



SCHOOL IMPROVEMENT

As deadlines loom, city gives few hints about plans for struggling schools



CHARTER SCHOOLS

NYC charter schools join national coalition aimed at de-segregating sector

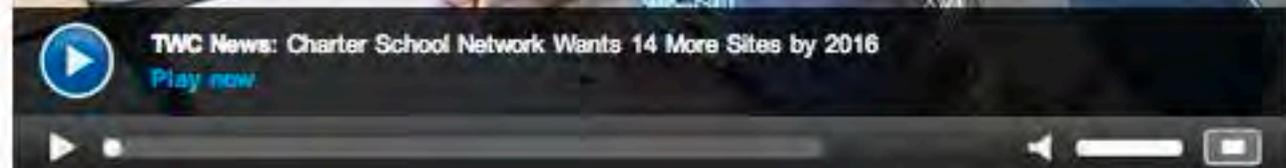
Wednesday, July 02, 2014

NEWS

Charter School Network Wants 14 More Sites by 2016

By: NY1 News 06/10/2014 04:04 PM

Text size: + -    



The city's largest charter school network wants to expand.

Success Academy has applied with the state to open 14 more schools across the city over the next two years.

CEO Eva Moskowitz says her network is just responding to community demands.

In 2014, more than 14,000 students applied for 3,000 available Success Academy seats in the city.

The network hopes to open four additional schools in the Bronx, Manhattan and Queens next year, and 10 more in those boroughs and Brooklyn in 2016.

The move requires state approval.

The de Blasio administration has had a difficult relationship with charter schools. The mayor's office says their priority is investing in public schools.

If approved, the city is obligated under a new state law to provide buildings or pay the rent for all new charters.

Success Academy looks to open 14 more charter schools after political victory

Success Academy, founded by Mayor de Blasio rival Eva Moskowitz, applied for permits to open new schools in Manhattan, the Bronx, Brooklyn and Queens. The SUNY Charter Schools Institute needs to approve it.

BY SABRINA CASERTA, BEN CHAPMAN, STEPHEN REX BROWN / NEW YORK DAILY NEWS /

Tuesday, June 10, 2014, 9:33 PM

AAA

SHARE THIS URL



nydn.us/1kNBrc7

COPY



RICHARD HARBUS FOR NEW YORK DAILY NEWS

Demand for Success Academy schools, according to the charter school's head Eva Moskowitz, says even 14 more schools won't meet the demand.

RELATED STORIES

[Moskowitz: Success is expanding because parents demand better education](#)

[State law changes makes city easiest in nation to open charter schools](#)

[Conflicts of interest brewing at charter schools](#)

Success breeds Success.

Fresh off a decisive political victory over her longtime foe Mayor de Blasio, Eva Moskowitz's Success Academy Charter Schools will apply for permits to open 14 new schools in the city, the network said Tuesday.

If approved by the SUNY Charter Schools Institute, the new charters will be in Manhattan, Queens, Brooklyn and the Bronx and open in 2015 and 2016.

nation to open charter schools

Conflicts of interest brewing at charter schools

Diane Ravitch out of consideration for WFP Gov. nomination

City to pay \$11G per student in three charter schools booted from public space

If approved by the SUNY Charter Schools Institute, the new charters will be in Manhattan, Queens, Brooklyn and the Bronx and open in 2015 and 2016.

"These families — representing more than a dozen neighborhoods — are desperate for great schools," said Moskowitz.

"Even with 14 more schools, we will not make a dent in the demand we are seeing."

The firebrand founder of the network credited Gov. Cuomo's "charter-friendly legislation" for setting the stage for its most ambitious expansion since opening in 2006.



RICHARD HARBUS/FOR NEW YORK DAILY NEWS

Spots at Success Academy schools have been coveted among city families.

Success Academy operates 22 schools, with 10 more set to open in the fall.

It is the biggest charter operator in the city and each spot at its schools is coveted by applicants.

More than 14,400 families applied for less than 3,000 open seats at Success schools in the coming school year.

Parents picking up students at Success Academy Harlem 1 said the place lived up to the hype.

Mame Ndiaye said her 6-year-old daughter, who just graduated kindergarten, benefitted immensely from Success Academy.



FRANK FRANKLIN II/AP

Mayor de Blasio has been handed a few defeats on his stance against charter school.

"I want everyone to have an opportunity to go to a school like this," Ndiaye, of Harlem, said.

But Zakiyah Ansari, of the Alliance for Quality Education, worried the latest batch of charters predicts more showdowns over charter schools sharing space with public school buildings.

"Before we create more divisiveness with co-locations we need to make sure we're investing in the right place, especially in the traditional public schools," said Ansari, who is a frequent critic of former Mayor Michael Bloomberg's charter school policies.

Critics also insist Success schools force out high-needs students in a relentless pursuit of strong standardized test scores — a charge the chain denies.

SUNY has never denied one of the network's applications. The charter authorizer approved seven new city charters last week. The official decision on the new Success charters is expected by the end of the year.



DAVID HANDSCHUH/NEW YORK DAILY NEWS

Eva Moskowitz has fought hard to position her Success Academy as a top charter school in the city.

Under new laws created by Moskowitz's ally Cuomo, the city will have to provide space for new charter schools in public school buildings or pay rent for them elsewhere.

The city has already set aside \$5.4 million a year for the next four years to pay rent for three Success schools de Blasio booted from district buildings in February before reversing course.

City Education Department officials are playing it cool on the network's expansion bid.

"It's our goal to invest in all our public schools to make sure parents have great options for their children, regardless of what zip code they live in," said schools system spokeswoman Devora Kaye.

"We will review these new proposals as SUNY makes its decisions."



PROMOTED STORIES



The Best College Towns In America

Learnist



Campaign to add Irish Famine studies to California school curriculum

IrishCentral



10 Millionaires Without High School Diplomas

MadameNoire

METRO



Success Academy applying to create 14 new charters

By Aaron Short

June 10, 2014 | 1:02pm



Harlem Success Academy Charter School fourth-grader Tyshon Davis poses outside the school in 2009.
Photo: Chad Rachman

MORE ON:

SUCCESS ACADEMY

Public schools imitate 'Success' charter name for failing sites

Get ready for more Success.

Success Academy Charter Schools is applying to the state to create 14 new charters in the city starting next summer, officials announced Tuesday.

Inside Success Academy's fight for children

All Bill's children

NYC cuts deal with mayor's charter-school nemesis

Success founder Eva Moskowitz said the expansion is necessary because the 22 schools she now runs can't keep up with demand.

The charter network received 14,485 applications for 2,870 open seats for the next school year.

"These families — representing more than a dozen neighborhoods — are desperate for great schools," said Moskowitz. "Even with 14 more schools, we will not make a dent in the demand we are seeing."

Success wants to open four new elementary schools in West Harlem, Lower Manhattan, the Lower East Side and southeast Queens beginning in August 2015 and another 10 in August 2016.

Each school would enroll between 150 and 200 students in kindergarten and first grade classes in its first year.

The new applications come as Success already has 10 new schools in the pipeline, including its first high school this fall after a highly-publicized clash with the de Blasio administration over the proposed locations.

The city and the charter network eventually agreed to house three schools in former Catholic school buildings.

Charters must apply to SUNY or the state Education Department to receive a license to operate in New York, but it is up to the de Blasio administration to find the space.

If the city can't find room within public schools buildings, it has to pay for leases on private properties, according to a state law enacted earlier this year.

FILED UNDER [CHARTER SCHOOLS](#), [EVA MOSKOWITZ](#), [SUCCESS ACADEMY](#)



READ NEXT: [Rangers ticket prices fall by...](#)



N.Y. / REGION

Success Academy Seeks 14 More Charter Schools in New York City

By AL BAKER JUNE 10, 2014

A charter school network that recently clashed with Mayor Bill de Blasio over the use of public school space is seeking to vastly expand its footprint in New York City, announcing on Tuesday that it wants to open 14 more schools over the next two years.

The network, the Success Academy, said that it was submitting applications to the state to open schools in Manhattan, Brooklyn, the Bronx and Queens. The move comes just two months after Gov. Andrew M. Cuomo and state lawmakers granted charter schools in New York City some of the most generous protections in the country, requiring that the city find space for them or help pay their rent.

The provision was passed after Mayor Bill de Blasio denied space to three Success Academy schools, a decision he later reversed, and said he would charge rent to Success and some other charter networks, a shift from Mayor Michael R. Bloomberg's policy of granting free space to charter schools in public school buildings.

Now the city may have to house 14 new Success schools or help pay for their space. Attempts to give charter schools space in regular public school buildings have often met with community opposition. But on Tuesday a spokeswoman for the schools chancellor, Carmen Fariña, sidestepped any discussion of whether the chancellor would — or could — keep Success schools out of public school buildings.

“It’s our goal to invest in all our public schools, to make sure parents have great options for their children, regardless of what ZIP code they live in,” said the spokeswoman, Devora Kaye.

Should the applications be approved, the network, run by a former city councilwoman, Eva Moskowitz, would grow to 46 schools, serving more than 15,000 students, making it larger than many school districts. A spokeswoman for the network, Kerri Lyon, said there was “considerable demand” from families in the districts where Success Academy wants to grow and in places with large racial and ethnic achievement gaps. She said that the new proposals did not include precise addresses, but included four new schools that would open in 2015 in Districts 2, 3, 9 and 27, and 10 in 2016 in Districts 13, 14, 15, 17, 18, 22, 23, 24, 28 and 30.

“If they get the charters to operate, then they will have to figure out where they will be,” Ms. Lyon said. “Obviously, they will seek public space, and that will be a negotiation.”

First authorized by the state in 1998, charter schools, which receive public financing but are run by nonprofit groups, were favored by the Bloomberg administration and grew significantly when he was in office. On the campaign trail, Mr. de Blasio was critical of their growth, saying they took resources from regular schools, though he has refrained from attacking them of late.

Now there are 183 charter schools in the city, serving about 70,000 students, and another 27 are approved to open by 2015.

State law caps the number of charter schools in New York City at 256, which leaves only 46 more to be authorized, said James Merriman, chief executive of the New York City Charter School Center.

“We’ve seen in the past that when the number gets below 50, there is a definite rise in anxiety among would-be charter operators about when the state will run out of charters to give,” Mr. Merriman said. “As long as there is demand from parents, and as long as the charters that are being created are of high quality, I consider it a very healthy phenomenon.”

SchoolBook

School Data Viewpoint Student Center Teacher's Diary Principal's Office



Listen **STREAMS** WNYC 93.9 FM Marketplace SCHEDULE OPTIONS

Success Charter Network Puts New Siting Rules to the Test

Tuesday, June 10, 2014 - 06:00 PM

By Beth Fertig

Share Tweet 14 Like 2

AUDIO 00:00 / 00:00



RECOMMENDED LINKS

[Pre-K Supporters Call State Budget a "Win." So Do Charter Schools.](#)

The head of a high-profile charter network said on Tuesday she would apply to open 14 more schools in New York City in 2015 and 2016, sparking what is sure to be a major test of Mayor Bill de Blasio's ability to comply with New York's new charter law.

Eva Moskowitz, who runs the Success Academy network, said she's submitting applications to the SUNY Charter Schools Institute to establish more schools in Manhattan, Brooklyn, the Bronx and Queens. In a press release, she stated that demand for her charters reached an all-time high this year, "with more than 14,400 families applying for fewer than 3000 open seats."

Moskowitz's 22 existing charters are all housed in public school buildings, a practice known as co-location. A feud erupted this year when the newly elected de Blasio administration sought to block three more of her schools from opening in co-located buildings and the mayor ultimately agreed to house them in former Catholic schools.

JUANA MOLINA with La Mekanica Popular



Fri, July 11 at 7 PM in The Greene Space at WNYC

SOUNDCHECK LIVE TICKETS

SPONSORED

LATEST IN SCHOOLBOOK



The Final Push to Graduat...



Arts Funding in NYC Scho...



School Data Show Studen...



Radio Rookies Surprises ...



Summer School in Full Sw...



NYC Tweaks How it Repo...



The High School Finale: Gr...



What to Do With Your Chi...



Radio Rookie Danielle Fi...

After six years of high school this NYC ...

The controversy led the state legislature to require New York City to [continue siting charters in public school buildings or pay rent for them to go elsewhere](#).

The law also states that the space "must be reasonable, appropriate and comparable" and in the same community district to be served by the charter school. The charter also has the right to appeal the city's choice of location.

These applications by the Success network will be among the first since the change in state law went into effect on April 1.

"It's our goal to invest in all our public schools to make sure parents have great options for their children, regardless of what zip code they live in," said Devora Kaye, press secretary to Schools Chancellor Carmen Fariña. "We will review these new proposals as SUNY makes its decisions."

Moskowitz started her first schools in Harlem and other low-income communities and has since [expanded her network](#) to middle class and wealthy neighborhoods. Two of the four schools Moskowitz is seeking to open in the fall of 2015 would be in Manhattan's Districts 2 and 3, which are known for their high-performing schools.

"Even in so-called good school districts, the best schools are over-crowded and enroll primarily white children," Moskowitz stated. "In those same districts, minority children are often segregated in schools where achievement is low."

But the president of the District 3 Community Education Council, which includes the Upper West Side and Harlem, wasn't convinced.

"I believe that we first need to demonstrate a commitment to strengthening our existing schools," said Joe Fiordaliso.

TAGS: [bill de Blasio](#), [charter schools](#), [education](#), [eva moskowitz](#), [local news](#), [news](#), [politics](#)



BETH FERTIG

[Follow @bethfertig](#)

Beth Fertig is WNYC's Contributing Editor for Education. She previously covered politics, which included City Hall during the Giuliani administration, and the U.S. Senate campaigns of Charles Schumer and Hillary Clinton. She also covered transportation and infrastructure.

The Morning Brief

Enter your email address and we'll send you our top 5 stories every day, plus breaking news and weather.

SIGN UP

Dow Jones Reprints: This copy is for your personal, non-commercial use only. To order presentation-ready copies for distribution to your colleagues, clients or customers, use the Order Reprints tool at the bottom of any article or visit www.djreprints.com

- [See a sample reprint in PDF format](#)
- [Order a reprint of this article now](#)

NY SCHOOLS

Success Academy Wants 14 New Charter Schools

Eva Moskowitz, the Leader of the School Network, Sparred With Mayor de Blasio in February Over School Space

By LESLIE BRODY

Updated June 10, 2014 8:47 p.m. ET



Success Academy CEO Eva Moskowitz. *Craig Warga for The Wall Street Journal*

Earlier

[New York City Agrees on Charter-School Pact With Success Academy](#)

[Mayor's Charter Decisions Anger Both Sides](#)

[Rent Charge For Charters Hits Wrinkle](#)

Success Academy Charter Schools officials said Tuesday they were applying to open 14 more schools in New York City, just months after a high-profile battle with Mayor Bill de Blasio over space in crowded city buildings.

The network run by former City Councilwoman Eva Moskowitz said it wants to grow to meet the demands of thousands of low-income, minority families. The network said more than 14,400 families applied for fewer than 3,000 open seats this year.

Success Academy officials said they would seek approval from the charter authorizer at the State

University of New York, which expects to vote on proposals in October.

The announcement drew instant fire from critics who argue charters drain precious resources and motivated families from regular public schools. The Success Academy network has grown rapidly in recent years; in August it will have 32 schools serving 9,000 children.

"It's outrageous," said Noah Gotbaum, vice president of the Community Education Council in District 3. "The mayor has no say, the City Council has no say....It only matters what Eva Moskowitz wants, and she wants to build her empire."

Supporters of charters—which are taxpayer-funded but independently operated—say they give rigorous alternatives to low-performing schools. A spokeswoman for the city Department of Education said by email: "It's our goal to invest in all our public schools to make sure parents have great options for their children, regardless of what ZIP code they live in."

Mr. de Blasio and Ms. Moskowitz have sparred often. In February, the mayor rescinded approval for space for three of her schools. Gov. [Andrew Cuomo](#) intervened, negotiating language in the state budget requiring the city to provide space for charters or chip in for rental costs.

Copyright 2014 Dow Jones & Company, Inc. All Rights Reserved

This copy is for your personal, non-commercial use only. Distribution and use of this material are governed by our [Subscriber Agreement](#) and by copyright law. For non-personal use or to order multiple copies, please contact Dow Jones Reprints at 1-800-843-0008 or visit www.djreprints.com



A small reaction to a big charter expansion



Eva Moskowitz. (Success Academy)

By Eliza Shapiro 5:20 a.m. | Jun. 11, 2014

After Success Academy C.E.O. Eva Moskowitz announced Tuesday that she is [planning to expand](#) her network of New York City charters to 46 serving over 11,000 students by 2016, Moskowitz's usual foes were unusually quiet.

A representative for public advocate Letitia James, who has [led a lawsuit](#) to reverse dozens of charter co-locations, many of them involving Success, declined to comment on Success' massive growth.

A spokeswoman for Daniel Dromm, the City Council education committee chair who recently called an oversight hearing [inspired](#) by Moskowitz's practices, and who has said charters promote "educational apartheid," also declined to comment.

Comptroller Scott Stringer, who [accused](#) Moskowitz of using "thug tactics" to open her schools in 2009, declined to comment as well.

MORE ON CAPITAL

- [De Blasio announces tentative contract with D.C. 37](#)
- [Bratton memo outlines 'summer violence-reduction plan'](#)
- [Speaker touts \\$5M for immigration attorneys](#)

Council speaker Melissa Mark-Viverito, a co-signer on James' co-location suit, released a politic statement to Capital through a representative: "The Speaker looks forward to working with all stakeholders to educate our children."

A spokeswoman for the Department of



MOST POPULAR

- 1 [Deal takes shape to bolster Citi Bike](#)
- 2 [Competitors question state's Medicaid contract with Xerox](#)
- 3 [Journalism's nonprofit surge](#)
- 4 [How to address the Stuyvesant problem](#)
- 5 [De Blasio aide says contract assumptions based on past success](#)

ADVERTISEMENT



Education was equally cautious in reacting to Success' rapid expansion: "It's our goal to invest in all our public schools to make sure parents have great options for their children, regardless of what zip code they live in. We will review these proposals as S.U.N.Y. makes its decisions," the statement read.

A representative for Mayor Bill de Blasio, whose public battle with Moskowitz dominated

headlines earlier this year, referred Capital to the D.O.E. for comment.

The muted collective response from Moskowitz's erstwhile adversaries is a reflection of political reality.

The proposals are likely to be approved, as SUNY has approved all of Success' proposals thus far. The network's expansion will cement Moskowitz's role as the best-known and most influential figure in the city's charter sector. And Success' growth is sure to set off a new chain of space-sharing conflicts, as a representative for Success said Tuesday that the network is looking into co-locations, as opposed to private space, for most of its proposed new schools.

That's left education experts and political observers prepping for a new phase in the city's battle over charters.

"The fights from last winter will look like a sideshow compared to what's coming," said one close observer of the city's charter politics, who asked not to be identified.

The administration's hands are tied not only when it comes to approving the charters, which is done entirely by either SUNY's Charter School Institute or the state Board of Regents, but also concerning where the charters are located, and what kinds of communities and student populations they serve.

Under the new state law, the city could not, as it could before, exercise any influence over a charter being located in an overcrowded neighborhood, for example, where there is high demand for a new school, or in an otherwise underserved community. Nor does the city have power over whether the charter serves a English language learners or special education students.

Recent events have illuminated the city's newly limited power over charters. Last month, a judge [tossed out](#) James' co-location lawsuit, ensuring that Success schools and other charters potentially threatened under the de Blasio administration would be allowed to co-locate with district schools originally planned under the Bloomberg administration. And more importantly, Governor Andrew Cuomo took Moskowitz's side in her fight with the mayor, and, along with other legislative leaders, oversaw the passage of a sweeping [pro-charter law](#) in April.

That bill guarantees the continued growth of the city's charter sector—not a foregone conclusion as recently as March, when de Blasio attempted to reverse three Success co-locations—by requiring that the city either find space for new charters in public school buildings or pay rent for charter space in private buildings. The city has already [committed \\$5.4 million](#) in the coming fiscal year to house the three Success schools that

de Blasio attempted to reverse in Catholic school buildings.

And though Success is currently the largest charter network in the city, and its planned expansion will trump any other group of charters, the city's charter sector is also growing apace.

Last week, SUNY **approved** six independent charters to open in fall 2015, and the D.O.E. is currently holding a series of community hearings about dozens of new and expanding charters all over the city.

And with six new Success charters opening this fall, the network will have 32 schools serving about 9,000 children—all before the 14 new proposed schools are voted on.

"It's a losing battle," said David Bloomfield, a professor of education at CUNY and Brooklyn College, about the relative nonresponse to the Success news. "Why would they want to raise their fists against the heavens when they know the rain is going to come down?"

MORE: CITY HALL BILL DE BLASIO CARMEN FARINA CHARTER SCHOOLS CO-LOCATION COMPTROLLER SCOTT STRINGER DANIEL DROMM DEPARTMENT OF EDUCATION EDUCATION EVA MOSKOWITZ LETITIA JAMES MELISSA MARK-VIVERITO SUCCESS ACADEMY

 Author: Eliza Shapiro

MORE IN CITY HALL

De Blasio announces tentative contract with D.C. 37

AROUND THE WEB

More From The Web

Sponsored Content by Taboola



Annette Funicello Dies of Multiple Sclerosis Symptoms
Lifescript



20 Celebs With Awesome Hidden Talents
Suggest



Top 10 All-Inclusive Resorts To Visit Before You Die
TripCurator



How Vitamin D Affects Rheumatoid Arthritis
Health Central

MORE FROM CAPITAL



Bratton memo outlines 'summer violence-reduction plan'



Speaker touts \$5M for immigration attorneys



City to announce contract deal with DC 37



Report shows growing special ed challenge



Harlem

Education

Success Academy Wants to Open 14 More Charter Schools by 2016

By **Gustavo Solis** on June 11, 2014 12:15pm
 @journogoose

NEW YORK CITY —
 Eva Moskowitz's **Success Academy** wants to open 14 more schools across the city in the next two years, the charter school network announced.



Third-grade students Tyler Smalls, left, and Sekou Cisse raise t...

▲ View Full Caption

Getty Images/Chris Hondros

Success Academy filed an application with the state this week to open the new schools in Manhattan, Brooklyn, Queens and The Bronx, rapidly expanding what is already the city's biggest network of charter schools.

The move came on the heels of Moskowitz's public battle with Mayor Bill de Blasio earlier this year over charter schools using space in public schools. De Blasio initially **booted three of Moskowitz's proposed charters from district school buildings** but ultimately found space for them elsewhere.

Moskowitz already has 22 charter schools in the city, but she said in a statement that the existing schools are not enough to meet demand. The schools received 14,400 applications for fewer than 3,000 open seats this year, she said.

"[Schools] Chancellor [Carmen] Fariña recently noted that it is important to listen to the community," Moskowitz said in the statement. "That is what we are doing in applying for these charters because the community is demanding more high-quality charter schools."

Moskowitz also praised Gov. Andrew Cuomo, who **spearheaded a charter-friendly measure in the state legislature this year** that would require the city to find space for new charter schools in existing public school buildings — or else pay for the charters to rent private space elsewhere.

A city spokeswoman said officials would review the new Success Academy proposals once the state decides whether to approve them.

"It's our goal to invest in all our public schools to make sure parents have great options for their children, regardless of what zip code they live in," the spokeswoman said.

If approved, four of the 14 schools will open in West Harlem, Lower Manhattan, the Lower East Side and southeast Queens in 2015. The rest will open in every borough except Staten Island in 2016.

Supporters of Success Academy have praised the chain for turning out high-performing students. But critics say putting the charters in public school buildings **takes resources away from other students**.

Related Items

Eva Moskowitz

Bill de Blasio

Department of Education

Success Academy

charter schools

colocation

Dow Jones Reprints: This copy is for your personal, non-commercial use only. To order presentation-ready copies for distribution to your colleagues, clients or customers, use the Order Reprints tool at the bottom of any article or visit www.djreprints.com

[See a sample reprint in PDF format.](#)

[Order a reprint of this article now](#)

THE WALL STREET JOURNAL.

WSJ.com

June 11, 2014, 7:00 a.m. ET

Success Academy applies to open 14 new charters

Associated Press

NEW YORK — Officials of Success Academy Charter Schools have applied for permits to open 14 additional schools in New York City.

If approved by the SUNY Charter Schools Institute, the schools would open over the next two years. It's expected to vote on the applications in October.

Success Academy is run by former city Councilwoman Eva Moskowitz. She says more than 14,400 families applied for fewer than 3,000 available seats this year.

The network operates 22 schools; 10 more are slated to open in the fall.

Earlier this year, Mayor Bill de Blasio rescinded approval for space for three Success Academy schools. Gov. Andrew Cuomo intervened. He negotiated language in the state budget requiring the city to provide space for charters or pay rent for them elsewhere.

—Copyright 2014 Associated Press

Copyright 2012 Dow Jones & Company, Inc. All Rights Reserved

This copy is for your personal, non-commercial use only. Distribution and use of this material are governed by our [Subscriber Agreement](#) and by copyright law. For non-personal use or to order multiple copies, please contact Dow Jones Reprints at 1-800-843-0008 or visit www.djreprints.com



The Latest **Raucous dueling protests at Pan Am homeless shelter meeting**

Home ▶ Editions ▶ Queenswide

Success Academy plans more schools

■ Applied for 14 new charters, four in boro

Story Comments

Print Font Size: - +

Recommend 0 Tweet 0 +1 0 Share 0

Posted: Thursday, June 12, 2014 10:30 am | Updated: 11:23 am, Thu Jun 19, 2014.

by [Domenick Rafter](#), Editor | 0 comments

Fresh off a political victory that brought it, and other charter schools, strong support from Gov. Cuomo and the state budget, Success Academy announced that it is planning to open 14 new public charter schools across the city, including four in Queens.

"[Schools] Chancellor [Carmen] Fari—a recently noted that it is important to listen to the community. That is what we are doing in applying for these charters because the community is demanding more high quality charter schools," said Success Academy CEO Eva Moskowitz. "These families — representing more than a dozen neighborhoods — are desperate for great schools. Even with 14 more schools, we will not make a dent in the demand we are seeing."

Success Academy said Tuesday it is submitting applications to the SUNY Charter Schools Institute for the 14 schools. They are slated for areas with a large black and Hispanic student population.

No specific locations were identified in Queens, but Success Academy plans on opening the new schools in District 24, which includes Corona, Elmhurst, Middle Village, Maspeth, Glendale and Ridgewood; District 27 in South Queens and the Rockaways; District 28 in Forest Hills and Jamaica; and District 30, which includes Astoria, Long Island City and Jackson Heights. All except one would open in 2016. The District 27 school, where Success Academy said 586 applications have been received by parents for its schools, would open in 2015. More than 1,200 applications in total from Queens parents have been received by Success Academy, the organization said.

STEINWAY FAMILY DENTAL CENTER SFD C

ANY PROCEDURE!

Wild Wednesdays! EVERY WEDNESDAY!

20% OFF ANY PROCEDURE
Yes, ANY Procedure, EVERY Wednesday!
— MAKE YOUR APPOINTMENT NOW—
for any Wednesday through August 27, 2014
and receive 20% off the price of any procedure.

32-50 STEINWAY ST. ASTORIA, NY 11103 **718.728.3314**
www.alldentalneeds.com

Cannot be combined with any other promotion.

Success Academy already has a school planned for District 29, to be co-located at IS 59 in Springfield Gardens. The school was originally due to be co-located in August Martin High School, but was one of several co-locations canceled by the de Blasio administration in March, when the state Legislature passed legislation forcing the city to find homes for the schools.



N.Y. / REGION

Success Academy's Expansion Plans Put de Blasio in a Tough Spot

Success Academy Charter Schools Force Mayor Bill de Blasio to Confront New Law

By AL BAKER JUNE 15, 2014

A charter school network's plan to double in size over the next few years could reignite a war over classroom space in New York City, only this time with the ground rules already tilted against the mayor.

A new state law passed in April gives the city just two options to meet the demands of the Success Academy network: It can hand over free space in public or private buildings, or give the schools money to find their own space.

The first option has frequently led to angry protests from the parents and teachers in schools that have to share space. The latter route would come with spiraling financial costs, as well as potential political ones, underscoring the new law's unspoken aim: to get the administration of Mayor Bill de Blasio to be more collegial to the charter school sector.

"There are all sorts of hidden ways that this work can be made much harder than it has to be," said Eva S. Moskowitz, the Success Academy founder. Ms. Moskowitz is adroit at mobilizing support from parents and public officials. Her march on Albany last winter, after the mayor briefly blocked three of her schools from city space, helped set the new law into motion, and she vowed last week to ensure that "the law is followed."

With 22 schools serving 6,700 students, her network is already larger

than many New York State school districts. She already has approval to open 10 more schools in the city, and said last week that she intends to apply to the state for permission to open 14 more, which would give her 46 schools, in every borough but Staten Island, by 2016.

Ms. Moskowitz's rapid growth and penchant for picking fights over space were tolerated, even encouraged, by Mayor Michael R. Bloomberg, who incubated the charter school movement in New York by giving many of the institutions free space in city schools. Ms. Moskowitz's schools, known for a hard-driving work environment and high test scores, tend to be very popular among parents in poor-performing districts, and unpopular elsewhere, where they are seen as taking resources from regular schools. Charter schools are privately run but publicly funded.

Mr. de Blasio promised to change the city's approach to charter schools and be pickier about which ones he would embrace, making it clear that Ms. Moskowitz's schools were not in that group.

Norm Fruchter, a mayoral appointee to a panel that votes on educational policy, conceded that the new law "created some really difficult problems" for the city, just as it is trying to find space for universal prekindergarten classes, relieve crowding and house classrooms that are now in trailers.

But he had not lost hope, he said.

"I think the administration has a number of things going, including a working group on space utilization, to try to relieve some of the problems that past co-locations have created," said Mr. Fruchter, who is a senior policy analyst at the Annenberg Institute for School Reform at Brown University. "I have hopes that what they come up with will be of some use in the current situation."

That working group has some representatives from the charter world, but ones who are on better terms with the city than Ms. Moskowitz.

One of the districts she is eyeing for a new school is Brooklyn's District 15, where some parents — and Carmen Fariña, before she was chancellor — unsuccessfully fought to keep a Success school from opening in Cobble

Hill.

“We’re a crowded district; we need space, and we don’t have any space as it is,” said Naila Caicedo-Rosario, president of the Community Education Council, which represents parents, in District 15. “The last thing we need is a Success Academy in our district. We will fight it and we will organize parents and we will do our best; we will not allow it.”

To that, Ms. Moskowitz said the community is broader than “institutional interest groups,” like the education council, and noted that for the 10 new schools she is set to open in August, 14,400 families applied for 2,870 seats.

“I think we have to ask ourselves, ‘What does the community want?’ And, ‘Who is the community?’ ” said Ms. Moskowitz, a former city councilwoman who wants to hold elected office again someday.

How Ms. Moskowitz’s effort plays out could resemble a municipal Ping-Pong game.

If the SUNY Charter Schools Institute approves her applications — it has never turned her down — the focus would shift to the city. The new law — Section 2853 of New York’s education law — gives the city the option to offer a charter school space within the school system, or other public or private space, at the city’s expense.

Under the law, the city cannot make its offer of space conditional on Success Academy’s opening its doors to certain numbers of students with disabilities or limited English proficiency — students critics claim the network has ignored. The network’s schools have a somewhat smaller percentage of these groups than city schools as a whole, but Susan Barker Miller, the executive director of the SUNY Charter Schools Institute, said, “In general, institute staff reports to me that Success Academy has a strong literacy environment, which is first and foremost a good foundation for an English language learner’s program.”

If the school deems the offered space unsuitable, it can appeal to the courts, the state’s Education Department or an arbitrator.

If the school wins, the city would be forced to pay the charter school’s

rent or an amount equal to 20 percent of what taxpayers pay charter schools for tuition, now \$13,877 per pupil, whichever costs less. That would force the school to find its own space, not a simple task in New York City.

“The law gives us a tremendous leg up in the funding department, but if there’s no resolution with the D.O.E., new charters still need to find their own space to run their schools,” said Kyle Rosenkrans, the vice president of the Northeast Charter Schools Network.

But Mr. de Blasio could be wary of going that route. The last time he denied space to Success Academy schools, it led to the law that now handcuffs him.

Devora Kaye, a spokeswoman for the city’s Education Department, said in a statement: “We are continuing to evaluate the new state law and how it will affect our decisions around school space. At this point, it is too early to determine its impact on future proposals.”

A version of this article appears in print on June 16, 2014, on page A17 of the New York edition with the headline: Charter School Network’s Plan for Growth Puts de Blasio in a Tough Spot.

The local paper for the West Side

THE WEST SIDER

WEEK OF JUNE

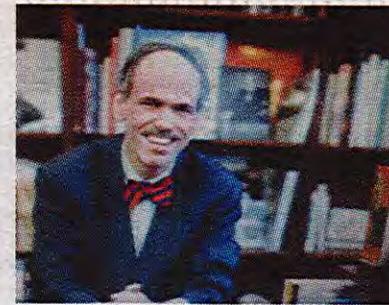
19

2014

VOL., ISSUE 25
NYPRESS.COM

f NYPress
@N_YPress

Since 1972



**PEERING
INSIDE A
NEIGHBORHOOD
BOOKSTORE**

Q&A, P. 12

A NEW FRONT IN THE TENANT BATTLE

NEWS

Rent-regulated tenants say major capital increases are being used as a tool against them

BY DANIEL FITZSIMMONS

UPPER WEST SIDE Stonehenge Village is an apartment complex spread out over three addresses on West 97th and 96th Street. The complex was in the news earlier this year for being one of a handful of places on the Upper West Side to bar rent-regulated tenants from accessing amenities like the fitness center. Stonehenge residents said such policies amount to segregation, and are used as an intimidation tactic to pressure rent regulated tenants out of their homes.

Recently those tenants met to decide whether they would fight a different kind of tactic they say is aimed at the same goal of deregulating their units: major capital increases. On paper, an MCI is a necessary infrastructure upgrade to a building, often costing hundreds of thousands of dollars, which is spread out in relatively nominal monthly fees to each tenant in the building over a number of years.

At Stonehenge, residents have seen three MCIs in the past three years, all of which the rent regulated tenants say were unnecessary. In 2012, the elevator system in 135 West 96th Street was up-

• Summer in the City •



WAITING IN LINE FOR

• In Brief •

SUCCESS ACADEMY SEEKS TO EXPAND

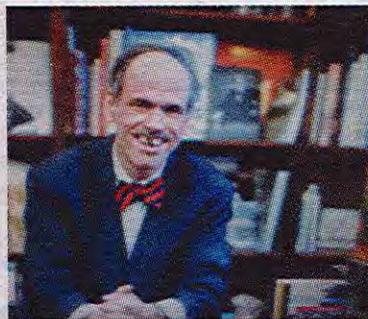
Last week, Success Academy Charter Schools announced its intentions to establish 14 new charter schools in the city. The school network will submit applications to the SUNY Charter Schools Institute, which grants charters for the state, to operate new schools in Manhattan, Brooklyn, Bronx, and Queens. Four applications will be submitted for schools to open in August 2015, including in Manhattan community education districts 2 and 3, and ten applications will be for schools slated to open in August 2016. Success Academy said in a press release that it was responding to the demand they've seen in applications for their existing charter schools, having received over 14,400 applications for fewer than 3,000 open seats.

GUN VIOLENCE AWARENESS MONTH

Last year, more than half of the murders committed in the state were in New York City. Throughout the month of June, New Yorkers can raise awareness and help reduce the incidence of gun violence by participating in events, activities, and working groups.

The local paper for the Upper West Side

THE SPIRIT



PEERING
INSIDE A
NEIGHBORHOOD
BOOKSTORE
Q&A, P. 17

WEEK OF JUNE

19
2014

WESTSIDESPIRIT.COM

WestSideSpirit

@WestSideSpirit

Summer in the City

A NEW FRONT IN THE TENANT BATTLE

NEWS

Rent-regulated tenants say major capital increases are being used as a tool against them

BY DANIEL FITZSIMMONS

UPPER WEST SIDE Stonehenge Village is an apartment complex spread out over three addresses on West 97th and 96th Street. The complex was in the news earlier this year for being one of a handful of places on the Upper West Side to bar rent-regulated tenants from accessing amenities like the fitness center. Stonehenge residents said such policies amount to segregation, and are used as an intimidation tactic to pressure rent regulated tenants out of their homes.

Recently those tenants met to decide whether they would fight a different kind of tactic they say is aimed at the same goal of deregulating their units: major capital increases. On paper, an MCI is a necessary infrastructure upgrade to a building, often costing hundreds of thousands of dollars, which is spread out in relatively nominal monthly fees to each tenant in the building over a number of years.

At Stonehenge, residents have seen three MCIs in the past three years, all of which the rent regulated tenants say were unnecessary. In 2012, the elevator system in 135 West 96th Street was up-



WAITING IN LINE FOR

In Brief

SUCCESS ACADEMY SEEKS TO EXPAND

Success Academy Charter Schools announced its intention to establish 14 new charter schools in the city.

The school network will submit applications to the SUNY Charter Schools Institute, which grants charters for the state, to operate new schools in Manhattan, Brooklyn, Bronx, and Queens.

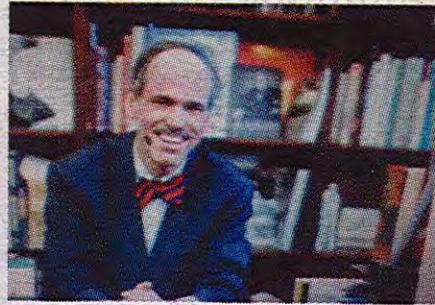
Four applications will be submitted for schools to open in August 2015, including in Manhattan community education districts 2 and 3, and ten applications will be for schools slated to open in August 2016.

Success Academy said in a press release that it was responding to the demand it's seen in applications for the existing charter schools, having received over 14,400 applications for fewer than 3,000 open seats.

GUN VIOLENCE AWARENESS MONTH

Last year, more than half of the murders committed in the state were in New York City. Throughout the month of June, New Yorkers can raise awareness and help reduce the incidence of gun violence by participating in events,

OUR TOWN



**PEERING
INSIDE A
NEIGHBORHOOD
BOOKSTORE**
Q&A, P. 13

WEEK OF JUNE
19
2014

OTDOWNTOWN.COM
OurTownDowntown
@OTDowntown

WHERE IN THE WORLD IS MAYOR DE BLASIO?

Not on the Upper East Side, according to an analysis of his schedule

BY MEGAN BUNGEROTH

As the de Blasio family prepares to move into Gracie Mansion in coming weeks, the mayor will want to spend some time familiarizing himself with his adopted neighborhood, considering how little time he's spent there since being elected.

According to an analysis of his official schedule, Mayor de Blasio spent less than 24 hours on the Upper East Side in his first three months in office.

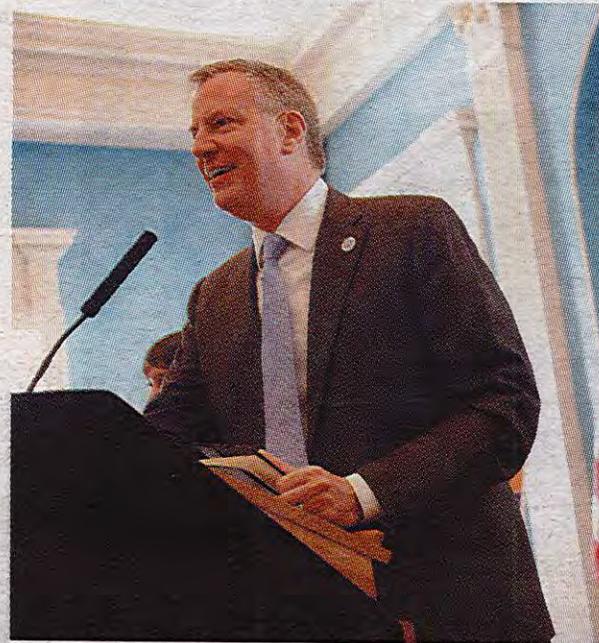
The mayor's schedule shows a total of 15 meetings

in the neighborhood in the first quarter of this year, fewer than in Brooklyn or in Queens. Most of his time in the neighborhood - 21 hours and 35 minutes over three months - were at official events held at Gracie Mansion: inauguration ceremonies, meals with VIPs like Harry Belafonte and former Mayor David Dinkins. De Blasio ventured outside of Gracie Mansion only a handful of times over the course of his first 90 days in office.

While de Blasio's absence from the Upper East Side may be awkward, considering he's about to live here, it's not entirely a surprise. The neighborhood is one of the

few parts of New York City lost by de Blasio in his sweeping win over his Republican opponent, Joe Lhota. Almost from the beginning, his relationship with the neighborhood has been rocky. Many local residents hold a grudge against him for his support of the East 91st Street waste transfer station, which they see as a looming environmental disaster. Then, this winter, when the Upper East Side suffered from a lack of snow plow coordination during some of the winter's worst storms, some residents blamed political payback.

"The Upper East Side is hostile territory" to de Blasio, said political analyst and



Mayor de Blasio will soon be moving into a neighborhood where he spent little time during his first three months in office.

Baruch College public affairs professor Doug Muzzio. "The Upper East Side is the home of the one percent, and the one percent of the one percent, so his message doesn't necessarily resonate with

them."

Muzzio said that it's tough to speculate about de Blasio's schedule without comparing it to previous mayors, as well as looking at a longer-term

CONTINUED ON PAGE 4

In Brief

SUCCESS ACADEMY SEEKS TO EXPAND

Last week, Success Academy Charter Schools announced its intentions to establish 14 new charter schools in the city. The school network will submit applications to the SUNY Charter Schools Institute, which grants charters for the state, to operate new schools in Manhattan, Brooklyn, Bronx, and Queens. Four applications will be submitted for schools to open in August 2015, including in Manhattan community education districts 2 and 3, and ten applications will be for schools slated to open in August 2016. Success Academy said in a press release that it was responding to the demand they've seen in applications for their existing charter schools, having received over 14,400 applications for fewer than 3,000 open seats.

GUN VIOLENCE AWARENESS MONTH

Last year, more than half of the murders committed in the state were in New York City. Throughout the month of June, New Yorkers can raise awareness and help reduce the incidence of gun violence by participating in events, activities, and working groups.

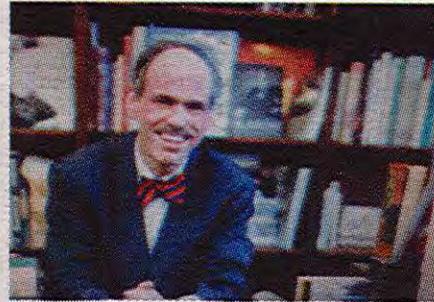
First Lady Chirlane McCray

BATTLE OF THE BOARD



The local paper for the Upper East Side

OUR TOWN



PEERING
INSIDE A
NEIGHBORHOOD
BOOKSTORE
Q&A, P. 25

WEEK OF JUNE

19

2014

OURTOWNNY.COM

OurTownEastSide

@OurTownNYC

WELCOME TO THE U.E.S., MR. MAYOR

SPECIAL REPORT

Analyzing how much time de Blasio has spent in his new neighborhood

BY MEGAN BUNGEROTH

After months of delay, the de Blasio family is finally packing up for a move to the Upper East Side.

To mark the occasion, *Our Town* put together a gift basket to welcome them and dropped it off at City Hall this week -- a basket that includes movie tickets for Dante, tips on the closest dry cleaner and barber, and a bottle of champagne for the mayor and the First Lady to toast their first night in their much swankier new home.



Summer in the City

WAITING IN LINE FOR SHAKESPEARE

BY LORRAINE DUFFY MERKL

This is my 34th season waiting on line to see Shakespeare in the Park at Central Park's Delacorte Theater. Over the past three-plus decades, my husband, Neil, has hung out with me a handful of times; he really doesn't mind, he reads his book. My 16-year-old daughter, Meg, loves it. Even though she is not a morning person, to be part of this treasured summer tradition, Meg will rise, help carry our chairs and blankets to the center of the park, and with the promise of ordering from Andy's Deli on Amsterdam Avenue, gladly make a mother-daughter day out it.

My 19-year-old son, Luke, however, has gone rogue. Three years ago, the one and only time I convinced him to hang with me, I thought his head would blow



"New York minute," are so many people standing still?

and Barnes & Noble, with their crowd-control stanchions, so

In Brief

SUCCESS ACADEMY SEEKS TO EXPAND

Success Academy Charter Schools announced its intention to establish 14 new charter schools in the city.

The school network will submit applications to the SUNY Charter Schools Institute, which grants charters for the state, to operate new schools in Manhattan, Brooklyn, Bronx, and Queens.

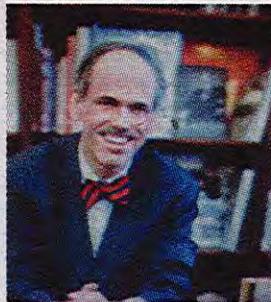
Four applications will be submitted for schools to open in August 2015, including in Manhattan community education districts 2 and 3, and ten applications will be for schools slated to open in August 2016. Success Academy said in a press release that it was responding to the demand they've seen in applications for their existing charter schools, having received over 14,400 applications for fewer than 3,000 open seats.

GUN VIOLENCE AWARENESS MONTH

Last year, more than half of the murders committed in the state were in New York City. Throughout the month of June, New Yorkers can raise awareness and help reduce the incidence of gun violence by participating in events, activities, and working groups.

The local paper for Chelsea and Clinton

CHELSEA CLINTON NEWS



**PEERING
INSIDE A
NEIGHBORHOOD
BOOKSTORE**
Q&A, P. 13

WEEK OF JUNE
19
2014

VOL. . ISSUE 25
NYPRESS.COM

f NYPress
@N_YPress

Since 1939

WHERE IN THE WORLD IS MAYOR DE BLASIO?

Not on the Upper East Side, according to an analysis of his schedule

BY MEGAN BUNGEROTH

As the de Blasio family prepares to move into Gracie Mansion in coming weeks, the mayor will want to spend some time familiarizing himself with his adopted neighborhood, considering how little time he's spent there since being elected.

According to an analysis of his official schedule, Mayor de Blasio spent less than 24 hours on the Upper East Side in his first three months in office.

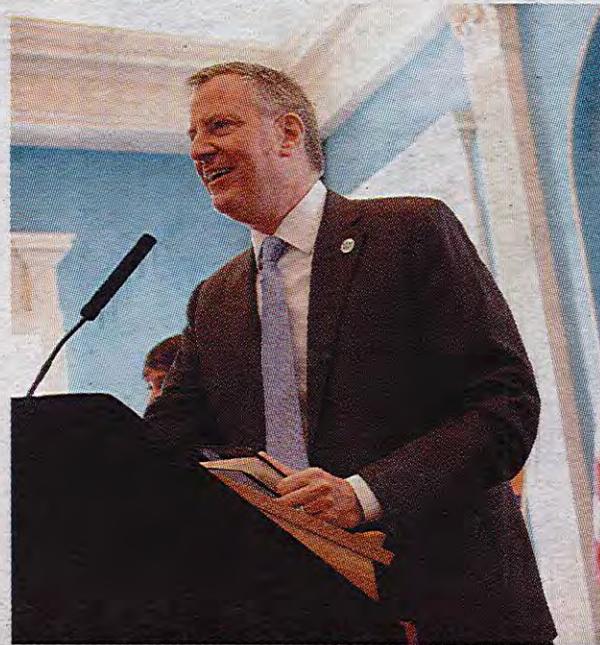
The mayor's schedule shows a total of 15 meetings

in the neighborhood in the first quarter of this year, fewer than in Brooklyn or in Queens. Most of his time in the neighborhood - 21 hours and 35 minutes over three months- were at official events held at Gracie Mansion: inauguration ceremonies, meals with VIPs like Harry Belafonte and former Mayor David Dinkins. De Blasio ventured outside of Gracie Mansion only a handful of times over the course of his first 90 days in office.

While de Blasio's absence from the Upper East Side may be awkward, considering he's about to live here, it's not entirely a surprise. The neighborhood is one of the

few parts of New York City lost by de Blasio in his sweeping win over his Republican opponent, Joe Lhota. Almost from the beginning, his relationship with the neighborhood has been rocky. Many local residents hold a grudge against him for his support of the East 91st Street waste transfer station, which they see as a looming environmental disaster. Then, this winter, when the Upper East Side suffered from a lack of snow plow coordination during some of the winter's worst storms, some residents blamed political payback.

"The Upper East Side is hostile territory" to de Blasio, said political analyst and



Mayor de Blasio will soon be moving into a neighborhood where he spent little time during his first three months in office.

Baruch College public affairs professor Doug Muzzio. "The Upper East Side is the home of the one percent, and the one percent of the one percent, so his message doesn't necessarily resonate with

them."

Muzzio said that it's tough to speculate about de Blasio's schedule without comparing it to previous mayors, as well as looking at a longer-term

CONTINUED ON PAGE 4

In Brief

SUCCESS ACADEMY SEEKS TO EXPAND

Last week, Success Academy Charter Schools announced its intentions to establish 14 new charter schools in the city. The school network will submit applications to the SUNY Charter Schools Institute, which grants charters for the state, to operate new schools in Manhattan, Brooklyn, Bronx, and Queens. Four applications will be submitted for schools to open in August 2015, including in Manhattan community education districts 2 and 3, and ten applications will be for schools slated to open in August 2016. Success Academy said in a press release that it was responding to the demand they've seen in applications for their existing charter schools, having received over 14,400 applications for fewer than 3,000 open seats.

GUN VIOLENCE AWARENESS MONTH

Last year, more than half of the murders committed in the state were in New York City. Throughout the month of June, New Yorkers can raise awareness and help reduce the incidence of gun violence by participating in events, activities, and working groups. First Lady Chirlane McCray



BATTLE OF THE BOARD

amNY PICKS

Cristin Milioti
Fresh off her gig as the mother on the hit CBS show "How I Met Your Mother," this actress returns to her music roots — she originated the role of "Girl" in "Once" on Broadway — for a special performance. (Tonight at 11:30, \$25, Joe's Pub, 425 Lafayette St., 212-539-8778)



GETTY IMAGES/FRAZER HARRISON

Diana Gabaldon
This author chats about "Written in My Own Heart's Blood," the latest in her "Outlander" series, which is launching as a show on Starz starting Aug. 9. (Tonight at 7, FREE, with priority seating with purchase, B&N Union Square, 33 E. 17th St., 212-253-0810)

Devo
Dedicated to the memory of Robert Casale, one of their original band members, these New Wave legends whip through their hits. (Tonight at 8, \$40-\$45, Best Buy Theater, 1515 Broadway, 212-930-1950)

TODAY ON TV
9 P.M.
Rookie Blue (ABC/7) Season premiere: While off-duty, Andy (Missy Peregrym) and Dov (Gregory Smith) become involved in a holdup at a diner.
The Sixties (CNN) — This episode looks at the war in Vietnam.
Dominion (Syfy) Series premiere: Alex Lannon (Christopher Egan), destined to lead humanity and end the war against the angels, must balance his love for Claire Riesen (Roxanne McKee) with his new responsibility.

TRAINING DAY FOR 'BOYS' GIG

Piazza learns to sing, strum

BY ROBERT LEVIN
robert.levin@am-ny.com

Every actor wants to enter a project on a level playing field with his co-stars. But Vincent Piazza, the Maspeth native who plays Lucky Luciano on "Boardwalk Empire," found himself at a disadvantage when he signed on for "Jersey Boys."

The other three actors playing members of the Four Seasons in Clint Eastwood's adaptation of the Broadway smash, which opens tomorrow, had all played their parts on the stage. John Lloyd Young originated the role of Frankie Valli. Erich Bergen played Bob Gaudio in Las Vegas and Michael Lomenada played Nick Massi in San Francisco.

Only Piazza, cast here as lead guitarist Tommy DeVito, was a newbie to this musical world. He says he initially thought they had made a mistake.

"I was definitely intimidated initially at the

thought of this, especially when they said, 'Yeah, you're the guy,' and I hadn't done the musical and the other three had," Piazza says. "The first thing I said to my agent was, 'I think they got the wrong guy.'"

"And I said, 'Can you call them and let them know that I don't sing, dance or play the guitar?' he says. "So she called and she said, 'Jersey Boys.'" "No, no, they said you're in very good hands."

The actor then worked with the "Jersey Boys" team set up to train actors for the stage to prepare for Tommy. Piazza says his newbie status ultimately benefited his portrayal.

"What may be perceived as weaknesses or disadvantages I had to accept as advantages for the character, because he was different from the other guys. He had a foot in the other door more so than the other guys," Piazza says, referring to DeVito's troubles with the mob and other personal issues.

"So I was trying to hold onto that and allow myself a certain amount of forgiveness if I did miss a step, if I couldn't hold a note, anything like that, that's OK because there's these other interests the character may have."



Vincent Piazza as Four Seasons lead guitarist Tommy DeVito in "Jersey Boys."

KEITH BERNSTEIN

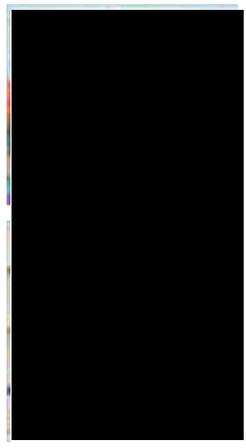
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

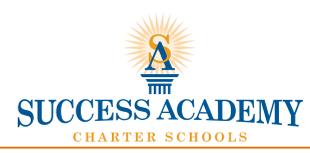


Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input: NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



Get Ahead!



Transfer credits you've already earned,* and get your degree at Mildred Elley.

Improve your job prospects with career training in:

- Business Management
- Medical Assisting
- Massage Therapy
- Paralegal Studies

mildred-elley.edu

CALL TODAY! (855) 581-5081



GI Bill Approved Accredited Member, ACICS 25 Broadway, Floor 16, NYC
*Transfer credits must be approved by Mildred Elley • International Students Welcome • For program details and disclosures visit mildred-elley.edu/disclosures

DAY CARE COUNCIL OF NEW YORK, INC. www.dccnyinc.org

Our professionally trained Phone Counselors can offer you FREE child care referral information on:

- The Location of Child Care Provider
- Summer Camps
- Infant/Toddler Programs
- Licensed & Registered Family and Group Family Care
- After-School Programs
- Nanny Services
- Nursery Schools
- Becoming a Child Care Provider
- Head Start Programs
- The New NYS Medication Requirements

Helping Parents Seeking Child Care Information in the five boroughs since 1962.

212-206-7818
M-F 8:30AM-5:30PM

or search for child care on-line at www.dccnyinc.org/view/page/search_for_child_care

2082 Lexington Ave, Suite 204
NY, NY 10035

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



SUCCESS ACADEMY
CHARTER SCHOOLS

*For source information:
SuccessAcademies.org/results

NEWS

Kerry: Iraq must unite

Secretary of State John Kerry yesterday promised "intense and sustained" U.S. support for Iraq, but said the divided country would only survive if its leaders took urgent steps to bring it together.

Hours before Kerry arrived in Baghdad, Sunni tribes who have joined a militant takeover of north-

“The support will be intense and sustained . . . if Iraq’s leaders take the necessary steps to bring the country together, it will be effective.” — John Kerry

ern Iraq seized the only legal crossing point with Jordan, security sources said, leaving troops with no presence along the western frontier, which includes some important trade routes.

President Barack Obama has offered up to 300 American advisers to Iraq but held off granting Prime Minister Nuri al-Maliki's Shia-led government's request for air strikes to counter the two-week advance by Sunni militants.

Officials have meanwhile called for Iraqis to form an inclusive government. The insurgency has been fueled largely by a sense of marginalization and persecution among Iraq's Sunnis.

"The support will be intense and sustained and if Iraq's leaders take the necessary steps to bring the country together, it will be effective," Kerry told reporters in Baghdad.

He said Maliki had "on multiple occasions affirmed his commitment to July 1" as the date to start the formation of a new government bringing in more Sunnis and Kurds to share power. (REUTERS)



Iraqi Deputy Prime Minister Saleh al-Mutlaq greets Secretary of State John Kerry yesterday.

Sandusky case 'delays'

A review released yesterday of the child sex abuse case against Jerry Sandusky found delays in prosecuting the former Penn State football coach but no evidence of political interference by Pennsylvania Gov. Tom Corbett during his time as attorney general.

Sandusky, convicted in 2012 of molesting 10 boys, is serving a 30- to 60-year sentence.

The report, compiled by former federal prosecutor Geoffrey Moulton, said there were "inexplicable delays in bringing a serial child molester to justice."

The governor, on the other hand, said the report "reaffirmed the integrity" of prosecutors.

"As I have said many times, this investigation was conducted appropriately and timely," he added. (REUTERS)



Sandusky

The Supreme Court has upheld some environmental rules curbing greenhouse gases.



GETTY IMAGES / MARK WILSON

Split ruling on 'green' regs

The U.S. Supreme Court yesterday largely upheld the Obama administration's authority to curb greenhouse gases from major emitters like power plants and refineries in a ruling that nonetheless exempted some smaller sources from the regulation.

On a 7-2 vote, the court rejected an industry-backed argument that most emitting facilities should not be regulated for greenhouse gases under one particular air pollution program of the U.S. Environmental Protection Agency.

But industry could claim

a partial win because the court ruled on a 5-4 vote that some facilities the government had wanted to regulate will be exempted.

Some landfills, pulp and paper facilities, electronics manufacturing plants, chemical production plants and beverage producers are among the small industrial sources likely to be exempted, an EPA spokesman said.

The ruling brought an end to what started out as a broad legal challenge to the Obama administration's first suite of greenhouse gas regulations issued in 2009 and 2010.

(REUTERS)

Habitat for Humanity
New York City

Affordable Homeownership Opportunity in

STATEN ISLAND

43 Harbor Road
in MARINERS HARBOR

1,600+ Sq. Ft. 3-Bedroom, 1½ Bathroom Home
with Private Backyard, Driveway and Basement

FOR MORE INFORMATION VISIT

HabitatNYC.org/Own

Information Session *Every Thursday* at 6pm

111 John Street, 23rd Floor, New York, NY 10038

RSVP: (646) 402-6212 // homeownership@habitatnyc.org

ELIGIBILITY CRITERIA

Be a first-time homebuyer!
Have a FICO Credit Score of 620 or higher
Have no accounts in collection and no charge-offs, public records or bankruptcies within the past 3 years
Qualify for mortgage financing
Meet income guidelines as specified in table below
Full eligibility criteria available on website

HABITAT NYC HOMEOWNERSHIP PROGRAM FEATURES:

1% downpayment
No PMI requirements
2% FIXED 30-year mortgage
Subsidized Purchase Price
Closing Cost Assistance
J51 Tax Abatement

Household Size	3	4	5
Minimum Income	\$37,800	\$41,950	\$45,350
Maximum Income	\$60,400	\$67,100	\$72,500

*As per U.S. Department of Housing and Urban Development 2014 Figures
**Chart and Unit Availability subject to change without notice



This is not an offering. No offering can be made until an offering plan is filed with the Department of Law of the State of New York

THE NEW AMERICANS CAMPAIGN

INVITES YOU TO A FREE U.S. CITIZENSHIP WORKSHOP

OPEN TO LEGAL PERMANENT RESIDENTS

July 19: 10AM - 3PM, Bronx, NY

All interested participants MUST REGISTER:

By calling 888-839-8682

Or visiting www.yaeshora.info

Once registered, the location of the event and your appointment will be provided. Eligible participants will receive one-on-one application assistance.

WHAT TO BRING:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Green Card | <input checked="" type="checkbox"/> Social Security Card |
| <input checked="" type="checkbox"/> All passports you have been issued since you have had your Green Card. | <input checked="" type="checkbox"/> Address and job history for the last 5 years. |
| <input checked="" type="checkbox"/> All marriage and divorce certificates. | <input checked="" type="checkbox"/> All your children's names, dates of birth, alien registration number, and addresses. |
| <input checked="" type="checkbox"/> Information about current spouses' ex-spouses. | <input checked="" type="checkbox"/> If you have ever been arrested you will need Certificates of Disposition for all arrests. |

To apply for a Fee Waiver based on Means-Tested Benefits, bring proof of the benefit that you or an immediate family member receives. The most recent letter must be in English.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information:
SuccessAcademies.org/results

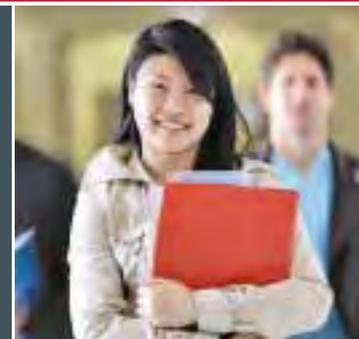
Find your place in the world

**Academically Rigorous.
Amazingly Affordable. Truly Global.**

#1 in NY and
#2 in US
"Best Bang for
the Buck"

—The Washington Monthly

A life-changing experience
and a great value.



Live where
you learn.

The Summit Apartments,
our on-campus residence hall,
has two- and four-bedroom
suites, and a fitness center.



It's an honor.

Our honors programs
offer talented students
challenging academic and
career-focused opportunities.



Direct Admissions now available for Fall 2014.
Apply on campus—and receive an answer on the spot.

For details on what to bring when you meet our
Admissions counselors, visit: www.qc.cuny.edu/directadmit





World Trade Travel
 (973) 522-0123
 (212) 889-8025
 www.yeswtt.com

PAGUE MENOS Y VIAJE A SU PAÍS

Pregunte a uno de nuestros agentes por los especiales de una sola vía.

Tarifas sujetas a espacios, los precios pueden variar, no incluyen impuestos ni recargos de combustible.

BRASIL .. PREGUNTE POR ESPECIALES 926-B62538

● 1261 BROADWAY #815 New York, NY 10001 (212) 889-8025 ● 86 FERRY ST. Newark, NJ 07105 (973) 522-0123



Agencia de Viajes TOM TOURS

IDA/VUELTA	IDA/VUELTA	IDA/VUELTA
GUATEMALA.....\$278	COLOMBIA.....\$320	STO. DOMINGO...\$289
EL SALVADOR...\$327	ECUADOR.....\$395	SANTIAGO, RD...\$299
NICARAGUA.....\$353	PERÚ.....\$337	SAN JUAN, PR...\$250
HONDURAS.....\$295	CHILE.....\$566	
COSTA RICA...\$293	URUGUAY.....\$499	
PANAMÁ.....\$305	ARGENTINA.....\$610	

TARIFAS SUJETAS A ESPACIOS. LOS PRECIOS PUEDEN VARIAR. NO INCLUYEN IMPUESTOS NI RECARGOS DE COMBUSTIBLE O'S

MANHATTAN 19 WEST 34 ST SUITE 906 entre 5ta Y 6ta 212-947-4343	QUEENS 71-32 ROOSEVELT AVE JACKSON HEIGHTS, NY 718-429-1940	NEW JERSEY 42-14 BERGENLINE AVE UNION CITY 201-392-0600	HEMPSTEAD 50 CLINTON ST SUITE 104 516-539-7575	BRENTWOOD 750 SUFFOLK AVE 631-231-7777
--	---	---	--	---

MÉXICO \$299
 Bienvenidos Paqueteros y Couriers!

ES TU TURNO

TÍTULO UNIVERSITARIO DE 2 AÑOS → CARRERA EXCITANTE → AVANZA MÁS ALLÁ
 Nuestros títulos son transferibles, porque poner límites a sí mismo?
 Pregúntenos sobre los títulos universitarios.



Asistencia en búsqueda de trabajo por vida

Bienvenidos a los estudiantes internacionales

GED + Título Universitario Disponible

Gane el título universitario de 2 años en:

- Seguridad Nacional y Administración de Seguridad
- Administración de Atención de Emergencia
- Administración de Hospitalidad
- Administración de Empresas
- Tecnología de Oficina/Oficina del Médico
- Contabilidad

Certificados: (8 meses)

- Mercadeo Digital
- Administración del Cuidado de los Ancianos
- Comercialización y Mercadeo
- Administración de Salud y Tecnología
- Intérprete de la Comunidad
- Administración de Atención de Emergencia
- Administración de Hospitalidad

AYUDA FINANCIERA DEL ESTADO Y FEDERAL DISPONIBLE PARA LOS QUE CALIFICAN.

LONG ISLAND BUSINESS INSTITUTE | Creando historia de éxito desde 1968

136-18 39th Avenue, 5th Floor, Flushing NY 11354 | www.libi.edu
 Para la divulgación de los consumidores, visite libi.edu y haga click en Gainful Employment Data. **718.939.5100**

SUCCESS ACADEMY CHARTER SCHOOLS – NYC
 está aplicando para abrir una nueva escuelas en
 Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016

Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)

Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)



Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite: SuccessAcademies.org/NewSchools

Envíe sus sugerencias:
NewSchools@SuccessAcademies.org

*Información de la fuente: SuccessAcademies.org/results

ALLMUNDITRAVELINC.

MANHATTAN 212-543-4755 708 W 177th Street	BROOKLYN 718-439-1515 476 54th Street	QUEENS 718-478-7878 80-12 Roosevelt Ave. 2nd Floor
---	---	--

HONDURAS.....\$325	CALI.....\$370
SAN SALVADOR...\$329	MEDELLIN.....\$370
GUATEMALA.....\$326	MONTEVIDEO...\$495
PANAMA.....\$325	CHILE.....\$475
COSTA RICA...\$299	ARGENTINA.....\$470
ECUADOR.....\$375	MENDOZA.....\$493
PERU.....\$377	BRAZIL.....\$499
MANAGUA.....\$325	MEXICO.....\$255
BOGOTA.....\$370	REP. DOMINICANA \$199
	PUERTO RICO.....\$299

SUNSET PARK
718-853-4238
 663 41 ST

PAQUETES TURISTICOS A:
CARIBE, MEXICO, DISNEY

¡VIAJE FELIZ Y PAGUE MAS BARATO!!!
 LUNES – VIERNES: 9AM – 6PM • SABADO: 9AM – 3PM
FAX: 347-284-0065

Algunas restricciones aplican * Tarifas sujetas a cambio * No incluyen impuestos

¡Saborea tu éxito celebrando con Cappy!



¡El mejor pastel 3 leches!

www.pastelescapy.com

Sabor de Celebración

Long Island City 347 396 5163	New York, NY 646 4764154	Brooklyn, NY 347 4639946 347 2406511	Queens, NY 347 7305084 347 242 3232
----------------------------------	-----------------------------	--	---

Grupo E

#HondurasEcuador

Carreras paralelas y un mismo objetivo

Dos técnicos colombianos que buscan guiar a sus respectivas selecciones a los octavos de final

Juan José Lahuerta/EFE
PORTO ALEGRE

Luis Fernando Suárez, técnico de Honduras, y Reinaldo Rueda, seleccionador de Ecuador, comparten una carrera paralela en los banquillos y una historia similar que ahora les une en un partido clave para sus ambiciones de alcanzar los octavos de final de la Copa del Mundo.

Los dos, en algún momento, han dirigido a las categorías inferiores de Colombia y a las absolutas de Ecuador y Honduras. Los dos son colombianos, los dos fueron jugadores de fútbol y los dos pertenecen a una misma generación en la que cursaron estudios superiores universitarios.

Rueda, licenciado en Educación Física y Salud y Suárez

Domínguez:

«El profesor Rueda les conoce muy bien. Tienen futbolistas muy peligrosos; ya los dirigió en 2010 y sabe qué tiene que hacer»

en Contabilidad, vivirán una historia entre dos amigos íntimos que comparten una profesión de la que ambos viven con una pasión inusitada.

Es la historia de dos técnicos que han forjado sus carreras a base de trabajo y que mañana se verán las caras en Curitiba, donde Honduras y Ecuador disputarán el duelo de la supervivencia de su grupo, en el que Francia y Suiza parecen destinados a seguir en la competición. ●



Luis Fernando Suárez dirigió al combinado de Ecuador y hoy al de Honduras / EFE

Intercambio



● Cuando Rueda dirigió a Honduras en enero de 2007, no imaginó que su amigo Suárez le sucedería en el cargo después de Sudáfrica 2010. Tampoco que él ficharía por Ecuador, equipo que Suárez entrenó entre 2004 y 2007

SUCCESS ACADEMY CHARTER SCHOOLS – NYC

está aplicando para abrir una nueva escuelas en Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016

Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)

Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)

...un récord de excelencia, con nuestros alumnos en el 7% superior de las escuelas públicas en el área de lectura, ciencias, y matemáticas.

nuevas escuelas propuestas de Success Academy
SuccessAcademies.org/NewSchools



988-865185

Búscalo en
EL DIARIO
LA PRENSA
WWW.ELDIARIONY.COM

**BUSCA TU AFICHE GRATIS!
DE LOS MEJORES
JUGADORES DEL MUNDO!!
Y DE TU
SELECTION NACIONAL**

Gratis aquí en El Diario!

GORAYEB & ASSOCIATES
JUSTICIA PARA VÍCTIMAS DE ACCIDENTES DE CONSTRUCCIÓN

(212) 267-9222
GORAYEB.COM

971-B68151

Grupo E

#Francia

Choque de ganadores entre Francia y Suiza

Segundo duelo de estos rivales en un Mundial

Notimex
SALVADOR, BRASIL

Las selecciones de Francia y Suiza se enfrentarán hoy por el primer lugar del Grupo E del Mundial de Brasil 2014, en el **Estadio Fonte Nova** de la ciudad de Salvador.

Galos y helvéticos están empatados con tres puntos en la cima del sector, pero con mejor diferencia de goles de los franceses tras la goleada por 3-0 ante **Honduras** en su presentación en la justa mundialista en de Porto Alegre.

En tanto, los suizos lograron una dramática victoria 2-1 en tiempo de compensación ante **Ecuador**, con sensa-

cional voltereta después de estar abajo en el marcador.

Los dirigidos por el exjugador y campeón en Francia 1998, **Didier Deschamps**, sal-

drán favoritos para imponerse y asegurar su pase a la siguiente fase aunque Suiza ya probó solidez y progresos. ● quieromasfutbol.com

Probables alineaciones

● **SUIZA:** Diego Benaglio; Stephan Lichtsteiner, Fabian Schar, Steve Von Bergen, Ricardo Rodríguez; Valon Behrami, Gökhan Inler; Xherdan Shaqiri, Granit Xhaka, Valentin Stocker; y Haris Seferovic.

● **FRANCIA:** Hugo Lloris; Mathieu Debuchy, Raphael Varane, Mamadou Sakho,

Patrice Evra; Paul Pogba, Yohan Cabaye o Rio Mayuba, Blaise Matuidi, Mathieu Valbuena; Karim Benzema y Antoine Griezmann.

● **Árbitro:** Bjorn Cuipers (Holanda).

● **Hora:** 3 p.m. de NY

● **Estadio:** Arena Fonte Nova.

● **TV:** UNIVISIÓN y ESPN



Karim Benzema (10) liderará la ofensiva de Francia esta tarde ante Suiza. /EFE

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

está aplicando para abrir una nueva escuelas en Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016

Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Aogosto 2016)

Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite: SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchools@SuccessAcademies.org

e: SuccessAcademies.org/results



ATLAS PHARMACY

EN ATLAS PHARMACY ENCONTRARÁS SERVICIO PERSONALIZADO Y PROFESIONAL

Aceptamos la mayoría de Seguros incluyendo
Compensación de Trabajadores y No Fault
Programa WIC

*Exámenes de la Visión para obtener la Licencia de Conducción del Departamento de Motores y Vehículos del Estado de Nueva York

- Centro de Pago de Cuentas
- Envíos de Dinero
- Tarjetas de Llamadas Prepagadas
- Recargas para teléfonos Móviles
- Artículos quirúrgicos



\$5
de
Descuento
en Recetas Nuevas,
con este Cupón.
*Restricciones aplican

ATLAS PHARMACY
92-13 JAMAICA AVE. WOODHAVEN, NY 11421
718-577-0200 * ABIERTO LOS 7 DIAS



DOMINICANOS
USA

Le Recuerda

VOTAR

Junio 24, 2014

Para seleccionar su Representante al Congreso **Las urnas abren de 6AM a 9PM**

Para más información sobre su centro de votación llamar a Lucy **718-664-2616 o 2617**

Denos Like
en Facebook

o visite dominicanosusa.org

TU VOTO ES PODER

Grupo B

#Chile

Chile y Holanda por el primer lugar

Dos equipos contundentes medirán fuerzas

Notimex
SAO PAULO

Las selecciones de Holanda y Chile disputarán hoy un duelo por la cima del Grupo B de la Copa del Mundo Brasil 2014, juego de máxima prueba para los sudamericanos, que antes se impusieron a unos "débiles" australianos y españoles.

Holandeses y andinos todavía tienen euforia por la victoria conseguida sobre el campeón España, los primeros por 5-1 y los segundos por 2-0, y ahora se enfrentarán en un juego esperado por los amantes del fútbol que quieren ver cuál es el mejor del sector.

El técnico **Louis van Gaal** ha movido sus piezas para sustituir al suspendido capitán Robin van Persie y al defensa central Bruno Martins.

A su vez, el estratega de "La Roja", el argentino **Jorge Sampaoli**, también toma decisiones en cuanto a la formación de su equipo para seguir triunfantes. "La victoria más importante es la que sigue", ha dicho.

Este duelo definirá las posiciones del escuadrón y con ello se sabrá qué equipo enfrentará al primero o segundo del sector A, que saldrá entre Brasil, México y Croacia. ● quieromasfutbol.com

Alineaciones

- **Holanda:** Cillessen, Janmaat, Vlaar, De Vrij, Blind; Nigel De Jong, De Guzmán, Clasie, Sneijder; Robben y Memphis Depay.
- **Chile:** Claudio Bravo; Gary Medel, Francisco Silva, Gonzalo Jara; Eugenio Mena, Marcelo Díaz, Charles Aránguiz, Arturo Vidal, Mauricio Isla; Alexis Sánchez y Eduardo Vargas.
- **Hora: 12 p.m. de NY**
- **Estadio:** Arena Corinthians
- **Árbitro:** Bakary Gassama (Gambia)

LOUIS VAN GAAL

EL TÉCNICO DE HOLANDA CRITICÓ A LA FIFA POR EL NIVEL DE LOS ARBITRAJES



Alexis Sánchez (izq.) será un dolor de cabeza para los defensas de los tulipanes. /EFE

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

está aplicando para abrir una nueva escuelas en Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016

Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)

Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite: SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchools@SuccessAcademies.org



*Información de la fuente: SuccessAcademies.org/results

World Trade Travel
(973) 522-0123
(212) 889-8025
www.yeswtt.com

PAGUE MENOS Y VIAJE A SU PAÍS

ARGENTINA \$488	PERU \$278
COLOMBIA \$239	COSTA RICA \$200
ECUADOR \$212	EL SALVADOR \$328
PARAGUAY \$588	HONDURAS \$205
VENEZUELA \$575	MEXICO \$189
BRASIL .. PREGUNTE POR ESPECIALES	PANAMÁ \$277

Pregunte a uno de nuestros agentes por los especiales de una sola via.

Tarifas sujetas a espacios, los precios pueden variar, no incluyen impuestos ni recargos de combustible. 926-B62538

● 1261 BROADWAY #815 New York, NY 10001 (212) 889-8025 ● 86 FERRY ST. Newark, NJ 07105 (973) 522-0123

¡Saborea tu éxito celebrando con Capy!

¡El mejor pastel 3 leches!

www.pastelescapy.com

Sabor de Celebración

Long Island City 347 396 5163	New York NY 646 4764154	Brooklyn NY 347 4639946 347 2406511	Queens NY 347 7305084 347 242 3232
----------------------------------	----------------------------	---	--

SUCCESS ACADEMY CHARTER SCHOOLS — NYC
 está aplicando para abrir una nueva escuelas en
 Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016
Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)
Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite: SuccessAcademies.org/NewSchools

Envíe sus sugerencias:
NewSchools@SuccessAcademies.org



*Información de la fuente: SuccessAcademies.org/results

Spa Heaven

57-20 Myrtle Ave
 Ridgewood, NY 11385
www.spaheavenny.com
 Tel: 718-210-8655
 Leehua120@hotmail.com

Masajes

Masaje para los pies (1 Hour) \$35	Masajes 1 Hour \$40	Masaje para parejas 1 Hour \$75
---	----------------------------------	--

(Piedras calientes gratis con todos los masajes)

ATENDEMOS LAS 24 HORAS

RAMSES

Conozca su Verdad, Consejería Sabia y Seria

718-806-1805
516-710-0636

CONSULTA GRATIS

Amarres y Limpiezas, Regresamos al Ser Amado.
 ¿Tienes problemas con: Salud, Dinero y Amor?
 Resolvemos lo que los demás NO han podido: Soledad, depresión, desesperación, infidelidad, divorcio, envidia, vicios como el alcohol y las drogas, falta de apetito sexual e impotencia, enfermedades desconocidas, trabajo, negocios, pérdidas, desamarrs y rompimientos.

BOTANICA PRODUCTOS NATURALES

MOSTRAMOS EL ROSTRO DEL ENEMIGO

NEW YORK
 7124 ROOSEVELT AVE., QUEENS NY, 11372

CONNECTICUT
 2330 MAIN ST, BRIDGEPORT, CT 06606
 Segundo Piso, Suite #5

Este es el reloj que llevaba puesto Stephen Hollingshead, Jr. cuando se encontro con un chofer borracho.

Amigos no dejan que amigos manejen borrachos

U.S. Department of Transportation

Ad Council

ACURA OFERTAS ESPECIALES DEL TORNEO DE FUTBOL MUNDIAL

Recibe un Valor para una Fiesta Privada por Tu Intercambio*

Especiales para todos los fanáticos del futbol
¡Ven con la camiseta de tu equipo y recibe un regalo especial!

Del 12 de junio hasta el 13 de julio

Nuevos Acuras Desde **\$259 Por Mes¹**

(1) 2014 ILX with technology package, 36 month lease, tax, title, license & DMV fees are additional. 10k mi per year \$ 0.20 per additional mile Offers expire 6/30/2014

\$0 Pago Inicial Opción Disponible³ **0.9% Financiamiento APR** En Nuevos Modelos² de 2014

(3) \$0 money down plus tax, tags, DMV fees additional. Offers expire 6/30/2014
 (2) For well-qualified buyers (super preferred / preferred) on approved credit through Acura Financial Services (AFS). 0.9% APR for 60 months on 2014 RLX. 2014 ILX, 2014 TSX, 2014 RDX. Offers expire 6/30/2014

2009 Acura MDX Premium Silver 52K Mi.

\$22,995

2 Años de Lavados de Auto Gratis**
 Con la compra de un nuevo vehículo o uno usado certificado

2003 Acura RSX Leather Blue 50K Mi.	\$9,595
2013 Acura ILX Hybrid White	\$22,795
2011 Acura RDX AWD Silver 29K Mi.	\$23,895
2011 Acura TL AWD Silver 25K Mi.	\$24,800
2012 Acura TSX Wagon Tech White 10K Mi.	\$25,325
2012 Acura TL Tech Gray 8K Mi.	\$25,995
2011 Acura RL Tech Pomegranate Pearl 32K Mi.	\$31,995
2012 Acura MDX Tech w/ Entertainment Gray 16K Mi.	\$36,795
2014 Acura RLX w/ Navi. Silver 7K Mi.	\$36,900

ACURA CERTIFIED Vehículos Usados

Cada Vehículo Usado Certificado viene con:

- GARANTIA: 7 años/100,000 millas
- CARFAX
- TARIFA ESPECIAL DE FINANCIAMIENTO DISPONIBLE
- CERTIFICACION DE 150 PUNTOS DEL VEHICULO

Rallye Acura
 1750 Northern Blvd., Roslyn, NY 11576
 1-866-605-3036 | RallyeAcura.com

DEALERSHIP of DISTINCTION
 2013 11Time Award Recipient

Julio Herrera Asesor de Ventas | 1-866-605-1984

James Llerandi Asesor de Ventas | 1-888-604-8671

Carlos Andino Servicio 1-888-621-2518 | Piezas 1-888-621-0866

*Valor para la fiesta privada por intercambio menos cargos de reacondicionamiento. El auto de intercambio debe estar en condiciones de manejo con un CARFAX limpio. Oferta valida 6/12/14 y 7/13/14. **La oferta de 2 años de lavados con la compra de un auto nuevo o un auto usado certificado. Máximo un lavado por mes por un total de 24. Debe recibir el vehículo entre el 6/12/14 y 7/13/14. Para detalles completos visite al concesionario. No somos responsables por errores tipográficos. Concesionario #251438.

Grupo A

#CreoEnTri

'Piojo' asegura un triunfo más

Técnico del Tri sostiene que su selección pasará sobre Holanda en los octavos de Final

NOTIMEX SANTOS, BRASIL

El técnico de la selección mexicana, Miguel Herrera, afirmó ayer que sus pupilos derrotarán este domingo a la selección holandesa en el partido de octavos de final de la Copa del Mundo.

"Vamos a ganar, vamos a salir con nuestra idea y vamos a ganar. El resultado no importa, como lo he dicho siempre, España fue campeón con un gol y si nosotros ganamos por un tanto, es suficiente para pasar a la siguiente ronda",

Dice Herrera

<<Vamos a ganar, vamos a salir con nuestra idea y vamos a ganar a Holanda sin importar cual sea el resultado>>

dijo Herrera.

"Si los muchachos salen conectados, vamos a ganar", declaró el estratega.

"Ya disfrutamos el triunfo ante Croacia y ahora el siguiente paso es el más importante, es el que nos hará tras-

center y vamos con la idea de ganarle a Holanda", aseguró.

LLEGAN A SANTOS

La selección mexicana regresó ayer a la ciudad de Santos, su sede de concentración en la Copa del Mundo de Brasil, luego de haber conseguido el triunfo 3-1 ante Croacia y sellar su pase a Octavos de Final en Recife.

Cientos de seguidores llegaron a las afueras del hotel del equipo para saludar a los jugadores, algunos de los cuales repartieron firmas. ●



Una multitud recibió ayer a los jugadores del Tri al llegar a su hotel de concentración en Santos, en donde 'Chicharito' Hernández repartió varios autógrafos. /MEXSPORT

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

está aplicando para abrir una nueva escuelas en Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016

Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)

Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)



Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite: SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchools@SuccessAcademies.org



*Información de la fuente: SuccessAcademies.org/results

BUSCA TU AFICHE GRATIS!

DE LOS MEJORES JUGADORES DEL MUNDO!!

Y DE TU SELECTION NACIONAL



Gratis aquí en El Diario!



GORAYEB & ASSOCIATES

JUSTICIA PARA VÍCTIMAS DE ACCIDENTES DE CONSTRUCCIÓN



(212) 267-9222

GORAYEB.COM

¡SOMOS MAYORISTAS!

Perú \$399	Venezuela..Consulte	Uruguay . \$489
Chile \$489	México . . \$330	Honduras \$479
Rep. Dom. \$289	Pto. Rico . \$249	Panamá . Consulte
Guatemala \$349	Costa Rica \$369	Paraguay. \$499
Brasil \$499	Ecuador.. \$439	Europa. . . \$355
Colombia \$480	Argentina \$499	El Salvador \$349

ESPECIALES EN PAQUETES TURISTICOS

CARIBE • CANCUN • EUROPA • LAS VEGAS • DISNEY • SAN ANDRES ISLAS

Ida y vuelta (no incluye tax). Restricciones Aplican. Sujetas a cambio sin previo aviso

ESPECIALES DE UNA VIA Y DESDE OTROS PAISES A U.S.A

MITA TRAVEL • (718) 457-0777

40-02 80 St. (esq. Roosevelt Ave.) Elmhurst Tren #7 hasta la 82 St.

971-B483 51

Están listos para aprender



Un excelente programa de prekínder es la base para una vida de aprendizaje.

Solicite a un prekínder GRATUITO antes del 26 de junio:

- ▶ Visite nyc.gov/prek
- ▶ Envíe por texto "prek" al 877 877
- ▶ Llame al 311

Las oportunidades comienzan ahora

Los niños que cumplen 4 años en 2014 y viven en la Ciudad de Nueva York tienen derecho a **PREKINDER GRATUITO** en Centros Comunitarios para la Primera Infancia a través del Departamento de Educación.

¿Qué es un Centro Comunitario para la Primera Infancia (CBECC)?

Los Centros Comunitarios para la Primera Infancia, o CBECC, incluyen muchos centros de cuidado de niños, escuelas privadas, programas preescolares, bibliotecas y algunos museos. Los CBECC están situados en distintas partes de la ciudad, y han sido evaluados y aprobados por el Departamento de Educación en términos de seguridad y calidad.



#OpportunityStartsNow

Envíe el mensaje de texto "prek" o "escuela" al 877 877 para recibir avisos e información. Pueden aplicar tarifas de mensajes y datos. Responda STOP para dejar de recibir mensajes. Términos y privacidad: help.mcommons.com/s/877877.

971-B68087

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

está aplicando para abrir una nueva escuelas en Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016

Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)

Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite: SuccessAcademies.org/NewSchools

Envíe sus sugerencias: NewSchools@SuccessAcademies.org



*Información de la fuente: SuccessAcademies.org/results

¡SOMOS MAYORISTAS!

Perú	\$399	Venezuela..	Consulte	Uruguay .	\$489
Chile	\$489	México ..	\$330	Honduras	\$479
Rep. Dom.	\$289	Pto. Rico .	\$249	Panamá .	Consulte
Guatemala	\$349	Costa Rica	\$369	Paraguay.	\$499
Brasil	\$499	Ecuador..	\$439	Europa. . .	\$355
Colombia	\$480	Argentina	\$499	El Salvador	\$349
Nicaragua	\$479				

ESPECIALES EN PAQUETES TURISTICOS

CARIBE • CANCUN • EUROPA • LAS VEGAS • DISNEY • SAN ANDRES ISLAS
 Ida y vuelta (no incluye tax). Restricciones Aplican. Sujetas a cambio sin previo aviso
ESPECIALES DE UNA VIA Y DESDE OTROS PAISES A U.S.A

MITA TRAVEL • (718) 457-0777

40-02 80 St. (esq. Roosevelt Ave.) Elmhurst Tren #7 hasta la 82 St.

¡ALQUILER - ALQUILER - ALQUILER!

EQUIPO FLOTILLA DE ALQUILER DE CONSTRUCCIÓN ÚLTIMO MODELO
 ANTENAS, MONTACARGAS, GENERADORES,
 MONTACARGAS DE BRAZO Y TIJERA,
 COMPRESORES DE AIRE, PLANTAS DE LUZ Y MUCHO MÁS.
 CAT, JOHN DEERE, KOMATSU, CASE.

Sunbelt Rentals

JUEVES 10 DE JULIO @ 10:30 AM
 FLUSHING (QUEENS), NEW YORK
 (Antes ubicación Peterbilt de NY.)
 Dirección: 3155 College Point Blvd,
 Flushing, NY 11354.

DESTACADOS:

- 6 EXCAVADORAS: 2008 Cat 320DL, Sin Usar Cat 305E, 2005 Cat 305CCR
- 3 CARGADORAS: 2013 Cat 924K, 2007 Cat 980H, Cat 938G-II
- BULLDOZER, 4 RETRO EXCAVADORAS: Demostración Cat 416E (4x4), Cat 446B, Cat 420E (4x4)
- MINICARGADORAS DE ORUGA: 2010 Cat 297C
- 10 MINICARGADORAS: Sin Usar Cat 262D, Cat 256C, Cat 252B-III, 2012 Cat 236B-3, 2013 Bobcat S650, 2011 Bobcat S150
- 4 MONTACARGAS TELESCÓPICO: Lull 1044C-54, Cat TH360B (4x4)
- 5 MONTACARGAS: (5) 2006 Mitsubishi FG25N
- MONTACARGA DE BRAZO: JLG 800S
- 8 MONTACARGAS DE TIJERA
- 6 GENERADORES: (6) Kohler 60RE0ZJB
- SOLDADORAS,
- COMPRESORES DE AIRE
- 5 PLANTAS DE LUZ INGERSOLL RAND
- 3 BOMBAS, FRESADORA: Bitelli SF100T4
- PLANTA DE CRIBADO: Power Screen Commander 1400
- 2 CAMIONES GRÚA
- 4 TRACTOCAMIONES: (2) 2006 Peterbilt 379 (t/a)
- TRAILER PISO MÓVIL
- 4 CONTENEDORES DE TRASBORDO
- LAVADORAS A PRESIÓN Y MÁS
- ACCESORIOS PARA CAMIONES
- GRAN CANTIDAD DE EQUIPO DE SOPORTE



ALEX LYON & SON
 SALES MANAGERS & AUCTIONEERS, INC., BRIDGEPORT, NY
 Teléfono: (315) 633-2944 www.lyonauction.com

941-B60334

FIFA

#Mordisco

Nueve partidos, cuatro meses y 112 mil dólares

FIFA castiga a Luis Suárez por morder a Chiellini

JEREMÍAS PREVOSTI

RÍO DE JANEIRO

@canchallena

La FIFA trató el tema con total hermetismo. En el lujoso Hotel Copacabana Palace, el Comité Disciplinario comenzó la noche del miércoles a definir el futuro de Luis Suárez, pero postergó la decisión para hoy (ayer) a la mañana. Finalmente, y en una conferencia de prensa en el estadio Maracanã, informaron la peor noti-

cia para la selección de Uruguay en el Mundial Brasil 2014: el jugador fue suspendido por nueve partidos con Uruguay y durante cuatro meses no podrá participar en ninguna actividad deportiva, incluyendo los partidos con su equipo Liverpool. Además, deberá pagar una multa de 100 mil francos suizos, lo que equivale a 112 mil dólares.

La medida fue tomada luego de que Suárez mordió en el

hombro al Giorgio Chiellini durante el último partido de la primera rueda del Grupo D. argumentaron desde la FIFA en un comunicado, que también explica que el delantero violó los artículos 48 y 57 del Código Disciplinario.

Suárez ya tenía antecedentes de ataques similares sobre Ottman Bakal de PSV en la Liga de Holanda y Branislav Ivanovic en la Liga Premier. eldiariony.com



Luis Suárez, principal figura de Uruguay, fue expulsado ayer del Mundial. /GETTY

“No se puede tolerar este tipo de comportamiento en un terreno de juego. Especialmente durante la Copa Mundial, cuando millones de personas tienen la vista puesta en los jugadores. La Comisión Disciplinaria ha tenido en cuenta todos los elementos del caso y el grado de culpabilidad de Luis Suárez. La decisión ha entrado en vigor en el momento en el que se ha comunicado”,
—Comunicado FIFA.

SUCCESS ACADEMY CHARTER SCHOOLS – NYC

está aplicando para abrir una nueva escuelas en Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016

Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)

Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite: SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchools@SuccessAcademies.org



*Información de la fuente: SuccessAcademies.org/results



Agencia de Viajes TOM TOURS ESPECIALES TODAS LAS SEMANAS

	IDA/VUELTA		IDA/VUELTA		IDA/VUELTA
GUATEMALA	\$278	COLOMBIA	\$320	STO. DOMINGO	\$289
EL SALVADOR	\$327	ECUADOR	\$395	SANTIAGO, RD	\$299
NICARAGUA	\$353	PERÚ	\$337	SAN JUAN, PR	\$250
HONDURAS	\$295	CHILE	\$566		
COSTA RICA	\$293	URUGUAY	\$499		
PANAMÁ	\$305	ARGENTINA	\$610		

TARIFAS SUJETAS A ESPACIOS. LOS PRECIOS PUEDEN VARIAR. NO INCLUYEN IMPUESTOS NI RECARGOS DE COMBUSTIBLE O'S

DELTA AEROMEXICO
MÉXICO \$299
Bienvenidos Paqueteros y Couriers!

MANHATTAN 19 WEST 34 ST SUITE 906 entre 5ta Y 6ta 212-947-4343	QUEENS 71 -32 ROOSEVELT AVE JACKSON HEIGHTS, NY 718-429-1940	NEW JERSEY 42-14 BERGENLINE AVE UNION CITY 201-392-0600	HEMPSTEAD 50 CLINTON ST SUITE 104 516-539-7575	BRENTWOOD 750 SUFFOLK AVE 631-231-7777
--	--	---	--	---

Ayuda para accidentados en trabajos de Construcción, Áceras, Andamios, Gruas, Edificios.

ACCIDENTES DE CONSTRUCCIÓN

GORAYEB

(212) 267-9222

www.gorayeb.com

& ASSOCIATES, P.C.

No cobramos sino ganamos. Su estatus legal no importa.

Escuche todos los días consejos legales en Amor 93.1, en el Minuto Legal con Gorayeb... Los Abogados del Pueblo.

Rumbo a cuartos

#Octavosdefinal

Lotería para Brasil

La ley de los penales premia a la 'canarinha' y envía a casa a una gran selección de Chile



El portero Julio Cesar fue la figura de Brasil, que eliminó a Chile en el Estadio Mineirao. /GETTY

NUBE URGILÉS

nube.urgiles@eldiariiony.com

@NubeUrgiles

Con angustia, Brasil calificó a cuartos de final tras derrotar ayer 3-2 en la tanda de los penales a una heroica Chile, que dejó el alma en el césped del Estadio Mineirão de Belo Horizonte.

Los 120 minutos de juego no fueron suficientes para definir al ganador del primer

Thiago Silva:

«No hay suerte para el que trabaja. Es un palabra muy ingrata en el fútbol... Hoy ganamos por el gran elenco que tenemos»

partido de octavos de final. El marcador indicaba 1-1.

En un cotejo emocionante, desde principio a fin, la 'Canarinha' abrió el marcador al minuto 18, con gol de David Luiz, tras un tiro de esquina cobrado por Neymar.

Pero al 32', Alexis Sánchez ponía la igualdad para la 'Roja', luego de un fallo de la defensa local, cuando Vargas le robó el balón a Hulk y le pasó a la estrella del Barcelona, quien remató al palo izquierdo del portero Julio César.

Así, los dos combinados se fueron al descanso.

En la reanudación, Chile siguió demostrando ser un equipo veloz, ofensivo y aguerido, pero sin concretar ante

DEFINICION POR PENALTIES

Brasil	✓	✗	✓	✗	✓
Chile	✗	✗	✓	✓	✗

la escuadra dirigida por el experimentado Luiz Felipe Scolari que avanza sin haber deslumbrado por su juego y que no asusta a sus rivales.

En la tanda de los penales, David Luiz, Marcelo y Neymar marcaron para la selección de 'Felipao'; fallaron Willian y Hulk; el primero la tiró afuera y en el segundo caso fue atajado por el portero Claudio Bravo.

La ilusión de Chile fue al traste cuando los disparos de Mauricio Pinilla y Alexis Sánchez fueron atajados por Julio

César; sin embargo, Charles Aránguiz y Marcelo Díaz devolvieron la vida a la 'Roja' al poner 2-2, pero en el último disparo, Gonzalo Jara estrelló en el palo izquierdo del actual guardameta del Toronto FC.

La celebración no se hizo esperar por parte de los anfitriones. Estaban en cuartos de final, donde enfrentarán a Colombia, que después ganó 2-0 a Uruguay.

Chile se fue de Brasil con la cabeza en alto, dando batalla, pero sin lograr la esperada revancha del gigante del fútbol

Brasil, la 'bestia negra' de la 'Roja'

- En 1962, Brasil eliminó a la anfitriona Chile al vencerla 4-2 en semifinales.
- En Francia 1998 y Sudáfrica 2010, en octavos de final, la 'Canarinha' goleó a la 'Roja' 4-1 y 3-0, en su orden.
- Ayer, también en octavos, Brasil confirmó su condición de 'bestia negra' de Chile al eliminarla en los penales 3-2, tras el 1-1 en los 120 minutos de juego.

sudamericano, que le ha ganado las cuatro veces en que se han enfrentado en las Co-

Brasil	Chile
1	1

ALINEACIONES

Julio César	Bravo
Alves	Mena
Thiago	Albornoz
David Luiz	Silva
Marceo	Isla
Fernandinho	Mena
Paulinho	Vidal
Hulk	Pinilla
Oscar	Alexis
Neymar	Aranguis
Fred	Vargas

Estadio: Mineirao
Arbitro: Howard Webb
Ciudad: Belo Horizonte
Asistencia: 55.000 espectadores

pas Mundiales de 1962, 1998, 2010 y 2014. ●

www.eldiariiony.com

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

está aplicando para abrir una nueva escuelas en Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016

Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)

Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite: SuccessAcademies.org/NewSchools

Envíe sus sugerencias: NewSchools@SuccessAcademies.org

nte: SuccessAcademies.org/results



David Accomando, Agent
1558 Hempstead Turnpike
Elmont, NY 11003
Bus: 516-355-9220
www.carhomequotes.com

Descuentos inesperados. Ahorro inmediato.

Con Discount Double Check® recibes los descuentos que te corresponden.

Como agente de State Farm®, reviso tu póliza para encontrar descuentos que no te esperas. Así, podrías ahorrar cada vez más. ¡Es como encontrar dinero!

Como un buen vecino State Farm está ah®.

MEJORA TU ESTADO®. LLÁMAME HOY.



1304013

Las pólizas, formularios y notificaciones de State Farm están escritos en inglés. State Farm, Bloomington, IL.

971.873992

Estadísticas

GOLEADORES

JUGADOR/PAÍS	GOLES
James Rodríguez/ Colombia	5
Lionel Messi/ Argentina	4
Neymar da Silva/ Brasil	4
Thomas Müller/ Alemania	4
Robin van Persie/ Holanda	3
Xherdan Shaqiri/ Suiza	3
Arjen Robben/ Holanda	3
Enner Valencia/ Ecuador	3
Karim Benzema/ Francia	3
Memphis Depay/ Holanda	2
Tim Cahill/ Australia	2
Luis Suárez/ Uruguay	2
Jackson Martínez/ Colombia	2
Mario Mandžukić/ Croacia	2
Andre Ayew/ Ghana	2
Islam Slimani/ Argelia	2
Gervinho/ Costa de Marfil	2
Ivan Perisic/ Croacia	2
Clint Dempsey/ EEUU	2
Ahmed Musa/ Nigeria	2
Asamoah Gyan/ Ghana	2
Wilfried Bony/ Costa de Marfil	2
Alexis Sánchez/ Chile	2
Fernandinho/ Brasil	1
Andreas Samaris/ Grecia	1
Fernando Quintero/ Colombia	1
Teo Gutiérrez/ Colombia	1
Diego Godín/ Uruguay	1
Edinson Cavani/ Uruguay	1
Rafael Márquez/ México	1
Andrés Guardado/ México	1
Javier Hernández/ México	1
Orbe Peralta/ México	1
Peter Odemwingie/ Nigeria	1



James Rodríguez líder de goleo en el Mundial. /EFE

ASISTENCIAS

JUGADOR/PAÍS	ASISTENCIAS
Juan Cuadrado/ Colombia	4
Daley Blind/ Holanda	3
Oscar/ Brasil	2
Eduardo Vargas/ Chile	2
Karim Benzema/ Francia	2
James Rodríguez/ Colombia	2
Walter Ayovi/ Ecuador	2
David Luiz/ Brasil	1
Charles Aranguiz/ Chile	1
Rafael Márquez/ México	1
Edinson Cavani/ Uruguay	1
Orbe Peralta/ México	1
Keisuke Honda/ Japón	1
Cristiano Ronaldo/ Portugal	1
Miralem Pjanic/ Bosnia	1
Georgios Samaras/ Grecia	1
Softane Feghouli/ Argelia	1
Teofilo Gutiérrez/ Colombia	1
Joel Campbell/ Costa Rica	1
Wayne Rooney/ Inglaterra	1
Mathieu Valbuena/ Francia	1
Abdelmoumene D/ Argelia	1
Yacine Brahimi/ Argelia	1
Lee Keunho/ Corea	1
Olivier Giroud/ Francia	1
Klaas J. Huntelaar/ Holanda	1
Alexis Sánchez/ Chile	1
Asamoah Gyan/ Ghana	1
Gervinho/ Costa de Marfil	1
Ivan Perisic/ Croacia	1
Islam Slimani/ Argelia	1
Memphis Depay/ Holanda	1
Arjen Robben/ Holanda	1
Thomas Müller/ Alemania	1



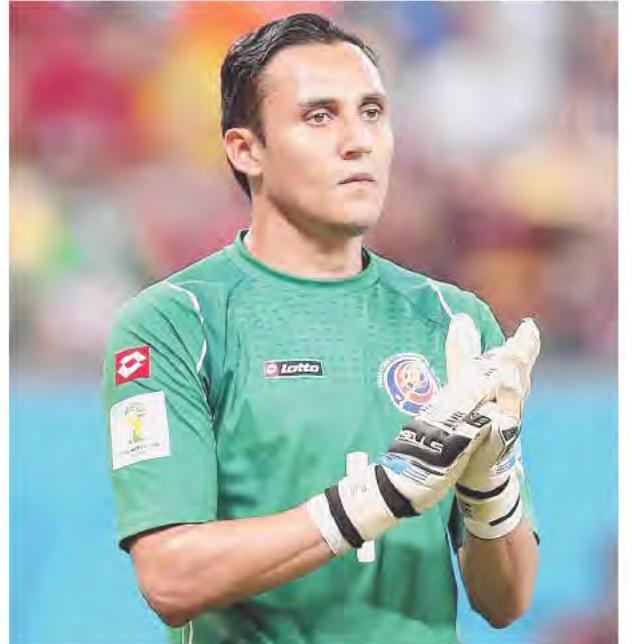
Juan Cuadrado ha dado más pases a gol en lo que va de la Copa. /EFE

El Jugador del Día

Presentado por

GORAYEB & ASSOCIATES

JUSTICIA PARA VÍCTIMAS DE ACCIDENTES DE CONSTRUCCIÓN



Keylor Navas, héroe tico
Costa Rica avanzó por primera vez a cuartos de Final de un Mundial luego de derrotar 5-3 en penales a Grecia, gracias a la brillante actuación de su portero, Keylor Navas, durante los 90 minutos reglamentarios, y al desvío del cuarto tiro helénico.

SUCCESS ACADEMY CHARTER SCHOOLS – NYC

está aplicando para abrir una nueva escuelas en Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016
Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)
Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite: SuccessAcademies.org/NewSchools

Envíe sus sugerencias: NewSchools@SuccessAcademies.org

SUCCESS ACADEMY
CHARTER SCHOOLS
988-B65178

*Información de la fuente: SuccessAcademies.org/results

English Language Institute (ELI)

Nuestra pasión es ayudarlo a alcanzar sus metas de lenguaje. • Enseñando desde 1945.
 • Regístrese con nuestro amable personal, experimente nuestros maestros de calidad, y conozca sus nuevos compañeros de clase. • I-20 disponibles.

VERANO 2014

DIURNO TIEMPO COMPLETO
24 horas a la semana, 4 días a la semana

VERANO DOS
1 de julio – 14 de agosto
• Matrícula: \$1,385–\$1,587

OTOÑO 2014

CLASES DE TIEMPO COMPLETO
27 de agosto – 19 de diciembre
• 18 horas a la semana, 4 días a la semana
• Matrícula: \$2,397–\$2,697
• 10% de descuento al 13 de agosto

CLASES TIEMPO PARCIAL
3 de septiembre – 20 de noviembre
• 4–8 horas a la semana, 2–4 días a la semana
• Matrícula: \$357–\$697
• 10% de descuento al 20 de agosto

PROGRAMA SENDA QC
Admisión condicional está disponible para estudiantes de transferencia de pregrado y posgrado internacionales. Visite www.qc.cuny.edu/PATH para obtener más información.

Queens Hall, Room 105 • 718-997-5720
65-21 Main St., Queens, NY 11367-1597
www.qc.cuny.edu/eli • eli@qc.cuny.edu

QUEENS COLLEGE The City University of New York

APlique Hoy!

NOS ENCANTA ENSEÑARLE

931-B71964

Ayuda para accidentados en trabajos de Construcción, Áceras, Andamios, Gruas, Edificios.

ACCIDENTES DE CONSTRUCCIÓN

GORAYEB

(212) 267-9222

& ASSOCIATES, P.C.

www.gorayeb.com

No cobramos sino ganamos.

Su estatus legal no importa.

Escuche todos los días consejos legales en Amor 93.1, en el Minuto Legal con Gorayeb... Los Abogados del Pueblo.

931 AMCR

971-B73956

producción fue dirigida por Jaime Matarredona.

Los productores del show, Morris Gilbert y Federico González Compeán, son dos de los más prominentes y prolíficos productores de teatro en español del mundo y su producción de la Ciudad de México se encuentra ahora en su decimocuarto año. "Nos sentimos muy orgullosos de haber presentado esta producción en la casa original de Nueva York de The Vagina Monologues. A pesar de las notas positivas y el entusiasmo de la audiencia, el show no está atrayendo los números necesarios para hacerlo viable económicamente. Esperamos anunciar planes para llevar la producción a otras ciudades de Estados Unidos".

NOVIA MUNDIALISTA

Pese a que en el Mundial de Brasil las periodistas deportivas acaparan estos días más flashes y titulares que los propios futbolistas, la reportera mexicana Inés Sainz va camino de convertirse en la nueva chica de moda del torneo, no solo por sus más que evidentes encantos físicos, sino por su habilidad para conseguir que los deportistas más deseados del momento se coloquen frente a su micrófono sin aparente esfuerzo.

Entre sus "conquistas" periodísticas se cuentan ya el argentino Ezequiel Lavezzi y su compatriota Giovani dos Santos, aunque ha sido su encuentro con Cristiano Ronaldo el que le ha ayudado a acaparar toda la atención de los medios brasileños. Curiosamente, de su entrevista con el portugués lo más comentado no han sido sus declaraciones sino el



Inés Sainz y Cristiano Ronaldo

despampanante vestido negro de pronunciado escote que la mexicana eligió para la ocasión.

REALIZARÁ LA ORQUESTA BUENA VISTA SOCIAL CLUB SU GIRA DEL ADIÓS

Buena Vista Social Club, la emblemática agrupación musical que por más de una década fue símbolo del sabor cubano, se despedirá de sus admiradores con una gira internacional que iniciará la semana próxima.

El "Adiós Tour" llevará a los

músicos del Buena Vista por escenarios de ciudades de Europa, Sudamérica, Asia y Estados Unidos, indicó Jesús "Aguaje" Ramos, el director de la orquesta.

"Tenemos el orgullo de haber llevado la música tradicional cubana estos 16 años por todos los continentes, con mucho rigor, sin contaminación", comenta Ramos, emocionado por lo que será el fin de un ciclo para el Buena Vista Social Club.

Los conciertos empezarán el 25 de junio en el Congress Palace de Praga, en la República Checa, y se extenderán por Rumania, Bulgaria, España e Inglaterra.

GALILEA; REVELAN QUE USA PRENDAS "PIRATAS"

La conductora Galilea Montijo siempre se ha caracterizado por vestir a

la moda y lucir costosos accesorios, sin embargo una revelación hecha a revista de espectáculos, dejó en evidencia a la tapatía.

Una persona de la producción del programa matutino contó a la revista TvNotas, que Galilea usa bolsas de marcas carísimas, pero son piratas o de imitación, al igual que sus accesorios.

Señaló que Montijo sí tiene bolsas originales y de reconocidas marcas, sin embargo sólo las utiliza para ocasiones especiales.

Galilea Montijo es una de las conductoras mexicanas que siempre lucen impecables y muy fashion en las alfombras rojas o en los reconocidos eventos, pero tal parece que no tiene ningún inconveniente en utilizar accesorios de muy bajo precio, aunque no lo diga.



Buena Vista Social Club

NYC Mayor's Office for People with Disabilities

RESERVED PARKING

No Permit, Don't Do It!

\$180 Fine

NYC.GOV/MOPD

SUCCESS ACADEMY CHARTER SCHOOLS – NYC

está aplicando para abrir una nueva escuelas en Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016

Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015); y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)

Grados: Kinder y primero para el nuevo año escolar y tenemos grados desde kinder hasta 12 completos (pre kinder, intermedio, y secundaria. Sujetos a la aprobación del gobierno)

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchools@SuccessAcademies.org

SUCCESS ACADEMY
CHARTER SCHOOLS

*Información de la fuente: SuccessAcademies.org/results

Doctor Says Brain Cancer Deaths Should Be a Wake Up Call

Brain tumors are the second most common cause of cancer death for men ages 20 to 39. It's the fifth most common cause of cancer for women in the same age group. Those troubling statistics should be a wake-up call according to Miami Neuroscience Center Medical Director Dr. Aizik Wolf.

Dr. Wolf is one of the world's leading authorities on radiosurgery and Gamma Knife®, a technologically innovative, non-invasive treatment for brain, head, and neck cancers. Dr. Wolf said doctors have to do their part to bridge the information gap, but public awareness is a partnership. Dr. Wolf explained, "Part of the problem is that too many people don't have the facts and still believe a diagnosis of brain cancer is an automatic death sentence. We have made great strides in developing treatments that are prolonging and saving lives."

A recent survey commissioned by the Miami Neuroscience Center in Florida, Georgia, and Alabama revealed that a surprising number of people are not educated about the symptoms of brain cancer or what treatment options are available when brain cancer is diagnosed. More than 54% of the general population and 63% of Hispanics cannot

correctly identify the leading symptoms of brain tumors. A staggering 74% of general population respondents had no idea that there were non-invasive medical procedures available for removing or treating brain tumors.

The Miami Neuroscience Center is offering a free, downloadable tip sheet that is available in English and Spanish. The new pdf, *Brain Cancer and You*, should start a dialogue. Dr. Wolf explained, "An understanding of the symptoms is an important first step. You can't let fear guide you. Getting the information you need and acting quickly to understand your treatment options can save lives." The tip sheet is available at www.miamineurosciencecenter.com.

Internationally recognized for its groundbreaking work in radiosurgery, the Miami Neuroscience Center utilizes the Gamma Knife® Perfexion™, the only neurosurgical tool specifically designed for noninvasive brain, neck, and cervical spine radiosurgery. Led by Dr. Wolf, the Miami Neuroscience Center team has achieved national and international acclaim for its development of groundbreaking advancements in radiosurgery. The Miami Neuroscience Center is located at Larkin Community Hospital.



Dr. Aizik Wolf

About Larkin Community Hospital:

Larkin Community Hospital (LCH) is a 146-bed acute care hospital located in South Miami. LCH is one of 12 designated statutory teaching Hospitals in Florida and the largest teaching hospital for Osteopathic physicians in the United States, offering the largest number of training programs (30 different specialties in total). LCH sponsors an allopathic residency program in Psychiatry. LCH presently offers an Associate Degree in Nursing at Larkin School of Nursing.

Our hospital is also the home of:

-- The Miami Neuroscience Center at Larkin, a state of the art facility which specializes in Gamma Knife Radiosurgery. This 25-member team, led by neurosurgeon Dr. Aizik Wolf, has performed over 8,000 procedures during the past 20 years. Gamma Knife is a non-invasive state of the art neurological procedure used to treat brain tumors, head and neck cancer, and neurological conditions such as trigeminal neuralgia and arteriovenous malformations.

-- The Center for Advanced Orthopedics at Larkin, which specializes in advanced orthopedic surgery using the latest multimodal perioperative pain management modalities and state of art technology and instrumentation with advanced robotic technology. The center, led by orthopedic surgeon Dr. Carlos Lavernia, includes a robust outcomes-oriented research component with an ongoing prospective surgical registry and a comprehensive rehabilitation department.

LCH is the only hospital in Miami-Dade County with an Area of Critical Need designation by the Florida Board of Medicine.

Our facilities are a National Health Services Corps (NHSC) site designated by the Health Resources and Services Administration (HRSA) of the United States Department of Health and Human Services. The NHSC Loan Repayment Program offers primary care providers the opportunity to have their student loans repaid for serving communities in need. The NHSC Scholarship Program awards scholarships each year to students pursuing careers in primary care. In return, students commit to serving for two to four years upon graduation and completion of training.

For more information about Larkin Community Hospital, visit www.larkinhospital.com.



SUCCESS ACADEMY CHARTER SCHOOLS — NYC

está aplicando para abrir una nueva escuelas
en Brooklyn, el Bronx, Manhattan, y Queens.

When: Agosto 2015 y Agosto 2016

Where: Distritos escolar comunitario 2, 3, 9, and 27 (Agosto 2015);
y 13, 14, 15, 17, 18, 22, 23, 24, 28 y 30 (Agosto 2016)

Grados: Kinder y primero para el nuevo año escolar y tenemos
grados desde kinder hasta 12 completos (pre kinder, intermedio, y
secundaria. Sujetos a la aprobación del gobierno)

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchools@SuccessAcademies.org



LOFT

87



546 East 87th Street, Brooklyn
(Foster & Farragut Ave)



NEW CONSTRUCTION 2 & 3 BEDROOM CONDOS

Ultra contemporary layouts
Parking and storage
Terraces and vaulted ceilings
Modern appliance package included

STARTING AT \$379,000

Low common charges and tax abatement

LOKETCH
THE LOKETCH GROUP

Open Houses: Sunday 12-4PM, Tuesday & Thursday 3-8PM

COLDWELL BANKER LABARCA

917.246.0910 • LOFTS87.COM

OP-EDS

American soccer has arrived

Continued from page 10
once foreign game is homeland security.

When Ghana played the USA recently, Manhattan seemed a virtual viewing hub. From Times Square to Union Square, crowds packed into bars to cheer the Stars and Stripes. When Team USA scored, the noise reverberated through the subway systems and deafened clueless observers. American troops in Afghanistan watched in huge numbers. And after The Yanks beat Ghana 2-1 all bets are on for a US advancement to the next level.

Win, lose or draw, American soccer has found a place among the top sports.

The second match in Rio de Janeiro drew even bigger gatherings in downtown Kansas City, Chicago, Illinois, and in many major cities.

The 2-2 score that cooled top-ranked Portugal's heat finds them facing Germany on June 26.

Win lose or draw, American soccer has found a

place among the top sports. Ranked 13th in the entire world, the USA has rapidly gained respect playing the challenging sport and fans are as passionate as those in Brazil, Europe, and wherever the sport reigns.

"Baseball is currently the second most popular sport among all Americans but most baseball fans are older while Major League Soccer is a young person's game. This means that as generations of baseball fans die off, they will be replaced with generations of soccer fans, and the MLS will welcome them with open arms."

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

NURSING HOME ABUSE LAWYERS

If you have a loved one in a nursing home or assisted living facility who has suffered from:

- Infected bedsores or pressure ulcers
- Substantial weight loss or gain
- Unexplained injuries such as broken bones
- Malnutrition and dehydration
- Medication errors or overdoses
- Emotional agitation or anxiety
- Unexpected or unexplained death

Call us for a free consultation: 212-608-8840

Bamundo Zwal & Schermerhorn, LLP

No Recovery - No Fee

NOW

IS A GREAT TIME TO INCREASE YOUR PHYSICAL ACTIVITY.

American Heart Association

Fighting Heart Disease and Stroke

PROSTATE CENTER

**Urgency or difficulty urinating?
Painful urination? Erectile dysfunction?
We successfully diagnose and treat:**

• PROSTATE CANCER	Receive Effective Treatment. Examine Alternatives.
• ENLARGED PROSTATE	Reduce Bathroom Trips in 1 week. Alleviate Other Symptoms.
• IMPOTENCE	Regain Firm Erectile Function. Explore Innovative Options.

- Reliable, Responsive, Top Class Urologists
- Same Day, In-office Diagnostic Radiology and Lab Tests with Immediate Results



OPEN 7 DAYS A WEEK • ALL MAJOR INSURANCES ACCEPTED

America's Top Urologists since 2009

NEW OFFICE NEAR KINGS PLAZA:
2270 Kimball Street, Ste 101 A • Brooklyn, NY 11234

BROOKLYN: 2632 E 14th St., NY 11235 | **(718) 878-3523**
QUEENS: 107-15 Jamaica Ave., NY 11418

**DEVELOP YOUR
WORK SKILLS.**

**INTERVIEW WITH
CONFIDENCE.**

**GET THE JOB
YOU WANT.**

Click here to learn about the opportunities at the Workforce1 Healthcare Career Center



NURSING HOME ABUSE LAWYERS

If you have a loved one in a nursing home or assisted living facility who has suffered from:

- Infected bedsores or pressure ulcers
- Substantial weight loss or gain
- Unexplained injuries such as broken bones
- Malnutrition and dehydration
- Medication errors or overdoses
- Emotional agitation or anxiety
- Unexpected or unexplained death

Call us for a free consultation: 212-608-8840

Bamundo Zwal & Schermerhorn, LLP

No Recovery - No Fee

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn.

When: August 2016

Where: Community School Districts 13, 14, 15, 17, 18, 22, and 23

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results



Child Care + Education =
A Child's Bright Future

FULL-DAY UPK LOCATIONS

Bronx

1778 Southern Blvd.
Bronx 10460
718-589-5900

1465 Webster Ave.
Bronx 10456
718-681-3040

1336 Louis Nine Blvd.
Bronx 10459
718-991-2119

2901 White Plains Rd.
Bronx 10467
718-653-3714

3942 White Plains Rd.
Bronx, NY 10466
718-653-4043

770 St. Ann's Ave.
Bronx, NY 10455
718-585-1472

Brooklyn

58 Belmont Ave.
Brooklyn 11212
718-346-1064

1491 Broadway Ave.
Brooklyn 11221
718-455-1612



Brightside Academy offers:

Full-day UPK

- Kindergarten readiness program
- Nutritious daily meals and snacks
- Passionate and caring teachers

Reserve Your Child's Space:

844-KIDS-555

or visit BrightsideAcademy.com/CL

EQUAL OPPORTUNITY CARE PROVIDER

Stay Connected!

Within a year, Sheila decreased her debt by half and increased her credit score by more than 100 points.

Read Sheila's story on NYCDCA:

nyc.gov YouTube Twitter Facebook Instagram

YOU CAN TACKLE YOUR DEBT.

Financial Empowerment Center

We've helped New Yorkers ...

Tackle debt Save for the future

Open a bank account Improve credit

We can help you, too.

Call 311 to schedule an appointment for FREE one-on-one financial counseling at an NYC Financial Empowerment Center near you or visit nyc.gov for information.



Department of Consumer Affairs
Office of Financial Empowerment

Julie Menin
Commissioner

NYC Financial Empowerment Centers are in all five boroughs.
To find the Center in your neighborhood, call 311 or visit nyc.gov.

The Bronx
Concourse Village
Melrose
Unionport
West Farms

Brooklyn
Bedford-Stuyvesant
Brownsville
Bushwick
East Flatbush
Flatbush
Prospect Heights

Queens
Far Rockaway
Jackson Heights
Jamaica
Long Island City
Woodside

Manhattan
Garment District
Hell's Kitchen
Lower East Side
Manhattanville
Washington Heights

Staten Island
Port Richmond
Randall Manor

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

NURSING HOME ABUSE LAWYERS

If you have a loved one in a nursing home or assisted living facility who has suffered from:

- Infected bedsores or pressure ulcers
- Substantial weight loss or gain
- Unexplained injuries such as broken bones
- Malnutrition and dehydration
- Medication errors or overdoses
- Emotional agitation or anxiety
- Unexpected or unexplained death

Call us for a free consultation: 212-608-8840

Bamundo Zwal & Schermerhorn, LLP

No Recovery - No Fee

PROSTATE CENTER

Urgency or difficulty urinating?
Painful urination? Erectile dysfunction?
We successfully diagnose and treat:

- **PROSTATE CANCER** Receive Effective Treatment. Examine Alternatives.
- **ENLARGED PROSTATE** Reduce Bathroom Trips in 1 week. Alleviate Other Symptoms.
- **IMPOTENCE** Regain Firm Erectile Function. Explore Innovative Options.

- Reliable, Responsive, Top Class Urologists
- Same Day, In-office Diagnostic Radiology and Lab Tests with Immediate Results



OPEN 7 DAYS A WEEK • ALL MAJOR INSURANCES ACCEPTED

America's Top Urologists since 2009

NEW OFFICE NEAR KINGS PLAZA:
2270 Kimball Street, Ste 101 A • Brooklyn, NY 11234

BROOKLYN: 2632 E 14th St., NY 11235
QUEENS: 107-15 Jamaica Ave., NY 11418 | (718) 878-3523

Education Today

President Obama focuses on student debt

By **CYRIL JOSH BARKER**
Amsterdam News Staff

College graduates and college students are starting to breathe a little easier thanks to President Barack Obama's signing of a memorandum directing the secretary of education to propose regulations that would allow nearly 5 million federal direct student loan borrowers the opportunity to cap their student loan payments.

According to the White House, 71 percent of students earning a bachelor's degree graduate with debt, averaging \$29,400. While most students are able to repay their loans, some feel burdened by debt, especially as they seek to start a family, buy a home, launch a business or save for retirement.

The memorandum allows for students to cap their student loan payments at 10 percent of their income. It also outlines new executive actions to support federal student loan borrowers, especially vulnerable borrowers who may be at a greater risk of defaulting on their loans.

"You would think that if somebody

like me has done really well—in part because the country has invested in them—that they wouldn't mind at least paying the same rate as a teacher or a nurse," Obama said. "There's not a good economic argument for it, that they should pay a lower rate."

With legislation passed by Congress and signed by the president in 2010 and regulations adopted by the administration in 2012, most students taking out loans can already cap their loan payments at 10 percent of their incomes. Monthly payments will be set on a sliding scale based upon income. Any remaining balance is forgiven after 20 years of payments, or 10 years for those in public service jobs.

"It's just clout, that's all. So it's bad enough that that's already happening. It would be scandalous if we allowed those kinds of tax loopholes for the very, very fortunate to survive while students are having trouble just getting started in their lives," the president said.

The practice of defaulting on students loans has become widespread in the nation, leading those who

went to college unable to move forward financially. Student loan debt in the United States now exceeds \$1 trillion.

Today's average college graduate holds \$26,600 in debt when he or she graduates, and the numbers for borrowers of color are more severe. A 2010 study by the College Board Advocacy & Policy Center found that 27 percent of Black bachelor's

degree recipients had student loan debt of \$30,500 or more, compared to just 16 percent of their white counterparts. About 81 percent of Black students borrow money, compared to 65 percent of their white peers. Students of color tend to borrow more, and when they do borrow, they often face higher interest rates than their white counterparts.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in
Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

**KNOW
YOUR
ZONE**

Do you live in one
of NYC's six hurricane
evacuation zones?

Visit NYC.gov/knowyourzone
or call 311 #knowyourzone

Education Today



Blossom teaches young girls confidence and self-esteem

By **OLAYEMI ODESANYA**
Special to the *AmNews*

Through the use of group discussions and interactive conversations with mentors, the Blossom program aims to help young people gain confidence and value self-esteem.

Blossom is an initiative of the Department of Education's Gang Prevention and Intervention Unit (GPIU). One of the many crucial issues explored by Blossom is violence and manipulation in teenage relationships.

Many teenagers all around the world who are in unhealthy relationships may lose their self-esteem and confidence because of the damaging ways their significant other treats them. The significant other could abuse them verbally, physically and mentally. As a result of this damaging relationship, the teen may carry that low self-esteem with them as they develop into an adult. This treatment could be called domestic teen violence.

Blossom helps young women build their self-confidence and self-esteem, especially if they have lost it. The organization has been working with three Brooklyn schools: Bedford Academy, Khalil Gibran and Metropolitan Corporate Academy High School. Because this organization is just in its second year, it is monitoring its effectiveness. But as it grows in success, with young ladies increasing their self-confidence, the organization hopes to get into other schools around New York City.

This month, Blossom had their second annual "I Am My Sister" ceremony at St. Francis College in Downtown Brooklyn. It was a really great event. The theme of the ceremony was supporting one another through rough times.



(Lem Peterkin photos)

This ceremony celebrated and honored the idea of women changing the world. In the ceremony, sisterhood was celebrated through dancing, rapping, singing and poetry.

There were also many awards given to mentors and women of great achievement. Award recipients included Assemblywoman Annette Robinson, pastor Cheryl Anthony and Life Camp founder Erica Ford.

Mott Hall Bridges Academy Principal Nadia I. Lopez, Erica Ford, Cherise George, as well as the participating schools' principals Lennel George, Winston Hamann and Adolfo Muhammed, were also awarded.

The coordinators of the magnificent event were Persephone Dacosta, Erica Galea, Monica Green Jimeau, Darlene Walker Mungin and Gina Shedd. From the GPIU was Norbert Davidson, and from the Office of Youth Development were Elayna Konstan and Mark Rampersant.

Also celebrated was the fact that this was the first year that Lady Panthers magazine was released. My fellow reporters and I were able to write about

important many issues, like the missing Nigerian girls, bullying and teen violence. We were also able to interview New York Knicks and Liberty marketing associate Cherise George. She told the *AmNews*, "I am so honored to be a part of this organization. It's a great way to tell young women that they can overcome any obstacle they may face."

Another person Lady Panthers interviewed was attorney and librarian Angelic Rasbury. She also feels it's important to give back to the community. "As an attorney, I see a lot of Black on Black violence. There is also a high rate of Blacks and Latinos going to jail. I see a lot of cases when individuals were taken advantage of because they weren't able to read. This has disturbed me so much that I wanted to promote literacy and make a great impact in my community."

In the magazine, we were able to speak about what we thought was important and what we thought we should inform the people about. I

was honored to be the editor-in-chief of this magazine because of my experience of writing in the *Amsterdam News*. My job was basically to make sure everyone met their deadlines. It's not as easy as it sounds when you have other responsibilities—but the magazine was finished and printed.

Michael Moore, a rising rapper from Bedford Academy, performed at the ceremony. He creates his own songs, and the Blossom ceremony was the first official performance he has ever done. He told the *AmNews*, "Even though this was my first performance, I wasn't nervous about performing because during school, I always rap, and the students seem to like it." He is always supported by his family and his friends, who encourage him to strive for his success. He said, "In 10 years, I see myself making a full-time career of my rapping. I also see myself contributing to the community and helping those who gave me a chance."

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results

SUCCESS ACADEMY
CHARTER SCHOOLS



TIRED OF MASKING THE PROBLEM?

If you're one of the thousands who've been prescribed a CPAP mask to stop snoring and treat your sleep apnea, you already know that going untreated is not an option. Ignoring your condition can lead to serious health issues.

eOs sleep's Board Certified physicians offer many different treatment options, some can take as little as 20 minutes.

eOs sleep

For the treatment of snoring & sleep apnea.

eOssleep.com

Most Insurance Plans Accepted.

20 East 66th Street, New York
589 Broadway, New York
262 Central Park West, New York
833 Northern Blvd, Great Neck

To schedule an appointment:

1-800-eos-sleep (1-800-367-7533)

Mistrial saves pol run

BY SABRINA CASERTA and GREG B. SMITH
NEW YORK DAILY NEWS

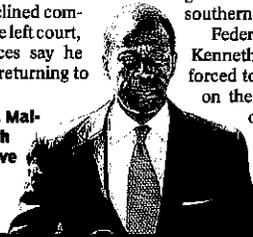
STATE SEN. Malcolm Smith caught a big break Tuesday with a judge declaring a mistrial in his corruption case, which means he won't face trial until after Election Day.

Smith (D-Queens), who is running for reelection while facing trial for trying

to bribe his way onto the state Senate Wednesday to continue representing his constituents in southern Queens.

He declined comment as he left court, but sources say he plans on returning to

State Sen. Malcolm Smith got reprieve in corruption case Tuesday.



Federal Judge Kenneth Karas was forced to pull the plug on the ongoing trial of Smith and Queens GOP operative Vincent Tabone be-

cause of untranslated Yiddish recordings that were only recently disclosed by prosecutors.

Under an unusual arrangement approved by Karas, the trial of their co-defendant, ex-City Councilman Daniel Halloran, will go forward with less than the usual 12 jurors.

For Smith and Tabone, a new jury will have to be assembled and the same witnesses who have paraded through White Plains Federal Court since June 2 will convene again starting Jan. 5.

Halloran's trial will be delayed for a week while 27 interpreters hired by the government translate 335 pages of Yiddish conversations recorded by the government's star informant, Moses Stern.

Ex-Queens Councilman Leroy Comrie, who is also running for Smith's seat, said Smith "can no longer function as a legislator."

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

SPRING SPECIAL SMILE WITH CONFIDENCE

INVISALIGN SPECIAL
\$3,999 for Full Treatment
\$2,699 for Express Treatment
FREE Consultation

Through June 30, 2014

Preferred Invisalign Provider

Alfred Shirzadnia DDS & Arthur Yam DDS will be providing FREE consultations to answer your questions about Invisalign treatment, the clear way to straighten teeth. If you have wondered if Invisalign is right for you, call now.

- Including Complimentary teeth whitening, an additional \$600 value!

*Financing as low as \$95 per month if qualified



YOU CAN'T AFFORD TO GO ANYWHERE ELSE

212.689.0024

www.heraldsquaredental.com

Leaders in Cosmetic & Implant Dentistry! - Est. 1977

224 West 35th Street, New York, NY • 16th Floor • (Between 7th & 8th Ave)

Breakthrough Scientific Discovery in Joint Health!

Finally, there's a Joint Relief Product that is Changing The Game!

Introducing: **flexsure**

✦ A new, more effective way for your own body to naturally restore and repair joints

✦ With Flexsure, there's no need for glucosamine supplements anymore!

✦ Clinically Proven Safe and Effective

✦ Noticeable Improved Flexibility and Mobility in Just Days!

Walgreens

"Are you Flex sure? Change the game with Flexsure! I did..."

Abdul Jabbar
Northern Abdul Jabbar
Basketball Legend



TAKE ADVANTAGE OF OUR SPECIAL \$10 OFF COUPON NOW!



flexsure
RESTORATIVE JOINT HEALTH!
\$10 DOLLARS OFF
A BOTTLE OF FLEXSURE, AT ANY WALGREENS PARTICIPATING STORE



Proud of uniform

Marine in HS graduation flap is killed in Afghanistan

BY DEBORAH HASTINGS
NEW YORK DAILY NEWS

JUST ONE YEAR after his request to graduate high school in his dress uniform was denied, a New Hampshire Marine lost his life serving his country in Afghanistan.

Lance Cpl. Brandon Garabrant, 19, was killed by a roadside bomb, as were two other American troops and a military dog, on Friday.

"The entire state of New Hampshire is devastated by the loss of

Lance Cpl. Brandon Garabrant, who was bravely serving his nation in Afghanistan," Gov. Maggie Hassan said in a statement.

Garabrant graduated from ConVal Regional High School in Peterborough, N.H., in 2013, but was not allowed to

wear his dress uniform at the ceremony. He had just finished boot camp.

"We are all shocked and deeply saddened by his passing, and we are incredibly grateful for his service to our country," Principal Brian Pickering said.

Garabrant was serving with the Temple Volunteer Fire Department.

"Whenever he came home on leave, the first thing he did (was contact) me," said Fire Chief George Clark.

"I need a pager so I can help you out," Clark, who also served in the Marines, recounted the young man saying.

"He absolutely loved doing what he was doing," Clark told a local television station.

"He knew the sacrifice and he was still willing to do it and it was a total shock to hear the news."



Lance Cpl. Brandon Garabrant died in Afghanistan blast.

Weather factor in plane crash killing tycoon

INVESTIGATORS say bad weather and poor visibility may have been factors in a plane crash that killed a great grandson of Standard Oil co-founder John D. Rockefeller.

The National Transportation Safety Board said Saturday that Richard Rockefeller, 65, was flying in rainy and foggy conditions on the morning of June 13 when his Piper Meridian crashed just after takeoff from Westchester County Airport. It hit a pine tree and narrowly missed a house in Purchase. The NTSB said clouds were about 200 feet above the ground and visibility was limited to a quarter-mile. **News Wire Services**

SUCCESS ACADEMY CHARTER SCHOOLS — NYC
is applying to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org



SuccessAcademies.org/results

Thief has robbed 25 homes

A PROLIFIC BURGLAR and lock-picker is being sought for breaking into an astounding 25 Queens homes since early March, authorities said Saturday.

The suspect was photographed in at least one of the break-ins and is wanted for questioning in 24 others, officials said.

The first burglary took place on the morning of March 4, where he forced open a rear-sliding door at a home on 14th Road and 112th St. and removed jewelry, some handbags and makeup remover. He hit another home on Lax Ave. that afternoon, taking some more jewelry and \$1,500.

The crook has never strayed away from College Point, as he forced his way into the front and rear doors of homes, officials said.

He would hit multiple homes in one day — his longest run being on March 7, when he

broke into four addresses, according to authorities.

A surveillance camera finally caught the lock-picking lout in the act during his 17th break-in on May 8, when he forced open a rear door of a home on 14th Ave. near 124th St. and removed an assortment of jewelry.

His most lucrative day was on March 26, when he entered a 125th St. home near 18th Ave. and removed \$12,000 in cash, about \$3,000 in Chinese currency as well as some jewelry and electronics.

He last struck on June 13, when he robbed two homes.

Anyone with information regarding this man's whereabouts is urged to call NYPD's CrimeStoppers at (800) 577-TIPS. All calls will be kept confidential.

Thomas Tracy

Police are looking for this man in Queens break-ins.



She stopped for ducks, and 2 people died

A CANADIAN woman who parked her car on a highway to help a group of ducklings on the side of the road was found guilty Friday of causing the deaths of a motorcyclist and his passenger.

Emma Czornobaj was convicted by a jury on two counts of criminal negligence causing death, a charge that carries a maximum life sentence, and two counts of dangerous driving causing death, which comes with a maximum of 14 years in jail.

The 25-year-old was charged in the

deaths of Andre Roy, 50, and his daughter Jessie, 16. She wiped away tears when the verdict was delivered to a packed courtroom in Montreal.

Czornobaj told the court that she did not see the ducklings' mother anywhere and planned to take them home.

Prosecutor Annie-Claude Chasse had a message for motorists. "What we hope is that a clear message is sent to society that we do not stop on the highway for animals. It's not worth it." **The Associated Press**

DONATE YOUR CAR

Wheels For Wishes

benefiting the local chapters of

The Make-A-Wish Foundation®

- *Free Vehicle Pickup ANYWHERE
- *We Accept All Vehicles Running or Not
- *We also accept Trucks, RVs, SUVs & Boats
- *Fully Tax Deductible

(646) 233-3705
New York City
& Nassau County

(516) 882-1311
Suffolk County

WheelsForWishes.org

*Share the
Power
of a Wish.



PUT THE
DAILY NEWS
NYDailyNews.com

TO WORK
FOR YOU
Call now
(212) 210-2111

SLEEPYS

The Mattress Professionals®

1-800-SLEEPYS | sleepys.com

See Our
Sale Ad In
Today's
Paper

Union victory

Pols OK bill to rein in cop discipline rules

BY KENNETH LOVETT
DAILY NEWS ALBANY BUREAU CHIEF

ALBANY — In the end-of-session crush of last-minute actions, the Legislature quietly passed a bill that would make disciplinary procedures involving all police agencies, including the NYPD, subject to contract negotiations.

The measure, backed by law enforcement officer unions, was strongly opposed by the state Conference of Mayors and the Association of Towns, which filed letters of opposition with the Legislature.

In the NYPD, for example, by virtue of a 2006 ruling by the state's highest court, the police commissioner has full discretion over disciplinary matters.

Four similar bills passed in prior years, only to be vetoed by previous governors. The current bill overwhelmingly passed both houses during the final week of this legislative session, which ended last week.

Assembly bill sponsor Peter Abbate (D-Brooklyn) defended the legislation as a matter of fairness.

A spokesman for Gov. Cuomo said only that the governor will review the bill.

A spokesman for Mayor de Blasio, whose administration did not send a letter of opposition, didn't return

emails and calls for comment.

E.J. McMahon of the Empire Center for New York State Policy highlighted the bill on his blog, branding it "a classic under-the-radar, end-of-session special — an election-year favor to a powerful interest group."

McMahon said giving the unions the power to negotiate disciplinary procedures would be a "significant policy change that would undermine the managerial authority of elected officials and police commissioners in many New York localities."

But city Patrolmen's Benevolent Association President Patrick Lynch said it would boost morale for cops.

"This law will allow us to work with the NYPD to ensure that our members are treated fairly and with respect," Lynch said. "If it becomes law, it will be another step in rebuilding the morale of a dispirited police department."

klovett@nydailynews.com



PBA President Patrick Lynch hailed measure that would make disciplinary actions subject to negotiations.

DEATH NOTICES

Death Notices, In Memoriam and Acknowledgement Notices

Notices may be phoned in by a Funeral Director, Mon.-Fri., 9am-5:30pm, Sat. 9am-3:30pm to appear in next day's edition. Sunday notices must be phoned in by 1:15pm, Saturday. Monday notices must be phoned in by 3:30pm, Saturday.

Call (212) 210-2111

Fax (212) 210-2049

classifiedads@nydailynews.com

Notices can be viewed on NYDailyNews.com/Obits

DOWD—Dennis Francis on June 22, 2014. Veteran U.S. Army NY Fighting 69th. Retired NYPD Detective. Beloved father of Dennis (Sarah). Loving brother of Margaret Taylor, Mary Anne DiStasio and Timothy. Visiting Thursday, 1-9 P.M. HILLEBRAND FUNERAL HOMES, 63-17 Woodhaven Blvd., Rego Park. Mass of Christian Burial Friday 9:45 A.M. St. Mary Help of Christians R.C. Church, Woodside. Interment Mount St. Mary's Cemetery. In lieu of flowers donations to H.D.S.A.

FERGUSON—Vincent. On 6/23/2014 at age 76. Beloved husband of Sue. Loving father of Kyle Fiore & Keith Ferguson. Cherished grandfather of Nicholas and Brett Fiore. Dear brother of Maureen Farley & Thomas Ferguson & the late Edward Ferguson and Robert Ferguson. NCAA Boxing Champion 1956 at the University of Wisconsin. His 3 passions in life were his family, boxing and New York City. Friends may call at Andreff Funeral Home, Wednesday and Thursday, 2-5 & 7-9 P.M. Mass of Christian Burial Friday 10 A.M. at Epiphany Church, 22nd St. and 2nd Ave. In lieu of flowers, contributions in his memory may be made to Alzheimer's Foundation, NY Chapter www.alzny.org/.

KRAECK—Donald. Passed away 6/23/14. To the Officers & members of the Theatrical Stage Employees Union Local One, I.A.T.S.E., we regret to inform you of the passing of our retired brother. Services private.

FRATERALLY,
James Claffey, President
Robert Score, Secretary

LATTERI—Sally Eng. Beloved wife, mother and sister, passed away Monday, 6/16 of Calvary Hospital in the Bronx after a long illness. She worked as a custodial secretary for the Board of Education at both Stuyvesant High School and Yung Wing Public School 124 in Manhattan. She is survived by her mother, Chui Kuen Eng; husband, William Latteri; children Jennifer, Samantha and Christopher Yee, son-in-law Sanay Patel; daughter-in-law Roslyn Esperon; mother-in-law Eileen Latteri, sister-in-law Elizabeth Smart, sister-in-law Antonia Latteri-Casler; brother Nelson Eng, sister-in-law Kathy Eng, sisters Hanna & Wanda Eng, brother-in-law William Eng, brother-in-law Luke Yee, sister-in-law Jenny Yee, sister-in-law Ula Yee; nephews David and Kyle Eng, Justin Yee, Jonah Casler; nieces Kristen Eng, Ashley and Alyson Tsang, Nicole Yee, Christina and Jennifer Smart and countless friends from around the world. In lieu of flowers, donations may be made to Memorial Sloan-Kettering Cancer Center and Calvary Hospital. "Sally, we miss and love you every day." A memorial service will be held at Yung Wing P.S. 124 on Saturday, 8/2 at 1:00 P.M.

TRIPP—Timothy. Passed away on June 14, 2014. Active member of Local 46 Metallic Lathers Union for over seven years. Timothy worked on numerous projects in and around New York City and was a proud member and family man. He will be sorely missed by all. Viewing will be at Maranatha Baptist Church, 112-42 Springfield Blvd., Queens Village, N.Y. 11429 on Thursday, June 26, 2014 from 5:00 P.M. - 7:00 P.M. Service will be held immediately after the viewing. Burial will be on Friday, June 27, 2014 and everyone will be meeting at the church at 10:00 A.M. before proceeding to the cemetery. John Skinner, President George Fernandez, R.S.

Funeral Directors may place death notices by calling (212) 210-2111



PUGLISI—Alfred A. Passed away on June 23, 2014, at 91. Born in the Little Italy section of lower Manhattan of Sicilian immigrants in 1922, loved Italy, Italian food, wine and song. WWII vet, landed with the US Army infantry on Utah Beach shortly after D-Day in September 1944, earned Bronze Star and Purple Heart. Alumnus of Fordham (BS-1943) and NYU (MBA-1951). After serving as controller of Welcome Wagon Inc., and the Olivetti Corporation, co-founded Pustorino, Puglisi and Co, PC, CPAs, of which he was the managing partner from 1961-88. Named Knight of Merit (1982) and Cavaliere del Lavoro by the Italian Government (1987). Dedicated to professional and philanthropic causes, serving on many committees of the New York State Society of CPAs, and was Director of the Italian American Chamber of Commerce and the Queens Chamber of Commerce. Held officer positions at the New York Athletic Club, Lions Club of Ravenswood, Cardinal's Committee for the City, Columbus Citizens Foundation, Variety Boys Club of Queens, the American Italian Foundation for Cancer Research and Fordham University. Survived by his devoted wife of 67 years, Denise, of Paris, France whom he met in post-war Germany, and children, Claudine Puglisi Caswin (Thomas Caswin), Michael (Valerje), and Catherine Puglisi (William Barham), loving sisters, Diana Lamanno and Nina Murphy, many nieces and nephews, grandchildren, Alex and Michelle Caswin, Suzanne Puglisi and Jeanne Puglisi Grzywacz, Raphael and Arianna Barham, and great-grandchildren, Clint and Carson Grzywacz. A celebration of life will take place at Thomas A. Quinn and Sons, Inc., 35-20 Broadway at 35th Street, Long Island City, NY 11106, from 2-5 and 7-9 pm on Thursday, June 26th. Funeral Mass to be held at 10:30 am on Friday, June 27, at St. Joan of Arc, 82-00 35th Ave at 82nd Street, Jackson Heights, NY 11372. In lieu of flowers, the family recommends donations be made: www.woundedwarriorproject.org in memory of "Alfred A. Puglisi, a WWII, Normandy-wounded warrior of the 328th Infantry Regiment of the 26th Infantry Division."

FRATERALLY,
James Claffey, President
Robert Score, Secretary

WILLIAMSON—Richard. Passed away 6/21/14. To the Officers & members of the Theatrical Stage Employees Union Local One, I.A.T.S.E., we regret to inform you of the passing of our retired brother. Reposing at the Anthony R. Pizzi Funeral Home, 120 Paris Avenue, Northvale, N.J. 07647 201-761-3050. Viewing Thursday, 6/26/14, 4-7 P.M. Services at the funeral home. Cremation is private.

FRATERALLY,
James Claffey, President
Robert Score, Secretary

DONATE YOUR CAR

Wheels For Wishes

benefiting the local chapters of

The Make-A-Wish Foundation®

- *Free Vehicle Pickup ANYWHERE
- *We Accept All Vehicles Running or Not
- *We also accept Trucks, RVs, SUVs & Boats
- *Fully Tax Deductible

(646) 233-3705

New York City
& Nassau County

(516) 882-1311

Suffolk County

WheelsForWishes.org

*Share the
Power
of a Wish.



Grocery a 'front' for Rx ring

FOR AT LEAST six years, a family operated a South Bronx grocery store as a massive and illegal prescription drug bazaar, authorities said Tuesday in charging six men in Manhattan Federal Court.

Four members of the Paniagua family and two alleged associates bought Medicaid-reimbursed pills — like Oxycontin and Percocet, and expensive HIV medications, such as Atripla — from Medicaid patients in exchange for cash. The sales were made out of the back room of the Paniagua-

linked Joaquin Grocery on Morris Ave., according to a criminal complaint.

For certain meds, the defendants removed the labels from pill bottles with lighter fluid so the drugs could be resold to pharmacies, prosecutors claim. The gang also resold other drugs on the street, according to their charges.

Investigators found 1,000 bottles of pills, thousands of dollars in cash and a machete when they raided the store, near E. 151st St., and an alleged stash house. **Daniel Beekman**

Bravest boy dies

HE FOUGHT courageously in an unfair battle, but Colin Flood, an 8-year-old honorary member of New York City's Bravest, has succumbed to leukemia.

"Heaven received a new angel today," Colin's father, retired Brooklyn firefighter Kevin Flood, posted Sunday on Facebook.

Colin underwent a bone marrow transplant last July, but his cancer returned. He died an honorary firefighter after being sworn in at FDNY's Medal Day ceremony earlier this month.

Nina Golgowski

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

Find your place in the world

Academically Rigorous.
Amazingly Affordable. Truly Global.

#1 in NY and
#2 in US
“Best Bang for
the Buck”

—The Washington Monthly

A life-changing experience
and a great value.



Live where
you learn.

The Summit Apartments,
our on-campus residence hall,
has two- and four-bedroom
suites, and a fitness center.



It's an honor.

Our honors programs
offer talented students
challenging academic and
career-focused opportunities.



Direct Admissions now available for Fall 2014.
Apply on campus—and receive an answer on the spot.

For details on what to bring when you meet our
Admissions counselors, visit: www.qc.cuny.edu/directadmit



\$1M ‘trash’ in lotto lag

Web delay made us toss ticket: suit

BY TERENCE CULLEN
and LARRY McSHANE
NEW YORK DAILY NEWS

A PAIR OF Powerball players called delay of game on New Jersey lottery officials.

The apathy of state Lottery Commission workers in updating their website with winning numbers led one of two New York pals to toss a \$1 million Powerball ticket in the trash, a lawsuit charges.

“I punched a hole in my bedroom wall—right through the sheetrock,” Salvatore Cambria told the Daily News. “I took it out on my bedroom. I was so mad and upset and hurt.”

His roommate Erik Onyango of Suffern, N.Y., purchased three lottery tickets across the state line at a 7-Eleven in Mahwah, N.J., according to the federal lawsuit filed in Trenton.

He kept two, and gave the third to Cambria.

The best friends spoke on the phone about 15 minutes after the 11 p.m. drawing on March 23, 2013, with Onyango giving the winning numbers to Cambria off the official lottery commission web site.

Their suit charges the numbers posted there were from the previous drawing. Cambria, 42, said he trashed the ticket after seeing his digits didn't match.

“I crumpled it up,” he said. “Put it in my Marlboro pack. Put it in my bedroom garbage.”

Cambria and Onyango say they have proof of their claim: The serial numbers of the two losing tickets will show they were purchased before and after the sale of the big ticket.

Their lawyer Edward Logan sounded a somber note: “It's a sad story ... but they don't have the ticket, so the lawsuit is a longshot.”

lmcshane@nydailynews.com

Latest ‘cup’ victory

THE BIG APPLE can keep quenching its thirst with big sugary drinks—to Mayor de Blasio's supersized disappointment.

In a 4-2 decision, New York's Court of Appeals Thursday upheld lower court rulings that the city's Board of Health exceeded its authority in 2012 by enacting a ban on large sugary beverages.

The ruling probably strikes the final legal blow to the controversial ban on sweet beverages over 16 ounces enacted by Mayor Michael Bloomberg.

“We are extremely disappointed by today's court decision that prevents the city from implementing a

sugary drink portion cap policy,” said de Blasio. “The city is actively reviewing all of its options to protect the health and well-being of our communities.”

Bloomberg released a statement defending his failed policy initiative, saying it sparked a national conversation about the obesity crisis.

“Due to today's unfortunate ruling, more people in New York City will die from obesity-related impacts,” he said.

Critics had argued that only the City Council or state Legislature could enact such a broad ban.

Glenn Blain and Corinne Lestch



SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in
Brooklyn, the Bronx, Manhattan, and Queens.

When: August 2015 and August 2016

Where: Community School Districts 2, 3, 9, and 27 (August 2015); and 13, 14, 15, 17, 18, 22, 23, 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org

SuccessAcademies.org/results



Katherine Klem <[REDACTED]>
To: [REDACTED]
follow-up from Success Academy Charter Schools

June 25, 2014 8:13 PM

Dear Yehuda,

I was glad we could connect by phone today. Please find attached the letter that Eva Moskowitz, our CEO, sent to Assemblywoman Weinstein about the two public charter schools we hope to open in her district. We would certainly welcome feedback from you and/or her.

Please note that we received 532 unique applications for our other Success Academy schools from families in CSD 18 last year. We received 741 unique applications from families in CSD 22 last year. We are excited for the potential opportunity to respond to that outpouring of interest.

We'd also be very interested for a few of our parents to meet with the Assemblywoman as the school year gears up again. Please let me know if she would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Wei.....pdf \(485 KB\)](#)

Katherine Klem [REDACTED]
To: [REDACTED]
Re: follow-up from Success Academy Charter Schools

June 26, 2014 3:31 PM

Dear Yehuda,

I'm realizing I inadvertently attached only one of the letters that we sent to the Assemblywoman. (We sent one letter for each public charter school we're applying to open.) Please find attached the other letter this one, for the school we hope to open in Community School District 22.

We do welcome your feedback about our proposed new schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: Katherine Klem <[REDACTED]>
Date: Wednesday, June 25, 2014 8:13 PM
To: "[REDACTED]"
Subject: follow-up from Success Academy Charter Schools

Dear Yehuda,

I was glad we could connect by phone today. Please find attached the letter that Eva Moskowitz, our CEO, sent to Assemblywoman Weinstein about the two public charter schools we hope to open in her district. We would certainly welcome feedback from you and/or her.

Please note that we received 532 unique applications for our other Success Academy schools from families in CSD 18 last year. We received 741 unique applications from families in CSD 22 last year. We are excited for the potential opportunity to respond to that outpouring of interest.

We'd also be very interested for a few of our parents to meet with the Assemblywoman as the school year gears up again. Please let me know if she would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Wei....pdf \(480 KB\)](#)

Katherine Klem [REDACTED]
To: [REDACTED]
follow-up from Success Academy Charter Schools

June 25, 2014 8:21 PM

Dear Heath,

I was glad we could connect by phone today. Please find attached the letter that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Senator Dilan about the three public charter schools we hope to open in his district. We would certainly welcome feedback from you and/or him.

Please note that we received:

- 472 unique applications for our existing Success Academy schools from families in CSD 13 last year
- 412 unique applications from families in CSD 14 last year
- 319 unique applications from families in CSD 23 last year

We are excited for the potential opportunity to respond to that outpouring of interest by opening schools in these very communities.

We'd also be very interested for a few of our parents to meet with the Senator as the school year gears up again. I know parents of our three schools currently in the Senator's district Success Academy Bed-Stuy 1, Bed-Stuy 2, and Williamsburg would love to meet. Please let me know if Senator Dilan would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Dilan.pdf \(481 KB\)](#)

Katherine Klem [REDACTED]
To: [REDACTED]
Re: follow-up from Success Academy Charter Schools

June 26, 2014 3:38 PM

Dear Heath,

I'm realizing I inadvertently attached only one of the letters that we sent to the Senator. (We sent one letter for each public charter school we're applying to open.) Please find attached the other letters these ones are for the schools we hope to open in Community School Districts 13 and 14. I apologize.

We do welcome your feedback about our proposed new schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: Katherine Klem <[REDACTED]>
Date: Wednesday, June 25, 2014 8:20 PM
To: [REDACTED]
Subject: follow-up from Success Academy Charter Schools

Dear Heath,

I was glad we could connect by phone today. Please find attached the letter that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Senator Dilan about the three public charter schools we hope to open in his district. We would certainly welcome feedback from you and/or him.

Please note that we received:

- 472 unique applications for our existing Success Academy schools from families in CSD 13 last year
- 412 unique applications from families in CSD 14 last year
- 319 unique applications from families in CSD 23 last year

We are excited for the potential opportunity to respond to that outpouring of interest by opening schools in these very communities.

We'd also be very interested for a few of our parents to meet with the Senator as the school year gears up again. I know parents of our three schools currently in the Senator's district Success Academy Bed-Stuy 1, Bed-Stuy 2, and Williamsburg would love to meet. Please let me know if Senator Dilan would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Dila...pdf \(481 KB\)](#)



[Letter - Dila...pdf \(481 KB\)](#)

Heath Heimroth [REDACTED]
To: Katherine Klem [REDACTED]
Re: follow-up from Success Academy Charter Schools

July 2, 2014 12:08 PM

Katherine,

Thanks for sharing the information. We will review the proposals and will provide feedback accordingly.

Heath Heimroth
Chief of Staff
Office of Senator Dilan
711-B Legislative Office Building
[REDACTED]

Katherine Klem <[REDACTED]>
To: [REDACTED]
follo [REDACTED] Charter Schools

June 25, 2014 8:26 PM

Dear Angel,

I called your office earlier today to see if I could reach you on behalf of Eva Moskowitz, CEO of Success Academy Charter Schools, and the person who answered the phone suggested I email you.

I want to ensure Assemblyman Miller received Eva's letter (attached) about the two public charter schools we hope to open in his district and invite your comments. We would certainly welcome feedback from you and/or him.

Please note that Success Academy received:

- 152 unique applications for our existing schools from families in CSD 24 last year
- 586 unique applications from families in CSD 27 last year

We are excited for the potential opportunity to respond to that outpouring of interest by opening schools in these very communities.

We'd also be very interested for a few of our parents to meet with the Assemblyman as the school year gears up again. Please let me know if he would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter – Miller.pdf \(481 KB\)](#)

Katherine Klem <[REDACTED]>
To: Angel Vazquez <[REDACTED]>
Re: follow-up from Success Academy Charter Schools

June 26, 2014 3:28 PM

Hi Angel,

Thank you for your email. Let me first apologize for inadvertently attaching only one of the letters that we sent to the Assemblyman. (We sent one letter for each public charter school we're applying to open.) Please find attached the other letter this one, for the school we hope to open in Community School District 24.

To answer your question, we do not yet know where these potential charter schools would be located. We are currently applying to SUNY for charters to operate these schools. SUNY does not determine where the schools will be located in the district. We will be requesting school sites from the New York City Department of Education, likely this summer or fall. Success Academy strongly believes in the importance of siting public charter schools in underutilized public school buildings as a way to offer more quality, free public school seats and educational options to the community. The community will be notified if or when the DOE issues a proposal to site the school in public space. That notification will include details for how to provide community input on the location.

Please let me know if you have any additional questions or comments. We welcome your input! Thank you again for reaching out.

Best,
Katherine

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: Angel Vazquez <[REDACTED]>
Date: Thursday, June 26, 2014 11:01 AM
To: Katherine Klem <[REDACTED]>
Subject: Re: follow-up from Success Academy Charter Schools

Hello Ms. Klem,

Thank you for your email. Assemblyman Miller would like to know the locations of the two charter schools that will be located in the district? Unfortunately, your letter did not specify locations. Thank you!

Best regards,

Angel R. Vazquez

Chief of Staff
Assemblyman Mike Miller
38th District, Queens
83-91 Woodhaven Boulevard
Woodhaven, NY 11421
[REDACTED]

On Wed, Jun 25, 2014 at 8:25 PM, Katherine Klem <[REDACTED]> wrote:

Dear Angel,

I called your office earlier today to see if I could reach you on behalf of Eva Moskowitz, CEO of Success Academy Charter Schools, and the person who answered the phone suggested I email you.

I want to ensure Assemblyman Miller received Eva's letter (attached) about the two public charter schools we hope to open in his district and invite your comments. We would certainly welcome feedback from you and/or him.

Please note that Success Academy received:

- 152 unique applications for our existing schools from families in CSD 24 last year
- 586 unique applications from families in CSD 27 last year

We are excited for the potential opportunity to respond to that outpouring of interest by opening schools in these very communities.

We'd also be very interested for a few of our parents to meet with the Assemblyman as the school year gears up again. Please let me know if he would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem

Associate Director of Policy
Success Academy Charter Schools



95 Pine Street, Floor 6
New York, NY 10005

successacademies.org

[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter – Mill...pdf \(481 KB\)](#)

June 25, 2014 8:30 PM

Katherine Klem [REDACTED]
To: [REDACTED]
follow-up from Success Academy Charter Schools

Dear Eileen,

I called your office earlier today to see if I could reach you on behalf of Eva Moskowitz, CEO of Success Academy Charter Schools, and the person who answered the phone suggested I email you.

I want to ensure Assemblywoman Markey received Eva's letter (attached) about the three public charter schools we hope to open in her district and invite your comments. We would certainly welcome feedback from you and/or her.

Please note that Success Academy received:

- 49 unique applications from families in CSD 30 last year
- 152 unique applications for our existing schools from families in CSD 24 last year
- 444 unique applications from families in CSD 28 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

We'd also be very interested for a few of our parents to meet with the Assemblywoman as the school year gears up again. Please let me know if she would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Mar...pdf \(480 KB\)](#)

Subject: Re: follow-up from Success Academy Charter Schools

Date: Thursday, June 26, 2014 3:32:57 PM Eastern Daylight Time

From: Katherine Klem

To: [REDACTED]

Dear Eileen,

I'm realizing I inadvertently attached only one of the letters that we mailed to the Assemblywoman. (We sent one letter for each public charter school we're applying to open.) Please find attached the other letters these ones are for the schools we hope to open in Community School Districts 24 and 30. I apologize.

We do welcome your feedback about our proposed new schools.

Thank you!

Katherine Klem

Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: Katherine Klem <[REDACTED]>

Date: Wednesday, June 25, 2014 8:30 PM

To: "[REDACTED]"

Subject: follow-up from Success Academy Charter Schools

Dear Eileen,

I called your office earlier today to see if I could reach you on behalf of Eva Moskowitz, CEO of Success Academy Charter Schools, and the person who answered the phone suggested I email you.

I want to ensure Assemblywoman Markey received Eva's letter (attached) about the three public charter schools we hope to open in her district and invite your comments. We would certainly welcome feedback from you and/or her.

Please note that Success Academy received:

- 49 unique applications from families in CSD 30 last year
- 152 unique applications for our existing schools from families in CSD 24 last year
- 444 unique applications from families in CSD 28 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

We'd also be very interested for a few of our parents to meet with the Assemblywoman as the school year gears up again. Please let me know if she would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem

Associate Director of Policy
Success Academy Charter Schools

[REDACTED]
95 Pine Street, Floor 6
New York, NY 10005
successacademies.org

[Facebook](#) | [Twitter](#) | [LinkedIn](#)

June 25, 2014 8:34 PM

Katherine Klem
To: [REDACTED]
follow-up from Success Academy Charter Schools

Dear Mark,

I called your office earlier today to see if I could reach you on behalf of Eva Moskowitz, CEO of Success Academy Charter Schools, and the person who answered the phone suggested I email you.

I want to ensure Assemblyman Hikind received Eva's letter (attached) about the two public charter schools we hope to open in his district and invite your comments. We would certainly welcome feedback from you and/or him.

Please note that Success Academy received:

- 300 unique applications for our existing schools from families in CSD 15 last year
- 741 unique applications from families in CSD 22 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

We'd also be very interested for a few of our parents to meet with the Assemblyman as the school year gears up again. Please let me know if he would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Hikind.pdf \(481 KB\)](#)

June 26, 2014 3:35 PM

Katherine Klem <[REDACTED]>
To: [REDACTED]
Re: follow-up from Success Academy Charter Schools

Dear Mark,

I'm realizing I inadvertently attached only one of the letters that we sent to the Assemblyman. (We sent one letter for each public charter school we're applying to open.) Please find attached the other letter this one, for the school we hope to open in Community School District 22. I apologize.

We do welcome your feedback about our proposed new schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: Katherine Klem [REDACTED]
Date: Wednesday, June 25, 2014 8:34 PM
To: "[REDACTED]"
Subject: follow-up from Success Academy Charter Schools

Dear Mark,

I called your office earlier today to see if I could reach you on behalf of Eva Moskowitz, CEO of Success Academy Charter Schools, and the person who answered the phone suggested I email you.

I want to ensure Assemblyman Hikind received Eva's letter (attached) about the two public charter schools we hope to open in his district and invite your comments. We would certainly welcome feedback from you and/or him.

Please note that Success Academy received:

- 300 unique applications for our existing schools from families in CSD 15 last year
- 741 unique applications from families in CSD 22 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

We'd also be very interested for a few of our parents to meet with the Assemblyman as the school year gears up again. Please let me know if he would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Hiki...pdf \(481 KB\)](#)

Katherine Klem <[REDACTED]>
To: [REDACTED]
follow-up from Success Academy Charter Schools

June 26, 2014 3:45 PM

Dear Roman,

I was glad we could connect by phone today. Please find attached the letters that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Councilwoman Crowley about the three public charter schools we hope to open in her district. We would certainly welcome feedback from you and/or her.

Please note that we received:

- 152 unique applications for our existing Success Academy schools from families in CSD 24 last year
- 586 unique applications from families in CSD 27 last year
- 444 unique applications from families in CSD 28 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter – E Cr...pdf \(481 KB\)](#)



[Letter – E Cr...pdf \(481 KB\)](#)



[Letter – E Cr...pdf \(481 KB\)](#)

Katherine Klem [REDACTED]
To: [REDACTED]
follow-up from Success Academy Charter Schools

June 26, 2014 3:48 PM

Dear Tova,

I was glad we could connect by phone today. Please find attached the letter that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Councilman Deutsch about the public charter school we hope to open in his district. We would certainly welcome feedback from him.

Please note that we received 741 unique applications for our existing Success Academy schools from families in CSD 22 last year.

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Deu...pdf \(481 KB\)](#)

Kat [REDACTED]
To: [REDACTED]
follow-up from Success Academy Charter Schools

June 26, 2014 3:53 PM

Dear Jorge,

I called your office earlier today to see if I could reach you on behalf of Eva Moskowitz, CEO of Success Academy Charter Schools. The person who answered the phone suggested I email you.

I want to ensure Councilwoman Ferreras received Eva's letters (attached) about the three public charter schools we hope to open in her district and to invite feedback. We would certainly welcome comments from you and/or her.

Please note that we received:

- 152 unique applications for our existing Success Academy schools from families in CSD 24 last year
- 444 unique applications from families in CSD 28 last year
- 49 unique applications from families in CSD 30 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Ferr...pdf \(481 KB\)](#)



[Letter - Ferr...pdf \(481 KB\)](#)



[Letter - Ferr...pdf \(480 KB\)](#)

Katherine Klem <[REDACTED]>
To: [REDACTED]
follow-up from Success Academy Charter Schools

June 26, 2014 3:56 PM

Dear Matthew,

I was glad we could connect by phone today. Please find attached the letters that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Councilman Van Bramer about the public charter schools we hope to open in his district. We would certainly welcome feedback from you and/or him.

Please note that we received:

- 152 unique applications for our existing Success Academy schools from families in CSD 24 last year
- 49 unique applications from families in CSD 30 last year

We are excited for the opportunity to respond to that interest by potentially opening schools in these very communities.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools

[REDACTED]
95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Van...pdf \(481 KB\)](#) [Letter - Van...pdf \(481 KB\)](#)

June 26, 2014 5:02 PM

Katherine Klem <[REDACTED]>
To: [REDACTED]
follow-up from Success Academy Charter Schools

Dear Ms. Bradshaw,

I received your voicemail message this afternoon. I appreciate you passing on the message from my call earlier today! I would be happy to re-send the letter, as requested. It is attached.

For context that I shared earlier on the phone, Mr. Faulkner, this is a letter that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to the Councilman about the public charter school we hope to open in his district. We would certainly welcome comments from the Councilman.

Please note that we received 1,232 unique applications for our existing Success Academy schools from families in CSD 9 last year. We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Cab...pdf \(480 KB\)](#)

Katherine Klem [REDACTED]

June 30, 2014 7:00 PM

To: [REDACTED]
follow-up from Success Academy Charter Schools

Dear Angelica,

I was glad we could connect by phone today. Please find attached the letter that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Assemblyman Goldfeder about the public charter school we hope to open in Community School District (CSD) 27. We would certainly welcome feedback from you and/or him.

Please note that we received 586 unique applications for our existing Success Academy schools from families in CSD 27 last year. We are excited for the opportunity to respond to that outpouring of interest by potentially opening a school in this very community.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Gol....pdf \(481 KB\)](#)

July 3, 2014 11:35 AM

Angelica Katz <[REDACTED]>
To: [REDACTED]
Re: follow-up from Success Academy Charter Schools

Also, please keep us posted when you find a location. Thanks!!

On Tue, Jul 1, 2014 at 2:04 PM, Katherine Klem

Much appreciated!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org

[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: Angelica Katz <[REDACTED]>
Date: Tuesday, July 1, 2014 1:59 PM
To: Katherine Klem <[REDACTED]>
Subject: RE: follow-up from Success Academy Charter Schools

Got it! Thanks Katherine, I'll let the Assemblyman know.

Angelica

--

Chief of Staff
Assemblyman Phil Goldfeder

23rd District
[REDACTED]

From: Katherine Klem [mailto:[REDACTED]]
Sent: Monday, June 30, 2014 7:00 PM
To: [REDACTED]
Subject: follow-up from Success Academy Charter Schools

Dear Angelica,

I was glad we could connect by phone today. Please find attached the letter

that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Assemblyman Goldfeder about the public charter school we hope to open in Community School District (CSD) 27. We would certainly welcome feedback from you and/or him.

Please note that we received 586 unique applications for our existing Success Academy schools from families in CSD 27 last year. We are excited

for the opportunity to respond to that outpouring of interest by potentially opening a school in this very community.

Thank you!

Katherine Klem

Associate Director of Policy

Success Academy Charter Schools



95 Pine Street, Floor 6

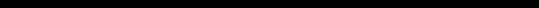
New York, NY 10005

successacademies.org

[Facebook](#) | [Twitter](#) | [LinkedIn](#)

--

Chief of Staff
Assemblyman Phil Goldfeder
23rd District



Katherine Klem [redacted]
To: [redacted]
follow [redacted] Schools

June 30, 2014 7:03 PM

Dear Chris,

I was glad we could connect by phone today. Please find attached the letters that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Assemblyman Hevesi about the three public charter schools we hope to open in Community School Districts (CSDs) in his legislative district. We would certainly welcome feedback from you and/or him.

Please note that we received:

- 152 unique applications for our existing Success Academy schools from families in CSD 24 last year
- 586 unique applications from families in CSD 27 last year
- 444 unique applications from families in CSD 28 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[redacted]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Hev...pdf \(480 KB\)](#)



[Letter - Hev...pdf \(480 KB\)](#)



[Letter - Hev...pdf \(481 KB\)](#)

Katherine Klem <[REDACTED]>
To: [REDACTED]
follow-up from Success Academy Charter Schools

June 30, 2014 7:05 PM

Dear Jeff,

I was glad we could connect by phone today. Please find attached the letter that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Assemblyman Ortiz about the public charter school we hope to open in Community School District (CSD) 15. We would certainly welcome feedback from you and/or him.

Please note that we received 300 unique applications for our existing Success Academy schools from families in CSD 15 last year. We are excited for the opportunity to respond to that outpouring of interest by potentially opening a school in this very community.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter – Orti...pdf \(480 KB\)](#)

June 30, 2014 7:09 PM

Katherine Klem [REDACTED]
To: [REDACTED]
follow-up from Success Academy Charter Schools

Dear Aneiry,

I called your office earlier today to see if I could reach you on behalf of Eva Moskowitz, CEO of Success Academy Charter Schools. The person who answered the phone suggested I email you at this address.

I want to ensure Sen. Espaillat received Eva's letters (attached) about the three public charter schools we hope to open in Community School Districts (CSDs) in his Senate district and to invite feedback. We would certainly welcome comments from you and/or him.

Please note that we received:

- 682 unique applications for our existing Success Academy schools from families in CSD 2 last year
- 815 unique applications from families in CSD 3 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter – Esp....pdf \(480 KB\)](#) [Letter – Esp....pdf \(480 KB\)](#)

Katherine Klem [REDACTED]
To: [REDACTED]
follow-up from Success Academy Charter Schools

June 30, 2014 7:14 PM

Dear Nancy,

I was glad we could connect by phone today. Please find attached the letters that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Sen. Peralta about the three public charter schools we hope to open in Community School Districts (CSDs) in his legislative district. We would certainly welcome feedback from you and/or him.

Please note that we received:

- 152 unique applications for our existing Success Academy schools from families in CSD 24 last year
- 444 unique applications from families in CSD 28 last year
- 49 unique applications from families in CSD 30 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Per....pdf \(480 KB\)](#)



[Letter - Per....pdf \(481 KB\)](#)



[Letter - Per....pdf \(480 KB\)](#)

Kath [REDACTED]
To: [REDACTED]
follow-up from Success Academy Charter Schools

June 30, 2014 7:18 PM

Dear Lisa,

I called your office earlier today to see if I could reach you on behalf of Eva Moskowitz, CEO of Success Academy Charter Schools. The person who answered the phone suggested I email you at this address.

I want to ensure Sen. Sampson received Eva's letters (attached) about the three public charter schools we hope to open in Community School Districts (CSDs) in his Senate district and to invite feedback. We would certainly welcome comments from you and/or him.

Please note that we received:

- 532 unique applications for our existing Success Academy schools from families in CSD 18 last year
- 741 unique applications from families in CSD 22 last year
- 319 unique applications from families in CSD 23 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

We'd also be very interested for a few of our parents to meet with the Senator as the school year gears up again. Please let me know if he would be interested to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Sam...pdf \(481 KB\)](#)



[Letter - Sam...pdf \(480 KB\)](#)



[Letter - Sam...pdf \(480 KB\)](#)

Katherine Klem [REDACTED]
To: [REDACTED]
follow-up from Success Academy Charter Schools

June 30, 2014 7:24 PM

Dear Robert,

I called your office earlier today to see if I could reach you on behalf of Eva Moskowitz, CEO of Success Academy Charter Schools. The person who answered the phone suggested I email you at this address.

I want to ensure Sen. Savino received Eva's letters (attached) about the two public charter schools we hope to open in Community School Districts (CSDs) in her Senate district and to invite feedback. We would certainly welcome comments from you and/or her.

Please note that we received:

- 300 unique applications for our existing Success Academy schools from families in CSD 15 last year
- 741 unique applications from families in CSD 22 last year

We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

We'd also be very interested for a few of our parents to meet with the Senator as the school year gears up again. Please let me know if she would like to learn more about how parents are experiencing our schools.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter – Savi...pdf \(481 KB\)](#)



[Letter – Savi...pdf \(481 KB\)](#)

Katherine Klem <[REDACTED]>
To: [REDACTED]
follow-up from Success Academy Charter Schools

July 3, 2014 10:02 AM

Dear Jesse,

I was glad we could connect by phone this morning. Thanks for calling back!

Please find attached the letter that Eva Moskowitz, CEO of Success Academy Charter Schools, sent to Councilman Kallos about the public charter school we hope to open in Community School District 2. We would certainly welcome feedback from you and/or him.

As I mentioned, we received 682 unique applications for our existing Success Academy schools from families in CSD 2 last year. We are excited for the opportunity to respond to that outpouring of interest by potentially opening schools in these very communities.

Thank you!

Katherine Klem
Associate Director of Policy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[Letter - Kall...pdf \(481 KB\)](#)

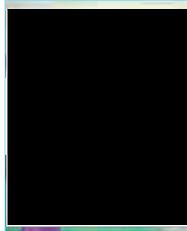
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015

Where: Community School Districts 2 and 3

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:
SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

Are you HIV positive? Need help paying for medication or health insurance? ASCNYC is here for you.



Through our Access-To-Health Care program, you can:

- Get health insurance, housing, food, MetroCards and more
- Connect to quality medical care
- Find affordable medication



Call or visit today! **212.645.0875 • www.ascnyc.org**
GET CONNECTED. GET INFORMED. STAY HEALTHY.

Conveniently located in Union Square, East Harlem, Washington Heights, & the Lower East Side

This publication was supported by grant number X07HA00025 from the U.S. Health Resources and Services Administration (HRSA). This grant is funded through Title II of the Ryan White Comprehensive AIDS Resources Emergency Act of 1990, as amended by Part B of The Ryan White HIV/AIDS Treatment Extension Act of 2009. Its contents are solely the responsibility of Health Research, Inc. and do not necessarily represent the official view of the funders.

SHARED OFFICES

Your **PARK AVENUE** office. Ready when you are. Great offices. Great reception team, IT & secretarial support. The BEST answering service. High speed internet. Fully flexible plans - expand or retract as you like. Private Offices from \$2,400/month Business Virtual Office from \$99/month

- | | |
|----------------------------|----------------------|
| • Private Offices | • Conference Rooms |
| • Corner/Exterior/Interior | • Corporate Setting |
| • Business Address | • Instant Activation |
| • Virtual Offices | • Ferrari Building |



Park Avenue · 212-231-8500 · www.410park.com
410 Park Avenue, Floor 15, New York, NY 10022

PARK AVENUE

**My friend's uncle's second cousin's son has autism.
My friend's uncle's second cousin's son has autism.**

Autism is getting closer to home.

Today, 1 in 110 children is diagnosed.
Early diagnosis can make a lifetime of difference.



Learn the signs at autismspeaks.org



© 2010 Autism Speaks Inc. "Autism Speaks" and "It's time to listen" & design are trademarks owned by Autism Speaks Inc. All rights reserved.

Out & About

20

FAMILY FRIDAY PIZZA & MOVIE NIGHT

107 Greenwich Street (rear of 74 Trinity Place), between Rector and Carlisle Streets
6 p.m.; Free

It's Friday night, you made it through the week, the kids are hungry, and you're too tired to cook. Bring the whole family for free Family Friday Pizza & Movie Night. Open to families with children under 18.

Bleecker Street
7 p.m.; \$30

Featuring New York pianist Thomas Bartlett (aka Doveman), Chicago guitarist Dennis Cahill, Irish fiddle master Martin Hayes, hardanger innovator Caoimhín Ó Raghallaigh and Irish singer Iarla Ó Lionáird, The Gloaming carves new paths connecting the rich Irish folk tradition and the New York contemporary music scene. From haunting sean-nós to rousing and emotional instrumental medleys, The Gloaming makes music that is both ancient and utterly new.
irishartscenter.org

RIVER TO RIVER: THE SIGNS OF PARADISE

Lower Manhattan Cultural Council, 125 Maiden Lane 2nd Floor

12 a.m. - 8 p.m.; Free
Every state in the United States has a town called Paradise. The Signs of Paradise—created and designed by artistic collaborator carballo-farman—is a towering exhibition providing directional signs and mileage to the 50 towns of Paradise. Situated near the historic and iconic Statue of Liberty and Ellis Island.

lmcc.net

22

CHERYL DIAMOND NYC 5K SCHLEP: BREAST & OVARIAN CANCER ANNUAL RUN/WALK

Robert Wagner Park Plaza in Battery Park City
8 a.m. - 12 p.m.; \$36/\$18



trinitywallstreet.org

GERTRUDE STEIN SAINTS

Abrons Arts Center, 466 Grand Street at Pitt Street
8 p.m.; \$20/\$15 students

One of Gertrude Stein's artistic projects was to write the sound of American language. Theater Plastique advances this idea, setting Stein's 'saints' librettos to distinctly American genres of music. Featuring rap, country, rock n' roll, hollerin', gospel, Shaker, bounce, jazz, and bluegrass, Gertrude Stein SAINTS! is an award-winning pop-opera that celebrates what it is to be American and has aptly been called a 'Theater of Joy.'
gertrudesteinsaints.com

21

THE GLOAMING

Le Poisson Rouge, 158



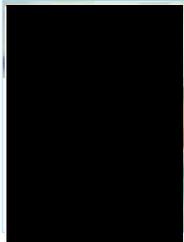
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015

Where: Community School Districts 2 and 3

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

FAMILY PRIDE

LGBTQ

For the second time ever, Pride Week is hosting a Family Night, and increasingly catering to young children

BY CATHERINE ELLSBERG & MANNY VALDEZ

WEST VILLAGE Pride hits the streets of New York City this week, and the regular schedule of rallying, marching, dancing, celebrating and parading will be updated to include the littlest LGBTQ allies. For the second time ever, Pride Week will host a Family Movie Night, with a screening of *The Wizard of Oz* at the Hudson River Park Pier and an evening catering to LGBTQ families. The rally and march are also advertised as “family-friendly” events, a designation indicative of how advocates and allies have become increasingly focused on the family and kid-centric aspects of gay rights.

Family Night—a relatively new addition to the Pride lineup—has already made an indelible mark in the LGBTQ enclave. The outer boroughs have also staked a claim; Harlem Pride encourages people of all ages to attend, and Brooklyn Pride has its own designated Kids Space, replete with bouncy houses and clown painting.

Heritage of Pride (which organizes and runs Pride Week) managing director Chris Frederick said the idea of Movie Night was originally created because he felt a family event was needed to help round out Pride Week.

“I thought it was an event that was lacking during Pride Week in the sense that there wasn’t really a family event currently happening,” said Frederick. “There wasn’t anyone catering on a larger scale to LGBT families. So in conjunction with Target we produced this event and it was a big success.”

In 2012, Pride held its first family night with a screening of *Willy Wonka and the Chocolate Factory*; the event was popular, but the organizers couldn’t find funding to bring it back in 2013. Demand was palpable enough this year, however, that they decided to make it happen in 2014.

For some who associate Pride Week with writhing

semi-naked bodies dancing through the streets of the Village, the idea of a “family-friendly” atmosphere could seem incongruous; after all, the march can be a rowdy and even bawdy affair.

Tish Flynn, the Media Director of NYC Pride, said that they haven’t heard from any naysayers about the family programming, and that the lineup of events has attracted both neighborhood regulars and LGBTQ families alike; Pride champions a spirit of inclusivity.

“We’ve had really old people, really young people,” Flynn said, noting that last year there were more very young

many LGBTQ families, who proudly bring their children to participate.

Sydney King marched last year with her wife and then six-month-old daughter who, upon waking from her nap, received “lots of love from the crowd.” King felt that her family “symbolized the whole queer family thing.”

For King, and for many other LGBTQ people and their families, Pride is not just a week of fun excursion, but a microcosmic period steeped in history and intense meaning.

Gabriel Blau, the executive director of Family Equality, has marched in the past with his husband and little boy, and plans on doing so again. Blau firmly maintains that although many people think that Pride’s family-friendly spirit is just a matter of “accommodation,” it represents



A family at Pride Week's Family Night in 2012, the first year the event was held, for a screening of *Willy Wonka and the Chocolate Factory*.

children than ever before. This year Demi Lovato is a host, which is also sure to attract a younger crowd—a kind of icing to *The Wizard of Oz* cake.

When asked if Pride has received any pushback for inviting children along, Flynn seemed incredulous: “Not at all. This is New York City... There’s not even a question of acceptance.” Noting that Pride takes place right along Christopher Street, Flynn implied that if people had a problem with any of it, they were simply in the wrong neighborhood. “We’re doing it for the community. We really push for that.”

Flynn paints a portrait of Pride camaraderie, with many West Village bystanders joining in on the activities, or simply watching the march from behind the lines. Mostly, though, Pride Week—and namely the march—has become a beloved tradition for

so much more. Blau believes that Pride’s partnership with Johnson & Johnson this year in setting up a changing table for children is a real “statement;” more than just a matter of logistics, the tables are hugely symbolic, showing the support of a major American corporation that many associate with wholesome, family-oriented values and products.

As Blau points out, many children who come from LGBTQ families are discriminated against; for parents to be able to march proudly with their kids—to have “others see them with their children”—has been an “unparalleled experience” for Blau and countless others.

With more and more LGBTQ families raising children, Pride’s shift to include spaces for kids is not just pragmatic; it makes the statement, as Blau said, that “all families can be part of this community, this story.”

PARK AVENUE



SHARED OFFICES

Your **PARK AVENUE** office. Ready when you are. Great offices. Great reception team, IT & secretarial support. The BEST answering service. High speed internet. Fully flexible plans - expand or retract as you like. Private Offices from \$2,400/month. Business Virtual Office from \$99/month.

- Private Offices
- Corner/Exterior/Interior
- Business Address
- Virtual Offices
- Conference Rooms
- Corporate Setting
- Instant Activation
- Ferrari Building



Park Avenue · 212-231-8500 · www.410park.com
410 Park Avenue, Floor 15, New York, NY 10022

Are you HIV positive?
Need help paying for medication or health insurance?
ASCNYC is here for you.



Through our Access-To-Health Care program, you can:

- Get health insurance, housing, food, MetroCards and more
- Connect to quality medical care
- Find affordable medication



Call or visit today! 212.645.0875 • www.ascnyc.org
GET CONNECTED. GET INFORMED. STAY HEALTHY.

Conveniently located in Union Square, East Harlem, Washington Heights, & the Lower East Side

This publication was supported by grant number X07HA00025 from the U.S. Health Resources and Services Administration (HRSA). This grant is funded through Title II of the Ryan White Comprehensive AIDS Resources Emergency Act of 1990, as amended by Part B of The Ryan White HIV/AIDS Treatment Extension Act of 2009. Its contents are solely the responsibility of Health Research, Inc. and do not necessarily represent the official view of the funders.



The LGBT Community's Own New York State Senator Brad Hoylman

Representing Greenwich Village, the Lower East Side, Chelsea, Clinton/Hell's Kitchen, the Upper West Side, Midtown, East Midtown, Stuyvesant Town-Peter Cooper Village

322 Eighth Avenue, Suite 1700, New York, NY 10001
(212) 633-8052, www.hoylman.nysenate.gov

TOP 5 FOR THE WEEK

BY GABRIELLE ALFIERO

THEATER

"THE TRIAL OF OSCAR WILDE"

Ensemble for the Romantic Century's "The Trial of Oscar Wilde" explores the celebrated author and playwright's trial and imprisonment for homosexuality, a criminal offense in Victorian-era Britain. The play draws on Wilde's published works, personal letters and transcripts from his trial, and is accompanied by compositions from Edward Elgar, Gabriel Faure, and other composers of the era.

June 19 through June 21
Symphony Space
2537 Broadway
8 p.m. (with a 2 p.m. matinee on June 21)
Tickets \$46



"UNUSUAL CONCERT"

Russia's Central State Academic Puppet Theater presents Russian puppeteer Sergey Obraztsov's 1946 satire of bad performances, which was noted for its masterful, elaborate puppetry. Presented in English and in collaboration with the Russian American Foundation, the colorful, complex "Unusual Concert" is one of the 20th century's most popular puppet shows. Appropriate for both children and adults.

Sunday, June 22
92nd Street Y
Kaufmann Concert Hall
1395 Lexington Ave.
8 p.m.
Tickets \$35

FILM

"THE HOMESTRETCH"

Screening as part of the 25th-annual Human Rights Watch Film Festival, "The Homestretch" follows three homeless Chicago teenagers as they work to finish school. At 89 minutes, the documentary, by filmmakers Anne de Mare and Kirsten Kelly (who will be on hand for a Q&A following the film) also holds a lens to issues of poverty, LGBT rights and juvenile justice in America.

Friday, June 20
Walter Reade Theater
165 West 65 St., 4th floor
8:45 p.m.
Tickets \$13

MUSIC

BACH'S MISSA IN G MAJOR

To kick off the St. Bartholomew's Church Summer Festival of Sacred Music—weekly liturgical performances of choral and orchestral music now in its 20th season—St. Bartholomew's Choir performs Bach's Missa in G Major, with orchestral accompaniment on 18th-century period instruments.

Sunday, June 22
St. Bartholomew's Church
325 Park Ave.
11 a.m.
FREE

THE KNIGHTS

Fresh from a tour in Germany, local orchestra The Knights kick off this year's Naumburg Orchestral Concerts, a series of free classical performances now in its 109th year. The program features a range of compositions from various centuries, including Luigi Boccherini's string quintet "La musica notturna delle strade di Madrid" and Charles Ives' "Three Places in New England."

Tuesday, June 24
Central Park
Naumburg Bandshell
Entrance at East 72nd Street
7:30 p.m.
FREE

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015

Where: Community School Districts 2 and 3

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



Imperial Fine Books & Oriental Art



Leather Bound, Fine and Rare Books Chinese Ceramics and Works of Art from the 12th–19th Century

BOUGHT AND SOLD • FREE APPRAISALS • PROMPT PAYMENT FOR PURCHASES
790 Madison Avenue (Between 66th & 67th Sts.), New York, New York 10065
WEB: IMPERIALFINEBOOKS.COM • EMAIL: INFO@IMPERIALFINEBOOKS.COM
Phone: (212) 861-6620 • Fax: (212) 249-0333

Dinner With The

Divas

CELEBRITY IMPERSONATORS SHOW

hosted by Jesse Voff

Lips

THE ULTIMATE IN DRAG DINING

227 East 56th Street
212.675.7710
www.LipsUSA.com
New York • California • Florida

The Best Place in New York to Celebrate Your Birthday!

PARK AVENUE



SHARED OFFICES

Your **PARK AVENUE** office. Ready when you are. Great offices. Great reception team, IT & secretarial support. The BEST answering service. High speed internet. Fully flexible plans - expand or retract as you like. Private Offices from \$2,400/month Business Virtual Office from \$99/month

- Private Offices
- Corner/Exterior/Interior
- Business Address
- Virtual Offices
- Conference Rooms
- Corporate Setting
- Instant Activation
- Ferrari Building



Park Avenue • 212-231-8500 • www.410park.com
410 Park Avenue, Floor 15, New York, NY 10022

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015

Where: Community School Districts 2 and 3

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



carino

ON SECOND

1710 2nd Avenue
(Between 88th & 89th Street)
Tuesday - Sunday
Now Open Saturday for Lunch
212.860.0566
www.carino2nd.com

Blending Traditional Italian Favorites with Contemporary Accents

Early Dining Special

Every Tuesday-Sunday 5:00pm-6:00pm
20% OFF Entire Regular Menu

Tuesday Night Is Pasta Night \$13.95 plus tax

Pick-A-Pasta • Pick-A-Sauce
House Salad • Garlic Bread & Dessert

Winesday Wednesday

Free glass of wine with any entrée.

2-fa Thursday

Buy one appetizer and the dessert is free - or
Buy one dessert and the second is complimentary

Friday & Saturday

Chef's Special Changes Daily

Sunday Night Is Family Night \$16.95 plus tax

Come join our family for a traditional Italian Sunday night dinner:

Entrée* • House Salad • Garlic Bread & Dessert

Choose from our Family Night Menu

All Specials are Dine In Only

Central Park

WHAT'S HAPPENING IN THE PARK?

The Central Park Bubble Men

Next time you're looking for a little magic in Central Park, seek out the Bubble Men. They're usually located between the 60s and 80s, making gigantic bubbles that draw crowds of kids and adults alike. Just don't try to pop one!

June Blooms

The recent rain has brought many flowers to the park, and June blooms have included Astilbe, Baby's Breath, Daylilies, Hollyhocks, Japanese lilacs, Peonies, Phlox, Roses and Water Lilies. Visit the Conservatory Garden this week to have a look at some of these beauties up close and personal.

Hummingbirds in Central Park

A Ruby-throated female hummingbird was spotted by Dr. Robert DeCandido (a.k.a. Birding Bob), who leads guided birding walks around the park. Special viewings were being held to observe her nesting, but the nest was recently attacked by a Baltimore Oriole, leaving her eggless and empty-nested. The eggs would have hatched in the next 24-48 hours, and these would have been the first nesting hummingbirds on record in Central Park. Hopefully next year they will try again. You can read more about this and other birding walks at www.birdingbob.com.



Event listings and Where in Central Park? brought to you by CentralPark.com.

Coming Up This Week:



Yoga 101 & Yoga 102 Classes

Join The Yoga Trail in Central Park for some open air yoga on the grass. Reservations required.
Yoga 101: Sat 6/28: 10:30AM, Mon 6/30: 6:30PM, Wed 7/2: 6:30PM
Yoga 102: Thur 6/26:

6:30PM, Sun 6/29: 10:30AM, Tue 7/1: 6:30PM
Book online: www.centralpark.com/yoga

SummerStage Presents: Jon Batiste and Stay Human/Hypnotic Brass Ensemble

Free concert in association with Blue Note Jazz Festival.
Sun 6/28: 3:00PM - 7:00PM
Rumsey Playfield
More SummerStage: www.centralpark.com/events

Shakespeare in the Park: Much Ado About Nothing

Running Time: approx. 3hrs, incl. one 15 min intermission
Jun 26-29 & Jul 1-3, 5-6: 8:00PM
Delacorte Theater
Get tickets: www.shakespeareinthepark.org



WHERE IN CENTRAL PARK?

Do you know where in Central Park this photo was taken? To submit your guess please visit www.centralpark.com/where-in-central-park. The answer and names of those who guessed correctly will appear in next week's paper and online!

MAYOR TRACKER: WHERE DE BLASIO SPENT HIS FIRST THREE MONTHS IN OFFICE

Number of meetings on his official schedule, by location



SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015

Where: Community School Districts 2 and 3

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



SEAN CASEY ANIMAL RESCUE & NORTH SHORE ANIMAL LEAGUE AMERICA

ADOPT A PET

Petco

1280 Lexington Ave.
(at E. 86th & E. 87th St.)
New York, NY
SAT JUNE 21 • 12PM - 5PM



AnimalLeague.org
1.877.4.SAVE.PET



TIRED OF FIGHTING OVER GRADES? HUNTINGTON CAN HELP.

For over 36 years, Huntington's highly trained tutors have given students the skills, confidence and motivation needed to get back on the right track.

ACADEMIC SKILLS K-12

Reading • Writing • Math • Study Skills • Spelling • Vocabulary • Phonics

SUBJECT TUTORING MIDDLE SCHOOL-COLLEGE

Pre-Algebra • Algebra • Geometry • Trigonometry • Pre-Calculus • Calculus • Earth Science
Biology • Chemistry • Physics

EXAM PREP

SAT • PSAT/NMSQT • ACT • Advanced Placement (AP)* • State Tests
GED • ASVAB • ISEE • SSAT • Regents • TACHS • HCHS • SHSAT

Huntington is accredited by Middle States Association of Colleges and Schools (MSA). To find out more about Huntington Tutoring Programs, CALL NOW!

Huntington
Your Tutoring Solution
1 800 CAN LEARN[®]
HuntingtonHelps.com

SAVE \$100**
WHEN YOU CALL TODAY!

Upper West Side: 212-362-0100

©2014 Huntington Mark, LLC. Independently Owned and Operated. *SAT and Advanced Placement (AP) are registered trademarks of the College Board. PSAT/NMSQT is a registered trademark of the College Board and the National Merit Scholarship Corporation. ACT is a registered trademark of ACT, Inc. None of these entities were involved in the production of, and do not endorse, this program. **Offer valid for Academic Evaluation or Tuition, new students only. Not valid with any other offer. HPA120-SMM

FAMILY PRIDE

LGBTQ

For the second time ever, Pride Week is hosting a Family Night, and increasingly catering to young children

BY CATHERINE ELLSBERG & MANNY VALDEZ

WEST VILLAGE Pride hits the streets of New York this week, and the regular schedule of rallying, marching, dancing, celebrating and parading will be updated to include the littlest LGBTQ allies. For the second time ever, Pride Week will host a Family Movie Night, with a screening of *The Wizard of Oz* at the Hudson River Park Pier and an evening catering to LGBTQ families. The rally and march are also advertised as “family-friendly” events, a designation indicative of how advocates and allies have become increasingly focused on the family and kid-centric aspects of gay rights.

Family Night—a relatively new addition to the Pride lineup—has already made an indelible mark in the LGBTQ enclave. The outer boroughs have also staked a claim; Harlem Pride encourages people of all ages to attend, and Brooklyn Pride has its own designated Kids Space, replete with bouncy houses and clown painting.

Heritage of Pride (which organizes and runs Pride Week) managing director Chris Frederick said the idea of Movie Night was originally created because he felt a family event was needed to help round out Pride Week.

“I thought it was an event that was lacking during Pride Week in the sense that there wasn’t really a family event currently happening,” said Frederick. “There wasn’t anyone catering on a larger scale to LGBT families. So in conjunction with Target we produced this event and it was a big success.”

In 2012, Pride held its first family night with a screening of *Willy Wonka and the Chocolate Factory*; the event was popular, but the organizers couldn’t find funding to bring it back in 2013. Demand was palpable enough this year, however, that they decided to make it happen in 2014.

For some who associate Pride Week with writhing

semi-naked bodies dancing through the streets of the Village, the idea of a “family-friendly” atmosphere could seem incongruous; after all, the march can be a rowdy and even bawdy affair.

Tish Flynn, the Media Director of NYC Pride, said that they haven’t heard from any naysayers about the family programming, and that the lineup of events has attracted both neighborhood regulars and LGBTQ families alike; Pride champions a spirit of inclusivity.

“We’ve had really old people, really young people,” Flynn said, noting that last year there were more very young



A family at Pride Week’s Family Night in 2012, the first year the event was held, for a screening of *Willy Wonka and the Chocolate Factory*.

children than ever before. This year Demi Lovato is a host, which is also sure to attract a younger crowd—a kind of icing to *The Wizard of Oz* cake.

When asked if Pride has received any pushback for inviting children along, Flynn seemed incredulous: “Not at all. This is New York City.... There’s not even a question of acceptance.” Noting that Pride takes place right along Christopher Street, Flynn implied that if people had a problem with any of it, they were simply in the wrong neighborhood. “We’re doing it for the community. We really push for that.”

Flynn paints a portrait of Pride camaraderie, with many West Village bystanders joining in on the activities, or simply watching the march from behind the lines. Mostly, though, Pride Week—and namely the march—has become a beloved tradition for

many LGBTQ families, who proudly bring their children to participate.

Sydney King marched last year with her wife and then six-month-old daughter who, upon waking from her nap, received “lots of love from the crowd.” King felt that her family “symbolized the whole queer family thing.”

For King, and for many other LGBTQ people and their families, Pride is not just a week of fun excursion, but a microcosmic period steeped in history and intense meaning.

Gabriel Blau, the executive director of Family Equality, has marched in the past with his husband and little boy, and plans on doing so again. Blau firmly maintains that although many people think that Pride’s family-friendly spirit is just a matter of “accommodation,” it represents

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015

Where: Community School Districts 2 and 3

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy’s proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



SHARED OFFICES

Your **PARK AVENUE** office. Ready when you are. Great offices. Great reception team, IT & secretarial support. The BEST answering service. High speed internet. Fully flexible plans - expand or retract as you like. Private Offices from \$2,400/month. Business Virtual Office from \$99/month.

- Private Offices
- Corner/Exterior/Interior
- Business Address
- Virtual Offices
- Conference Rooms
- Corporate Setting
- Instant Activation
- Ferrari Building



Park Avenue • 212-231-8500 • www.410park.com
410 Park Avenue, Floor 15, New York, NY 10022

PARK AVENUE

TIRED OF FIGHTING OVER GRADES? HUNTINGTON CAN HELP.

For over 36 years, Huntington’s highly trained tutors have given students the skills, confidence and motivation needed to get back on the right track.

ACADEMIC SKILLS K-12

Reading • Writing • Math • Study Skills • Spelling • Vocabulary • Phonics

SUBJECT TUTORING MIDDLE SCHOOL-COLLEGE

Pre-Algebra • Algebra • Geometry • Trigonometry • Pre-Calculus • Calculus • Earth Science
Biology • Chemistry • Physics

EXAM PREP

SAT • PSAT/NMSQT • ACT • Advanced Placement (AP)* • State Tests
GED • ASVAB • ISEE • SSAT • Regents • TACHS • HCHS • SHSAT

Huntington is accredited by Middle States Association of Colleges and Schools (MSA). To find out more about Huntington Tutoring Programs, CALL NOW!

 **Huntington**
Your Tutoring Solution
1 800 CAN LEARN®
HuntingtonHelps.com

SAVE \$100**
WHEN YOU CALL TODAY!

Upper West Side: 212-362-0100

©2014 Huntington Mark, LLC. Independently Owned and Operated. *SAT and Advanced Placement (AP) are registered trademarks of the College Board. PSAT/NMSQT is a registered trademark of the College Board and the National Merit Scholarship Corporation. ACT is a registered trademark of ACT, Inc. None of these entities were involved in the production of, and do not endorse, this program. **Offer valid for Academic Evaluation or Tuition, new students only. Not valid with any other offer. HPA120-SMM

SUMMER IN THE CITY

CONTINUED FROM PAGE 1

entrance to the transverse).

In 1974, about to be married, I came back, to the West Seventies, among actors, singers, musicians, writers and composers. Our street rejoiced to the strains of piano and violin practice, vocal and dramatic exercises. Windows were left open, lending life and a sense of community -- even an annual block party. By 1977 I was in partnership in a Mexican restaurant on West Seventy First Street. "An Irishman with a Mexican restaurant?" people remarked, and laughed. "I'm a late blooming mick," I said, "and an early Mex."

Some years later a young man from Brooklyn, in describing his childhood, told me that all the action took place in front of the houses. Open fire hydrants allowed the kids to run through and cool off, while they played stickball and stoopball. An adult, an aunt or grandmother, always kept watch. He got married and moved to Syosset, or some such place on Long Island, where the children play at the rear of the house. Family activities, parties and barbecues, all take place there. Streets and front lawns remain undisturbed.

And so it is, now, with our streets on the Upper West Side, the UWS. (UWS puts me in mind of a neurological disorder, something I may have and don't yet know about. Or a rare form of schizophrenia, brought on by the conflict between the flood of high-end stores and our West Side Mom and Pop mentality. Could be worse, I suppose. We could be DUMBO). UWS or

no, children do not play on the sidewalks, never mind in the streets. In the age of the predator they cannot go without supervision.

In summertime young parents, with their children, head for the country house. Middle-aged people seem to disappear for the season. Summer in the city, I have concluded, is for the old and the young. Old people, wrapped in sweaters to fend off the air conditioning, take comfort in complaint. To their mates they complain, to the ceiling, to the offending air conditioner itself. Young people take their bikes to Central Park to ride round and round at breakneck speed and, with any luck, to kill off one or two wandering complainers.

In July of 2013, on a gorgeous Sunday afternoon, our friend Joe Hurley and the Consul General of Ireland, Noel Kilkenny, mounted the Ourland Fest, outdoors, at Lincoln Center. Woody Guthrie's "This Land Is Your Land" was the inspiration. The mainstream coalesced with an echo of the counter culture as people brought their own lands and their songs, a fabulous afternoon of spoken word and a feast of music, Ourland lasted well into the evening. It was my birthday and so I got to sing two songs onstage. Thanks to Jonathan Morehead and his wife, Jeannine Hannum, a cake appeared. The whole audience sang Happy Birthday. With my nose no longer pressed against the glass, I am happy to be here, on the good old UWS.

(And I only go to the East Side when I'm heading for Kennedy.)

Alphie McCourt is a writer living on the Upper West Side. He was born Ireland and follows in the literary footsteps of his two older brothers, Malachy and the late Frank.



PARK AVENUE



SHARED OFFICES

Your **PARK AVENUE** office. Ready when you are. Great offices. Great reception team, IT & secretarial support. The BEST answering service. High speed internet. Fully flexible plans - expand or retract as you like. Private Offices from \$2,400/month Business Virtual Office from \$99/month

• Private Offices	• Conference Rooms
• Corner/Exterior/Interior	• Corporate Setting
• Business Address	• Instant Activation
• Virtual Offices	• Ferrari Building



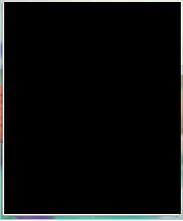
city-office
The smart shortcut

Park Avenue · 212-231-8500 · www.410park.com
410 Park Avenue, Floor 15, New York, NY 10022

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015
Where: Community School Districts 2 and 3
Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:
SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



15 ways to re-use your old newspaper

<p style="font-size: 2em; font-weight: bold; color: #003366;">1</p> <p>Use it as wrapping paper, or fold & glue pages into reusable gift bags.</p>	<p style="font-size: 2em; font-weight: bold; color: #003366;">2</p> <p>After your garden plants sprout, place newspaper sheets around them, then water & cover with grass clippings and leaves. This newspaper will keep weeds from growing.</p>	<p style="font-size: 2em; font-weight: bold; color: #003366;">3</p> <p>Cut out letters & words to write anonymous letters to friends and family to let them know they are loved.</p>
<p style="font-size: 2em; font-weight: bold; color: #003366;">4</p> <p>Add shredded newspaper to your compost pile when you need a carbon addition or to keep flies at bay.</p>	<p style="font-size: 2em; font-weight: bold; color: #003366;">5</p> <p>Make origami creatures</p>	<p style="font-size: 2em; font-weight: bold; color: #003366;">6</p> <p>Roll a twice-folded newspaper sheet around a jar, remove the jar, & you have a biodegradable seed-starting pot that can be planted directly into the soil.</p>
<p style="font-size: 2em; font-weight: bold; color: #003366;">7</p> <p>Use newspaper strips, water, and a bit of glue for newspaper mâché.</p>	<p style="font-size: 2em; font-weight: bold; color: #003366;">8</p> <p>Use shredded newspaper as animal bedding in lieu of sawdust or hay.</p>	<p style="font-size: 2em; font-weight: bold; color: #003366;">9</p> <p>Make newspaper airplanes and have a contest in the backyard.</p>
<p style="font-size: 2em; font-weight: bold; color: #003366;">10</p> <p>Crumple newspaper to use as packaging material the next time you need to ship something fragile.</p>	<p style="font-size: 2em; font-weight: bold; color: #003366;">11</p> <p>Make your own cat litter by shredding newspaper, soaking it in dish detergent & baking soda, and letting it dry.</p>	<p style="font-size: 2em; font-weight: bold; color: #003366;">12</p> <p>Stuff newspapers in boots or handbags to help the items keep their shape.</p>
<p style="font-size: 2em; font-weight: bold; color: #003366;">13</p> <p>Tightly roll up sheets of newspaper and tie with string to use as fire logs.</p>	<p style="font-size: 2em; font-weight: bold; color: #003366;">14</p> <p>Wrap pieces of fruit in newspaper to speed up the ripening process.</p>	<p style="font-size: 2em; font-weight: bold; color: #003366;">15</p> <p>Dry out wet shoes by loosening laces & sticking balled newspaper pages inside.</p>

a public service announcement brought to you by **dirt magazine.**

MAYOR TRACKER: WHERE DE BLASIO SPENT HIS FIRST THREE MONTHS IN OFFICE

Number of meetings on his official schedule, by location



Caption

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015

Where: Community School Districts 2 and 3

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input: NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



TIRED OF FIGHTING OVER GRADES? HUNTINGTON CAN HELP.

For over 36 years, Huntington's highly trained tutors have given students the skills, confidence and motivation needed to get back on the right track.

ACADEMIC SKILLS K-12

Reading • Writing • Math • Study Skills • Spelling • Vocabulary • Phonics

SUBJECT TUTORING MIDDLE SCHOOL-COLLEGE

Pre-Algebra • Algebra • Geometry • Trigonometry • Pre-Calculus • Calculus • Earth Science
Biology • Chemistry • Physics

EXAM PREP

SAT • PSAT/NMSQT • ACT • Advanced Placement (AP)* • State Tests
GED • ASVAB • ISEE • SSAT • Regents • TACHS • HCHS • SHSAT

Huntington is accredited by Middle States Association of Colleges and Schools (MSA). To find out more about Huntington Tutoring Programs, CALL NOW!

Huntington
Your Tutoring Solution
1 800 CAN LEARN[®]
HuntingtonHelps.com

SAVE \$100**
WHEN YOU CALL TODAY!

Upper West Side: 212-362-0100

©2014 Huntington Mark, LLC. Independently Owned and Operated. *SAT and Advanced Placement (AP) are registered trademarks of the College Board. PSAT/NMSQT is a registered trademark of the College Board and the National Merit Scholarship Corporation. ACT is a registered trademark of ACT, Inc. None of these entities were involved in the production of, and do not endorse, this program. **Offer valid for Academic Evaluation or Tuition, new students only. Not valid with any other offer. HPA120-SMM

MUSIC'S CHANGING

CONTINUED FROM PAGE 1

plays piano with his mother every Friday at the Atria West 86, a senior living home on the Upper West Side. His mother has dementia, but that doesn't stop her from hitting every note on accompaniment, he said.

On the walls of his shop are photos of his father, a conductor named Jacques Singer, with famous conductors from Europe. There's one of Singer as a child with comedian Jack Benny. The shop itself is cozy, with a worn antique sofa and heavy red velvet drapes. Records are stacked in one corner, cellos and violins hang in cases from the walls, and a Steinway dominates a full third of the room. Antique model boats and paintings in heavy wooden frames round out the space, and Singer has a story for each piece of dusty memorabilia that's found its way into his realm.

Singer has a penchant for talking about a piece of music, then running across the room to play it on the Steinway or snatching a violin off the wall to demonstrate the passage in question. One day at his shop, he donned a replica Civil War uniform and played an Irish jig before showing off a sketch

he did of the hallway - plants, window, and a chair - outside his shop.

That same day, a member of the New York Philharmonic stopped by to sell his cello on consignment with Singer. "Greg doesn't have to do this stuff, he does it because he loves it," said the cellist. Singer said his reputation as an instrument dealer is reinforced by the fact that he's also a musician, and that deals can be made with little more than a handshake because musicians know he won't rip them off selling their instruments for them.

Asked if business is good, Singer jokingly told the cellist the check wouldn't bounce. But the joke belies a larger problem he's facing; little money is made off of the shop, and there's a dwindling number of venues to showcase his work. His Manhattan Symphonie has played Carnegie Hall three times, and has travelled to the Philippines to raise money for those who were devastated by last year's Typhoon Haiyan, and to Japan to raise funds for the victims of the Fukushima nuclear disaster in 2011. Every year he puts on a free 9/11 memorial concert.

His orchestra has been commissioned to play three times in China, where Singer likes to mix it up with a bombastic

version of the Chinese national anthem, and take his bluegrass fiddling - he's originally from Texas - into the audience to liven the performance up. Singer's approach to music is that performing and listening should be fun, it should be an experience for everyone involved. "They went wild, they were cheering like they were at a rock concert," said Singer of the Chinese audience. "There are no western composers that dance, and jump into the audience." Singer said he'd like to find a concert hall or church where he could play his music, or a radio show, or tour the United States, "exporting America to itself," helping young people discover new and interesting music from the melting pot that is New York. For now though, he'll tend to his shop and wait for opportunity to come knocking.

"It's a comedy of errors," said Singer, of running his business. He frequently loans out or sells instruments at a steep discount or, in one or two cases, completely free. The commission he receives on many of his consignment sales is negligible, he said.

"This place is a conduit," said Singer of his shop, where he occasionally holds impromptu performances with other musicians. "I introduce people. I

don't do good deeds to gain notoriety, I gave up on that several years ago."

Despite all the time that's passed, the friends that have moved and the changes he's witnessed, right now Singer couldn't imagine living anywhere else.

"I've stayed primarily because I love New York City. It's a multi-national, multi-racial, multi-religious community where you can just blend in with the crowd. There's all kinds of interesting people still coming here to New York. I've been all over the world, to Italy and Russia and China and other

countries, but I find New York is just really home, I just love the feel of the city, the way it's put together."

That said, he does miss the way things used to be, the sense of community and the artistic

scene that once flourished on the Upper West Side. Looking around sometimes at the increasing homogenization of his neighborhood, Singer said, "It's the one thing that would drive me out of the city."

SINGER'S MUSIC METHOD

"The way I compose, since I'm not a trained composer, I write a melody and then sometimes a few months later I'll think of another melody, and I'll add it on to the original melody. So suddenly my piece of music has a secondary motif. It's kind of like when people build a house without a blueprint, they might add a room later. And so suddenly I'm able to flesh out a piece that has two or three different sections to it, and suddenly I'm a composer. That's what I like to do, because it's completely original, it comes from me."

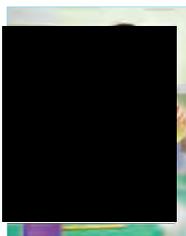
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015

Where: Community School Districts 2 and 3

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input: NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



More food arts business places events arts food arts
 events real estate places events people
 arts news arts food places food places events
 news places business places business arts events
 food places real estate business events arts events
 places food arts real estate events places business news
 events news business real estate
neighborhood

THE SPIRIT
 New
 Your Neighborhood News Source

MAYOR TRACKER: WHERE DE BLASIO SPENT HIS FIRST THREE MONTHS IN OFFICE

Number of meetings on his official schedule, by location



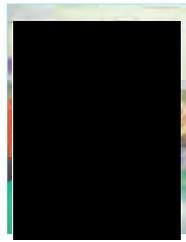
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015

Where: Community School Districts 2 and 3

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input: NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



PARK AVENUE



SHARED OFFICES

Your **PARK AVENUE** office. Ready when you are. Great offices. Great reception team, IT & secretarial support. The BEST answering service. High speed internet. Fully flexible plans - expand or retract as you like. Private Offices from \$2,400/month. Business Virtual Office from \$99/month.

- Private Offices
- Corner/Exterior/Interior
- Business Address
- Virtual Offices
- Conference Rooms
- Corporate Setting
- Instant Activation
- Ferrari Building



Park Avenue · 212-231-8500 · www.410park.com
410 Park Avenue, Floor 15, New York, NY 10022

SEAN CASEY ANIMAL RESCUE & NORTH SHORE ANIMAL LEAGUE AMERICA

ADOPT A PET

Petco

1280 Lexington Ave.
(at E. 86th & E. 87th St.)
New York, NY
SAT JUNE 21 • 12PM - 5PM



AnimalLeague.org
1.877.4.SAVE.PET



Facebook.com/TheAnimalLeague

We are a proud member of
the **Associated Press**
and the **National**



**Newspaper
Association**

FAMILY PRIDE

LGBTQ

For the second time ever, Pride Week is hosting a Family Night, and increasingly catering to young children

BY CATHERINE ELLSBERG & MANNY VALDEZ

WEST VILLAGE Pride hits the streets of New York this week, and the regular schedule of rallying, marching, dancing, celebrating and parading will be updated to include the littlest LGBTQ allies. For the second time ever, Pride Week will host a Family Movie Night, with a screening of *The Wizard of Oz* at the Hudson River Park Pier and an evening catering to LGBTQ families. The rally and march are also advertised as “family-friendly” events, a designation indicative of how advocates and allies have become increasingly focused on the family and kid-centric aspects of gay rights.

Family Night—a relatively new addition to the Pride lineup—has already made an indelible mark in the LGBTQ enclave. The outer boroughs have also staked a claim; Harlem Pride encourages people of all ages to attend, and Brooklyn Pride has its own designated Kids Space, replete with bouncy houses and clown painting.

Heritage of Pride (which organizes and runs Pride Week) managing director Chris Frederick said the idea of Movie Night was originally created because he felt a family event was needed to help round out Pride Week.

“I thought it was an event that was lacking during Pride Week in the sense that there wasn’t really a family event currently happening,” said Frederick. “There wasn’t anyone catering on a larger scale to LGBTQ families. So in conjunction with Target we produced this event and it was a big success.”

In 2012, Pride held its first family night with a screening of *Willy Wonka and the Chocolate Factory*; the event was popular, but the organizers couldn’t find funding to bring it back in 2013. Demand was palpable enough this year, however, that they decided to make it happen in 2014.

For some who associate Pride Week with writhing

semi-naked bodies dancing through the streets of the Village, the idea of a “family-friendly” atmosphere could seem incongruous; after all, the march can be a rowdy and even bawdy affair.

Tish Flynn, the Media Director of NYC Pride, said that they haven’t heard from any naysayers about the family programming, and that the lineup of events has attracted both neighborhood regulars and LGBTQ families alike; Pride champions a spirit of inclusivity.

“We’ve had really old people, really young people,” Flynn said, noting that last year there were more very young

many LGBTQ families, who proudly bring their children to participate.

Sydney King marched last year with her wife and then six-month-old daughter who, upon waking from her nap, received “lots of love from the crowd.” King felt that her family “symbolized the whole queer family thing.”

For King, and for many other LGBTQ people and their families, Pride is not just a week of fun excursion, but a microcosmic period steeped in history and intense meaning.

Gabriel Blau, the executive director of Family Equality, has marched in the past with his husband and little boy, and plans on doing so again. Blau firmly maintains that although many people think that Pride’s family-friendly spirit is just a matter of “accommodation,” it represents



A family at Pride Week’s Family Night in 2012, the first year the event was held, for a screening of *Willy Wonka and the Chocolate Factory*.

children than ever before. This year Demi Lovato is a host, which is also sure to attract a younger crowd—a kind of icing to *The Wizard of Oz* cake.

When asked if Pride has received any pushback for inviting children along, Flynn seemed incredulous: “Not at all. This is New York City... There’s not even a question of acceptance.” Noting that Pride takes place right along Christopher Street, Flynn implied that if people had a problem with any of it, they were simply in the wrong neighborhood. “We’re doing it for the community. We really push for that.”

Flynn paints a portrait of Pride camaraderie, with many West Village bystanders joining in on the activities, or simply watching the march from behind the lines. Mostly, though, Pride Week—and namely the march—has become a beloved tradition for

so much more. Blau believes that Pride’s partnership with Johnson & Johnson this year in setting up a changing table for children is a real “statement;” more than just a matter of logistics, the tables are hugely symbolic, showing the support of a major American corporation that many associate with wholesome, family-oriented values and products.

As Blau points out, many children who come from LGBTQ families are discriminated against; for parents to be able to march proudly with their kids—to have “others see them with their children”—has been an “unparalleled experience” for Blau and countless others.

With more and more LGBTQ families raising children, Pride’s shift to include spaces for kids is not just pragmatic; it makes the statement, as Blau said, that “all families can be part of this community, this story.”

PARK AVENUE



SHARED OFFICES

Your **PARK AVENUE** office. Ready when you are. Great offices. Great reception team, IT & secretarial support. The BEST answering service. High speed internet. Fully flexible plans - expand or retract as you like. Private Offices from \$2,400/month Business Virtual Office from \$99/month

• Private Offices	• Conference Rooms
• Corner/Exterior/Interior	• Corporate Setting
• Business Address	• Instant Activation
• Virtual Offices	• Ferrari Building



Park Avenue · 212-231-8500 · www.410park.com
410 Park Avenue, Floor 15, New York, NY 10022

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Manhattan.

When: August 2015

Where: Community School Districts 2 and 3

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy’s proposed new schools, please visit:
SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



MARBLE COLLEGIATE CHURCH

GIFTS/LGBT Fellowship



Some churches want you to join. Our church wants you to belong.



MARBLE COLLEGIATE CHURCH Dr. Michael B. Brown, Senior Minister
1 West 29th St. NYC, NY 10001 (212) 686-2770
www.MarbleChurch.org

Council bill puts more money in senior citizens' pockets

BY PATRICK ROCCHIO

More seniors living on fixed incomes will be getting a break on increases to their rent thanks to a new law passed by the Council.

The limit on income allowed by the Senior Citizen Rent Increase Exemption program has been raised \$21,000 from \$29,000 a year to \$50,000 a year, so seniors bringing that kind of cash who live in eligible apartments will be safe from increase in rents, carrying charges, and other fees. Council members heralded the bill as something that will provide relief to old-timers dealing with the ever-escalating cost of living.

"With rents consistently rising, seniors from across the Bronx and New York City are struggling just to make ends meet," said

Councilman Jimmy Vacca (D-Throgs Neck). "Any financial boost we can provide for them could be vital."

The program affects seniors who live in apartments with rents regulated or controlled by the city where the cost of rent exceeds one-third of a senior's household income.

Positive reaction

Some local seniors were ecstatic when they heard the news of the increase in the eligibility, claiming it

would be extremely helpful.

"A lot of our seniors fell through the cracks, and only by a couple of dollars," said Edith Blitzer, president of the Pelham Parkway South Neighborhood Association. "I know people who have not been able to get SCRIE because of \$10 or \$12."

Vacca said he hopes to extend the relief to disabled residents as well as those who own their own homes by demanding the state increase the income eligibility for the Disability Rent Increase Program and the Senior Citizen Homeowners' Exemption Program.

"Senior homeowners

and disabled renters and homeowners also need relief," he said. "I am very proud to have voted in fa-

vor of this SCRIE expansion, which will help thousands of seniors in our borough, and I hope the

State will increase eligibility for DRIE and SCHE soon!"

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open a new public charter school in the Bronx.

When: August 2015

Where: Community School District 9

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD9@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



They're ready to learn



Children turning four years old in 2014 who live in New York City are eligible for **FREE PRE-K** at high-quality Community-Based Early Childhood Centers through the Department of Education.

What is a Community-Based Early Childhood Center (CBECC)?

Community-Based Early Childhood Centers, or CBECCs, include many daycare centers, private schools, preschools, libraries, and some museums. CBECCs are located across the City, and have been screened and approved by the Department of Education for safety, security, and quality.

Apply for **FREE pre-k** by the **priority deadline** of June 26:

- ▶ Call 311
- ▶ Visit nyc.gov/prek
- ▶ Text "prek" to 877 877

Opportunity Starts Now™

High-quality pre-k sparks a lifetime of learning for kindergarten and beyond.



#OpportunityStartsNow

Text "prek" or "escuela" to 877 877 for alerts and info. Message and data rates may apply. Reply STOP to opt-out. Terms and Privacy: help.mcommons.com/s/877877.

CROSS TOWN DINER

718-597-3450
718-597-1978

FAX: 718-597-2097



ORDER ON LINE
WWW.CROSTOWNDINER.COM

DELIVERY HOURS

MONDAY - FRIDAY 9 AM - 11 PM
SATURDAY & SUNDAY 8 AM - 12 AM

BREAKFAST

LUNCH

DINNER

2880 Bruckner Blvd. • Bronx, NY 10465



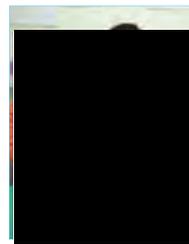
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open a new public charter school in the Bronx.

When: August 2015

Where: Community School District 9

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD9@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

www.divorcefast.com

OBTAIN A
FAST DIVORCE
in as little as
24 HOURS

THE PROCESS IS QUICK, EASY, LEGAL AND AFFORDABLE

WE ARE HERE TO HELP!!
Visit us online or
CALL NOW!
978-443-8387

Serving the community for over 50 years

They're ready to learn



High-quality pre-k sparks a lifetime of learning for kindergarten and beyond.

Opportunity Starts Now™

Apply for **FREE** pre-k by the priority deadline of June 26:

- ▶ Call 311
- ▶ Visit nyc.gov/prek
- ▶ Text "prek" to 877 877

Children turning four years old in 2014 who live in New York City are eligible for **FREE PRE-K** at high-quality Community-Based Early Childhood Centers through the Department of Education.

What is a Community-Based Early Childhood Center (CBECC)?

Community-Based Early Childhood Centers, or CBECCs, include many daycare centers, private schools, preschools, libraries, and some museums. CBECCs are located across the City, and have been screened and approved by the Department of Education for safety, security, and quality.



[nycschools](http://nycschools.org)

[nycschools](http://nycschools.org)

#OpportunityStartsNow

Text "prek" or "escuela" to 877 877 for alerts and info. Message and data rates may apply. Reply STOP to opt-out. Terms and Privacy: help.mcommons.com/s/877877.

HURT AT WORK?

GET THE EXPERT REPRESENTATION YOU DESERVE

WORKER'S COMPENSATION
CONSTRUCTION ACCIDENTS
MOTOR VEHICLE ACCIDENTS

LAW OFFICES OF HARRIS LAW GROUP, LLP

- /// Work Related Injuries
- /// Occupational Diseases
- /// Construction Accidents
- /// Motor Vehicle Accidents
- /// Negligence & Liability Accidents
- /// Personalized Service to Every Client
- /// No Appointment Necessary
- /// Represent Uninsured Employers

CALL 212.684.3160

Offices in Queens, Brooklyn, The Bronx,
Staten Island, Nassau & Suffolk County



FREE CONSULTATION

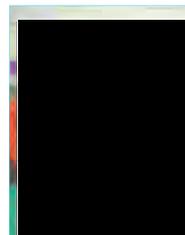
We speak Spanish, Greek, Russian, Chinese, Polish and Bengali

SUCCESS ACADEMY CHARTER SCHOOLS — NYC
is applying to open a new public charter school in the Bronx.

When: August 2015

Where: Community School District 9

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale
(pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD9@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



A Trusted Name In The Community For Over 50 Years

CHERICO REAL ESTATE

since 1958!



718 653-2699

2218 ESPLANADE • BRONX, NY

Exceptional Physicians for
Compassionate Care

21st Century Oncology at Bronx Lebanon Hospital provides comprehensive, state-of-the-art treatment in the fight against cancer.

- › Latest advances in cancer care technology, including real-time imaging capabilities to ensure safe and effective treatment
- › Expert team of compassionate, board certified physicians
- › Individualized plans for healing and well-being

Meet Our Physicians:

Alfred Tinger, MD, FACRO
John D. Del Rowe, MD
Ulrich Hermanto, MD, PhD

1650 Grand Concourse
Bronx, NY 10457

(718) 518-5103



**21st Century Oncology
at Bronx Lebanon Hospital**
21st Century Oncology Affiliate

www.21cOncologyNYC.com

Thomas Guido
Funeral Director

George Farr
Funeral Director

Castle Hill Funeral Directors, Inc.

1528 Castle Hill Avenue
Bronx, NY 10462
(718) 828-9222

AFFORDABLE CREMATION & BURIAL PACKAGES
PRE-ARRANGED AND PREPAID SERVICES
LARGE PARKING FACILITY

www.chfuneraldirectors.net

Family Owned for 80 Years

YARDS...

Continued from page 1
five teams of designers. The exhibit is on display at Warehouse 623, on Bergen Street between Carlton and Vanderbilt avenues. Each piece offers a different take on how to avoid commonly criticized aspects of the original plan, which calls for 15 high-rises containing 6,430 units of housing.

Barry sees a problem with the way the current plan connects to the surrounding area, saying placing tall buildings in clusters around open space gives neighboring blocks the cold shoulder.

"Towers are the urban equivalent of a gated community and that stands in contrast to the sort of townhouse blocks that make up the neighborhoods," Barry said.

Barry's team's "The Garden in the Machine" plan is a fantastical green-roofed building complex, broken up by courtyards and sloping up from near

the four-story level of Dean Street to a point that towers over the intersection of Flatbush and Atlantic.

"The density ramps up as you get closer to the high activity zone," said Brendan Comfort, a student of Barry's at the New Jersey Institute of Technology. "You don't want to overwhelm the neighborhood."

But other designs make no attempt to blend in with Prospect Heights. "Flexible City," the plan created by New York Institute of Technology professors Matthias Altwicker and Farzana Gandhi, is a space-aged compound made of modular, moveable units that generates its own electricity using wind turbines and solar panels.

"When you just build housing, it can never be changed into anything else," said Altwicker. "Let's make buildings that can be used for dif-



Farzana Gandhi and Matthias Altwicker's "Flexible City" plan consists of a vertical grid of moveable modular units.

ferent purposes."

There was no better place to start these discussions than spitting distance from Atlantic Yards, Barry said.

"It was critical to have it here," said Barry. "The neighborhood and the people adjacent to the development project are affected by

it the most."

"Atlantic Yards Alternatives" at Warehouse 623 [623 Bergen St. between Carlton and Vanderbilt avenues in Prospect Heights, (347) 770-8898, www.atlanticyardsalternatives.com]. Through June 22, Tuesday-Sunday, 11 am-6 pm. Free.

a phone and another sang a song while reading the lyrics from a piece of paper. When I told jokes last year, I at least had them memorized."

The best part of the weewilly tournament was its uplifting theme, said burlesque performer Cyndi Freeman, who escorted the diminutive dynamos to the stage in her official capacity as "penis kitten."

"They are taking something that is usually considered the worst thing ever and having good senses of humor about themselves and getting up there and saying, 'This is who I am,'" said Freeman, who performs under the stage name Cherry Pitz. "They leave with a sense of, 'If everything is healthy and everything works, there is nothing wrong.'"

SMALL...

Continued from page 1
and would not answer other than to say that he had successfully made love to dozens of women.

For not-so-grand prize Gupta took home \$200 and at least one date with a pair of open-minded sisters.

Last year's winner, a

United Parcel Service service employee from Queens, opted to take in this year's contest from the sidelines. He did not think that this year's contenders measured up.

"I was disappointed with some of the contestants," Nicholas Gilronan said. "One guy told jokes from

LICH...

Continued from page 1
ficiency virus clinic. Fortis also agreed to foot the bill for the state keeping the emergency room open in the shell of the hospital, until the developer fully takes over, and agreed to set aside space in the development for more medical services. Fortis refused to sign up for the study of neighborhood medical needs that community groups have called for. Activists had wanted the builder to be bound by the prescription of such a study, but are now calling on the company to take it upon itself to reboot the hospital that closed in May, as the terms of a court-settlement-dictated call for bids says that it should.

"We hope that the highly-regarded healthcare institutions associated with the Fortis proposal will give serious consideration to meeting the

RFP goal and community healthcare needs by extending their medical services to include an in-patient hospital," said a statement by the group Patients for LICH.

The redevelopment scheme will give the firm Fortis Property Group the medical campus with views of the New York Harbor for just \$240 million, far less than its estimated \$500 million value. A Fortis founder and his uncle, who does not work for the company, donated \$17,500 to the re-election campaign of Gov. Cuomo, who controls the university system.

The Fortis deal comes after the state torpedoed talks with two previous developers who scored higher in the bid-ranking scheme created by the settlement in the activists' lawsuit to keep the hospital open. The arrangement was supposed to favor proposals that included a hospital and maintained continuous medical care at the hospital, but neither third-

place Fortis nor second-place Peebles Corporation pitched a hospital and activists sued to have scores thrown out, claiming that the state rigged the results. Judge Johnny Lee Baynes squashed the latest lawsuit last Friday evening, just more than a dozen hours after information surfaced showing that an eyebrow-raising score at the center of the challenge, which gave a full-service hospital plan 0 out of 70 points while awarding the Fortis plan 70 out of 70, was penned by Baynes's friend and hospital-lawsuit mediator William Thompson, Sr. the father of mayoral also-ran Bill Thompson, as Capital New York reported.

Fortis was the only suitor the state was publicly considering in December, before the lawsuit settlement forced the state to reopen the process.

In February, Mayor DeBlasio hailed the settlement as "a victory for all parties involved." A spokesman

responded to the latest development in less glowing terms, but phrased his comment as if the hospital had not closed.

"A year ago the doors at LICH were on the brink of being padlocked and the entire facility shut down forever," rep Phil Walzak said. "But as a result of the unified advocacy and activism of the community, closure was prevented, and now there is a proposal on the table that could provide a wide range of medical services at LICH for the tens of thousands of residents in the surrounding Brooklyn neighborhoods."

Gov. Cuomo has been silent on his appointees' shuttering of the hospital, though he has controlled its fate since he took office in 2011. Cuomo has not responded to requests for comment made every weekday since May 15. That is 34 days without a response by press time, for those keeping score at home.

LOCK...

Continued from page 1
frain from attaching 'love locks' to the structure," the post says.

The efforts came days before Parisian officials evacuated the famed Pont des Arts bridge, which some credit with spawning the tradition, after a section of railing collapsed under the weight of thousands of the fasteners.

Roadshonchos referenced the mishap in another Facebook post.

"Let's try to avoid the fate of the Pont des Arts here on the Brooklyn Bridge," a city social-media minder wrote.

People strolling on the bridge on a recent Monday were split about the city's crackdown on love-gripped vacationers.

Some felt sentimental about the security devices — and not just tourists.

"It's a tradition for our family now," said Katy Shoukry, a Manhattanite who was strolling across the span with her two kids. "It's a nice way to solidify your memory on the bridge."

Others say the iconic bridge doesn't need extra adornment.

"The Brooklyn Bridge is

enough of an institution," said Paula Roman, also of Manhattan. "You don't have to leave your mark to enjoy it. The bridge is for everyone."

The city has also complained about the increase in graffiti on the bridge, which frequently includes the authors' Instagram handles. One out-of-towner we spoke to does not have a problem with the writing on the walls.

"I think it's kind of cool, as long as it's not offensive," said Marcia Khalidi, visiting on his trip to New York from Kansas. "It's becoming part of history."

The city says that vandalism is vandalism, no matter what the tourists say.

"It is important for everybody to be aware of the fact that despite some social media and other reports to the contrary, placing graffiti on any portion of the bridge is ILLEGAL," the department wrote. "Aside from the displeasing visual effect it generates, the NYC Department of Transportation currently spends millions of dollars each year removing graffiti in order to protect the bridge from corrosion."



BEFORE



AFTER

The locks dangerously weigh down sections of railing, the city said. So it cut them down.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn.

When: August 2016

Where: Community School Districts 13, 14, 15, 17, 18, 22, and 23

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results

Business Checking with a little something extra.

Free Business Checking

- No monthly maintenance fees
- No minimum balance required

Nexus 7 32GB

with an opening deposit of \$15,000 or more²

Plus, get up to \$100 when you open a new business checking account.¹

Open a **Flushing Bank** Free Business Checking account today and receive a **Nexus 7 32GB tablet** with an opening deposit of \$15,000 or more.² Visit your local Flushing Bank branch, call **800.581.2889**, or go to www.FlushingBank.com for details.



1 New account with new money only. A new business checking account is defined as any new business checking account that does not have any authorized signatures in common with any other existing Flushing Bank business checking account(s). An existing checking customer is defined as anyone who currently has or has had a Flushing Bank checking account within the last 24 months. New money is defined as money not currently on deposit with Flushing Bank. You must deposit a minimum of \$100 to open a business checking account. You will receive \$50 for the completion of 5 debit card purchases. And \$50 for the completion of 5 online banking bill-payments via Flushing Bank's Online Banking portal. Each debit card purchase and each online bill-payment must be \$25 or more and must be completed prior to 60 days after the account is opened. The compensation will be credited to the checking account on or about 75 days after the account is opened. The offer is subject to change and early termination without prior notice at any time. A 1099 will be issued in the amount credited to your account. Other fees and restrictions may apply. Speak with a branch representative for more information. 2 New account with new money only. For purposes of the promotion, a new business checking customer is defined as any new business checking account that does not have any authorized signatures in common with any other existing Flushing Bank checking account(s). You must deposit a minimum of \$100 to open this account. No minimum balance is required to avoid a monthly maintenance fee. New Free Business Checking account customers will receive a Google Nexus 7 32GB wifi tablet for an opening balance of \$15,000 or more. Valid business documentation must be provided at the time of account opening. The cost of the promotional item of \$285 (including sales tax and delivery charge) will be reported as interest income in the form of a 1099. The new account must remain open, active and in good standing for six months. If the account is closed prior to six months, the cost of the promotional item will be deducted from the balance. Flushing Bank reserves the right to make promotional item substitutions of comparable value and assumes no liability for any defects in, or direct or consequential damages relating to promotional items. The warranty is the sole responsibility of the manufacturer. Google, Android, and Nexus are trademarks of Google Inc. Google is not affiliated with, or sponsor of, this promotion. Other fees and restrictions may apply. Speak with a Flushing Bank representative for more information about minimum balance requirements and certain fees that may apply to the business checking account. The promotion and offers are subject to change and termination without prior notice at any time. Speak with a Flushing Bank representative for more information. Flushing Bank is a registered trademark.



Beheaded in car chase

Motorist ran into back of flatbed at BQE exit

By Matthew Perlman
The Brooklyn Paper

A driver was decapitated this morning when he crashed into the back of a flatbed truck as he tried to escape police on the Brooklyn-Queens Expressway, police said.

"The guy's head was in the back seat," a police spokesman said.

The chase that led to the grisly collision began when cops pulled over the motorist behind the wheel of a 2003 Infiniti sedan near the merger of the Prospect and Gowanus expressways shortly before noon, cops said. The driver stopped momentarily, but then took off towards Downtown, officers stated.

Police pursued him to the Atlantic Avenue exit, where he tried to exit but slammed into the back of the truck waiting for the light. An ambulance took the



The scene where a police chase ended with a driver rear-ending a stopped flatbed and losing his head, according to police.

car's passenger to Lutheran Medical Center, Fire Department officials said, and an officer on the scene was also transported to the hospital to be treated for shock, ac-

ording to cops. The truck's driver was not injured, officials said.

The crash happened mere feet from the former site of Long Island College Hospi-

tal, but the so-called "emergency department" in the shell of the former medical center does not accept ambulances. Lutheran is four miles away in Sunset Park.

Last gas station

C'Hill property likely to go residential

By Noah Hurowitz
The Brooklyn Paper

Cobble Hill drivers may soon lose the last gas station in their neighborhood now that the land it sits on has sold for a hefty sum.

A Manhattan developer dropped \$7.75 million in April for the Atlantic Avenue lot at Henry Street, records show. The gas station is almost certainly destined to become luxury housing with ground-floor retail, a real estate expert said.

"It's gonna be apartments and retail, what else?" said legendary real estate broker Chris Havens, speaking with a general knowledge of the neighborhood but no connection to the recent transaction.

Havens pointed out that the gas station faces his favorite liquor store, Heights Chateau on Atlantic Avenue.

"It's across from the best wine store in the city, what more can you want?" he asked, rhetorically. "Talk about gentrification."



The last gas station in Cobble Hill might disappear after Manhattan developers dropped a hefty sum for the lot at Atlantic Avenue and Henry Street.

neighbors Long Island College Hospital, which closed in May after 156 years and is on its way to becoming ritzy apartments with a handful of medical facilities mixed in.

Cobble Hill Super Service, a gas station and garage, currently sits on the property its owner bought for \$2.67 million in 2009. If the developer's plan involves booting the fill-up station, the clos-

est option for drivers to get gas will be nearly two miles away in Clinton Hill or Gowanus. Two other Atlantic gas stations have closed in recent years.

A man who answered the phone at the Cobble Hill gas station on Tuesday hung up on an inquiring reporter without a word.

Petroleum has dried up in other parts of the city where property values have skyrocketed, Havens said.

"A lot of Manhattan residents have been complaining that gas is disappearing," he said.

Real estate firm Avery Hall Investments, the property's new owner, did not return multiple calls for comment.

Whatever the company decides to build on the site, neighbors won't have to worry about a towering high-rise going up, for now. The property lies within a historic district where zoning limits new buildings to a height of 50 feet.

Turning a gas station into residential or retail space can be complicated, with tanks to dig up and soil contamination possible. But Havens said that probably won't stop development.

"The numbers are just so high," he said.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn.

When: August 2016

Where: Community School Districts 13, 14, 15, 17, 18, 22, and 23

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)




Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org



*For source information:
SuccessAcademies.org/results

Courtanie saved for her very first apartment on her own.

Read Courtanie's story on NYCDCA:

nyc.gov
[YouTube](https://www.youtube.com)
[Twitter](https://www.twitter.com)
[Facebook](https://www.facebook.com)
[Instagram](https://www.instagram.com)

YOU CAN SAVE FOR YOUR FUTURE.

Financial Empowerment Center

We've helped New Yorkers ...

Save for the future
Tackle debt

Open a bank account
Improve credit

We can help you, too.

Call 311 to schedule an appointment for FREE one-on-one financial counseling at an NYC Financial Empowerment Center near you or visit nyc.gov for information.



Department of Consumer Affairs
Office of Financial Empowerment

Bill de Blasio
Mayor

Julie Menin
Commissioner

NYC Financial Empowerment Centers in Brooklyn

For Center locations throughout the five boroughs, call 311 or visit nyc.gov.

<p>Bedford-Stuyvesant At Bedford Stuyvesant Restoration Corporation 1406 Fulton Street</p>	<p>Brownsville At Brownsville Multi-Service Family Health Center 592 Rockaway Avenue</p>	<p>Bushwick At Brooklyn Cooperative Federal Credit Union 1474 Myrtle Avenue</p>
<p>East Flatbush At Neighborhood Housing Services of East Flatbush 2806 Church Avenue</p>	<p>Flatbush At CAMBA 885 Flatbush Avenue</p>	<p>Prospect Heights At Central Library 10 Grand Army Plaza</p>

Just roll with it

Coney roller disco glides into P'Park

By Noah Hurowitz
The Brooklyn Paper

It's Friday Night Fever! Coney Island roller-skating diva Diana Carlin, known to many as Lola Star, is reviving her People's Playground roller-disco parties as a weekly, Friday-night event at Prospect Park's roller rink, starting on July 11.

"My goal is to bring the magic of Coney Island to Prospect Park," Carlin said. "That's who I am and where I'm from."

Lola Star's Dreamland Roller Disco at the LeFrak Center at Lakeside will have a different theme every week, and Carlin encourages attendees to dress up so they can compete in costume contests with "fabulous prizes."

The inaugural Dreamland disco night on July 11 will be "Flashdance"-themed and later motifs will include Ziggy Stardust, Xanadu, and "Moulin Rouge."

Burlesque performer Helen Pontani will be on hand each night to teach attendees a series of theme-appropriate dance moves.

Carlin ran the Dreamland Roller Rink in the Childs



Diana Carlin, who goes by "Lola Star," is reviving her defunct Coney Island Dreamland Roller Disco night at the LeFrak Center at Lakeside.

Building on the Coney Island Boardwalk from 2008 to 2011. The skate complex held regular funk and soul nights on Fridays and family skating on Saturdays, but people really knew Dreamland for its Saturday-night disco parties.

Carlin is confident she can recreate the bell-bottom-draped bonhomie of her previous polyester-and-pirouette fests.

"Dreamland was a tough act to follow, but I think the Lakeside rink embodies a lot of the same magic," Carlin said.

Carlin has booked disc jockeys who used to spin records at the Coney rink, and every week will feature a skating contest and a rotating cast of performers.

The good time rolls every Friday night through Labor Day, meaning Carlin's childhood dreams are stayin' alive.

"I've had the whole concept of roller skating parties since I was seven years old," she said. "All of the things I loved at seven, I'm making a reality."

"Lola Star's Dreamland Disco," at the LeFrak Center at Lakeside, [171 East Drive in Prospect Park, (212) 661-6640, www.lakesideprospectpark.com]. July 11, 8-10 pm. \$15.

Occupy Gowanus planning!

Neighborhood activists to pol: You're not listening!

By Noah Hurowitz
The Brooklyn Paper

Development in Gowanus is a bridge too far for some residents.

A crew of activists disrupted a community planning meeting held by Councilman Brad Lander (D-Gowanus) last Wednesday, saying that the pol is glossing over local anger about luxury residential building projects while trying to cultivate an image of resident support for whatever he has planned. As Lander opened the so-called "Bridging Gowanus" meeting, someone banged a gong and 11 rabble-rousers hopped to their feet and took turns shouting, echoing each other Occupy-Wall-Street-style.

"Never once have we discussed The Lightstone project and all of our objections!" author and Gowanus history buff Joseph Alexiou shouted, referring to the ongoing residential development at 356 Bond St., on the Carroll Gardens side of the fetid inlet. "The actual process and agenda of Bridging Gowanus has remained opaque and undemocratic!"

Lander shouted back, demanding the agitators calm down.

"This is obnoxious!" he yelled.

Facilitators from the Pratt Center for Community Development attempted to get the meeting back on track, but it wasn't long before another disaffected



Prospect Heights author Joseph Alexiou demands more time to criticize development at a Gowanus planning meeting.

citizen took the floor out of turn, this one piping up for public housing.

"You talk about NYCHA, well we're NYCHA," said Joeann Brown, interrupting the facilitator's slideshow. Brown said she lives in the Wyckoff Gardens, where the meeting took place, and demanded that any plan for Gowanus take into consideration the pub-

lic housing projects that lie within the neighborhood's borders.

The public meeting was the third and final in a series that Lander announced last summer in a secret gathering of pols and activists. Neighborhood property values have been on the rise despite the noxious channel that gives the area its name — not to mention the federal Superfund cleanup that has just begun and is slated to take as long as a decade.

Lander invited residents to weigh in on how the neighborhood should balance industry and housing as it grows, but participants in the latest session said he is ignoring the very opinions he is supposed to be taking into account. A Sackett Street resident compared Lander to Robert Moses, the infamous urban planning kingpin who used the city as his personal Lego set for decades.

"Brad's job is just to deliver Gowanus to the developers," Marlene Donnelly said.

But not everyone was so upset at the meeting or its organizers. As he was leaving the meeting, Carroll Gardens resident Howard Gottlieb said he was surprised how contentious it got.

"Something needs to happen in Gowanus, and we need to plan responsibly for it," Gottlieb said. "They're doing the best they can."

Droids, wookiees hit Slope

By Noah Hurowitz
The Brooklyn Paper

A short time ago in a galaxy right around the corner, it is a period of puppetry.

A crew of "Star Wars" characters, including Chewbacca, C-3PO, and R2-D2 roamed the crowd at the Puppetry Arts Festival, a celebration thrown on June 29 by the Puppetry Arts Theatre, of Park Slope. The festival drew big crowds and even bigger smiles, according to an organizer.

"This was the most outstanding event we've ever had," said Tim Young, executive director of the theater.

The celebration of all things puppetry took place on Fourth Street between Fifth and Sixth Avenues and featured a main stage for puppet shows, as well as arts, crafts, and games. More than 2,000 people turned out for the occasion, according to Young.



(Above) Kids went eye to eye with R2-D2 at the Puppetry Arts Festival in Park Slope on June 29. (Right) Chewbacca scoops up Noam Gross.



Youngsters swooned when encountering the iconic George Lucas creations in the aluminum. "A lot of kids were amazed to meet the Star Wars robots," Young said.

More than 100 volunteers helped organize the festival, including a number of high schoolers from around Brooklyn, Young said. The students got involved through the theater's youth empowerment arm, which aims to get kids ages 10 to 18 more engaged through community theater.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn.

When: August 2016

Where: Community School Districts 13, 14, 15, 17, 18, 22, and 23

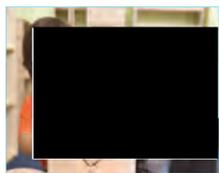
Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input: NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results



PORTABELLA

OUR FAMOUS LAST CALL

SAVE UP TO 70% OFF

LOWEST PRICES OF THE SEASON



CASUAL SHIRTS
SANDALS
T-SHIRTS
\$9.67
3 for \$25
Value to \$35 each



SLIM FIT SUITS from \$79.99

BUY 1 SUIT AT THE VALUE PRICE GET 2 FREE Or Buy 1 At Our Everyday Low Price

	Value	Everyday	NOW!
New Slim Fit	\$250	\$99.99	3 for \$250
New Vested Suits.....	\$300	\$129.99	3 for \$300
Luxury Wool.....	\$425	\$159.99	3 for \$425

BOYS • BIG & TALL • WEDDINGS

SUITS \$59.99

THE LARGEST SELECTION IN NEW YORK

SHOES

\$19.99 \$29.99 \$39.99

Driving • Dress
Tuxedo • Fashion • Boys
U.S. Polo • Coogi • Clarks
Florsheim • Kenneth Cole

3-DAY DOORBUSTER
FRI • SAT • SUN

SANDALS \$4.99 \$25 VALUE



PORTABELLA

BROOKLYN

503 Nostrand Ave. - Portabella
320 Livingston - Portabella
1671 Pitkin Ave. - Portabella
5205 5th Ave. - Portabella
423 Knickerbocker Ave. - Portabella
294 Utica Ave. - Portabella
1555 Flatbush Ave. - Portabella
851 Flatbush Ave. - Portabella
552 Nostrand Ave. - Fino
469 Fulton St. - Fino
5007 Church Ave. - Fino

MANHATTAN

243 W. 125th St. - Portabella
617 W. 181 St. - Portabella
120 W. 125th St. - Fino
1405 St. Nicholas Ave. - Fino
Manhattan Mall - Portabella

NEW JERSEY

174 Main St, Paterson - Portabella
807 Broad St. - Portabella
Livingston Mall - Quails
Woodbridge Center - Quails
5516 Bergenline Ave - Quails
Freehold Raceway Mall - Quails
163-18 Jamaica Ave. - Portabella
3056 Steinway St. - Portabella
164-08 Jamaica Ave. - Fino
Queens Center - Quails
Green Acres - Quails

BRONX

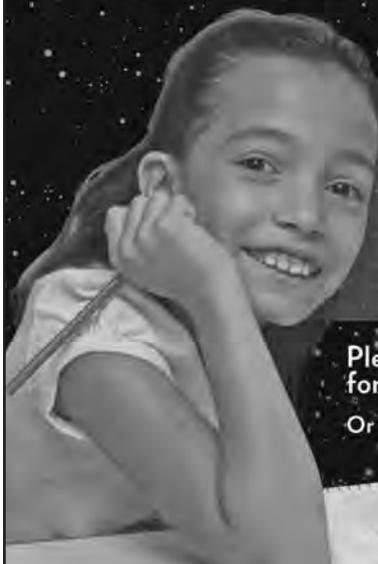
845 White Plains Road - Portabella
12-20 E. Fordham Rd. - Portabella
2887 3rd Ave. - Portabella
3449 Jerome Ave. - Portabella
2938 3rd Ave. - Fino
345 East Fordham Rd. - Fino
259 E. Fordham Rd. - Britches
645 E. Tremont Ave. - Britches
1498 Parkchester Ave. - Portabella
Bay Plaza Shopping Center - Portabella
13 South 4th Ave, Mount Vernon
GRAND OPENING

All merchandise not in all stores. All savings off value prices while quantities last. Sale prices effective through July 27th.

COLLEGE FOR
kids | **SUMMER
GROUP
PROGRAM**

The summer College For Kids program at Kingsborough Community College is open to girls and boys ages 7 through 13 and meets weekday Mornings for 4 weeks and Full Days for your choice of 4 or 6 weeks!

For information about our 5 & 6 year-olds program, please call 718-368-5050



This summers theme is the constellations!

Enroll your child in any of these six groups:
TAURUS | ORION | GEMINI | PEGASUS | PISCES | LIBRA

Each group is full of exciting courses!
SWIMMING | BASKETBALL & SOCCER
PIANO | TENNIS | READING | ART | MATH
...and much more!

Please call 718-368-5050
for more information and to register.

Or visit us online @www.kingsborough.edu/continuinged

KINGSBOROUGH COMMUNITY COLLEGE
**CONTINUING
EDUCATION**

Kingsborough Community College/CUNY
Office of Continuing Education
2001 Oriental Boulevard, Brooklyn, NY 11235
www.kingsborough.edu

CUNY The City
University
of
New York

SUCCESS ACADEMY CHARTER SCHOOLS — NYC
is applying to open new public charter schools in Brooklyn.

When: August 2016

Where: Community School Districts 13, 14, 15, 17, 18, 22, and 23

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



ADOPT A PET

Grand Army Plaza & Eastern Pkwy

920 Plaza Street West • Brooklyn, NY
SAT JUNE 21 • 10AM - 3PM

Dapper Dawg

2270 Bath Avenue, Brooklyn, NY
SUN JUNE 22 • 12PM - 5PM



AnimalLeague.org
1.877.4.SAVE.PET



Facebook.com/
TheAnimalLeague



If you think it's impossible to *refinance* your home,

THINK AGAIN!

Even if you were turned down before, you may now qualify for the Home Affordable Refinance Program (HARP).

Contact **Kevin Hansen - Mortgage Consultant**
at **516.822.7279** to learn more. **NMLS#344892**



Copyright © 2014 Emigrant Mortgage Company, Incorporated - NMLS#1577 (Emigrant). All rights reserved. Emigrant Mortgage Company is a subsidiary of Emigrant Bank. Member FDIC. Emigrant is an Equal Opportunity Lender and an Equal Opportunity Employer. The information, products and services contained in this advertisement are believed to be correct but may include inaccuracies, typographical errors and/or omissions. Emigrant does not guarantee the accuracy of the data contained herein. This is not an offer or guarantee to extend consumer credit by Emigrant. Program guidelines, terms and/or conditions are subject to change by Emigrant without notice. All loans are subject to submission of a complete application, underwriting review and credit and property approval by Emigrant. Not all products, and/or programs, or incentives are available in all states and/or localities and/or for all loan amounts. Other restrictions and limitations may apply. New York Mortgage Banker License*, New York State Department of Financial Services, One State Street, New York, New York, 10004. Emigrant is registered or licensed with the Banking Departments or Divisions in CT, DE, FL, MA, NH, NJ, NY* and PA// 04/15/2014 *Mortgage Banker activities authorized pending issuance.

If the new loan is secured by your primary residence and the unpaid principal balance exceeds the property's fair market value, the interest on the portion of the unpaid principal balance that is greater than the fair market value of your primary residence is not deductible for federal income tax purposes. You should consult a tax advisor for further information regarding the deductibility of interest and charges.
HSOSTNA



KINGSBOROUGH COMMUNITY COLLEGE
**CONTINUING
EDUCATION**

**SUMMER
2014**

If you're considering a career change, seeking professional advancement or simply looking to enrich your life, Kingsborough's Continuing Education program has a course to fit your needs.

Registration now in progress.

Call **(718)-368-5050** to register.

Kingsborough Community College/CUNY
Office of Continuing Education
2001 Oriental Boulevard, Brooklyn, NY 11235
www.kingsborough.edu

CUNY The City
University
of
New York

Cats on the lam

Caretakers are moving Plumb Beach felines to an undisclosed location in another state

BY MAX JAEGER

Talk about herding cats. Animal advocates have found a new home for 33 feral cats that spent the last decade living in a colony on Plumb Beach that the feds have targeted for destruction — now they just have to catch and move them.

Self-described “crazy cat lady” Nancy Rogers has been feeding the ferals in a section of the beach controlled by the National Parks Service for the last 11 years, but the feds recently ruled the cats have to go because they pose a danger to birds and small mammals living in the park.

Now the cats’ caretakers are furiously trapping the kitties ahead of a June 30 deadline to remove the cats before the Parks Service steps in. The mousers are being moved to a farm in another state, but Rogers said she couldn’t elaborate.

“I cannot say where it is, but the cats are leaving New York,” she said, a veterinary technician who has been helping caretakers trap, fix, and release the cats over the past year and a half.

Kitty caretakers got a surprise two weeks ago when they showed up to feed the cats and found Parks Service signs saying the colony would be “dismantled” on June 13. The Service would have trapped the cats and taken them to a shelter, according to a spokesman.

But advocates said a shel-



ANOTHER ONE DOWN: Nancy Rogers has been working furiously to trap 33 feral cats in order to relocate the felines off of national parkland. Photo by Steve Solomonson

ter would have been a death sentence, because most of the cats were not socialized and thus not adoptable. After a flood of phone calls and a hand-delivered letter, the caretakers convinced the Parks Service to extend its deadline to June 30.

Rogers has caught more than a dozen of the 33 cats so far and is keeping them in cages in her garage until they leave for the undisclosed location.

The felines will go to a private residence south of the city that asked to remain anonymous, according to Rodgers.

The hairball haven is tak-

ing the cats for free, but Rogers said that moving them will still be a costly affair.

Before the kitties can move to their new home, they all need to be vetted to assure that their shots are up to date — but that can cost hundreds of dollars per pussycat, Rogers said.

To finance the feline flight, Rogers and her partners have started an online fund-raiser that has garnered more than \$1,700 toward the group’s \$3,000 goal.

Donations can be made at www.youcaring.com/medical-fundraiser/save-the-plum-beach-cats/192464.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn.

When: August 2016

Where: Community School Districts 13, 14, 15, 17, 18, 22, and 23

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy’s proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results



HOWNIL COINS

U.S. Coins, Currency and Bullion

3236 Nostrand Avenue | Brooklyn, NY 11229 | 917-816-6894 - Howard

COINS FOR THE BEGINNERS TO THE ADVANCED COLLECTORS

We are always looking to buy your coins and unwanted gold & silver jewelry. If you have any coins you want to sell, regardless of the size of your collection, please give us a call.

WITH OVER 20 YEARS OF EXPERIENCE
Hownil Coins buys, sells and trades coins.
Hownil Coins is an NGC authorized dealer in Brooklyn, New York

LET US TURN YOUR OLD COINS, CURRENCY AND JEWELRY INTO NEW MONEY.
GET THE MOST CASH FOR YOUR UNWANTED OR BROKEN GOLD AND SILVER JEWELRY.

- Always buying silver and gold Bullion.
- Buying old U.S. currency.
- Buying all US silver coins—1964 and before.
- Foreign coins
- Sterling silver
- Silverware & silver trays
- All U.S. mint & proof sets—all silver bars & rounds.



See our website, hownilcoins.com

Turn your power on at

Live Holistic

*Chiropractic & Holistic Care
 For Greater Health,
 Mobility, & Pain Relief*

5 Essentials to Health
 Nerve Supply • Exercise • Detox
 Time & Stress
 Management

*Maximize Your Mind • Lean Muscle • Spinal Correction • Percussion Massage
 Whole Body Vibration - Boosts • Bone Density • Loosens Lower Back & Reduces Leg Pain*

Full Examination w/ X-rays - only \$45.00
Regularly \$350.00

MOST INSURANCES ACCEPTED
Not Insured? We Offer Affordable Payment Plans

Dr. Vincent Adamo
718-921-5483
 446 Bay Ridge Parkway, Brooklyn, NY 11209
www.liveholistic.net

**CHIROPRACTIC CARE
 FOR HIGH SCHOOL
 ATHLETES & CHILDREN**
 We Carry Homeopathics
 & Natural Vitamins

A questionable honor?

Ratner wins prize for top preservationist

BY MATTHEW PERLMAN

The developer who destroyed, then built over, big swaths of Brooklyn snagged top honors — for his historic preservation work.

Preservationists at the Municipal Art Society issued their most prestigious award to Forest City Ratner's chairman Bruce Ratner and head MaryAnne Gilmartin last Wednesday night. Advocates that take exception to the builder's biggest projects, Atlantic Yards and MetroTech Center, which have replaced and are slated to replace more than a dozen primarily low-slung blocks with hulking skyscrapers and the Barclays Center arena, are fuming at the decision.

"Forest City Ratner Companies has been bulldozing and demolishing huge tracts of land," said Simeon Bankoff, executive director of the Historic Districts Council, a preservationist group that spun off from the Municipal Art Society in the 1980s. "They're creating these places that are not places at all."

The award, named for former first lady and dedicated preservationist Jacqueline Kennedy Onassis, is the society's highest honor. In a statement, the group explained that the medal recognizes major players in the evolution of the city.

"MAS's highest honor is presented annually to individuals or institutions whose work or deeds have



MAN OF THE HOUR: Bruce Ratner's Barclays Center arena has a big footprint in Prospect Heights. Photo by Stefano Giovannini

made outstanding contributions to New York City," the statement says.

Forest City developments have been a boon to the city, according to the society's chairwoman, Genie Birch.

"Bruce and MaryAnne's many accomplishments embody MAS's core principles in numerous ways," said Birch. "We are pleased to recognize them for their commitment to the future of New York."

Community groups say that, far from being an exemplar of responsible development, Forest City Ratner embodies the worst sort of politically connected real estate speculator, gobbling up public money to use vibrant neighborhoods as its personal sandboxes.

"If the future is using eminent domain, hogging subsidies, and crushing a neighborhood, then New York's future isn't very bright," said Daniel Goldstein, a co-founder of the anti-Atlantic Yards group Develop Don't

Destroy Brooklyn. "And this award validates everything they've done."

In a 2006 presentation, then-president of the Municipal Art Society Kent Barwick condemned the mega-development that has vacuumed up hundreds of millions of dollars in public subsidies.

And he knew his audience well.

"Those who write headlines may want to know MAS's conclusion. 'Does this project work for Brooklyn?' And I will tell you that as it currently stands we don't think it does," he said.

Today, Goldstein contends that nothing has changed in terms of Forest City's lack of respect for the existing Prospect Heights neighborhood Atlantic Yards continues to encroach on.

"It violated those principles then, and it does now," he said.

Bankoff concurred, saying *Continued on page 23*



If you think it's impossible to *refinance* your home,

THINK AGAIN!

Even if you were turned down before, you may now qualify for the Home Affordable Refinance Program (HARP).

Contact **Michael Falowski - Mortgage Consultant** at **646.284.7267** to learn more. **NMLS#111349**



Copyright © 2014 Emigrant Mortgage Company, Incorporated - NMLS#1577 (Emigrant). All rights reserved. Emigrant Mortgage Company is a subsidiary of Emigrant Bank. Member FDIC. Emigrant is an Equal Opportunity Lender and an Equal Opportunity Employer. The information, products and services contained in this advertisement are believed to be correct but may include inaccuracies, typographical errors and/or omissions. Emigrant does not guarantee the accuracy of the data contained herein. This is not an offer or guarantee to extend consumer credit by Emigrant. Program guidelines, terms and/or conditions are subject to change by Emigrant without notice. All loans are subject to submission of a complete application, underwriting review and credit and property approval by Emigrant. Not all products, and/or programs, or incentives are available in all states and/or localities and/or for all loan amounts. Other restrictions and limitations may apply. New York Mortgage Banker License*. New York State Department of Financial Services, One State Street, New York, New York, 10004. Emigrant is registered or licensed with the Banking Departments or Divisions in CT, DE, FL, MA, NH, NJ, NY* and PA.// 04/15/2014 *Mortgage Banker activities authorized pending issuance.

If the new loan is secured by your primary residence and the unpaid principal balance exceeds the property's fair market value, the interest on the portion of the unpaid principal balance that is greater than the fair market value of your primary residence is not deductible for federal income tax purposes. You should consult a tax advisor for further information regarding the deductibility of interest and charges.

HSOSTNA

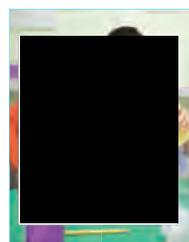
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn.

When: August 2016

Where: Community School Districts 13, 14, 15, 17, 18, 22, and 23

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



www.divorcefast.com

OBTAIN A
FAST DIVORCE
in as little as
24 HOURS

THE PROCESS IS QUICK, EASY, LEGAL AND AFFORDABLE

WE ARE HERE TO HELP!!
Visit us online or
CALL NOW!

978-443-8387

Serving the community for over 50 years

BROOKLYN BRIDGE ANIMAL WELFARE COALITION, SEAN CASEY ANIMAL RESCUE & NORTH SHORE ANIMAL LEAGUE AMERICA

ADOPT A PET

Grand Army Plaza & Eastern Pkwy

920 Plaza Street West • Brooklyn, NY
SAT JUNE 21 • 10AM - 3PM

Dapper Dawg

2270 Bath Avenue, Brooklyn, NY
SUN JUNE 22 • 12PM - 5PM



AnimalLeague.org
1.877.4.SAVE.PET



Facebook.com/
TheAnimalLeague

Cats on the lam

Caretakers are moving Plumb Beach felines to an undisclosed location in another state

BY MAX JAEGER

Talk about herding cats. Animal advocates have found a new home for 33 feral cats that spent the last decade living in a colony on Plumb Beach that the feds have targeted for destruction — now they just have to catch and move them.

Self-described “crazy cat lady” Nancy Rogers has been feeding the ferals in a section of the beach controlled by the National Parks Service for the last 11 years, but the feds recently ruled the cats have to go because they pose a danger to birds and small mammals living in the park.

Now the cats’ caretakers are furiously trapping the kitties ahead of a June 30 deadline to remove the cats before the Parks Service steps in. The mousers are being moved to a farm in another state, but Rogers said she couldn’t elaborate.

“I cannot say where it is, but the cats are leaving New York,” she said, a veterinary technician who has been helping caretakers trap, fix, and release the cats over the past year and a half.

Kitty caretakers got a surprise two weeks ago when they showed up to feed the cats and found Parks Service signs saying the colony would be “dismantled” on June 13. The Service would have trapped the cats and taken them to a shelter, according to a spokesman.

But advocates said a shel-



ANOTHER ONE DOWN: Nancy Rogers has been working furiously to trap 33 feral cats in order to relocate the felines off of national parkland. Photo by Steve Solomonson

ter would have been a death sentence, because most of the cats were not socialized and thus not adoptable. After a flood of phone calls and a hand-delivered letter, the caretakers convinced the Parks Service to extend its deadline to June 30.

Rogers has caught more than a dozen of the 33 cats so far and is keeping them in cages in her garage until they leave for the undisclosed location.

The felines will go to a private residence south of the city that asked to remain anonymous, according to Rodgers.

The hairball haven is tak-

ing the cats for free, but Rogers said that moving them will still be a costly affair.

Before the kitties can move to their new home, they all need to be vetted to assure that their shots are up to date — but that can cost hundreds of dollars per pussycat, Rogers said.

To finance the feline flight, Rogers and her partners have started an online fund-raiser that has garnered more than \$1,700 toward the group’s \$3,000 goal.

Donations can be made at www.youcaring.com/medical-fundraiser/save-the-plum-beach-cats/192464.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn.

When: August 2016

Where: Community School Districts 13, 14, 15, 17, 18, 22, and 23

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy’s proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results



HOWNIL COINS

U.S. Coins, Currency and Bullion

3236 Nostrand Avenue | Brooklyn, NY 11229 | 917-816-6894 - Howard

COINS FOR THE BEGINNERS TO THE ADVANCED COLLECTORS

We are always looking to buy your coins and unwanted gold & silver jewelry. If you have any coins you want to sell, regardless of the size of your collection, please give us a call.

WITH OVER 20 YEARS OF EXPERIENCE
Hownil Coins buys, sells and trades coins.
Hownil Coins is an NGC authorized dealer in Brooklyn, New York

LET US TURN YOUR OLD COINS, CURRENCY AND JEWELRY INTO NEW MONEY.
GET THE MOST CASH FOR YOUR UNWANTED OR BROKEN GOLD AND SILVER JEWELRY.

- Always buying silver and gold Bullion.
- Buying old U.S. currency.
- Buying all US silver coins—1964 and before.
- Foreign coins
- Sterling silver
- Silverware & silver trays
- All U.S. mint & proof sets—all silver bars & rounds.



See our website, hownilcoins.com

Turn your power on at

Live Holistic

Chiropractic & Holistic Care
 For Greater Health,
 Mobility, & Pain Relief

5 Essentials to Health
 Nerve Supply • Exercise • Detox
 Time & Stress
 Management

Maximize Your Mind • Lean Muscle • Spinal Correction • Percussion Massage
 Whole Body Vibration - Boosts • Bone Density • Loosens Lower Back & Reduces Leg Pain

Full Examination w/ X-rays - only \$45.00
Regularly \$350.00

MOST INSURANCES ACCEPTED

Not Insured? We Offer Affordable Payment Plans

Dr. Vincent Adamo

718-921-5483

446 Bay Ridge Parkway, Brooklyn, NY 11209

www.liveholistic.net

**CHIROPRACTIC CARE
 FOR HIGH SCHOOL
 ATHLETES & CHILDREN**

**We Carry Homeopathics
 & Natural Vitamins**

COLLEGE FOR

kids

SUMMER GROUP PROGRAM

The summer College For Kids program at Kingsborough Community College is open to girls and boys ages 7 through 13 and meets weekday Mornings for 4 weeks and Full Days for your choice of 4 or 6 weeks!

For information about our 5 & 6 year-olds program, please call 718-368-5050



This summers theme is the constellations!

Enroll your child in any of these six groups:
TAURUS | ORION | GEMINI | PEGASUS | PISCES | LIBRA

Each group is full of exciting courses!
SWIMMING | BASKETBALL & SOCCER
PIANO | TENNIS | READING | ART | MATH
...and much more!

Please call 718-368-5050
for more information and to register.

Or visit us online @www.kingsborough.edu/continuinged

KINGSBOROUGH COMMUNITY COLLEGE
CONTINUING EDUCATION

Kingsborough Community College/CUNY
Office of Continuing Education
2001 Oriental Boulevard, Brooklyn, NY 11235
www.kingsborough.edu

CUNY The City University of New York



If you think it's impossible to *refinance* your home,

THINK AGAIN!

Even if you were turned down before, you may now qualify for the Home Affordable Refinance Program (HARP).

Contact **Kevin Hansen - Mortgage Consultant**
at **516.822.7279** to learn more. **NMLS#344892**

EMIGRANT MORTGAGE



Copyright © 2014 Emigrant Mortgage Company, Incorporated - NMLS#1577 (Emigrant). All rights reserved. Emigrant Mortgage Company is a subsidiary of Emigrant Bank. Member FDIC. Emigrant is an Equal Opportunity Lender and an Equal Opportunity Employer. The information, products and services contained in this advertisement are believed to be correct but may include inaccuracies, typographical errors and/or omissions. Emigrant does not guarantee the accuracy of the data contained herein. This is not an offer or guarantee to extend consumer credit by Emigrant. Program guidelines, terms and/or conditions are subject to change by Emigrant without notice. All loans are subject to submission of a complete application, underwriting review and credit and property approval by Emigrant. Not all products, and/or programs, or incentives are available in all states and/or localities and/or for all loan amounts. Other restrictions and limitations may apply. New York Mortgage Banker License*, New York State Department of Financial Services, One State Street, New York, New York, 10004. Emigrant is registered or licensed with the Banking Departments or Divisions in CT, DE, FL, MA, NH, NJ, NY* and PA.// 04/15/2014 *Mortgage Banker activities authorized pending issuance.

If the new loan is secured by your primary residence and the unpaid principal balance exceeds the property's fair market value, the interest on the portion of the unpaid principal balance that is greater than the fair market value of your primary residence is not deductible for federal income tax purposes. You should consult a tax advisor for further information regarding the deductibility of interest and charges.
HSOSTNA

SUCCESS ACADEMY CHARTER SCHOOLS – NYC

is applying to open a new public charter school in District 15.

When: August 2016

Where: Community School District 15

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchoolsD15@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

BROOKLYN BRIDGE ANIMAL WELFARE COALITION, SEAN CASEY ANIMAL RESCUE & NORTH SHORE ANIMAL LEAGUE AMERICA

ADOPT A PET

Grand Army Plaza & Eastern Pkwy

920 Plaza Street West • Brooklyn, NY
SAT JUNE 21 • 10AM - 3PM

Dapper Dawg

2270 Bath Avenue, Brooklyn, NY
SUN JUNE 22 • 12PM - 5PM



AnimalLeague.org
1.877.4.SAVE.PET



Like us on Facebook
Facebook.com/
TheAnimalLeague



KINGSBOROUGH COMMUNITY COLLEGE
CONTINUING EDUCATION

SUMMER 2014

If you're considering a career change, seeking professional advancement or simply looking to enrich your life, Kingsborough's Continuing Education program has a course to fit your needs.

Registration now in progress.

Call **(718)-368-5050** to register.

Kingsborough Community College/CUNY
Office of Continuing Education
2001 Oriental Boulevard, Brooklyn, NY 11235
www.kingsborough.edu

CUNY The City University of New York

Cats on the lam

Caretakers are moving Plumb Beach felines to an undisclosed location in another state

BY MAX JAEGER

Talk about herding cats. Animal advocates have found a new home for 33 feral cats that spent the last decade living in a colony on Plumb Beach that the feds have targeted for destruction — now they just have to catch and move them.

Self-described “crazy cat lady” Nancy Rogers has been feeding the ferals in a section of the beach controlled by the National Parks Service for the last 11 years, but the feds recently ruled the cats have to go because they pose a danger to birds and small mammals living in the park.

Now the cats’ caretakers are furiously trapping the kitties ahead of a June 30 deadline to remove the cats before the Parks Service steps in. The mousers are being moved to a farm in another state, but Rogers said she couldn’t elaborate.

“I cannot say where it is, but the cats are leaving New York,” she said, a veterinary technician who has been helping caretakers trap, fix, and release the cats over the past year and a half.

Kitty caretakers got a surprise two weeks ago when they showed up to feed the cats and found Parks Service signs saying the colony would be “dismantled” on June 13. The Service would have trapped the cats and taken them to a shelter, according to a spokesman.

But advocates said a shel-



ANOTHER ONE DOWN: Nancy Rogers has been working furiously to trap 33 feral cats in order to relocate the felines off of national parkland. Photo by Steve Solomonson

ter would have been a death sentence, because most of the cats were not socialized and thus not adoptable. After a flood of phone calls and a hand-delivered letter, the caretakers convinced the Parks Service to extend its deadline to June 30.

Rogers has caught more than a dozen of the 33 cats so far and is keeping them in cages in her garage until they leave for the undisclosed location.

The felines will go to a private residence south of the city that asked to remain anonymous, according to Rodgers.

The hairball haven is tak-

ing the cats for free, but Rogers said that moving them will still be a costly affair.

Before the kitties can move to their new home, they all need to be vetted to assure that their shots are up to date — but that can cost hundreds of dollars per pussycat, Rogers said.

To finance the feline flight, Rogers and her partners have started an online fund-raiser that has garnered more than \$1,700 toward the group’s \$3,000 goal.

Donations can be made at www.youcaring.com/medical-fundraiser/save-the-plum-beach-cats/192464.

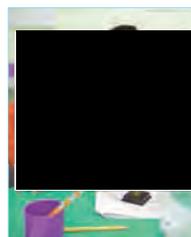
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open a new public charter school in District 15.

When: August 2016

Where: Community School District 15

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy’s proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD15@SuccessAcademies.org

*For source information: SuccessAcademies.org/results





HOWNIL COINS

U.S. Coins, Currency and Bullion

3236 Nostrand Avenue | Brooklyn, NY 11229 | 917-816-6894 - Howard

COINS FOR THE BEGINNERS TO THE ADVANCED COLLECTORS

We are always looking to buy your coins and unwanted gold & silver jewelry. If you have any coins you want to sell, regardless of the size of your collection, please give us a call.

WITH OVER 20 YEARS OF EXPERIENCE
Hownil Coins buys, sells and trades coins.
Hownil Coins is an NGC authorized dealer in Brooklyn, New York

LET US TURN YOUR OLD COINS, CURRENCY AND JEWELRY INTO NEW MONEY.
GET THE MOST CASH FOR YOUR UNWANTED OR BROKEN GOLD AND SILVER JEWELRY.

- Always buying silver and gold Bullion.
- Buying old U.S. currency.
- Buying all US silver coins—1964 and before.
- Foreign coins
- Sterling silver
- Silverware & silver trays
- All U.S. mint & proof sets—all silver bars & rounds.



See our website, hownilcoins.com

Turn your power on at **Live Holistic**

*Chiropractic & Holistic Care
For Greater Health,
Mobility, & Pain Relief*

5 Essentials to Health
 Nerve Supply • Exercise • Detox
 Time & Stress
 Management

*Maximize Your Mind • Lean Muscle • Spinal Correction • Percussion Massage
 Whole Body Vibration - Boosts • Bone Density • Loosens Lower Back & Reduces Leg Pain*

Full Examination w/ X-rays - only \$45.00
Regularly \$350.00

MOST INSURANCES ACCEPTED

Not Insured? We Offer Affordable Payment Plans

Dr. Vincent Adamo
718-921-5483

446 Bay Ridge Parkway, Brooklyn, NY 11209

www.liveholistic.net

**CHIROPRACTIC CARE
FOR HIGH SCHOOL
ATHLETES & CHILDREN**

**We Carry Homeopathics
& Natural Vitamins**



ARI BAUMANN ORCHESTRA

12-3pm, Avenue M at East 15th Street

37TH ANNUAL

MAGIC SHOW!

3:30pm, Avenue M at East 15th Street

MIDWOOD

MARDI GRAS STREET FAIR

12-6 PM | AVENUE M, EAST 13TH STREET-OCEAN AVENUE | FREE ADMISSION | RAIN OR SHINE

FDNY FIRE SAFETY EXPERIENCE

All day!

JUNE 22, 2014

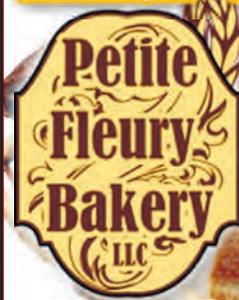
CHALLENGE THE CHESS MASTER

All day!

Sponsored by Midwood Development Corp. www.middev.org Thank you to our supporters: Apple Bank for Savings, Astoria Bank, Dime Savings Bank of Williamsburgh, and Investors Bank. Produced by Meteor Festivals. Vendor space available. For information, call 718-444-6028.

GRAND OPENING

Hours of Business: Mon-Sat 7am-6pm



We would love to show you what we will be offering at our new location. Please come and see our variety of delectable treats.

**Crusty Baguettes • Pastries
Scones • Coffee Cakes
Cookies • Sourdough
Fruit • Whole Grain
Sandwich Breads and more!**

4630 Flatlands Avenue • 347-587-4557

Enter On Schenectady Avenue

www.petitefleurybakery.com



SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn.

When: August 2016

Where: Community School Districts 13, 14, 15, 17, 18, 22, and 23

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

NYC Mayor's Office for People with Disabilities



**No Permit, Don't Do It!
\$180 Fine**

NYC.GOV/MOPD

Cats on the lam

Caretakers moving felines to unknown location

BY MAX JAEGER

Talk about herding cats. Animal advocates have found a new home for 33 feral cats that spent the last decade living in a colony on Plumb Beach that the feds have targeted for destruction — now they just have to catch and move them.

Self-described “crazy cat lady” Nancy Rogers has been feeding the ferals in a section of the beach controlled by the National Parks Service for the last 11 years, but the feds recently ruled the cats have to go because they pose a danger to birds and small mammals living in the park.

Now the cats’ caretakers are furiously trapping the kitties ahead of a June 30 deadline to remove the cats before the Parks Service steps in. The mousers are being moved to a farm in another state, but Rogers said she couldn’t elaborate.

“I cannot say where it is, but the cats are leaving New York,” she said, a veterinary technician who has been helping caretakers trap, fix, and release the cats over the past year and a half.

Kitty caretakers got a surprise two weeks ago when they showed up to feed the cats and found Parks Service signs saying the colony would be “dismantled” on June 13. The Service would have trapped the cats and taken them to a shelter, according to a spokesman.

But advocates said a shelter would have been a death sentence, because most of the cats were not socialized and thus not adoptable. After a flood of phone calls and a hand-delivered letter, the caretakers convinced the Parks Service to extend its deadline to June 30.

Rogers has caught more than a dozen of the 33 cats so far and is keeping them

in cages in her garage until they leave for the undisclosed location.

The felines will go to a private residence south of the city that asked to remain anonymous, according to Rodgers.

The hairball haven is taking the cats for free, but Rogers said that moving them will still be a costly affair.

Before the kitties can move to their new home, they all need to be vetted to assure that their shots are up to date — but that can cost hundreds of dollars per pussycat, Rogers said.

To finance the feline flight, Rogers and her partners have started an on-line fund-raiser that has garnered more than \$1,700 toward the group’s \$3,000 goal.

Donations can be made at www.youcaring.com/medical-fundraiser/save-the-plum-beach-cats/192464.



GOTCHA! Animal advocates in Plumb Beach are shipping this little guy and others like him to an animal rescuer at an undisclosed location ahead of a National Parks Service plan to send the long-standing colony of feral kitties to the pound.

Photo by Steve Solomonson

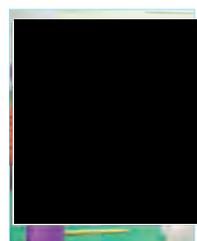
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Brooklyn.

When: August 2016

Where: Community School Districts 13, 14, 15, 17, 18, 22, and 23

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy’s proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



LUBLIN DENTAL CENTER

Theodore A. Lublin, D.D.S P.C. & Adam S. Lublin, D.D.S.
6820 Avenue U - Mill Basin - 718-531-2300

**100% INTEREST FREE
FINANCING AVAILABLE!**

For more information, visit our website www.LublinDentalCenter.com
E-mail: LublinDental@aol.com



Celebrate Summer with a brand-new smile for you or your loved one...
a smile that will last a lifetime!

Summer is the time to refresh your smile, and there is no better way than with Invisalign.

BEFORE



AFTER



Call today for your **FREE CONSULTATION!**

IMPLANTS: We also do Lumineers, Crowns, Cosmetic Dentistry & more!

Any Cosmetic Case

\$500 OFF

Expires 7/11/14

With the start of treatment...

FREE WHITENING

Expires 7/11/14

Complimentary
**Invisalign
Consultation**

Information Session



Success Academy Charter Schools – NYC
is applying to open a new public charter school
in Community School District 18

To learn more, come to the
INFORMATION SESSION

When:	Monday, June 30 at 6:00pm
Where:	Paerdegat Athletic Club 1500 Paerdegat Avenue North Canarsie, Brooklyn

You can also visit
www.SuccessAcademies.org/NewSchools

We welcome your comments:
NewSchools@successacademies.org

Information Session



Success Academy Charter Schools – NYC
is applying to open a new public charter school in
Community School District 23

To learn more, come to the
INFORMATION SESSION

When:	Tuesday, July 1 at 6:30pm
Where:	Saratoga Public Library 8 Thomas S. Boyland St., Brooklyn (between MacDonough St. and Macon St.)

You can also visit
www.SuccessAcademies.org/NewSchools

We welcome your comments:
NewSchools@successacademies.org

Teens graduate from LIC watchmaker program

BY ANGY ALTAMIRANO

aaltamirano@queenscourier.com/[@aaltamirano28](https://twitter.com/aaltamirano28)

A group of city high school students is using time to its advantage.

Luxury watch retailer Tourneau recognized seven students, the third group of kids to complete the company's Watchmaker Program, during a graduation ceremony on June 12 at its headquarters within the Falchi Building in Long Island City.

During the eight-week "Art of Watchmaking" program, students are given the opportunity to learn the skills needed to possibly begin a career as professional watchmakers.

The Tourneau Watchmaker Program was started last year by Terry Irby, a third-generation watchmaker and Tourneau's technical director. With more than 600 watches in need of repair coming into the western Queens site per week, an aging staff and the number of American watchmakers dropping almost 90 percent since the 1950s, Irby was keen to get the younger generation involved in the trade.

"Watchmaking is a skill that most often stays in families, because it takes a long time to learn," said Irby. "As a kid, I loved it — I couldn't wait to help my father. Now, my career is about passing those skills on. These students can take what they learn with them and support their families."

The company has since collaborated with Manhattan Comprehensive Night and Day School, which in partnership with Comprehensive Development Inc. (CDI) selects students at the school to take part in the program.

Before entering the program, each student is interviewed by Irby who tests his or her skill and gets a look at the student's interest in watchmaking. Once accepted, students learn the history and mechanics of watches, take apart watches, examine every piece and



THE COURIER/Photos by Angy Altamirano

then reassemble watches and clocks.

"What we're looking for are real opportunities for students to be exposed to the world of work and hopefully learn some skills," said Margaret Aylward, associate executive director for CDI. "The idea is that at least it hooks them in a way that keeps them engaged and learning."

Two Queens students were among the graduates during the June 12 ceremony. Ayushi Pant, 18, who was born in Nepal and about four months ago moved to the United States and now lives in Jamaica, and 19-year-old Frank Kwarteng from Corona, both received diplomas and white lab coats for completing the program.

"I really feel blessed and really happy," Pant said. "I like taking things apart and putting them back.

Patience is one of the most important things of being a watchmaker. I learned how to be patient, how to solve problems and not panic. This is how we're going to succeed in the end."

Some of the graduates will take the skills they learned and apply it to their future careers, while others will continue their work with Tourneau after being accepted into full-time internships.

"I want to try to continue watchmaking and see how far I could go with it," Kwarteng said. "It's the best program. I learned a lot about watches and I never thought I would get into watches like this."

The next group of students are expected to begin the Watchmaker Program in the fall.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public
charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015)
and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and
serving K-12th grade at full scale (pre-K, middle school, and
high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information:
SuccessAcademies.org/results

RENEW YOUR SPIRIT & JEWISH CONNECTION



JOIN US AS WE CELEBRATE OUR
10TH ANNIVERSARY
ISRAEL CENTER OF CONSERVATIVE JUDAISM
THE CARING COMMUNITY

Learn more about us by watching
our video at www.iccj2004.org

**FOR ADDITIONAL
INFORMATION CONTACT:**
Gale Schott, Office Administrator
TELEPHONE: 718-591-5353 EXT. 11
E-MAIL: GALE@ICCJ2004.ORG

Israel Center of Conservative Judaism
167-11 73rd Avenue, Flushing, NY 11366
Rabbi Robyn Fryer Bodzin
Telephone: 718-591-5610
e-mail: rabbirfb@iccj2004.org



[f /ICJQueens](https://www.facebook.com/ICJQueens)

[t @ICJ_Queens](https://twitter.com/ICJ_Queens)

FIRST+MED

IMMEDIATE MEDICAL CARE SINCE 1983



We now accept all BC/BS Plans, Aetna 1199, most Oxford, United Healthcare, HIP GHI and many others

EVEN ON SUNDAY



In this CITI... **FIRST MED** is the **PREMIERE Urgent Care** in Queens and **FIRST CHOICE** in Urgent Care since 1983

First Med Doctors are Certified Examiners for DOT Physicals

URGENT CARE FOR CHILDREN & ADULTS

BUMPS, SCRAPES, CUTS, BURNS YOU NAME IT!

MEMBER URGENT CARE ASSOCIATION OF AMERICA

FIRST+MED-FLUSHING

191-20 Northern Blvd., Flushing, NY 11358

718-224-8855

Mon-Fri: 8am-9pm, Sat & Sun: 8am-7pm

FIRST+MED-GLENDALE

82-17 Woodhaven Blvd., Glendale, NY 11385

718-805-9581

Mon-Fri: 9am-7pm, Sat & Sun: 9am-3pm

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



SUCCESS ACADEMY
CHARTER SCHOOLS

*For source information: SuccessAcademies.org/results

KUPFERBERG CENTER FOR THE ARTS
AT QUEENS COLLEGE PRESENTS



Louis ARMSTRONG
INTERNATIONAL
MUSIC FESTIVAL



FREE ADMISSION

Featuring Performances By

ALBITA

JON FADDIS QUARTET

JUNOON with SALMAN AHMAD

DAVID OSTWALD'S

LOUIS ARMSTRONG ETERNITY BAND

SUNDAY, JUNE 29, 1-7 PM

RAIN OR SHINE

FLUSHING MEADOWS CORONA PARK

www.kupferbergcenter.org/armstrongfest

facebook.com/ArmstrongMusicFestival

[@armstrongfest](https://twitter.com/armstrongfest)

LOUIS ARMSTRONG PHOTOGRAPH COURTESY OF THE LOUIS ARMSTRONG HOUSE MUSEUM

Major Support Provided by CUNY. Additional support Provided by Bloomberg Philanthropies, Queens Borough President Melinda Katz, and the Max and Selma Kupferberg Family Foundation.



SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public
charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015)
and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and
serving K-12th grade at full scale (pre-K, middle school, and
high school grades subject to government approval)

Success Academy has a proven record of
excellence, with our scholars consistently
scoring in the top 7% of public schools in New
York State for reading, science, and math.*

To learn more about Success Academy's
proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information:
SuccessAcademies.org/results

When Only The Best Will Do!

Alicia's
Always Competitively Priced.

BAY TERRACE SHOPPING CENTER | 211-19 26TH AVENUE | BAYSIDE, NY 11360
718.224.0075 OR (877) ALICIAS | WWW.ALICIASJEWELERS.COM

CHARRIOL, BELL & ROSS, REDAT & CO, DAINE L'ESPINO, Lumière, LONGINES, ALOR, Dior, TAG Heuer, RAYMOND WEIL, RADO, PHILIP STEIN, OMEGA, MOVADO, MONT BLANC

Benjamin Cardozo HS to graduate first black valedictorian

BY LIAM LA GUERRE
lguerre@queenscourier.com
[@liamlaguerre](https://twitter.com/liamlaguerre)

Shanelle Davis remembers that her
parents instilled in her the importance
of education so much that as a child
wherever she went during the summer,
she had to have a book.

“Shanelle, take up a book,” she
recalled her parents saying. “Education
was stressed in our house. I had to get
good grades.” Her parents, both from the
island of Jamaica, couldn’t afford a col-
lege education, but were determined that
Davis, 17, would be the first in the fam-
ily to earn a higher degree.

Since then, Davis has consis-
tently achieved high grades
through the years and all
that time studying has
accomplished more than
her parents could have
foreseen. Davis will
be the first black valedictorian of Benjamin
Cardozo H.S., and the cherry on top is she
will attend Harvard
University starting in
the fall.

“Even though the valedictorian itself is an
honor because not many

people get to be the top student in their class,
this is an incredible honor, because I’ve made
history,” Davis said.

Davis, a resident of Jamaica, Queens, not only
studied hard, but she also took part in various
clubs and activities to prepare for the next level.

She took seven Advanced Placement classes,
is a member of the school’s National Honor
Society and the Gateway Pre-College Education
program.

She’s involved in academic enrichment organiza-
tion Legal Outreach, through which she
has participated in debates and interned at law
firms in New York City. She has also helped
struggling elementary and middle school stu-
dents prepare for state exams through Future
Educators of New York. And besides academics,
Davis has been on Cardozo’s track team since
sophomore year.

“I had to give up a lot for studying, but I feel
like it was worth it in the end,” she said.

Davis is entering Harvard undecided, but
plans to use her early semesters to figure out
what field she wants to study. What she doesn’t
have to think about though, is money.

She will attend the university without pay-
ing a dime thanks to a partial scholarship from
Harvard as well as outside awards, including the
Milken scholarship, the Ron Brown scholarship,
and scholarships from the United Federation of
Teachers, the National Association of University
Women and the YMCA.

“We are living out [my parents’] dream and
mine without paying anything,” Davis said.



Shanelle Davis will be the
first black valedictorian to
graduate Benjamin Cardozo
High School.

THE COURIER/Photo by Liam La Guerre

FIRST+MED

IMMEDIATE MEDICAL CARE SINCE 1983



We now accept all BC/BS Plans, Aetna 1199, most Oxford, United Healthcare, HIP GHI and many others

EVEN ON SUNDAY



In this CITI... **FIRST MED** is the **PREMIERE Urgent Care** in Queens and **FIRST CHOICE** in Urgent Care since 1983

First Med Doctors are Certified Examiners for DOT Physicals

URGENT CARE FOR CHILDREN & ADULTS

BUMPS, SCRAPES, CUTS, BURNS YOU NAME IT!

MEMBER URGENT CARE ASSOCIATION OF AMERICA

FIRST+MED-FLUSHING

191-20 Northern Blvd., Flushing, NY 11358

718-224-8855

Mon-Fri: 8am-9pm, Sat & Sun: 8am-7pm

FIRST+MED-GLENDALE

82-17 Woodhaven Blvd., Glendale, NY 11385

718-805-9581

Mon-Fri: 9am-7pm, Sat & Sun: 9am-3pm

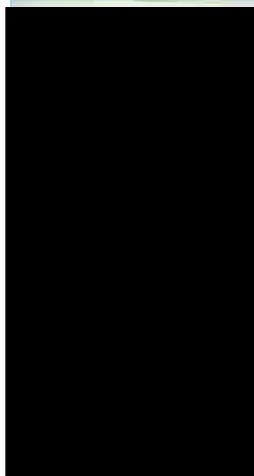
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



SUCCESS ACADEMY
CHARTER SCHOOLS

*For source information: SuccessAcademies.org/results

KUPFERBERG CENTER FOR THE ARTS
AT QUEENS COLLEGE PRESENTS



FREE ADMISSION

Featuring Performances By

ALBITA

JON FADDIS QUARTET

JUNOON with SALMAN AHMAD

DAVID OSTWALD'S

LOUIS ARMSTRONG ETERNITY BAND

SUNDAY, JUNE 29, 1-7 PM

RAIN OR SHINE

FLUSHING MEADOWS CORONA PARK

www.kupferbergcenter.org/armstrongfest

facebook.com/ArmstrongMusicFestival

[@armstrongfest](https://twitter.com/armstrongfest)

LOUIS ARMSTRONG PHOTOGRAPH COURTESY OF THE LOUIS ARMSTRONG HOUSE MUSEUM

Major Support Provided by CUNY. Additional support Provided by Bloomberg Philanthropies, Queens Borough President Melinda Katz, and the Max and Selma Kupferberg Family Foundation.



SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public
charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015)
and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and
serving K-12th grade at full scale (pre-K, middle school, and
high school grades subject to government approval)

Success Academy has a proven record of
excellence, with our scholars consistently
scoring in the top 7% of public schools in New
York State for reading, science, and math.*

To learn more about Success Academy's
proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information:
SuccessAcademies.org/results

When Only The Best Will Do!

CHARRIOL
LUMIERE
Bell & Ross
REGAT & CO
DAINE L'ESPINO
Lumière
LONGINES
ALOR
EBEL
Dior
TAG Heuer
RAYMOND WEIL
RADO
PHILIP STEIN
OMEGA
MOVADO
MONT BLANC

Alicia's
Always Competitively Priced.

BAY TERRACE SHOPPING CENTER | 211-19 26TH AVENUE | BAYSIDE, NY 11360
718.224.0075 OR (877) ALICIAS | WWW.ALICIASJEWELERS.COM

Benjamin Cardozo HS to graduate first black valedictorian

BY LIAM LA GUERRE
lguerre@queenscourier.com
[@liamlaguerre](https://twitter.com/liamlaguerre)

Shanelle Davis remembers that her
parents instilled in her the importance
of education so much that as a child
wherever she went during the summer,
she had to have a book.

“Shanelle, take up a book,” she
recalled her parents saying. “Education
was stressed in our house. I had to get
good grades.” Her parents, both from the
island of Jamaica, couldn’t afford a col-
lege education, but were determined that
Davis, 17, would be the first in the fam-
ily to earn a higher degree.

Since then, Davis has consis-
tently achieved high grades
through the years and all
that time studying has
accomplished more than
her parents could have
foreseen. Davis will
be the first black valedictorian of Benjamin
Cardozo H.S., and the
cherry on top is she
will attend Harvard
University starting in
the fall.

“Even though the valedictorian
itself is an honor because not many

people get to be the top student in their
class, this is an incredible honor, because
I’ve made history,” Davis said.

Davis, a resident of Jamaica, Queens,
not only studied hard, but she also took
part in various clubs and activities to
prepare for the next level.

She took seven Advanced Placement
classes, is a member of the school’s
National Honor Society and the Gateway
Pre-College Education program.

She’s involved in academic enrichment
organization Legal Outreach, through
which she has participated in debates and
interned at law firms in New York City.
She has also helped struggling elementary
and middle school students prepare for
state exams through Future Educators
of New York. And besides academics,
Davis has been on Cardozo’s track team
since sophomore year.

“I had to give up a lot for studying,
but I feel like it was worth it in the end,”
she said.

Davis is entering Harvard undecided,
but plans to use her early semesters to
figure out what field she wants to study.
What she doesn’t have to think about
though, is money.

She will attend the university without
paying a dime thanks to a partial scholar-
ship from Harvard as well as outside
awards, including the Milken scholarship,
the Ron Brown scholarship, and scholar-
ships from the United Federation of
Teachers, the National Association of
University Women and the YMCA.

“We are living out [my parents’] dream
and mine without paying anything,” Davis
said.



Shanelle Davis will be the first black valedictorian to graduate Benjamin Cardozo High School.

THE COURIER/Photo by Liam La Guerre

kids & education

Beat the heat at free outdoor pools in Queens

Instead of sitting in air conditioning, try cooling off in one of the borough's free outdoor pools starting Friday, June 27. All locations are open from 11:00 a.m. to 7:00 p.m. (with a break for cleaning between 3 and 4 p.m.). The season ends September 1. For more information, visit www.nycgovparks.org/facilities/outdoor-pools.

Astoria Park
19th Street and 23rd Drive
Olympic-sized pool

Fisher Pool
99th Street and 32nd Avenue
Outdoor intermediate pool,
outdoor wading pool

Fort Totten
338 Story Avenue
Outdoor intermediate pool,
outdoor wading pool,
outdoor diving pool

Liberty Park Pool
173rd Street and 106th Avenue
Outdoor intermediate pool,
outdoor wading pool

Marie Curie Park
211th Street and 46th Avenue
Outdoor mini pool

P.S. 10
45th Street and 30th Road
Outdoor mini pool

P.S. 186 Playground
Little Neck Parkway and 72nd Avenue
Outdoor mini pool

Windmuller Park
54th Street and 39th Road
Outdoor mini pool



Photo courtesy of nycgovparks.org

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results



Isabella Taxilaga was the grand prize winner of the Be Kind People Project's nationals student writing contest.

My name is Isabella and I am going into the second grade at P.S. 122 in Astoria.

My favorite things to do are reading, writing and drawing. I love to write poems, songs and stories about my family and what I feel. I really love doing this job and I'm very happy and proud to write for everybody.

ISABELLA

Summer Reading Plans

BY ISABELLA TAXILAGA

When we are at school teachers send us home with books every day to read. These books are chosen by our reading level (from A-Z). We want to move up in levels and keep going until the next grade. The only way to keep moving up is to Keep Reading!

So the best idea is to read in summer; not all days but some days. Read books that you really love or books that make you laugh. Now let me tell you my plans:

1. Sit under a tree and read
2. On an airplane ride/airport
3. In the air-conditioned library
4. The park/Central Park or Astoria Park or a nearby park
5. The beach (under an umbrella of course)
6. In bed/bedroom
7. At night
8. Read to someone (a younger relative or an older relative)
9. [Most important] read with someone wherever you go!

You could also search on the internet "summer reading lists" for books that are just right for you and make your summer reading plans!

Now you know all my summer reading plans, what are YOUR reading plans?

**Specializes in Orthopedic Care for all Ages
Bone & Muscle Injuries**

Whether you got hurt on the school playground, during a sports game, at work or as a result of a car accident, we can help you!

Able Orthopedic and Sports Medicine provides prompt care utilizing the latest orthopedic treatments and state of the art surgical and arthroscopic procedures to treat injuries related to knee, shoulder, hand as well as all fractures of extremities.

Please Call To See How We Can Take Care of Your Needs!

Free Parking and Evening Hours Are Available

Please call **718-897-2228** for an appointment

Able Orthopedic & Sports Medicine
76-55 Austin Street, Forest Hills, NY 11375
www.ableorthopedic.com

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public
charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015)
and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and
serving K-12th grade at full scale (pre-K, middle school, and
high school grades subject to government approval)

Success Academy has a proven record of
excellence, with our scholars consistently
scoring in the top 7% of public schools in New
York State for reading, science, and math.*

To learn more about Success Academy's
proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information:
SuccessAcademies.org/results

When Only The Best Will Do!

MONACO
TAG HEUER
AUTOMATIC CHRONOGRAPH
CALIBRE 12
SWISS MADE 8

Alicia's
Always Competitively Priced.

BAY TERRACE SHOPPING CENTER | 211-19 26TH AVENUE | BAYSIDE, NY 11360
718.224.0075 OR (877) ALICIAS | WWW.ALICIASJEWELERS.COM

Logos for various brands: CHARBIOL, BELL & ROSS, REDAT & CO, DANIEL HEURTY, Lumière, LONGINES, ALOR, Dior, TAG Heuer, RAYMOND WEIL, RADO, PHILIP STEIN, OMEGA, MOVADO, MONT BLANC.

Benjamin Cardozo HS to graduate first black valedictorian

BY LIAM LA GUERRE
lguerre@queenscourier.com
[@liamlaguerre](https://twitter.com/liamlaguerre)

Shanelle Davis remembers that her
parents instilled in her the importance
of education so much that as a child
wherever she went during the summer,
she had to have a book.

“Shanelle, take up a book,” she
recalled her parents saying. “Education
was stressed in our house. I had to get
good grades.” Her parents, both from the
island of Jamaica, couldn’t afford a col-
lege education, but were determined that
Davis, 17, would be the first in the fam-
ily to earn a higher degree.

Since then, Davis has consis-
tently achieved high grades
through the years and all
that time studying has
accomplished more than
her parents could have
foreseen. Davis will
be the first black valedictorian of Benjamin
Cardozo H.S., and the
cherry on top is she
will attend Harvard
University starting in
the fall.

“Even though the valedictorian
itself is an honor because not many

people get to be the top student in their
class, this is an incredible honor, because
I’ve made history,” Davis said.

Davis, a resident of Jamaica, Queens,
not only studied hard, but she also took
part in various clubs and activities to
prepare for the next level.

She took seven Advanced Placement
classes, is a member of the school’s
National Honor Society and the Gateway
Pre-College Education program.

She’s involved in academic enrichment
organization Legal Outreach, through
which she has participated in debates and
interned at law firms in New York City.
She has also helped struggling elementary
and middle school students prepare for
state exams through Future Educators
of New York. And besides academics,
Davis has been on Cardozo’s track team
since sophomore year.

“I had to give up a lot for studying,
but I feel like it was worth it in the end,”
she said.

Davis is entering Harvard undecided,
but plans to use her early semesters to
figure out what field she wants to study.
What she doesn’t have to think about
though, is money.

She will attend the university without
paying a dime thanks to a partial scholar-
ship from Harvard as well as outside
awards, including the Milken scholarship,
the Ron Brown scholarship, and scholar-
ships from the United Federation of
Teachers, the National Association of
University Women and the YMCA.

“We are living out [my parents’] dream
and mine without paying anything,” Davis
said.



Shanelle Davis will be the first black valedictorian to graduate Benjamin Cardozo High School.

THE COURIER/Photo by Liam La Guerre

kids & education

Beat the heat at free outdoor pools in Queens

Instead of sitting in air conditioning, try cooling off in one of the borough's free outdoor pools starting Friday, June 27. All locations are open from 11:00 a.m. to 7:00 p.m. (with a break for cleaning between 3 and 4 p.m.). The season ends September 1. For more information, visit www.nycgovparks.org/facilities/outdoor-pools.

Astoria Park
19th Street and 23rd Drive
Olympic-sized pool

Windmuller Park
54th Street and 39th Road
Outdoor mini pool

Fisher Pool
99th Street and 32nd Avenue
Outdoor intermediate pool,
outdoor wading pool

Fort Totten
338 Story Avenue
Outdoor intermediate pool,
outdoor wading pool,
outdoor diving pool

Liberty Park Pool
173rd Street and 106th Avenue
Outdoor intermediate pool,
outdoor wading pool

Marie Curie Park
211th Street and 46th Avenue
Outdoor mini pool

P.S. 10
45th Street and 30th Road
Outdoor mini pool

P.S. 186 Playground
Little Neck Parkway and 72nd Avenue
Outdoor mini pool



Photo courtesy of nycgovparks.org



Isabella Taxilaga was the grand prize winner of the Be Kind People Project's nationals student writing contest.

My name is Isabella and I am going into the second grade at P.S. 122 in Astoria.

My favorite things to do are reading, writing and drawing. I love to write poems, songs and stories about my family and what I feel. I really love doing this job and I'm very happy and proud to write for everybody.

ISABELLA

Summer Reading Plans

BY ISABELLA TAXILAGA

When we are at school teachers send us home with books every day to read. These books are chosen by our reading level (from A-Z). We want to move up in levels and keep going until the next grade. The only way to keep moving up is to Keep Reading!

So the best idea is to read in summer; not all days but some days. Read books that you really love or books that make you laugh. Now let me tell you my plans:

1. Sit under a tree and read
2. On an airplane ride/airport
3. In the air-conditioned library
4. The park/Central Park or Astoria Park or a nearby park
5. The beach (under an umbrella of course)
6. In bed/bedroom
7. At night
8. Read to someone (a younger relative or an older relative)
9. [Most important] read with someone wherever you go!

You could also search on the internet "summer reading lists" for books that are just right for you and make your summer reading plans!

Now you know all my summer reading plans, what are YOUR reading plans?

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

**Specializes in Orthopedic Care for all Ages
Bone & Muscle Injuries**

Whether you got hurt on the school playground, during a sports game, at work or as a result of a car accident, we can help you!

Able Orthopedic and Sports Medicine provides prompt care utilizing the latest orthopedic treatments and state of the art surgical and arthroscopic procedures to treat injuries related to knee, shoulder, hand as well as all fractures of extremities.

Please Call To See How We Can Take Care of Your Needs!

Free Parking and Evening Hours Are Available

Please call **718-897-2228** for an appointment

Able Orthopedic & Sports Medicine
76-55 Austin Street, Forest Hills, NY 11375
www.ableorthopedic.com

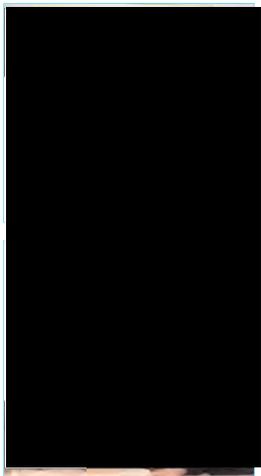
SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

When Only The Best Will Do!

MONACO
TAG HEUER
AUTOMATIC CHRONOGRAPH
CALIBRE 12
SWISS MADE 8

Alicia's
Always Competitively Priced.

BAY TERRACE SHOPPING CENTER | 211-19 26TH AVENUE | BAYSIDE, NY 11360
718.224.0075 OR (877) ALICIAS | WWW.ALICIASJEWELERS.COM

CHARRIOL, BELL & ROSS, REDAT & CO, DAINE L'ESPINO, Lumière, LONGINES, ALOR, Dior, TAG Heuer, RAYMOND WEIL, RADO, PHILIP STEIN, OMEGA, MOVADO, MONT BLANC

Benjamin Cardozo HS to graduate first black valedictorian

BY LIAM LA GUERRE
lguerre@queenscourier.com
[@liamlaguerre](https://twitter.com/liamlaguerre)

THE COURIER/Photo by Liam La Guerre



Shanelle Davis will be the first black valedictorian to graduate Benjamin Cardozo High School.

Shanelle Davis remembers that her parents instilled in her the importance of education so much that as a child wherever she went during the summer, she had to have a book.

“Shanelle, take up a book,” she recalled her parents saying. “Education was stressed in our house. I had to get good grades.” Her parents, both from the island of Jamaica, couldn’t afford a college education, but were determined that Davis, 17, would be the first in the family to earn a higher degree.

Since then, Davis has consistently achieved high grades through the years and all that time studying has accomplished more than her parents could have foreseen. Davis will be the first black valedictorian of Benjamin Cardozo H.S., and the cherry on top is she will attend Harvard University starting in the fall.

“Even though the valedictorian itself is an honor because not many

people get to be the top student in their class, this is an incredible honor, because I’ve made history,” Davis said.

Davis, a resident of Jamaica, Queens, not only studied hard, but she also took part in various clubs and activities to prepare for the next level.

She took seven Advanced Placement classes, is a member of the school’s National Honor Society and the Gateway Pre-College Education program.

She’s involved in academic enrichment organization Legal Outreach, through which she has participated in debates and interned at law firms in New York City. She has also helped struggling elementary and middle school students prepare for state exams through Future Educators of New York. And besides academics, Davis has been on Cardozo’s track team since sophomore year.

“I had to give up a lot for studying, but I feel like it was worth it in the end,” she said.

Davis is entering Harvard undecided, but plans to use her early semesters to figure out what field she wants to study. What she doesn’t have to think about though, is money.

She will attend the university without paying a dime thanks to a partial scholarship from Harvard as well as outside awards, including the Milken scholarship, the Ron Brown scholarship, and scholarships from the United Federation of Teachers, the National Association of University Women and the YMCA.

“We are living out [my parents’] dream and mine without paying anything,” Davis said.

FIRST+MED

IMMEDIATE MEDICAL CARE SINCE 1983



We now accept all BC/BS Plans, Aetna 1199, most Oxford, United Healthcare, HIP GHI and many others

EVEN ON SUNDAY



In this CITI... **FIRST MED** is the **PREMIERE Urgent Care** in Queens and **FIRST CHOICE** in Urgent Care since 1983

First Med Doctors are Certified Examiners for DOT Physicals

URGENT CARE FOR CHILDREN & ADULTS

BUMPS, SCRAPES, CUTS, BURNS YOU NAME IT!

MEMBER URGENT CARE ASSOCIATION OF AMERICA

FIRST+MED-FLUSHING

191-20 Northern Blvd., Flushing, NY 11358

718-224-8855

Mon-Fri: 8am-9pm, Sat & Sun: 8am-7pm

FIRST+MED-GLENDALE

82-17 Woodhaven Blvd., Glendale, NY 11385

718-805-9581

Mon-Fri: 9am-7pm, Sat & Sun: 9am-3pm

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



SUCCESS ACADEMY
CHARTER SCHOOLS

*For source information: SuccessAcademies.org/results

KUPFERBERG CENTER FOR THE ARTS
AT QUEENS COLLEGE PRESENTS



FREE ADMISSION

Featuring Performances By

ALBITA

JON FADDIS QUARTET

JUNOON with SALMAN AHMAD

DAVID OSTWALD'S

LOUIS ARMSTRONG ETERNITY BAND

SUNDAY, JUNE 29, 1-7 PM

RAIN OR SHINE

FLUSHING MEADOWS CORONA PARK

www.kupferbergcenter.org/armstrongfest

facebook.com/ArmstrongMusicFestival

[@armstrongfest](https://twitter.com/armstrongfest)

LOUIS ARMSTRONG PHOTOGRAPH COURTESY OF THE LOUIS ARMSTRONG HOUSE MUSEUM

Major Support Provided by CUNY. Additional support Provided by Bloomberg Philanthropies, Queens Borough President Melinda Katz, and the Max and Selma Kupferberg Family Foundation.





Precious Moments
 ★ ★ ★ ★ ★
Nursery School and Day Care

FULL DAY UPK

Sign up Now !

(Must be born in 2010 - Whitestone location only)

New York State Certified Licensed Teachers -
 Licensed by NYC Department of Education & Bureau of Day Care

PROGRAMS FOR:

Infants - Toddlers - Nursery School - Pre-Kindergarten

- Fully-secured premises
- Full & half-day programs available
- Extended working hours: 7am - 6pm
- Private bus service available
- ACD vouchers accepted

Visit Us At:

www.preciousmomentsnursery.com

WHITESTONE
 11-02 Clintonville Street
 718-767-6655

MASPETH
 61-30 Grand Avenue
 718-416-1624

YOUR CHILD'S HOME AWAY FROM HOME
 THE BEST OF EVERYTHING... REMEMBER! YOUR CHILD IS PRECIOUS!

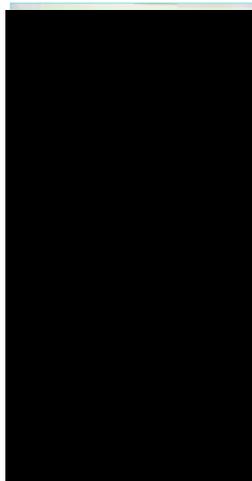
SUCCESS ACADEMY CHARTER SCHOOLS – NYC

is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)



Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



SUCCESS ACADEMY
 CHARTER SCHOOLS

*For source information:
SuccessAcademies.org/results



*Don't Let the Sun
 Go Down On You!*

Enjoy our incredible sunset view while experiencing the sumptuous classic and modern dishes of Vetro's Sunset Dinner Menu

Featuring Choices from a selection of 8 Antipasti, 9 Entrée Choices and finish with a special treat of Chef's Daily Dessert delight. Choose from such popular dishes as our Clams Oreganate, Salmone Ai Ferri and many more of our classic favorites.

Three Incredible Courses \$28*

Sunset Dinner Menu Served Tuesday – Saturday 4pm – 5:45pm

*Price excludes beverage, tax, and gratuity. Not available for groups of 10 or more.



Please Call: 718.843.8387 Or Visit Us At: www.vetroNYC.com
 164-49 Cross Bay Boulevard • Howard Beach, NY 11414

Loved ones, colleague pay tribute to late Maspeth Sanitation worker

BY ALEX ROBINSON

Colleagues and friends held a mass Monday to remember Steven Frosch, a city Sanitation Department worker who died in Maspeth Saturday after he was struck by a street sweeper.

He had been making adjustments to his own sweeper in a garage when a friend and colleague, who had not seen Frosch, accidentally drove over him, police said.

"Everybody liked Steve," Harry Nespoli, president of the Uniformed Sanitationmen's Association, said in an interview. "If somebody came on hard times, Steve would be the one to help that person out. He was liked throughout Queens West. Everybody knew him."

A father of four from Garden City, L.I., Frosch worked as a police officer for five years before making the switch to DSNY in 1999.

His wife had just given birth to the couple's fourth child two months ago, Nespoli said.

When reached for comment, relatives said Frosch's wife was too distraught to speak with the media. Nespoli said he went to meet with her Tuesday to offer his condolences.

"Walking into a house that's full of children and people and realizing Steve isn't going to be there anymore was very difficult. It's going to be hard," Nespoli said.

The mass was held at the garage, at 48-01 58th Road, where Frosch, 43, worked and died. The city made counselors available for any of Frosch's colleagues who needed their services.

"Sanitation work is very dangerous and difficult work, and we appreciate those who accept the call to duty. Our hearts go out to the Frosch family on their loss," DSNY Commissioner Kathryn Garcia said in a statement.

Friends launched a donation campaign for Frosch's family shortly after



STEVEN FROSCH

Photo courtesy DSNY

news spread of his death on gofundme.com. The group had already amassed more than \$31,000 by the end of Tuesday.

A wake for Frosch was held at Franklin Funeral Home in Franklin Square, L.I., Wednesday and Thursday. A funeral was set for Friday at 9:30 a.m. at St. Catherine of Sienna Church in Manhattan.

Mayor Bill de Blasio issued a statement Saturday offering his condolences to Frosch's family.

"We are deeply saddened to learn of the loss of one of New York's Strongest today while on the job in service of our city," de Blasio said. "Our thoughts and prayers are with Steven Frosch's family — especially his wife and four children — as well as his friends and fellow sanitation workers. New York City stands ready to support them all in this tragic time of need."

Reach reporter Alex Robinson by e-mail at arobinson@cnglocal.com or by phone at 718-260-4566.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

July 4th HOLIDAY SALE

HUGE SAVINGS OFF MINI SPLIT AIR CONDITIONERS

SUPER QUIET! SUPER COOL! ELEGANT! ENERGY EFFICIENT!

10-15% OFF FAMOUS NAME BRANDS: PRIDIOM, CARRIER, GREE

VISIT OUR SHOW ROOM WHILE SUPPLIES LAST

CONTRACTORS WELCOME

5-10% OFF ALL SUPPLIES

3D HVAC SUPPLIES CORP.
36-07 Bud Place
Flushing, N.Y. 11354
T: 718-321-3000



Are You Having Hair Loss Issues?

We can help!

Al's Place of Hair Care Services

- Hair scalp analysis
- Thin & spacey hair treatments
- Dry and brittle treatments
 - Corrective color
- Natural looking weaves
- Healthy hair relaxers & more

Bridal/sweet sixteen packages available

153-21 Jamaica Ave. • Jamaica, NY 11432

Tel: **917-301-4649**

"Healthy hair is our ultimate care"



@alsbeautyspot

City Councilman Miller hails budget as boon for SE Queens

BY JUAN SOTO

City Councilman I. Daneek Miller (D-St. Albans) said the \$75 billion city budget for 2015 "has proven to be both thoughtful and progressive."

The legislator pointed out that several of the services and programs that will be put into place will fund initiatives that cover the needs from pre-K to senior centers.

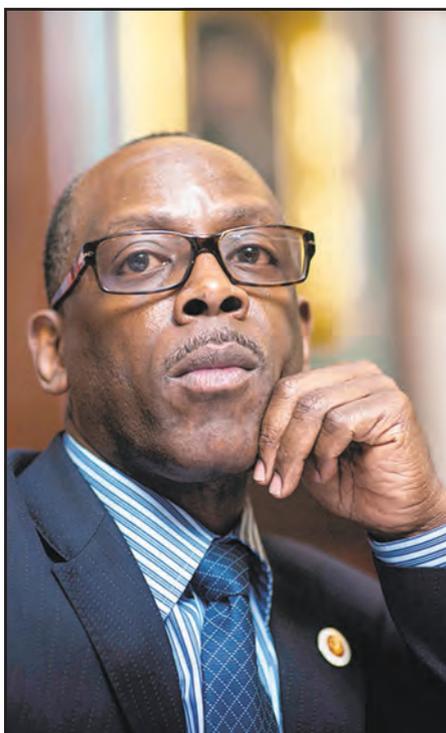
The Council earmarked \$1 million to fund the Coalition of Theaters of Color and another \$17 million to keep 56 New York City Housing Authority community and senior centers open.

Miller added that the funding for the Teacher's Choice Program, which provides money to educators to purchase materials and classroom supplies used for student instruction, will go up from \$4.5 million to \$6 million.

Also, the budget brings an additional 10,640 slots for the Summer Youth Employment Project, a program that provides people between 14 and 24 with a summer job for up to seven weeks.

And working-class residents and small business owners will get more funding through the Consortium for Worker Education and Jobs to Build On initiatives.

Miller pointed out that college-bound high school seniors will also get a piece of the budget pie. The Council funded a program with just over \$11 million to provide merit-based higher education scholarships.



Councilman Daneek Miller says the 2015 budget benefits southeast Queens residents.

Photo by Willaim Alatrisme/NYC Council

"This is a budget that will serve the needs of our entire city," Miller said in a statement.

Reach reporter Juan Soto by e-mail at jsoto@cnglocal.com or by phone at 718-260-4564.

Boro senior center offers many services

The United Hindu Senior Center at 118-09 Sutter Ave. in South Ozone Park offers free vegetarian lunches, health promotion, nutrition education, cards and games, mammograms and blood pressure screen-

ings.

In addition, we provide transportation for many seniors via bus.

For further information, call 718-323-8900.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

PORTABELLA

OUR FAMOUS LAST CALL

SAVE UP TO 70% OFF

LOWEST PRICES OF THE SEASON



CASUAL SHIRTS
SANDALS • T-SHIRTS

\$9.67

3 for \$25

Value to \$35 each



SLIM FIT
SUITS
from \$79.99

BUY 1 SUIT

AT THE VALUE PRICE

GET 2 FREE

Or Buy 1 At Our Everyday Low Price

	Value	Everyday	NOW!
New Slim Fit.....	\$250	\$99.99	3 for \$250
New Vested Suits	\$300	\$129.99	3 for \$300
Luxury Wool	\$425	\$159.99	3 for \$425

BOYS • BIG & TALL • WEDDINGS

SUITS \$59.99

THE LARGEST SELECTION IN NEW YORK

SHOES

\$19.99 \$29.99 \$39.99

Driving • Dress • Tuxedo • Fashion

Boys • U.S. Polo • Coogi

Clarks • Florsheim • Kenneth Cole

3-DAY
DOORBUSTER
FRI • SAT • SUN

SANDALS
\$4.99
\$25 VALUE



Portabella

BROOKLYN

503 Nostrand Ave. - Portabella
320 Livingston - Portabella
1671 Pitkin Ave. - Portabella
5205 5th Ave. - Portabella
423 Knickerbocker Ave. - Portabella
294 Utica Ave. - Portabella
1555 Flatbush Ave. - Portabella
851 Flatbush Ave. - Portabella
552 Nostrand Ave. - Fino
469 Fulton St. - Fino
5007 Church Ave. - Fino

QUEENS

163-18 Jamaica Ave. - Portabella
3056 Steinway St. - Portabella
164-08 Jamaica Ave. - Fino
Queens Center - Quails
Green Acres - Quails
NEW JERSEY
174 Main St. Paterson - Portabella
807 Broad St. - Portabella
Livingston Mall - Quails
Woodbridge Center - Quails
5516 Bergenline Ave. - Quails
Freehold Raceway Mall - Quails

BRONX

845 White Plains Road - Portabella
12-20 E. Fordham Rd. - Portabella
2887 3rd Ave. - Portabella
3449 Jerome Ave. - Portabella
2938 3rd Ave. - Fino
345 East Fordham Rd. - Fino
259 E. Fordham Rd. - Britches
645 E. Tremont Ave. - Britches
1498 Parkchester Ave. - Portabella
Bay Plaza Shopping Center - Portabella
13 South 4th Ave., Mount Vernon GRAND OPENING

MANHATTAN

243 W. 125th St. - Portabella
617 W. 181 St. - Portabella
120 W. 125th St. - Fino
1405 St. Nicholas Ave. - Fino
Manhattan Mall - Portabella

All merchandise not in all stores. All savings off value prices while quantities last. Sale prices effective through July 27th.

Blood drive donator's 5,000th pint nets VIP treatment at Mets game

BY GABRIELLE PRUSAK

The New York Mets have held blood drives even when Shea Stadium was still standing, but Monday was a special one.

Citi Field made it to 5,000 pints of blood since it opened in 2009, and the person who donated that 5,000th pint was rewarded handsomely.

"That person will be surprised and awarded VIP tickets to watch the game on the field level, an opportunity to watch batting practice from the field and a David Wright signed photo and a team signed jersey as well," said Danielle Parillo, senior director of community outreach and communications for the Mets.

Donors who go to the blood drive at Citi Field get a voucher for two seats at a Mets home game, but for Virginia Feinman she got much more than she expected.

"It's almost surreal, I was almost debating on not even coming today," winner Virginia Feinman said. "I was talking to my boyfriend and I said I really kind of just want to go home and sleep, but I said I can't do it, I can't skip it because if I do then I'll feel so guilty about any of the lives that I could have saved and didn't save."

Feinman's gut feeling followed through as she was also rewarded an op-



Winner Virginia Feinman smiles as she is being told she has donated the 5,000th pint of blood since the drive started at Citi Field.

Photo By Gabrielle Prusak

portunity to meet one of the current Met players. "I would like to meet Daniel Murphy," she said.

Feinman is from Mass-peth but her parents are from Queens. As a child, her parents would bring her to four to seven Mets home games a year and now goes to 10 to 20 games per year.

She considers herself a die-hard Met fan.

"I traveled to Chicago to go see the Mets [recently] and I'm going to go to Pittsburgh, so I obviously travel to see the team, too," Feinman said.

"I'm very shocked right now," she said. "It's taking a little while to sink

in, it feels like I'll wake up in a couple of hours and find out it was just a dream 'cause this is pretty amazing."

The Mets have worked with New York Blood Center for a long time, and when someone donates blood, three lives are saved.

"This is the biggest blood drive in Queens," Joe Ferrara, account manager for the New York Blood Center, said Monday. "We usually get about 600 donations, That's what we're expecting today, probably more."

In the past, the blood drive has started at 10 a.m. but on Monday the doors

Continued on Page 58

ADVERTORIAL

Pilates and Older Adults: A Gentler, Effective Way to Stay Fit

For older adults, keeping fit is essential. While so many forms of exercise can be hard on the body, Pilates offers a **safe alternative** to stay in shape while **reducing the risk of injury** that weight-bearing exercises may cause. With focus on controlled breathing and **quality of movement** – not quantity of repetitions – experts agree that Pilates is one of the best ways for older adults to stay healthy.

If you're an older adult and haven't exercised in a while, Pilates is a safe way to restart a workout program. "Pilates is perfect for older adults because it does not have the impact on the body other forms of exercise do, and is not nearly as severe on the joints as most workouts are," says Marina I., owner of Bayside Pilates and Fitness. "It really is a gentle way to exercise."

While conventional workouts tend to build short, bulky muscles more prone to injury—especially in the body of older adults—**Pilates focuses on building a strong "core."** The core consists of the deep abdominal muscles and the muscles closest to the spine. Many exercises are performed in reclining or sitting positions, and most are low impact and partially weight-bearing.

Pilates for older adults, particularly on a Reformer (resistance-based equipment with springs and ropes connected to a sliding padded carriage) is perfect. Marina explains, "It offers relatively light resistance rather than some gym equipment, where even the lightest weight on the rack might be too much."

Increased Stability and Balance

Pilates centers on movements at the core instead of the extremities (arms and legs) where potential for injury is greater. In contrast with other forms of exercise, Pilates maintains complete control around the joints. Marina explains, "To the benefit of older adults, Pilates teaches control and stability in a small range of motion, graduating to a larger range of motion as they **gain control and confidence.**"

Increased control and stability is crucial for older adults as it helps improve functional movement, including **balance and posture.** "It is natural for people to lose some of their balance and coordination as they age. Pilates increases strength and flexibility in both the core and the legs, which positively affects balance. These factors, along with basic fitness benefits, can help older adults



reduce the risk of falls," enthuses Marina. "Pilates is also a good way to **rehab from surgical procedures such as hip replacement or knee surgery.**"

An Antidote for Many Ailments

Pilates also helps with a variety of age-related ailments. **Arthritis sufferers benefit** because the gentle mid-range movements decrease the chance of joints compressing while maintaining the range of motion around them. Pilates can also help sufferers of **osteoporosis or lumbar spinal stenosis.** For osteoporosis, simple standing Pilates leg exercises may increase bone density in both the spine and the hip. Exercises for lumbar spinal stenosis can stretch tight back muscles and strengthen the extensor muscles of the spine, which counteracts the forces of gravity that can pull people into a hunched position. "The exercises are not interchangeable. If you have either of these conditions, it is important that you inform your Pilates instructor. The instructor knows how to modify exercises so that you do not hurt yourself," advises Marina.

Pilates has also been documented to **slow or reverse** the effects of debilitating diseases like **Parkinson's** and **multiple sclerosis.** For example, mid-range motion of the exercises can help people overcome rigidity and become more limber. It can even help with brain traumas like a **stroke.**

"The sooner people who suffer brain damage or a stroke can start balance exercises with Pilates and get their bodies moving symmetrically," says Marina, "the better they will fare in their overall permanent outcome."

Marina I. is a certified Pilates instructor at Bayside Pilates & Fitness, 718.224.7476, 35-16 Bell Blvd., Bayside. She is enthusiastic about the health, balance, and quality of life contributions Pilates can have on older adults. Contact her to discuss getting started on improving your quality of life today!

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:
NewSchools@SuccessAcademies.org

*For source information: SuccessAcademies.org/results



NYPD charges Corona man in Bay Terrace home invasion

BY KELSEY DURHAM

Police arrested one of two suspects last week wanted in connection with a home invasion in Bay Terrace earlier this year that injured an elderly couple, the NYPD said.

Corona resident Christopher Ramirez, 24, was arrested June 25 for his role in the April 23 break-in at a first-floor condo on 15th Avenue, authorities said.

Ramirez is one of two men who allegedly posed as repairmen and forced their way into the home before assaulting the homeowners, an 86-year-old man and his 85-year-old wife, and stealing a substantial amount of jewelry and cash, cops said.

According to a criminal complaint filed by the Queens district attorney, Ramirez and his accomplice, whom police have not yet identified, rang the doorbell at the home around 2:30 p.m. holding clipboards and falsely identified themselves as maintenance workers.

After the woman unlocked the door, the two men allegedly forced their way into the home and the unknown suspect began punching the woman, knocking her to the ground before she lost consciousness, the complaint said.

The document alleges that Ramirez ran to a bedroom on the second floor



Emergency responders help an elderly couple to an ambulance after they were assault during a home invasion in Bay Terrace in April.

of the home, where the 86-year-old man was asleep, and dragged the husband to the floor and began punching him. The victim told police that Ramirez then tied his hands behind his back with a plastic tie and covered his mouth and ears with tape before using pepper spray on the man's eyes, the complaint said.

The NYPD said the man suffered injuries to his head and his wife sustained bruises to her face and body. Both victims were treated at New York Hospital Queens and later released, police said.

The complaint against Ramirez said the couple noticed after the assault that their home had been ransacked and a safe con-

taining various gold and diamond jewelry and about \$15,000 in cash was missing from a second-floor bedroom.

Police later identified Ramirez as a suspect after lifting a fingerprint from a roll of tape found on the floor of the bedroom, the court document said. He was arrested and charged with robbery, burglary and assault, according to the complaint.

The NYPD said it was still pursuing the identity of the second man involved in the incident.

Reach reporter Kelsey Durham at 718-260-4573 or by e-mail at kdurham@cn-glocal.com.

SUCCESS ACADEMY CHARTER SCHOOLS — NYC

is applying to open new public charter schools in Queens.

When: August 2015 and August 2016

Where: Community School Districts 27 (August 2015) and 24, 28, and 30 (August 2016)

Grades: K and 1st grade for the opening school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval)

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit: SuccessAcademies.org/NewSchools

We encourage your input:

NewSchools@SuccessAcademies.org



*For source information: SuccessAcademies.org/results

Accepting Most Insurance Plans

We Accept: Blue Cross, Blue Shield, Blue View & Most Eyemed Insurance

WE ARE A GVS PROVIDER

Please call us to see if we accept your insurance

2 PAIRS OF GLASSES \$69⁹⁹

Including Free Eye Exam
With coupon • Exp. 7/20/14

NO-LINE BIFOCALS
Progressive Lenses w/ Metal Frames

\$99⁹⁹

Exam Not Included
With coupon • Exp. 7/20/14

VARILUX
Progressive Lenses (No-Line Bifocals) w/ Metal Frames

\$169⁹⁹

With coupon • Exp. 7/20/14

BUY 1 PAIR OF GLASSES

RECEIVE 1 PAIR OF EQUAL OR LESSER VALUE*

*Some Restrictions May Apply. With coupon • Exp. 7/20/14

*Some Restrictions Apply. May not be combined with any other offers, promotions, specials, union or insurance plans. Coupon must be presented at time of sale.

FREE EYE EXAM
included with purchase of Glasses.
Limited Time Only!

www.eyesupplyofbayside.com

eyesupply[®] OF BAYSIDE

39-25 Bell Blvd., Bayside
718-279-2020
Doctor In: Mon., Wed., Fri. 10 - 5³⁰
Tues. & Thurs. 11 - 7³⁰ • Sat. 10 - 4³⁰



ASIA BANK, N. A.

亞細亞銀行 *Best Service*

“COMMERCIAL REAL ESTATE FINANCING”

Owner-occupied and investment properties

Repayment terms to 25 years

Other Secured Business Loan Products Also Available

CALL US TODAY FOR YOUR CREDIT SOLUTION!!!

LOAN CENTER

135-11 Roosevelt Avenue, Flushing, NY 11354

Tel: 718-961-9898

Fax: 718-762-0741

e-mail: asialoan@asiabank-na.com

www.asiabank-na.com

Member FDIC • Equal Housing Lender

Information Session



Success Academy Charter Schools – NYC
is applying to open new public charter schools in
Community School Districts 24 and 30

To learn more, come to the
INFORMATION SESSION

When:	Monday, June 30 at 6:00pm
Where:	Broadway Library 40-20 Broadway Long Island City, Queens (Broadway and 41 st Street)

You can also visit
www.SuccessAcademies.org/NewSchools

We welcome your comments:
NewSchools@successacademies.org

Information Session



Success Academy Charter Schools – NYC
is applying to open new public charter schools in
Community School Districts 27 and 28

To learn more, come to the
INFORMATION SESSION

When:	Tuesday, July 1 at 6:00pm
Where:	Roy Wilkins Recreation Center 177 th Street, Jamaica, Queens (177 th and Baisley Blvd.)

You can also visit
www.SuccessAcademies.org/NewSchools

We welcome your comments:
NewSchools@successacademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 2.

When: August 2015

Where: Community School District 2

Grades: K and 1st grade for the 2015-2016 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD2@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 2.

Cuando: Agosto 2015

Donde: Distrito escolar comunitario 2

Grados: kinder y 1^{er} grado para el año escolar 2015-2016 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD2@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 3.

When: August 2015

Where: Community School District 3

Grades: K and 1st grade for the 2015-2016 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD3@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 3.

Cuando: Agosto 2015

Donde: Distrito escolar comunitario 3

Grados: kinder y 1^{er} grado para el año escolar 2015-2016 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD3@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 9.

When: August 2015

Where: Community School District 9

Grades: K and 1st grade for the 2015-2016 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy’s proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD9@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 9.

Cuando: Agosto 2015

Donde: Distrito escolar comunitario 9

Grados: kinder y 1^{er} grado para el año escolar 2015-2016 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

**Para saber más sobre las nuevas escuelas
propuestas de Success Academy visite:**

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD9@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 13.

When: August 2016

Where: Community School District 13

Grades: K and 1st grade for the 2016-2017 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD13@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 13.

Cuando: Agosto 2016

Donde: Distrito escolar comunitario 13

Grados: kinder y 1^{er} grado para el año escolar 2016-2017 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD13@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 14.

When: August 2016

Where: Community School District 14

Grades: K and 1st grade for the 2016-2017 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD14@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 14.

Cuando: Agosto 2016

Donde: Distrito escolar comunitario 14

Grados: kinder y 1^{er} grado para el año escolar 2016-2017 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

**Para saber más sobre las nuevas escuelas
propuestas de Success Academy visite:**

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD14@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 15.

When: August 2016

Where: Community School District 15

Grades: K and 1st grade for the 2016-2017 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD15@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 15.

Cuando: Agosto 2016

Donde: Distrito escolar comunitario 15

Grados: kinder y 1^{er} grado para el año escolar 2016-2017 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

**Para saber más sobre las nuevas escuelas
propuestas de Success Academy visite:**

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD15@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 17.

When: August 2016

Where: Community School District 17

Grades: K and 1st grade for the 2016-2017 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD17@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 17.

Cuando: Agosto 2016

Donde: Distrito escolar comunitario 17

Grados: kinder y 1^{er} grado para el año escolar 2016-2017 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD17@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 18.

When: August 2016

Where: Community School District 18

Grades: K and 1st grade for the 2016-2017 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD18@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 18.

Cuando: Agosto 2016

Donde: Distrito escolar comunitario 18

Grados: kinder y 1^{er} grado para el año escolar 2016-2017 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

**Para saber más sobre las nuevas escuelas
propuestas de Success Academy visite:**

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD18@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 22.

When: August 2016

Where: Community School District 22

Grades: K and 1st grade for the 2016-2017 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD22@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 22.

Cuando: Agosto 2016

Donde: Distrito escolar comunitario 22

Grados: kinder y 1^{er} grado para el año escolar 2016-2017 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

**Para saber más sobre las nuevas escuelas
propuestas de Success Academy visite:**

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD22@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 23.

When: August 2016

Where: Community School District 23

Grades: K and 1st grade for the 2016-2017 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD23@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 23.

Cuando: Agosto 2016

Donde: Distrito escolar comunitario 23

Grados: kinder y 1^{er} grado para el año escolar 2016-2017 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD23@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 24.

When: August 2016

Where: Community School District 24

Grades: K and 1st grade for the 2016-2017 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD24@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 24.

Cuando: Agosto 2016

Donde: Distrito escolar comunitario 24

Grados: kinder y 1^{er} grado para el año escolar 2016-2017 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD24@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 27.

When: August 2015

Where: Community School District 27

Grades: K and 1st grade for the 2015-2016 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD27@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 27.

Cuando: Agosto 2015

Donde: Distrito escolar comunitario 27

Grados: kinder y 1^{er} grado para el año escolar 2015-2016 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD27@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 28.

When: August 2016

Where: Community School District 28

Grades: K and 1st grade for the 2016-2017 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD28@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 28.

Cuando: Agosto 2016

Donde: Distrito escolar comunitario 28

Grados: kinder y 1^{er} grado para el año escolar 2016-2017 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD28@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS – NYC IS APPLYING TO OPEN A NEW PUBLIC CHARTER SCHOOL IN CSD 30.

When: August 2016

Where: Community School District 30

Grades: K and 1st grade for the 2016-2017 school year and serving K-12th grade at full scale (pre-K, middle school, and high school grades subject to government approval).

Success Academy has a proven record of excellence, with our scholars consistently scoring in the top 7% of public schools in New York State for reading, science, and math.*

To learn more about Success Academy's proposed new schools, please visit:

SuccessAcademies.org/NewSchools

We encourage your input:

NewSchoolsD30@SuccessAcademies.org



SUCCESS ACADEMY CHARTER SCHOOLS—NYC

ESTÁ APLICANDO PARA
ABRIR UNA NUEVA ESCUELA
EN EL DISTRITO ESCOLAR
COMUNITARIO 30.

Cuando: Agosto 2016

Donde: Distrito escolar comunitario 30

Grados: kinder y 1^{er} grado para el año escolar 2016-2017 y se continuará hasta completar todo el ciclo de kinder a 12^o grado.

Success Academy tiene un récord de excelencia, con nuestros alumnos obteniendo calificaciones en el 7% superior de las escuelas públicas en el Estado de Nueva York en lectura, ciencias, y matemáticas.*

Para saber más sobre las nuevas escuelas propuestas de Success Academy visite:

SuccessAcademies.org/NewSchools

Envíe sus sugerencias:

NewSchoolsD30@SuccessAcademies.org

Response 03(c) - Outreach Evidence JJ
Written Comments Received

Date Submitted	Form of Comment	CSD	Name	Description	Comment	Response
6/11/14	Email	2	Juliana Dubovsky	Assistant District Manager, Manhattan Community Board 3	"Our office received a letter today notifying us of Success Academy's application to open a new public charter school in CSD 2. Community District 3 only includes a small portion of CSD 2, so we would like to clarify whether or not the intended location for the new school is in this community district. Can you please let us know what potential school sites or addresses are being applied for?"	Emailed response on June 17, 2014 from Success Academy Representative: "Thank you for your email. We are currently applying to SUNY for a charter to operate a free, public charter school in CSD 2. SUNY does not determine where the school will be located in the district. We will be requesting a school site from the New York City Department of Education. Success Academy strongly believes in the importance of siting public charter schools in underutilized public school buildings as a way to offer more quality, free public school seats and educational options to the community. Please let me know if you have any additional questions. We welcome your input, which can be made via email on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. Thank you again for reaching out."
6/11/14	Email	2	Ahsia Badi	Chair, Health & Education Committee Manhattan Community Board 6	"Thank you for your notice of a new Success Academy in CEC2. I was curious if you had a location designated for the New Success Academy yet?"	Emailed response on June 17, 2014 from Success Academy Representative: "Thank you for your email. We are currently applying to SUNY for a charter to operate a free, public charter school in CSD 2. SUNY does not determine where the school will be located in the district. We will be requesting a school site from the New York City Department of Education. Success Academy strongly believes in the importance of siting public charter schools in underutilized public school buildings as a way to offer more quality, free public school seats and educational options to the community. Please let me know if you have any additional questions. We welcome your input, which can be made via email on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. Thank you again for reaching out."
6/12/14	Email	17, 18	Pearl Miles	District Manager Brooklyn Community Board 9	"Dear Ms. Moskowitz: Thank you for your correspondence regarding your application to the State for the opening of a new charter school in Community District 9 (Community School District 17). We are hoping we could have the opportunity to meet with representatives of Success Adademy Charter Schools to discuss your proposal. The Board will be in recess for the summer over July and August, but will resume meetings in the fall starting in September. Hopefully we can arrange for a mutually convenient date where we can meet to discuss."	Emailed response on June 17, 2014 from Success Academy Representative: "Thank you for your email. Members of our team would be happy to meet with you to tell you more about our schools and our interest in serving your community. We are available to meet or connect over the summer, and we are also happy to arrange a time to meet this fall if that is more convenient. In the meantime, we also encourage your input, which can be made via email on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. Thank you again!"
6/12/14	Facebook	General	Ivana Ortiz	Community Member	"I say go Nation wide!!!! SA2 and SA East parent 5 years strong!!!"	No response requested or needed.
6/12/14	Facebook	General	Tanya Mo	Community Member	"I think should stay right here. There is where it started and this is where it should remain, right here in NYC. There are still many communities in NYC that's are in need of good schools. Especially in Brooklyn: Flatbush, East Flatbush, East NY and Coney Island. I am proud to be SA Prospect Heights Parent!"	No response requested or needed.
6/12/14	Website	22	Jennifer Diaz	Community Member	"I heard nothing but good things about your charter school"	No response requested or needed.

Response 03(c) - Outreach Evidence JJ
Written Comments Received

Date Submitted	Form of Comment	CSD	Name	Description	Comment	Response
6/13/14	Website	3	Krishna O'Neal	Community Member	"I know that SA has two great schools in my neighborhood CSD (5). I'm also impressed that SA won the governor's support and opened the neighboring Washington Heights school at the former Mother Cabrini H.S. I think it is wonderful that SA wants to continue to address the desires of Harlem and Washington Heights parents like myself. We, just like thousand of parents citywide, are desperate for educational options coupled with excellence. Having our child attend our zoned and failing school is not an option. She deserves so much better. Please continue to expand and keep up the good work Eva and SA! I will encourage a family that I know residing in CSD 3 to learn about your schools and to apply as my family has. Thank you for welcoming community input as you go and grow!"	No response requested or needed.
6/13/14	Email	24	Gary Giordano Laura Mulvihill	District Manager Queens Community Board 5	"Please see attached letter that went out in tonight's mail from District Manager Gary Giordano: Dear Ms. Moskowitz, Thank you for your letter of June 10, 2014 regarding the submission of an application to open a new public charter school in Community District 24. We would like to provide the feedback you request, however, your notification did not indicate where in the district you were considering placing the school. Please provide additional information so we can review your proposed application with our Education Committee, and reply to you with the comments you requested. Sincerely, Gary Giordano, District Manager"	Emailed response on June 17, 2014 from Success Academy Representative: "Thank you for forwarding on the letter from District Manager Gary Giordano. Thank you also for your voicemail. Both you and Mr. Giordano requested more information on the location of the proposed school in CSD 24. We are currently applying to SUNY for a charter to operate a free, public charter school in CSD 24. SUNY does not determine where the school will be located in the district. We will be requesting a school site from the New York City Department of Education. Success Academy strongly believes in the importance of siting public charter schools in underutilized public school buildings as a way to offer more quality, free public school seats and educational options to the community. Please let me know if you have any additional questions. We welcome your input, which can be made via email, on our website (www.successacademies.org/NewSchools), or by calling [REDACTED] Thank you again for reaching out."
6/13/14	Facebook	General	Therese Kara Lydon	Community Member	"I wish there was one on Staten Is....they are great schools!"	No response requested or needed.
6/16/14	Email	2	Tamar Hovsepian	Community Liason Manhattan Community Board 1	"Dear Ms. Moskowitz: Manhattan Community Board 1 received a letter form you informing us that you will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 2. We would like to learn more about the possible location of this school. I called and left a message with your front desk staff about this as well. We look forward to hearing from you soon."	Emailed response on June 17, 2014 from Success Academy Representative: "Thank you for your email and voicemail. I left you a voicemail earlier today, but wanted to respond via email as well. We are currently applying to SUNY for a charter to operate a free, public charter school in CSD 2. SUNY does not determine where the school will be located in the district. We will be requesting a school site from the New York City Department of Education. Success Academy strongly believes in the importance of siting public charter schools in underutilized public school buildings as a way to offer more quality, free public school seats and educational options to the community. Please let me know if you have any additional questions. We welcome your input, which can be made via email, on our website (www.successacademies.org/NewSchools), or by calling [REDACTED] Thank you again for reaching out."
6/17/14	Website	2	Alina Khankin	Community Member	"Two Catholic schools in District 3 have recently closed: St. Agnes Boys High School at 555 West End Avenue and Holy Name of Jesus on West 97th Street. These locations are currently unoccupied and it is imperative that they remain schools. It would be great to get another Success Academy school at one of these locations."	No response requested or needed.

**Response 03(c) - Outreach Evidence JJ
Written Comments Received**

Date Submitted	Form of Comment	CSD	Name	Description	Comment	Response
6/17/14	Website	28	Lissette Feliciano	Community Member	"Would love a SA in CSD 28. The Briarwood community really needs it."	No response requested or needed.
6/19/14	Email	5	Denise Gordon	Family Advocate District 5	"Good morning. The attached was forwarded to me with comments also soliciting my feedback; fortunately, I serve a community that appreciates and yearns for better educational opportunities for their children. Many parents have expressed the hope they found at the Success Academy Schools. After reading the proposal or intent contained in the letter, I called the number listed to ask my question; however the circuits were busy, therefore I am reaching out to find out what happens on the day of early dismissal? How will you managed with pick- ups and or the safety of our youngsters? May, I suggest that a Community Based Organization facilitate: Arts Program(Drama, Music, Chorus, Dance etc), Community Engagement, Letter Writing Clubs, Debate Teams Etiquette classes, Exploring careers or the world, Open forum on topics such as: Expectation of the Success Academy Scholar, Guest, Motivational Speakers, Spelling B Clubs. Just a few suggestions. Thanks."	Success Academy representative called Ms. Gordon on June 25, 2014 and June 30, 2014. Success Academy will continue to reach out to Ms. Gordon to explain early dismissal and Success Academy's robust and well-rounded program. Ms. Gordon's email did not yield educational or programmatic changes to the proposal.
6/23/14	Website	15	Andrea Scotting	Community Member	"like other local parents in district 15, we were not thrilled with the quality of our local school. district 15 supposedly has some of the best public schools in nyc, but the one year our twins were in our local pre-k was disappointing. it was fine, but 'fine' was not good enough for us. we were lucky enough to get spaces in SACH and our children love it! it's an amazing place with wonderful teachers, a supportive principal, an incredible community, and a great staff. everything an elementary school should be. kindergarten there was an incredible experience and our kids are counting the days until they start first grade. we support your opening more SA schools in district 15 and giving parents the option of a fantastic school that really ups the ante on education. thank you for all the hard work that you do."	No response requested or needed.
6/24/14	Email	2	Kristie Acosta-Reyes		"Earlier today members of my family and I signed a petition to bring one of your schools to our neighborhood the Lower East Side of Manhattan. I declined a wait list seat for my daughter a few months ago since City Hall was shut down and traveling far isn't really an option. I would like to help you in your efforts to open a school here in the Lower East Side, if you need signatures, petitions I will go out and help all that I can. I have grown up in this neighborhood (I can even trace my relatives back many years from when they originally immigrated here), married and now my children now 5 & 3 are growing up here too and I feel your school is the best option in this city. So please if there is anyway I can participate in your efforts to bring one of your amazing schools to our area I will gladly be on board."	Emailed Response on June 30, 2014 from Success Academy Representative: "Thank you so much for reaching out. I'm very sorry that you had to decline your wait list position. I know it has been hard on families who were counting on our school opening in the City Hall location, and we greatly appreciate your continued interest. What an incredible family history! I will be sure to let you know if there are ways that you can offer assistance or insight as we continue to do outreach in the community. Thank you again for offering. Please be sure to let me know if you have any questions or would like additional information. Have a wonderful summer!"

Norah Cooney <norah.cooney@successacademies.org>
To: Juliana R Dubovsky [REDACTED]
Re: New School in Community School District 2 (CSD 2)

June 17, 2014 5:26 PM

Ms. Dubovsky,

Thank you for your email. We are currently applying to SUNY for a charter to operate a free, public charter school in CSD 2. SUNY does not determine where the school will be located in the district. We will be requesting a school site from the New York City Department of Education.

Success Academy strongly believes in the importance of siting public charter schools in underutilized public school buildings as a way to offer more quality, free public school seats and educational options to the community.

Please let me know if you have any additional questions. We welcome your input, which can be made via email, on our website (www.successacademies.org/NewSchools), or by calling [REDACTED] Thank you again for reaching out.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: Juliana R Dubovsky <[REDACTED]>
Date: Wednesday, June 11, 2014 2:49 PM
To: New Schools <newschools@successacademies.org>
Subject: New School in Community School District 2 (CSD 2)

To Whom It May Concern,
Our office received a letter today notifying us of Success Academy's application to open a new public charter school in CSD 2. Community District 3 only includes a small portion of CSD 2, so we would like to clarify whether or not the intended location for the new school is in this community district.

Can you please let us know what potential school sites or addresses are being applied for?

Thank you,

Juliana R. Dubovsky
Assistant District Manager
Manhattan Community Board 3
Phone: [REDACTED]
Email: [REDACTED]

www.cb3manhattan.org

Please visit the CB 3 website to join the new e-mail list.

Norah Cooney
To: Ahsia Badi
Re: FYI- Success Academy Charter School notice

June 17, 2014 5:34 PM

Ms. Badi,

Thank you for your email. We are currently applying to SUNY for a charter to operate a free, public charter school in CSD 2. SUNY does not determine where the school will be located in the district. We will be requesting a school site from the New York City Department of Education.

Success Academy strongly believes in the importance of siting public charter schools in underutilized public school buildings as a way to offer more quality, free public school seats and educational options to the community.

Please let me know if you have any additional questions. We welcome your input, which can be made via email, on our website (www.successacademies.org/NewSchools), or by calling [REDACTED] Thank you again for reaching out.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: Ahsia Badi <[REDACTED]>
Date: Wednesday, June 11, 2014 2:23 PM
To: "Info Conference (From Website)" <Info@successacademies.org>, New Schools <newschools@successacademies.org>
Subject: Fwd: FYI- Success Academy Charter School notice

Thank you for your notice of a new Success Academy in CEC2. I was curious if you had a location designated for the New Success Academy yet?

Thank you,

Ahsia Badi, Chair
Health & Education committee
Manhattan Community Board Six

June 17, 2014 3:19 PM

Norah Cooney [REDACTED]
To: Miles, Pearl [REDACTED]
Re: Crown Heights II - 330 Crown Street

Ms. Miles,

Thank you for your email. Members of our team would be happy to meet with you to tell you more about our schools and our interest in serving your community. We are available to meet or connect over the summer, and we are also happy to arrange a time to meet this fall if that is more convenient. In the meantime, we also encourage your input, which can be made via email, on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. Thank you again!

Best regards,
Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: <Miles>, Pearl <[REDACTED]>
Date: Thursday, June 12, 2014 3:12 PM
To: New Schools <newschools@successacademies.org>
Cc: Jacob Goldstein <[REDACTED]>
Subject: Crown Heights II - 330 Crown Street

Dear Ms. Moskowitz

Thank you for your correspondence regarding your application to the State for the opening of a new charter school in Community District 9 (Community School District 17)

We are hoping we could have the opportunity to meet with representatives of Success Adademy Charter Schools to discuss your proposal. The Board will be in recess for the summer over July and August, but will resume meetings in the fall starting in September.

Hopefully we can arrange for a mutually convenient date where we can meet to discuss.

Best regards
Pearl Miles

Pearl R. Miles
District Manager
Community Board 9
890 Nostrand Avenue
Brooklyn, NY 11225
[REDACTED]
[REDACTED]

Website: www.communitybrd9bklyn.org
Representing the neighborhoods of South Crown Heights, Prospect Lefferts Gardens, and Wingate

Norah Cooney [REDACTED]
To: Laura M [REDACTED]
Re: Success Academy Application

June 17, 2014 5:45 PM

Ms. Mulvihill,

Thank you for forwarding on the letter from District Manager Gary Giordano. Thank you also for your voicemail.

Both you and Mr. Giordano requested more information on the location of the proposed school in CSD 24. We are currently applying to SUNY for a charter to operate a free, public charter school in CSD 24. SUNY does not determine where the school will be located in the district. We will be requesting a school site from the New York City Department of Education.

Success Academy strongly believes in the importance of siting public charter schools in underutilized public school buildings as a way to offer more quality, free public school seats and educational options to the community.

Please let me know if you have any additional questions. We welcome your input, which can be made via email, on our website (www.successacademies.org/NewSchools), or by calling [REDACTED] Thank you again for reaching out.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: Laura M [REDACTED]
Date: Friday, June 13, 2014 5:19 PM
To: New Schools <newschools@successacademies.org>
Subject: Success Academy Application

Please see attached letter that went out in tonight's mail from District Manager Gary Giordano.

Laura Mulvihill
Community Board 5, Queens
61-23 Myrtle Avenue
Glendale, NY 11385



Laura M [REDACTED]
To: newschools@successacademies.org
Success Academy Application

June 13, 2014 5:31 PM

Please see attached letter that went out in tonight's mail from District Manager Gary Giordano.

Laura Mulvihill
Community Board 5, Queens
61-23 Myrtle Avenue
Glendale, NY 11385



[Success Aca...pdf \(160 KB\)](#)



Community Board No. 5

Borough of Queens
Ridgewood, Maspeth, Middle Village and Glendale
61-23 Myrtle Avenue • Glendale, NY 11385
(718) 366-1834
Fax (718) 417-5799
E-mail: qnscb5@nyc.rr.com



Vincent Arcuri, Jr.
Chairperson

Gary Giordano
District Manager

June 13, 2014

Eva Moskowitz
Chief Executive Officer
Success Academy Charter Schools
95 Pine Street
Floor 6
New York, NY 10005

Re: Success Academy Charter School
In District 24

Dear Ms. Moskowitz,

Thank you for your letter of June 10, 2014 regarding the submission of an application to open a new public charter school in Community District 24. We would like to provide the feedback you request, however, your notification did not indicate where in the district you were considering placing the school.

Please provide additional information so we can review your proposed application with our Education Committee, and reply to you with the comments you requested.

Sincerely,


Gary Giordano
District Manager

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S



June 10, 2014

Mr. Gary Giordano
District Manager
Community Board 5
61-23 Myrtle Avenue
Glendale, NY 11385

Dear Mr. Giordano,

I am writing to inform you that Success Academy Charter Schools – NYC (“Success Academy”) will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 24 (“New Success Academy”).

The mission of the charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

The school will serve low-income and/or mixed-income populations residing within Community School District 24 or the neighborhood of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

If approved, the New Success Academy would open in August 2016 with Kindergarten and 1st grade, and add one grade each year until it serves Kindergarten through 12th grade (pre-Kindergarten, middle school grades, and high school grades subject to government approval). The planned total enrollment in the school’s fifth year of operation is 600-675 students.

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

We welcome your comments, which may be made via e-mail to NewSchools@successacademies.org. To leave a voicemail with your comments, please call [REDACTED] and be sure to specify the school your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission.

We look forward to working with you and becoming an integral part of your community.

Sincerely,



Eva Moskowitz
Chief Executive Officer
Success Academy Charter Schools

June 17, 2014 5:50 PM

Norah Cooney [REDACTED]
To: Hovsepian, Tamar [REDACTED] Cc: [REDACTED]
Re: New School in CSD 2

Ms. Hovsepian,

Thank you for your email and voicemail. I left you a voicemail earlier today, but wanted to respond via email as well.

We are currently applying to SUNY for a charter to operate a free, public charter school in CSD 2. SUNY does not determine where the school will be located in the district. We will be requesting a school site from the New York City Department of Education.

Success Academy strongly believes in the importance of siting public charter schools in underutilized public school buildings as a way to offer more quality, free public school seats and educational options to the community.

Please let me know if you have any additional questions. We welcome your input, which can be made via email, on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. Thank you again for reaching out.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: <Hovsepian>, Tamar <[REDACTED]>
Date: Monday, June 16, 2014 12:23 PM
To: New Schools <newschools@successacademies.org>
Cc: "Pfefferblit, Noah" <[REDACTED]>
Subject: New School in CSD 2

Dear Ms. Moskowitz:

Manhattan Community Board 1 received a letter from you informing us that you will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 2.

We would like to learn more about the possible location of this school. I called and left a message with your front desk staff about this as well.

We look forward to hearing from you soon.

Thanks,
Tamar Hovsepian
Community Liaison | Manhattan Community Board 1
49-51 Chambers Street, Room 715
New York, NY 10007
[REDACTED]

thovsepian@cb.nyc.gov
<http://www.nyc.gov/html/mancb1/>

"Hovsepian, Tamar" [REDACTED]
To: Norah Cooney [REDACTED] and 1 more...
RE: New School in CSD 2

June 17, 2014 6:08 PM

Thank you, Norah. I will forward your email to our Youth and Education Committee Chairs.

Please let us know once DOE makes a decision on the school site.

Thank you,
Tamar Hovsepian
Community Liaison | Manhattan Community Board 1
49-51 Chambers Street, Room 715
New York, NY 10007
[REDACTED]

thovsepian@cb.nyc.gov
<http://www.nyc.gov/html/mancb1/>

From: Norah Cooney [mailto:[REDACTED]]
Sent: Tuesday, June 17, 2014 5:50 PM
To: Hovsepian, Tamar
Cc: Pfefferblit, Noah
Subject: Re: New School in CSD 2

Ms. Hovsepian,

Thank you for your email and voicemail. I left you a voicemail earlier today, but wanted to respond via email as well.

We are currently applying to SUNY for a charter to operate a free, public charter school in CSD 2. SUNY does not determine where the school will be located in the district. We will be requesting a school site from the New York City Department of Education.

Success Academy strongly believes in the importance of siting public charter schools in underutilized public school buildings as a way to offer more quality, free public school seats and educational options to the community.

Please let me know if you have any additional questions. We welcome your input, which can be made via email, on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. Thank you again for reaching out.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: <Hovsepian>, Tamar <[REDACTED]>
Date: Monday, June 16, 2014 12:23 PM
To: New Schools <newschools@successacademies.org>
Cc: "Pfefferblit, Noah" <[REDACTED]>
Subject: New School in CSD 2

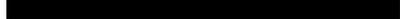
Dear Ms. Moskowitz:

Manhattan Community Board 1 received a letter from you informing us that you will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 2.

We would like to learn more about the possible location of this school. I called and left a message with your front desk staff about this as well.

We look forward to hearing from you soon.

Thanks,
Tamar Hovsepian
Community Liaison | Manhattan Community Board 1
49-51 Chambers Street, Room 715
New York, NY 10007


thovsepian@cb.nyc.gov
<http://www.nyc.gov/html/mancb1/>

Gordon Denise <[REDACTED]>
To: NewSchools@Successacademies.org
FW: letter from success academy charters

June 19, 2014 9:41 AM

Good morning.

The attached was forwarded to me with comments also soliciting my feedback; fortunately, I serve a community that appreciates and yearns for better educational opportunities for their children. Many parents have expressed the hope they found at the Success Academy Schools.

After reading the proposal or intent contained in the letter, I called the number listed to ask my question; however the circuits were busy, therefore I am reaching out to find out what happens on the day of early dismissal? How will you managed with pick- ups and or the safety of our youngsters?

May, I suggest that a Community Based Organization facilitate:

- Arts Program(Drama, Music, Chorus, Dance etc)
- Community Engagement,
- Letter Writing Clubs,
- Debate Teams Etiquette classes
- Exploring careers or the world
- Open forum on topics such as: Expectation of the Success Academy Scholar,
- Guest, Motivational Speakers
- Spelling B Clubs

Just a few suggestions.
Thanks,

Denise A. Gordon

District Five Family Advocate
New York City Department of Education
425 West 123rd Street Room 205
New York, New York 10027

In Pursuit of Purpose: "I ask for Wisdom, seek Knowledge and knock on the Door for Understanding."



[DOC061314.pdf \(56 KB\)](#)

**S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S**

June 10, 2014

Ms. Dorothy Sheppard
Family Advocate
District 3
154 West 93rd Street
New York, NY 10025

Dear Ms. Sheppard,

I am writing to inform you that Success Academy Charter Schools – NYC (“Success Academy”) will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 3 (“New Success Academy”).

The mission of the charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

The school will serve low-income and/or mixed-income populations residing within Community School District 3 or the neighborhood of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

If approved, the New Success Academy would open in August 2015 with Kindergarten and 1st grade, and add one grade each year until it serves Kindergarten through 12th grade (pre-Kindergarten, middle school grades, and high school grades subject to government approval). The planned total enrollment in the school’s fifth year of operation is 600-675 students.

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

We welcome your comments, which may be made via e-mail to NewSchools@successacademies.org. To leave a voicemail with your comments, please call [REDACTED], and be sure to specify the school your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission.

We look forward to working with you and becoming an integral part of your community.

Sincerely,



Eva Moskowitz
Chief Executive Officer
Success Academy Charter Schools

Norah Cooney [REDACTED]
To: [REDACTED]
Re: New school inquiry

June 30, 2014 12:23 PM

Ms. Acosta-Reyes,

Thank you so much for reaching out. I'm very sorry that you had to decline your wait list position. I know it has been hard on families who were counting on our school opening in the City Hall location, and we greatly appreciate your continued interest. What an incredible family history! I will be sure to let you know if there are ways that you can offer assistance or insight as we continue to do outreach in the community. Thank you again for offering.

Please be sure to let me know if you have any questions or would like additional information. Have a wonderful summer!

Best,
Norah

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)

From: Kristie Acosta-Reyes <[REDACTED]>
Date: Tuesday, June 24, 2014 10:58 PM
To: "Info Conference (From Website)" <Info@successacademies.org>
Subject: New school inquiry

Hello,

Earlier today members of my family and I signed a petition to bring one of your schools to our neighborhood the Lower East Side of Manhattan. I declined a wait list seat for my daughter a few months ago since City Hall was shut down and traveling far isn't really an option.

I would like to help you in your efforts to open a school here in the Lower East Side, if you need signatures, petitions I will go out and help all that I can. I have grown up in this neighborhood (I can even trace my relatives back many years from when they originally immigrated here), married and now my children now [REDACTED] are growing up here too and I feel your school is the best option in this city. So please if there is anyway I can participate in your efforts to bring one of your amazing schools to our area I will gladly be on board.

Sincerely,
-Mrs. Kristie Acosta-Reyes

Norah Cooney <[REDACTED]>
To: CEC18@schools.nyc.gov
Follow-up from Success Academy

July 2, 2014 3:35 PM

Mr. Dandridge,

I wanted to reach out and follow up on the attached letter that Ms. Moskowitz sent to you in early June. As detailed in the letter, we wanted to let you know that Success Academy will be applying to open a new public charter school in Community School District 18.

We welcome and encourage your input and comments, which can be made via email (NewSchools@successacademies.org), on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. You can also reach out to me directly at the number below.

We look forward to working with you and serving the District 18 community.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[6.10.14 Ltr....pdf \(480 KB\)](#)

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

June 10, 2014

Mr. James Anthony Dandridge
President
Community Education Council 18
1106 E. 95th St, Rm 112
Brooklyn, NY 11236

Dear Mr. Dandridge,

I am writing to inform you that Success Academy Charter Schools – NYC (“Success Academy”) will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 18 (“New Success Academy”).

The mission of the charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

The school will serve low-income and/or mixed-income populations residing within Community School District 18 or the neighborhood of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

If approved, the New Success Academy would open in August 2016 with Kindergarten and 1st grade, and add one grade each year until it serves Kindergarten through 12th grade (pre-Kindergarten, middle school grades, and high school grades subject to government approval). The planned total enrollment in the school’s fifth year of operation is 600-675 students.

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

We welcome your comments, which may be made via e-mail to NewSchools@successacademies.org. To leave a voicemail with your comments, please call [REDACTED] and be sure to specify the school your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission.

We look forward to working with you and becoming an integral part of your community.

Sincerely,



Eva Moskowitz
Chief Executive Officer
Success Academy Charter Schools

Norah Cooney <[REDACTED]>
To: CEC23@schools.nyc.gov
Follow-up from Success Academy

July 2, 2014 3:37 PM

Ms. Mendonca,

I wanted to reach out and follow up on the attached letter that Ms. Moskowitz sent to you in early June. As detailed in the letter, we wanted to let you know that Success Academy will be applying to open a new public charter school in Community School District 23.

We welcome and encourage your input and comments, which can be made via email (NewSchools@successacademies.org), on our website (www.successacademies.org/NewSchools), or by calling [REDACTED] you can also reach out to me directly at the number below.

We look forward to working with you and serving the District 23 community.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[6.10.14 Ltr....pdf \(479 KB\)](#)

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

Ms. Melanie Mendonca
President
Community Education Council 23
1659-1665 St. Marks Avenue, Room 127
Brooklyn, NY 11233

Dear Ms. Mendonca,

I am writing to inform you that Success Academy Charter Schools – NYC (“Success Academy”) will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 23 (“New Success Academy”).

The mission of the charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

The school will serve low-income and/or mixed-income populations residing within Community School District 23 or the neighborhood of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

If approved, the New Success Academy would open in August 2016 with Kindergarten and 1st grade, and add one grade each year until it serves Kindergarten through 12th grade (pre-Kindergarten, middle school grades, and high school grades subject to government approval). The planned total enrollment in the school’s fifth year of operation is 600-675 students.

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

We welcome your comments, which may be made via e-mail to NewSchools@successacademies.org. To leave a voicemail with your comments, please call [REDACTED] and be sure to specify the school

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission.

We look forward to working with you and becoming an integral part of your community.

Sincerely,



Eva Moskowitz
Chief Executive Officer
Success Academy Charter Schools

Norah Cooney <[REDACTED]>
To: CEC24@schools.nyc.gov
Follow-up from Success Academy

July 2, 2014 3:39 PM

Mr. Comaianni,

I wanted to reach out and follow up on the attached letter that Ms. Moskowitz sent to you in early June. As detailed in the letter, we wanted to let you know that Success Academy will be applying to open a new public charter school in Community School District 24.

We welcome and encourage your input and comments, which can be made via email (NewSchools@successacademies.org), on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. You can also reach out to me directly at the number below.

We look forward to working with you and serving the District 24 community.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[6.10.14 Ltr....pdf \(480 KB\)](#)

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

June 10, 2014

Mr. Nick Comaianni
President
Community Education Council 24
68-10 Central Avenue, Room 119
Glendale, NY 11385

Dear Mr. Comaianni,

I am writing to inform you that Success Academy Charter Schools – NYC (“Success Academy”) will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 24 (“New Success Academy”).

The mission of the charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

The school will serve low-income and/or mixed-income populations residing within Community School District 24 or the neighborhood of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

If approved, the New Success Academy would open in August 2016 with Kindergarten and 1st grade, and add one grade each year until it serves Kindergarten through 12th grade (pre-Kindergarten, middle school grades, and high school grades subject to government approval). The planned total enrollment in the school’s fifth year of operation is 600-675 students.

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

We welcome your comments, which may be made via e-mail to NewSchools@successacademies.org. To leave a voicemail with your comments, please call [REDACTED] and be sure to specify the school your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission.

We look forward to working with you and becoming an integral part of your community.

Sincerely,



Eva Moskowitz
Chief Executive Officer
Success Academy Charter Schools

Norah Cooney <[REDACTED]>
To: CEC27@schools.nyc.gov
Follow-up from Success Academy

July 2, 2014 3:41 PM

Mr. Hirschman,

I wanted to reach out and follow up on the attached letter that Ms. Moskowitz sent to you in early June. As detailed in the letter, we wanted to let you know that Success Academy will be applying to open a new public charter school in Community School District 27.

We welcome and encourage your input and comments, which can be made via email (NewSchools@successacademies.org), on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. You can also reach out to me directly at the number below.

We look forward to working with you and serving the District 27 community.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[6.10.14 Ltr....pdf \(480 KB\)](#)

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

June 10, 2014

Mr. Joshua H. Hirschman
President
Community Education Council 27
82-01 Rockaway Blvd, Room 208
Ozone Park, NY 11416

Dear Mr. Hirschman,

I am writing to inform you that Success Academy Charter Schools – NYC (“Success Academy”) will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 27 (“New Success Academy”).

The mission of the charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

The school will serve low-income and/or mixed-income populations residing within Community School District 27 or the neighborhood of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

If approved, the New Success Academy would open in August 2015 with Kindergarten and 1st grade, and add one grade each year until it serves Kindergarten through 12th grade (pre-Kindergarten, middle school grades, and high school grades subject to government approval). The planned total enrollment in the school’s fifth year of operation is 600-675 students.

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

We welcome your comments, which may be made via e-mail to NewSchools@successacademies.org. To leave a voicemail with your comments, please call [REDACTED] and be sure to specify the school your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission.

We look forward to working with you and becoming an integral part of your community.

Sincerely,



Eva Moskowitz
Chief Executive Officer
Success Academy Charter Schools

Norah Cooney <[REDACTED]>
To: CEC28@schools.nyc.gov
Follow-up from Success Academy

July 2, 2014 3:43 PM

Ms. Dillingham,

I wanted to reach out and follow up on the attached letter that Ms. Moskowitz sent to you in early June. As detailed in the letter, we wanted to let you know that Success Academy will be applying to open a new public charter school in Community School District 28.

We welcome and encourage your input and comments, which can be made via email (NewSchools@successacademies.org), on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. You can also reach out to me directly at the number below.

We look forward to working with you and serving the District 28 community.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[6.10.14 Ltr....pdf \(480 KB\)](#)

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

June 10, 2014

Ms. Deborah Dillingham
President
Community Education Council 28
90-27 Sutphin Blvd, Room 241
Queens, NY 11435

Dear Ms. Dillingham,

I am writing to inform you that Success Academy Charter Schools – NYC (“Success Academy”) will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 28 (“New Success Academy”).

The mission of the charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

The school will serve low-income and/or mixed-income populations residing within Community School District 28 or the neighborhood of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

If approved, the New Success Academy would open in August 2016 with Kindergarten and 1st grade, and add one grade each year until it serves Kindergarten through 12th grade (pre-Kindergarten, middle school grades, and high school grades subject to government approval). The planned total enrollment in the school’s fifth year of operation is 600-675 students.

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

We welcome your comments, which may be made via e-mail to NewSchools@successacademies.org. To leave a voicemail with your comments, please call [REDACTED] and be sure to specify the school your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission.

We look forward to working with you and becoming an integral part of your community.

Sincerely,



Eva Moskowitz
Chief Executive Officer
Success Academy Charter Schools

Norah Cooney <[REDACTED]>
To: CEC30@schools.nyc.gov
Follow-up from Success Academy

July 2, 2014 3:46 PM

Mr. Carmignani,

I wanted to reach out and follow up on the attached letter that Ms. Moskowitz sent to you in early June. As detailed in the letter, we wanted to let you know that Success Academy will be applying to open a new public charter school in Community School District 30.

We welcome and encourage your input and comments, which can be made via email (NewSchools@successacademies.org), on our website (www.successacademies.org/NewSchools), or by calling [REDACTED]. You can also reach out to me directly at the number below.

We look forward to working with you and serving the District 30 community.

Best regards,

Norah Cooney

Norah K. Cooney
Director of Advocacy
Success Academy Charter Schools
[REDACTED]

95 Pine Street, Floor 6
New York, NY 10005
successacademies.org
[Facebook](#) | [Twitter](#) | [LinkedIn](#)



[6.10.14 Ltr....pdf \(480 KB\)](#)

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

June 10, 2014

Mr. Isaac Carmignani
Co-President
Community Education Council 30
28-11 Queens Plaza North, Room 503A
Long Island City, NY 11101

Dear Mr. Carmignani,

I am writing to inform you that Success Academy Charter Schools – NYC (“Success Academy”) will be submitting an application to the Trustees of the State University of New York to open a new public charter school in Community School District 30 (“New Success Academy”).

The mission of the charter school will be to provide students with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State standards, and the resources to succeed and lead in school, college, and a competitive global economy.

The school will serve low-income and/or mixed-income populations residing within Community School District 30 or the neighborhood of location, including English Language Learners and students with special education needs. The aim would be to educate all students at the same high level, irrespective of socioeconomic, racial, ethnic, and/or other status. We deeply believe that economically and racially integrated school settings provide important benefits to both students and the community. Students from low-income families benefit academically from attending mixed-income schools, and the establishment of high-quality mixed-income schools raises the bar generally for lagging middle-class schools. It is a core principle at Success Academy that every child should have access to a high-quality public school option.

If approved, the New Success Academy would open in August 2016 with Kindergarten and 1st grade, and add one grade each year until it serves Kindergarten through 12th grade (pre-Kindergarten, middle school grades, and high school grades subject to government approval). The planned total enrollment in the school’s fifth year of operation is 600-675 students.

The academic program will include daily reading, writing, math, and exploratory-based science instruction, as well as chess, art, sports, and frequent field studies, among other offerings. On any given day, students might dive into a good book, hypothesize about whether an object will sink or float, mold a papier-mâché dragon head, sing songs, solve the word problem of the day, challenge a fellow student in chess, write a compelling story, or score the winning soccer goal. Success Academy scholars are critical thinkers who love learning and are college-bound.

In elementary school, the school day will run from 7:45 a.m. until 4:00 p.m. in Kindergarten and until 4:30 p.m. for all other grades, except one day each week, when the school day will run from 7:45 a.m. until 12:30 p.m. Extensive professional development will be provided for teachers on those afternoons. Teachers will use student assessment data to drive instruction and employ a research-based, results-driven curriculum that goes beyond New York Common Core Learning Standards.

S U C C E S S
A C A D E M Y
C H A R T E R
S C H O O L S

We welcome your comments, which may be made via e-mail to NewSchools@successacademies.org. To leave a voicemail with your comments, please call [REDACTED] and be sure to specify the school your message concerns. We want to serve your great community, and we will endeavor to incorporate the community's input as we embark on this exciting mission.

We look forward to working with you and becoming an integral part of your community.

Sincerely,



Eva Moskowitz
Chief Executive Officer
Success Academy Charter Schools



Tanya Mo I think should stay right here. This is where it started and this is where it should remain, right here in NYC. There are still many communities in NYC that's are in need of good schools. Especially in Brooklyn: Flatbush, East Flatbush, East NY and Coney Island. I am proud to be. SA prospect Heights Parent!

Like · Reply · Just now



Ivana Ortiz I say go Nation wide!!!!!!!!!! SA 2 and SA East parent 5 yrs strong!!!!!!

Like · Reply · 5 mins



Therese Kara Lydon Andrea Rojas, thought of you....I wish one of these was on Staten Is....they are great schools!

Like · Reply ·  1 · 17 hours ago



Andrea Rojas Thank you Therese Lydon for thinking of me, I'd like to read this...

Like · Reply · 17 hours ago

4. School Enrollment

Use the following table to submit student enrollment information for the first five (5) operational years of the proposed charter school, including:

- Ages of the students to be served in each grade (for Kindergarten, indicate the date by which a student must turn five in order to be eligible to enroll in the charter school (December 1 or 31);
- Number of students to be served in each grade;
- Total number of enrolled students for each year of the charter term;
- Classes per grade;
- Average number of students per class; and
- Place an asterisk (*) next to the grades in which the school would enroll new students.

For existing charter school education corporations seeking authority to operate additional school(s), provide a separate additional chart and information including:

- Aggregate number of students attending all of the education corporation's schools for each year of this proposal's charter term (which may assume renewal of the existing school(s)); and any differences in eligible or minimum age in the same grades between schools.

If the intent is for a proposed school to offer any grades not already offered by a school within the replicating education corporation, please provide the rationale for the enrollment plan, including:

- The reason for choosing to serve the grades specified and the number of students in each grade;
- The extent to which the proposed charter school's grade configuration aligns with the school district of its proposed location and how any misalignment may impact the school; and,
- A discussion of the pattern of growth over time, including student attrition assumptions for each grade for both the proposed school and the entire education corporation. In addition, describe any plans to replace, or limit the intake of, students.

Grades	Ages	Number of Students (Per Proposed School)				
		Year 1 2015-16 or 2016-17	Year 2 2016-17 or 2017-18	Year 3 2017-18 or 2018-19	Year 4 2018-19 or 2019-20	Year 5 2019-20 or 2020-21
K*	4-5**	90	75	90	113	140
1*	5-6	100	81	110	113	140
2*	6-7		94	90	113	140
3*	7-8			90	90	101
4*	8-9				81	81
5*	9-10					73
6	10-11					
7	11-12					
8	12-13					
9	13-14					
10	14-15					
11	15-16					
12	16-17					
Ungraded						
Total Students		190	250	380	510	675
Classes Per Grade		3: K 4: gr. 1	3: K 3: gr. 1 4: gr. 2	3: K 4: gr. 1 3: gr. 2 3: gr. 3	4: K 4: gr. 1 4: gr. 2 3: gr. 3 3: gr. 4	5: K 5: gr. 1 5: gr. 2 4: gr. 3 3: gr. 4 3: gr. 5
Average Number of Students Per Class		27	25	29	28	27

Grades	Ages	Number of Students (Proposed SA NYC Non-Profit Education Corporation)					
		Year 1 2015-16	Year 2 2016-17	Year 3 2017-18	Year 4 2018-19	Year 5 2019-20	Year 6 2020-21
K*	4-5**	2546	3396	3722	4296	5056	5608
1*	5-6	2644	3556	3846	4528	5138	5922
2*	6-7	2222	2644	3532	3924	4678	5432
3*	7-8	1534	2230	2628	3492	3860	4542
4*	8-9	1125	1483	2157	2517	3292	3580
5*	9-10	793	1070	1411	2052	2379	3093
6	10-11	590	754	1015	1339	1947	2259
7	11-12	344	562	716	964	1269	1849
8	12-13	233	327	534	680	915	1207
9	13-14	42	214	301	491	626	838
10	14-15	29	41	210	294	481	614
11	15-16		28	40	206	287	471
12	16-17			28	40	204	283
Total Students		12,102	16,305	20,140	24,823	30,132	35,698

**To be eligible for enrollment in Kindergarten, students must attain the age of five years by December 31 of the year they start Kindergarten. This age requirement will be standard across all SA NYC schools. Students may occasionally be promoted early or retained in a grade, as determined by teachers, instructional leaders, and special education staff; this may occasionally result in the enrollment in a particular grade of a student older or younger than the ages shown above. The proposed schools may offer pre-Kindergarten, depending on space and other factors.

5. Curriculum and Instructional Design

If the proposed school is adopting the replicating school's academic program, incorporate the program by reference per the instructions above. If applicable, note any changes to the original model and indicate if these changes pertain to the proposed school only, or would modify the terms of the entire education corporation. Describe any changes under the relevant headings below:

- (a) Curriculum Selection and Process
- (b) Assessment System
- (c) Instructional Methods
- (d) Course Overview
- (e) Promotion and Graduate Policy

Note that applicants who propose a significantly different academic model for the proposed new school than the replicating school should not use the Replication Requests, and should instead use the Standard Requests.

The academic program of SA NYC (2012 merger application) should be incorporated by reference with the following addition.

Please find below a description of success Academy's middle school programming. The proposed schools will serve middle school students beginning in year 5, and will continue to educate students through high school. As noted throughout the proposal, Success Academy schools has numerous programs and strategies to help students, including at-risk students, achieve in middle school and to get ready for high school success. The student achievement numbers confirm the effectiveness of such strategies.

Middle School Programming

Building on key principles of their elementary schools, Success Academy middle schools deliver a demanding, engaging curriculum – and create a magical, captivating learning environment. The goal is to provide scholars with a knowledge base and a thirst for learning, as well as the capacity for hard work and perseverance necessary to thrive in college. Using the Common Core and a college preparatory curriculum as the foundation, Success Academy's focus is on inquiry-based learning and excellent teaching. Success Academy's sequential, coherent curriculum provides scholars with opportunities to build higher levels of critical thinking and gain deep subject mastery.

At Success Academy, the middle school years are a time of exciting intellectual and social growth, when scholars take on increasing independence and responsibility for their own learning. Success Academy's culture of setting high standards and personal

responsibility fosters a dynamic spirit of discovery and academic adventure among Success Academy scholars. Two hallmarks of Success Academy schools – deep, rigorous learning and active, engaging teaching – set Success Academy students and teachers apart. Teaching social and emotional skills (because high performance demands discipline, self-control, and anger management) is essential to Success Academy’s commitment to developing capable, original thinkers and doers.

Success Academy’s middle school core curriculum focuses on mathematics, science, history, language arts and literature, fitness, chess, and computer science. The main idea is for scholars to master content and develop the critical thinking skills necessary for a twenty-first century education—not to mention finding success in high school and college.

Regardless of the classroom setting—whether a teacher is promoting group work or individual achievement—all classes invite dialogue and conversation and demand creativity and deep, independent thinking.

Core Courses, Signature Programs, and Electives

A challenging academic program awaits scholars in middle school. Courses include Literature, Language Arts, Sports and Fitness, History, Mathematics, Science, Chess (5th and 6th grades), and Computer Science (7th and 8th grades). Success Academy’s signature programs, including Advisory, “Reading the *NY Times*,” Independent Reading Block, and a robust set of Electives, provide remarkable educational opportunities.

The Middle School Electives Program is designed to give scholars more choice and responsibility for their education program. A band of elective courses for all scholars runs first thing in the morning. Each scholar enrolls in one elective course per trimester that meets on Monday, Tuesday, Thursday, and Friday. A second band of elective courses is offered later in the day, which supports grade-specific elective courses. These electives meet twice a week. Scholars thus enroll in two electives each trimester, for a total of six electives per academic year. Certain distribution requirements apply (technology, fine arts, and humanities).

Scholars are provided with a lot of choices each trimester. Electives include Robotics, Visual Arts, Debate, Drama, Chorus, Entrepreneurship/Financial Literacy, Chess, and Dance among many others. Success Academy Electives are offered to expand a scholar’s knowledge and interests.

Homework

Homework is intended to reinforce what students are learning in class and to provide opportunities for self-directed study. Students need time outside of school to expand and reflect upon the groundwork laid during the school day.

Homework for 5th grade scholars averages approximately 10 hours per week, whereas homework for 6th and 7th graders averages approximately 14 hours per week.

The curriculum and culture work in tandem to create coherence and integrity in scholars' academic experiences. Success Academy middle schools are dynamic communities of scholars, designed to foster in every young person resourcefulness and integrity, a sense of social responsibility, and an appreciation of learning through an innovative and intellectually rigorous course of study. This is accomplished through hard work and daily mastery.

Course	Approx. # of Blocks (45 min)/week	Approx. Minutes Per Week
Literature/Writing	7	315
Math	7	315
Science	5	225
History	5	225
Independent Reading	5	225
Current Events	4 x 30	120
Required Rotation	4	180
Electives	8	360

Results

Success Academy middle school students have performed at a high level. On the 2013 math assessments, Success Academy 5th, 6th, and 7th graders achieved passing rates of 55%, 49%, and 86%, respectively. On the ELA assessments, Success Academy 5th, 6th, and 7th graders achieved passing rates of 78%, 83%, and 89%, respectively. These results were among the top in New York State, including SA Harlem Central's 5th grade (#1 ranked in math among approximately 2,254 schools), SA Harlem West's 6th grade (#17 in math among approximately 1,594 schools), and SA Harlem West's 7th grade (#9 in math and #9 in ELA among approximately 1,381 schools).

6. Calendar and Schedules

(a) School Calendar

Provide the following:

- The first and last days of school for the opening school year.
- The total full days of instruction for the school year.
- The total days and/or hours of professional development for teachers.
- The total family conference days for the school year.
- The total days of supplementary programming (e.g., summer school).

If the number of days of instruction is different than the replicating school, provide a rationale for this difference and indicate if this change would apply to all schools in the educational corporation, or this school only.

As with other SA NYC elementary schools, each proposed school will have approximately 180 instructional days running from around August to June. The school year will contain approximately eight complete days of professional development during which no classes are held. In addition, students will be dismissed between 12:30 p.m. and 2:00 p.m. one day per week to allow for professional development. The year also includes approximately three to ten weeks of summer orientation and training for faculty and staff, depending on experience level. The school's academic calendar will likely be organized into two semesters, but schools will provide trimester progress reports to keep families informed about student progress. The 2015-2016 and 2016-2017 tentative calendars for the proposed schools are included below. The calendars include approximately 180 days of school for all grades. SA NYC schools may hold mandatory Saturday instruction over the course of the school year. In the event that a school holds mandatory Saturday instruction, parents will be notified in advance. Summer school is not currently offered at SA NYC schools, but may be offered in the future depending on a variety of factors. The proposed schools will not use the New York City Department of Education ("DOE") transportation services.

2015-2016 School Calendar

2015

Mon. July 7 – Wed. July 23: Professional development (Leader Summit)

Wed. July 29 - Tues. August 18: Professional development

Mon. August 24: First day of school session for Kindergarten (half-day)

Mon. August 24 - Tues. September 2: Half-days for Kindergarten

Thurs. August 27: First day of school session for all other grades

Mon. September 7: Labor Day holiday (no classes)

Mon. September 28: Professional development day (no classes)

Mon. October 12: Columbus Day (no classes)

Fri. October 23: Professional development day (no classes)

Mon. November 23 - Tues. November 24: Professional development days (no classes)

Wed. November 25 - Fri. November 27: Thanksgiving recess (no classes)

Mon. December 21 - Fri. January 1: Winter recess (no classes)

2016

Mon. January 4 - Wed. January 6: Professional development days (no classes)

Mon. January 18: Martin Luther King, Jr. holiday (no classes)

Mon. February 15 - Tue. February 16: Midwinter recess (President's Day)

Wed. February 17: Professional development day (no classes)

Mon. April 11 - Fri. April 15: Spring recess

Mon. May 30: Memorial Day (no classes)

Fri. June 10: Last day of school session for students

2016-2017 School Calendar

2016

Tues. July 5 – Wed. July 20: Professional development (Leader Summit)

Wed. July 27 - Tues. August 17: Professional development

Mon. August 22: First day of school session for Kindergarten (half-day)

Mon. August 22 - Tues. August 30: Half-days for Kindergarten

Thurs. August 25: First day of school session for all other grades

Mon. September 5: Labor Day holiday (no classes)

Mon. September 26: Professional development day (no classes)

Mon. October 10: Columbus Day (no classes)

Fri. October 28: Professional development day (no classes)

Mon. November 21 - Tues. November 22: Professional development days (no classes)

Wed. November 23 - Fri. November 25: Thanksgiving recess (no classes)

Wed. December 21 - Fri. December 30: Winter recess (no classes)

2017

Mon. January 2 - Wed. January 4: Professional development days (no classes)

Mon. January 16: Martin Luther King, Jr. holiday (no classes)

Mon. February 20 - Tue. February 21: Midwinter recess (President's Day)

Wed. February 23: Professional development day (no classes)

Mon. April 10 - Fri. April 14: Spring recess

Mon. May 29: Memorial Day (no classes)

Fri. June 9: Last day of school session for students

(b) School Schedule

Provide the following:

- **The school start and end times.**
- **The total hours of core academic instruction per day.**
- **Time committed to non-instructional activities per day.**

Include the total number of instructional days and/or hours for the school year. If the number of hours of instruction is different than the replicating school, provide a rationale for this difference and indicate if this change would apply to all schools in the educational corporation, or this school only.

Weekly Schedule

Success Academy operates schools with extended days. A typical DOE school day is 6.5 hours (5 hours for academic subjects, in addition to time for lunch, recess, etc.). Using the Success Academy school model, and considering the school calendar and schedule described above, the proposed schools would have the equivalent of approximately 227 DOE school days, or about 23% more instructional time than in neighboring zoned schools.

The additional time (roughly 300 extra hours per school year) gives students the opportunity to engage in a rich and rigorous academic curriculum that includes a selection of art, dance, chess, sports, and discovery-oriented science five days per week. This curriculum is a critical part of Success Academy's strategy to provide a top-notch education and prevent achievement gaps. Children need to be highly engaged in school in order to become great writers, thinkers, and scholars. This is why Success Academy students go on numerous "field studies," and the schools use THINK Literacy and the TERC Investigations math curriculum, supplemented with Cognitively Guided Instruction. This approach serves not only to remediate but also to prepare children to be strong in writing, reading, and critical thinking.

Kindergarten

The school day will begin each morning at 7:45 a.m. and will end at 4:00 p.m. four days per week, and between 12:30 p.m. and 2:00 p.m. one day per week. Each week will have approximately 700 minutes devoted to English language arts, approximately 400 minutes devoted to mathematics, approximately 250 minutes devoted to science, and approximately 100 minutes devoted to social studies. Please see the following sample schedules.

1st – 5th grades

The school day will begin each morning at 7:45 a.m. and will end at 4:30 p.m. (around 5:30 p.m. for 5th grade and above) four days per week, and between 12:30 p.m. and 2:00 p.m. one day per week. Each week will have approximately 900 minutes devoted to English language arts, approximately 400 minutes devoted to mathematics, approximately 250 minutes devoted to science, and approximately 100 minutes devoted to social studies. Please see the following sample schedules.

While this may seem like a long day for young children, Success Academy schools have found that children are able to spend this much time at school learning if they are fully engaged. In Kindergarten, the first two weeks of school will have a shortened schedule so that children are eased into the longer school day. After these first two weeks,

Success Academy schools have found that students easily adjust to the length of the school day.

Kindergarten Weekly Sample Schedule

Time	Monday	Tuesday	Wednesday	Thursday	Friday
7:45-7:50	Greet Class in Cafeteria/Transition from Breakfast				
7:50-8:15	Morning Meeting				
8:15-8:40	SFA: Stepping Stones				
8:40-8:55	Math Facts/Transition				
8:55-9:40	Math	Math	Math	Math	Math
9:40-9:55	Shared Text/Transition	Shared Text/Transition	Reading Workshop	Shared Text/Transition	Shared Text/Transition
9:55-10:30	Science/Transition	Science/Transition		Science/Transition	Science/Transition
10:30-11:05	Social Studies/Transition	Sports/Transition	Science/Transition	Social Studies/Transition	Chess/Transition
11:05-11:30	Lunch/Transition	Lunch/Transition	Lunch/Transition	Lunch/Transition	Lunch/Transition
11:35-12:00	Recess	Recess	Recess	Recess	Recess
12:00-12:05	Transition	Transition	Transition	Transition	Transition
12:05-12:30	Interactive Read Aloud and Whole Class Conversation				
12:30-12:55	Problem Solving				
12:55-1:05	Snack/Transition	Snack/Transition	Snack/Transition	Snack/Transition	Snack/Transition
1:05-1:50	Writing Workshop	Writing Workshop	Writing Workshop/Dismissal	Writing Workshop	Writing Workshop
1:50-2:40	Reading Workshop	Reading Workshop	Professional Development	Reading Workshop	Reading Workshop
2:40-3:45	Blocks/Transition	Blocks/Transition		Blocks/Transition	Blocks/Transition
3:45-4:00	Pack Up/Dismissal	Pack Up/Dismissal		Pack Up/Dismissal	Pack Up/Dismissal
4:00-4:10	Dismissal	Dismissal		Dismissal	Dismissal

Elementary (1st – 4th Grade) Daily Sample Schedule: Student, Lead Teacher (LT), and Associate Teacher (AT)

Time	Daily Schedule	Time Allotted	LT Responsibilities	AT Responsibilities
7:45-7:50	Transition from Breakfast	5 min	Transitions class from cafeteria to classroom	Assists with arrival in cafeteria or hallways (may include assisting with late arrival)
7:50-8:10	Morning Meeting	20 min	Monitors students/pulls Guided Reading (GR) group	Takes attendance; begins homework check; makes follow-up phone calls
8:10-9:15	SFA: Reading Roots (1 st Grade)	65 min	Leads Reading Roots Group	Leads Reading Roots Group
9:15-9:25	Math Facts/Transition	10 min	Leads instruction	Pushes in/co-teaches
9:25-10:15	Math Workshop	50 min	Leads instruction	Pushes in/co-teaches
10:15-10:25	Snack/Transition	10 min	Assists with snack	Assists with snack
10:25-10:55	Problem Solving/Transition	30 min	Leads Instruction	Pushes in/co-teaches
10:55-11:50	Science/Transition	55 min	Leads Instruction	Pushes in/co-teaches
11:50-12:15	Lunch/Transition	25 min	Teacher Lunch	Lunch Duty
12:15-12:45	Recess/Transition	20 min	Planning & preparation time	Teacher Lunch
12:45-12:55	Spelling	10 min	Leads instruction	Monitors/supports
12:55-1:55	Writing Workshop	60 min	Leads instruction	Monitors/supports
1:55-2:50	Social Studies/Independent Reading/Transition	55 min	Leads instruction	Monitors/supports
2:50-3:50	Reading Workshop	60 min	Pulls small groups	Pulls small groups
3:50-4:15	Read Aloud and Whole Class Conversation	25 min	Leads instruction	Monitors/supports <i>(or GR in another class if times are staggered)</i>
4:15-4:30	Shared Text	15 min	Leads Instruction	Monitors/supports <i>(or GR in another class if times are staggered)</i>
4:30-4:35	Dismissal	5 min	Dismiss students to parents; bring students up for Late Pick-Up at 4:10	Assist with Upstairs Dismissal/Late Pick-Up

Elementary School (1st – 4th Grade) Weekly Sample Schedule

Time	Monday	Tuesday	Wednesday	Thursday	Friday
7:45-7:50	Transition from Breakfast	Transition from Breakfast	Transition from Breakfast	Transition from Breakfast	Transition from Breakfast
7:50-8:10	Morning Meeting	Morning Meeting	Morning Meeting	Morning Meeting	Morning Meeting
8:10-9:15	SFA: Reading Roots	SFA: Reading Roots	SFA: Reading Roots	SFA: Reading Roots	SFA: Reading Roots
9:15-9:25	Math Facts/Transition	Math Facts/Transition	Reading Workshop	Math Facts/Transition	Math Facts/Transition
9:25-10:15	Math Workshop	Math Workshop		Math Workshop	Math Workshop
10:15-10:25	Snack/Transition	Snack/Transition	Math Workshop	Snack/Transition	Snack/Transition
10:25-10:55	Problem Solving/Transition	Problem Solving/Transition		Problem Solving/Transition	Problem Solving/Transition
10:55-11:50	Science/Transition	Science/Transition	Science/Transition	Science/Transition	Science/Transition
11:50-12:15	Lunch/Transition	Lunch/Transition	Lunch/Transition	Lunch/Transition	Lunch/Transition
12:15-12:45	Recess/Transition	Recess/Transition	Recess/Transition	Recess/Transition	Recess/Transition
12:45-12:55	Spelling	Spelling	Writing Workshop/ Dismissal	Spelling	Spelling
12:55-1:55	Writing Workshop	Writing Workshop		Writing Workshop	Writing Workshop
1:55-2:50	Art/Transition	Social Studies/Transition	Professional Development	Music/Transition	Social Studies/Transition
2:50-3:50	Reading Workshop	Reading Workshop		Reading Workshop	Reading Workshop
3:50-4:15	Read Aloud and Whole Class Conversation	Read Aloud and Whole Class Conversation		Read Aloud and Whole Class Conversation	Read Aloud and Whole Class Conversation
4:15-4:30	Shared Text	Shared Text		Shared Text	Shared Text
4:30-4:35	Dismissal	Dismissal		Dismissal	Dismissal

Middle School (5th Grade) Weekly Sample Schedule

Time	Monday	Tuesday	Wednesday	Thursday	Friday
7:30-7:50	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
7:50-8:00	Transition from Breakfast				
8:00-8:55	Nonfiction	Nonfiction	Nonfiction	Nonfiction	Nonfiction

9:00-10:20	Math	Math	Math	Math	Math
10:25-10:50	Recess	Recess	Recess	Recess	Recess
10:55-12:25	Literature	Literature	Literature	Literature	Literature
12:30-1:05	Composition	Composition	Composition	Composition	Composition
1:10-1:35	Lunch	Lunch	Lunch	Lunch	Lunch
1:40-2:00	Science	Science	Science/Dismissal	Science	Science
2:00-2:30	Science	Science	Professional Development	Science	Science
2:35-3:45	Read Aloud	Read Aloud		Read Aloud	Read Aloud
3:50-4:30	Book Clubs	Book Clubs		Book Clubs	Book Clubs
4:35-5:30	Electives	Electives		Electives	Electives

7. Specific Populations

If the proposed school is adopting the replicating school's programs to address the needs of generally at-risk students, special education students, ELLs, and advanced and/or gifted students, incorporate the programs by reference per the instructions above. If applicable, note any changes to the original the model and indicate if these changes pertain to the proposed school only, or would modify the terms of the entire education corporation. Describe any changes under the relevant headings below:

- (a) At-risk Students
- (b) Special Education Students
- (c) English Language Learners
- (d) Advanced and/or Gifted Students

The programs to address the needs of generally at-risk students, special education students, ELLs, and advanced and/or gifted students of SA NYC (2012 merger application) should be incorporated by reference.

8. Instructional Leadership

If the proposed school is adopting the same instructional leadership and professional development models as the replicating school, incorporate the programs by reference per the instructions above. If applicable, note any changes to the original model and indicate if these changes pertain to the proposed school only, or would modify the terms of the entire education corporation. Describe any changes under the relevant headings below:

- (a) Instructional Leadership Roles
- (b) On-going Teacher Supervision and Support
- (c) Professional Development
- (d) Teacher Evaluation and Accountability

The instructional leadership and professional development models of SA NYC (2012 merger application) should be incorporated by reference.

9. School Culture and Discipline

If the proposed school is adopting the same approach to school culture and discipline, discipline policy, special education discipline policy, and dress code policy as the replicating school, incorporate the programs by reference per the instructions above. If applicable, note any changes to the original model or policies and indicate if these changes pertain to the proposed school only, or would modify the terms of the entire education corporation. Describe or attach any changes under the relevant headings below:

(a) School Culture and Discipline

The school culture and discipline, discipline policy, special education discipline policy, and dress code policy of SA NYC (2013 charter application) should be incorporated by reference.

9. **School Culture and Discipline**

If the proposed school is adopting the same approach to school culture and discipline, discipline policy, special education discipline policy, and dress code policy as the replicating school, incorporate the programs by reference per the instructions above. If applicable, note any changes to the original model or policies and indicate if these changes pertain to the proposed school only, or would modify the terms of the entire education corporation. Describe or attach any changes under the relevant headings below:

(b) Discipline Policy

The school culture and discipline, discipline policy, special education discipline policy, and dress code policy of SA NYC (2013 charter application) should be incorporated by reference.

9. **School Culture and Discipline**

If the proposed school is adopting the same approach to school culture and discipline, discipline policy, special education discipline policy, and dress code policy as the replicating school, incorporate the programs by reference per the instructions above. If applicable, note any changes to the original model or policies and indicate if these changes pertain to the proposed school only, or would modify the terms of the entire education corporation. Describe or attach any changes under the relevant headings below:

(c) Special Education Policy

The school culture and discipline, discipline policy, special education discipline policy, and dress code policy of SA NYC (2013 charter application) should be incorporated by reference.

9. School Culture and Discipline

If the proposed school is adopting the same approach to school culture and discipline, discipline policy, special education discipline policy, and dress code policy as the replicating school, incorporate the programs by reference per the instructions above. If applicable, note any changes to the original model or policies and indicate if these changes pertain to the proposed school only, or would modify the terms of the entire education corporation. Describe or attach any changes under the relevant headings below:

(d) Dress Code Policy

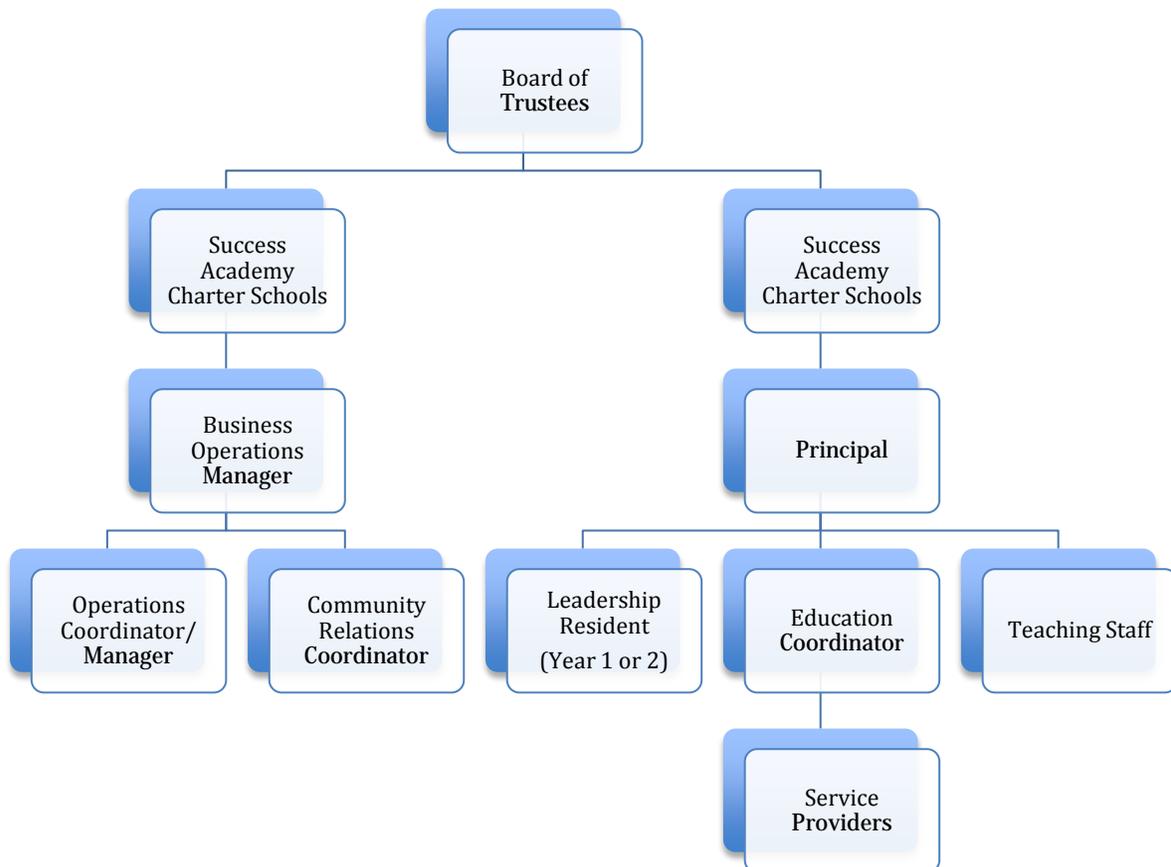
The school culture and discipline, discipline policy, special education discipline policy, and dress code policy of SA NYC (2013 charter application) should be incorporated by reference.

10. Organizational Chart

Provide organizational charts for the individual school for at least the first and fifth years of operation and a narrative description of the charts.

- The charts should clearly indicate the reporting structure of staff to the school leader(s) and of school leader(s) to the board of trustees. If the charter school intends to contract or partner with an entity for management or educational services, the organizational charts should also reflect that relationship.
- The narrative should explain the lines of reporting and accountability, the rationale for choosing this structure, and the roles of any management or partner organizations. The narrative should not duplicate the information in the Staffing Chart narrative, immediately below.

School Organizational Chart (Year 1)



In its first year, each proposed elementary school will have a Principal, a Business Operations Manager, an Education Coordinator (more experienced Education Coordinators may be known as Education Managers), a teaching staff, and an operations staff. While each SA NYC school will have the same basic organizational structure, there may be changes to the above chart based on a variety of factors, including school size and specific school needs.

Each proposed school will be governed by the SA NYC Board of Trustees. The Principal is selected by Success Academy and submitted to the Board of Trustees for final approval. The Principal is an at-will employee.

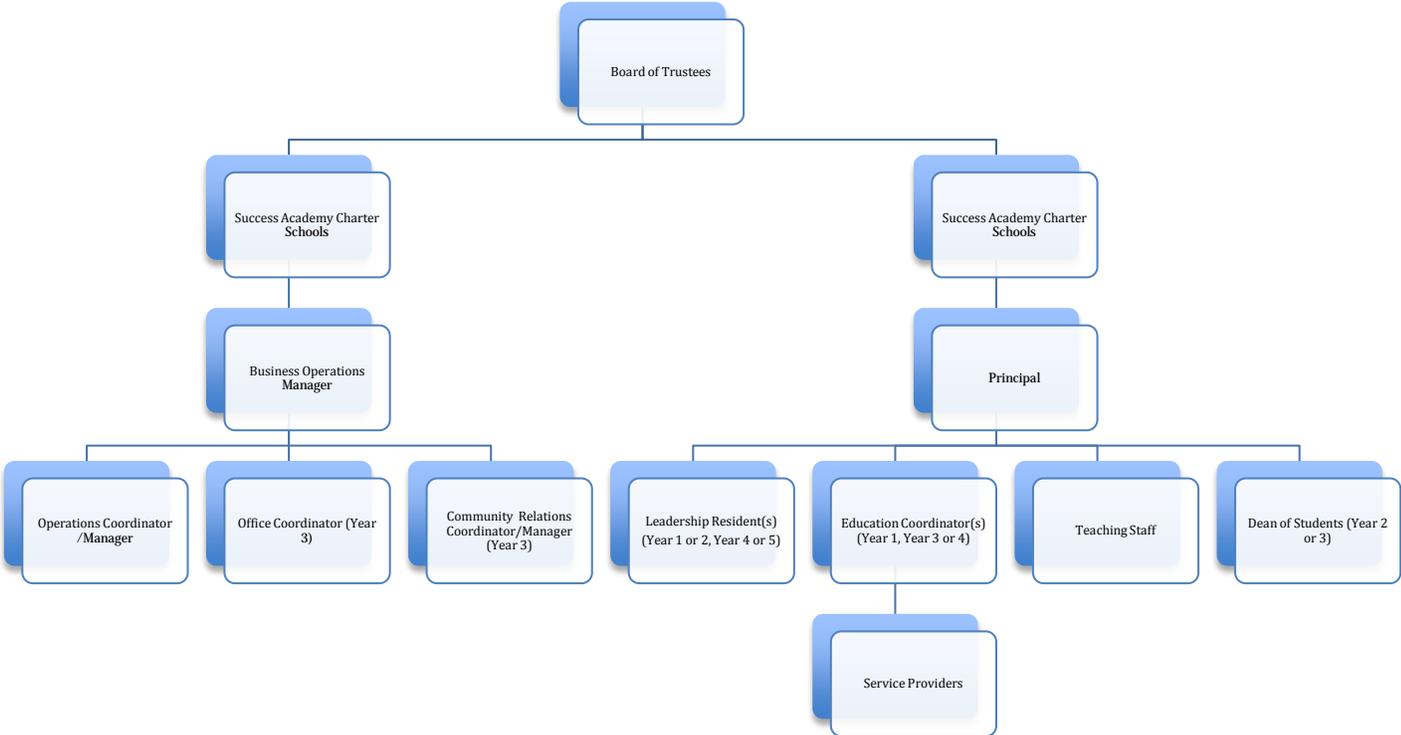
The Principal is the school leader responsible for implementing Success Academy's mission and policies. Each Principal reports to Success Academy, which has contracted with the Board of Trustees to manage the schools and to coach and supervise the Principal. The Principal typically reports directly to one of Success Academy's Managing Directors of Schools, who in turn reports to the Executive Vice President of Schooling and/or the Chief Executive Officer. Success Academy provides opportunities for the Principal to visit and learn from high-performing schools both inside and outside its network of schools. It provides the Principal with professional development opportunities designed to enhance his or her leadership, management, and pedagogical skills. Success Academy also regularly examines the school's performance data and holds the Principal directly accountable for the success of the school. Success Academy expects all of its schools and employees to be in a state of constant improvement working towards competitive greatness, and its interactions with, and accountability standards for, the school Principal reflect that expectation. Success Academy uses extensive interactions with the school and examinations of school performance data to make informed and accurate reports to the Board of Trustees regarding the Principal's performance at the school.

The Principal supervises an instructional staff that typically includes a Leadership Resident (beginning in Year 1 or 2), an Education Coordinator, and teaching staff. The Leadership Resident assists in the supervision of the teaching staff, but the Principal is the final authority. All instructional staff report to the Principal. Additionally, there is an operations team at the school that, in its first year, typically consists of a Business Operations Manager, Operations Coordinator, and Community Relations Coordinator. These individuals are responsible for non-instructional operations and administration at the school. The Operations Coordinator and Community Relations Coordinator report to the Business Operations Manager, who is managed by Success Academy. The Principal and Business Operations Manager evaluate the performance and make staffing decisions for the school instructional staff and school operations staff, respectively.

Success Academy works actively and closely with the Principal to ensure that the Success Academy curriculum is implemented effectively and that the teaching staff is given effective professional development, coaching, and feedback. Success Academy has an extremely hands-on approach and does not manage its schools from a distance. Members of the Success Academy staff are a regular presence at the school – coaching, observing, and providing feedback. The Chief Executive Officer, Executive Vice President of Schooling, Managing Directors of Schools, Senior Managing Director of Instructional Management, and the Instructional Management team spend a significant

portion of their time in the schools and participate in correspondence going to and from school leaders and teachers related to instruction. This allows the team to identify best practices that should be implemented at multiple schools as well as address potential problems before they become serious. Similarly, the Executive Vice President of Operations, Success Academy operations team, and school operations team check in frequently with one another to ensure that innovative ideas related to school operations are implemented and replicated, and that potential problems are caught immediately.

School Organizational Chart (Year 5)



Though the applicant does not predict that the organizational structure of the schools will differ greatly in the next five years, some positions may be added, removed, or changed to support additional growth. For instance, beginning in Year 3 and/or 4, the school operations team may add an Office Coordinator and the school instructional team may add a second Education Coordinator/Manager. The Principal will supervise a Dean of Students (beginning in Year 2 or 3), who is responsible for student discipline and school culture. As noted above, such staffing decisions are based on a variety of factors, including school size, increased efficiencies, and specific school needs.

11. Personnel

(a) Staffing Chart and Rationale

Use the table below to provide a list of all staff positions (instructional and non-instructional) in the school during the first five years of operation and provide a narrative that explains the rationale for the staffing structure and numbers. Identify and distinguish classroom teachers, teaching aides or assistants, special education teachers and ESOL teachers, as well as any other specialty teachers.

If the applicant is an existing SUNY authorized education corporation and proposes to operate additional school(s), please provide a second, clearly labeled chart indicating the aggregated staffing for the entire education corporation.

The table below reflects the estimated number of personnel for each proposed school. By year 5, each school will offer Kindergarten through 5th grade and, as a result, additional school leaders are listed below to account for consolidated middle school programming.

	Estimated Number in Position (Per Proposed School)				
	Year 1 2015-16 or 2016-17	Year 2 2016-17 or 2017-18	Year 3 2017-18 or 2018-19	Year 4 2018-19 or 2019-20	Year 5 2019-20 or 2020-21
Grades Served:	K-1	K-2	K-3	K-4	K-5
Enrollment:	190	250	380	510	675
Position					
Lead Teachers	7	9	14	18	24
Associate Teachers	7	8	10	13	15
Specialty Teachers	4.5	8	12.5	16	22
Principal	1	1	1	1	1.5
School Leadership Resident	0	1	1	2	2.5
Dean of Students	0	0	1	1	2
Business Operations Manager	1	1	1	1	1.5
Operations Coordinator/Manager	1	1	1	1	1.5
Office Coordinator	0	0	1	1	1
Community Relations Coordinator/Manager	1	1	1	1	1.5

Education Coordinator/Manager	1	1	1	2	2.5
Total	23.5	31	44.5	57	75

The table below reflects the estimated number of personnel for SA NYC. By 2020-2021, the currently proposed SA NYC non-profit education corporation will include 38 elementary schools, 23 middle schools, and four high schools.¹ Thus, school personnel will technically be shared between the schools feeding into the middle and high schools (e.g., a lead teacher at the middle school may teach students from multiple sending elementary schools). The table below reflects the estimated number of personnel supporting the student cohorts of all SA NYC schools. No personnel will be employed at the non-profit education corporation level.

	Estimated Number in Position (Proposed SA NYC Non-Profit Education Corporation)					
	Year 1 2015-16	Year 2 2016-17	Year 3 2017-18	Year 4 2018-19	Year 5 2019-20	Year 6 2020-21
Enrollment:	12,102	16,305	20,140	24,823	30,132	35,698
Position						
Lead Teachers	444	598	739	911	1,106	1,310
Associate Teachers	238	289	321	356	389	415
Specialty Teachers	382	494	587	698	820	942
Principal	38	50	57	65	72	82
School Leadership Resident	46	62	77	95	115	136
Dean of Students	24	32	40	49	59	70
Business Operations Manager	38	50	57	65	72	82
Operations Coordinator/Manager	32	43	53	65	79	93
Office Coordinator	32	43	54	67	82	97
Community Relations Coordinator/Manager	42	57	71	87	106	125

¹ On February 26, 2013, SUNY approved SA NYC's proposal to open the first Success Academy high school in 2014-2015. In the next five years, SA NYC will likely open several additional middle and/or high schools. These additional schools will enroll students from one or more SA NYC elementary or middle schools. All future plans related to the opening of separate and/or consolidated middle schools and high schools are dependent on multiple factors, including space availability, and are therefore subject to change. For more information about the currently proposed SA NYC non-profit education corporation and additional potential growth, please refer to Appendix A.

Education Coordinator/Manager	66	89	110	136	165	195
Total	1,382	1,807	2,166	2,594	3,065	3,547

(b) Qualifications and Responsibilities

If the proposed school is adopting the same qualifications and responsibilities all staff members, incorporate this Response by reference per the instructions above. If any of the positions in the school or education corporation (if relevant) would have new qualifications or responsibilities, explain the changes as appropriate.

The qualifications and responsibilities of staff members of SA NYC (2013 charter application) should be incorporated by reference.

(c) School Leadership and Management Structure

Explain the management structure of the school, including;

- Management practices and procedures, i.e., how the school will set priorities and make key organizational decisions;
- If the education corporation would work with a management organization, an explanation of the relationship between employees of the education corporation and that organization; and,
- Evaluation procedures and processes for staff in management positions.

School leaders are evaluated using a rubric for overall school performance, which is aggregated from the Teacher Rubric. Managing Directors of Schools and other Success Academy leaders regularly visit schools, observe leaders' meetings with teachers and other instructional staff, and provide feedback. The criteria for the evaluation include, but are not limited to, student academic performance, school culture, and the professional development and support of their teachers and staff. Please refer to Response 08 – Instructional Leadership for additional information.

With respect to organization-level and school-level decision making authority, please refer to Response 10 – Organizational Chart and the Appendix for information regarding school and Success Academy reporting structures. Success Academy takes a hands-on approach with respect to instruction and operations – it does not manage its schools from a distance.

(d) Describe the qualifications required for the school leader, including;

- The process and criteria the school has, or will, use to select the school leader;
- Who has been, or will be involved in the selection process; and,
- The role of any CMO/ESP and/or partner organization in the selection process (if applicable).

Describe how the school will recruit and retain all other staff, particularly high quality teachers, including;

- The process, policies and procedures used to recruit and hire teachers and other staff;
- The strategies used to retain high quality teachers;
- The selection process that the applicants used or will use to select a school leader including who was or will be involved in this process; and,
- Explicitly note the role of the board and of any CMO/EMO/ or partner organization (if any) in the selection process.

School leaders for the proposed schools have not yet been chosen, and the Talent team at Success Academy will manage the search. The Talent team typically conducts a search as follows. The Talent team reviews hundreds of resumes sourced through various methods, including major and niche job board websites, educational career fairs, and third-party recruitment firms. All resumes are reviewed by at least two recruiters, and the best of the candidates are contacted for an initial phone screening. Those candidates who move forward are invited to meet with members of the Talent team for an interview. The best of these candidates then come for a day-long trial at a Success Academy school, during which they meet with grade-level teams, other school-level staff members, school leaders, the Senior Managing Director of Instructional Management, the Executive Vice President of Schooling, and/or the Chief Executive Officer of Success Academy. Panels of staff, faculty, and leaders observe and critique the candidates as they teach a demonstration lesson and perform sample tasks such as teacher evaluations and lesson critiques. If the candidates receive positive reviews, the Talent team, in collaboration with Success Academy's Learning team staff, conducts an in-depth review of the candidate's instructional data and may visit the candidate's current school for further observation.

Success Academy will also continuously develop internal leadership candidates and promote from within. Each year, Success Academy has a cohort of dozens of leadership residents who are training to become principals.

If the candidate, Success Academy, and the proposed school choose to move forward, all references are checked, and principal candidates are submitted to the Board of Trustees for final approval; if approved by the Board, an offer is extended to the approved candidate.

Qualifications of a successful school Principal include, but are not limited to:

- Demonstrated commitment to academic excellence;
- High standards for themselves, their staff, and their scholars;
- A strong fit and dedication to the Success Academy's mission, goals, culture, and values;
- Teaching and leadership experience, especially in an urban setting;
- Commitment to data-driven instruction;
- Experience hiring and managing employees;
- High level of organization and resourcefulness;
- Strong ability to multi-task and set priorities effectively;
- Exemplary oral, written and analytic skills;
- Strong interpersonal skills and the ability to thrive in a collaborative environment;
- College degree, advanced degrees, and certifications; and/or
- Recommendations from prior employers, colleagues, and employees.

Success Academy's recruitment strategy focuses on two key areas:

- Having a team of well-trained recruiters who can identify and hire the talent that will be most successful in our organization; and
- Executing a plan that is the most efficient and effective way to interview and assess candidates.

The following describes the application of this plan to Success Academy teachers. It is aligned with the proposed growth plan in that Success Academy and its schools are well situated to attract top talent from across the country, and also to promote leaders from within.

Success Academy is committed to bringing the best and brightest teachers from across the country to its schools. Success Academy's Talent team is responsible for recruiting and retaining the most effective teachers, administrators, and other school personnel to work at Success Academy and in Success Academy schools. While the school Principal has final authority to hire and fire school staff, the Talent team conducts national searches for top candidates, executes comprehensive screening and hiring practices, and on-boards all new teachers. Candidates are sourced nationwide through job

postings, outreach initiatives, partnerships with educational organizations, career fairs, on-site events, and an incentive-driven referral program.

The application/interview process typically includes:

- Application submission with resume and cover letter;
- Initial screen of selected resumes by assigned recruiter;
- Additional screening of selected resumes by peer recruiter;
- Phone interview;
- In-person interview;
- Demo lesson and/or trial day;
- Interview with school leadership;
- Reference and background check; and
- Job offer.

During the course of the application/interview process, the recruitment team is looking for the following qualifications:

- Relentless commitment to academic excellence;
- Dedication to the Success Academy's mission, culture, and values;
- Great understanding of curriculum, lesson planning, and effective lesson delivery;
- Comfort with integrating technology into instruction;
- Ability to coach and move teacher practice;
- Relevant teaching experience, preferably in an urban setting;
- Demonstrated ability to engage scholars and deliver effective instruction;
- Commitment to data-driven instruction;
- High level of organization and resourcefulness;
- Prior success;
- Excellent oral and written communication skills;
- College degree, advanced degrees, certifications; and/or
- Recommendations from previous employers.

Success Academy schools offer competitive compensation packages, including salary ranges based on market data and a generous benefits program. The benefits program includes health insurance, dental insurance, vision insurance, flexible spending accounts for health, dependent care, and transit, life insurance, long-term disability, and a 403(b) retirement plan. Success Academy's strategy is to find and retain the best people, which requires competitive compensation. In addition to competitive compensation, Success Academy retains top talent by continuing to develop its staff. Professional development, provided to teachers through T School, is an essential ingredient of Success Academy's school design. T School is a key professional responsibility of Success Academy teachers as it develops skills, provides content area knowledge, and improves pedagogical techniques. Each year, teachers receive approximately 400 hours of quality professional development.

Please refer to Appendix A, Response 08 – Instructional Leadership, and Response 10 – Organizational Chart for additional information.



SUCCESS ACADEMY

CHARTER SCHOOLS

SUCCESS ACADEMY CHARTER SCHOOLS
AND SUCCESS ACADEMY SCHOOLS
EMPLOYEE MANUAL

MAY 2014

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION	1
CHAPTER 2: EMPLOYMENT	2
Section 2.01 Primary Goals and Responsibilities of Faculty/Staff	2
Section 2.02 Employment Eligibility.....	2
Section 2.03 Employment Application Information And References.....	2
Section 2.04 Employment Categories	2
Section 2.05 Employment-At-Will.....	3
Section 2.06 Outside Employment.....	3
Section 2.07 Referral Bonus.....	3
Section 2.08 Nepotism and Personal Relationships	3
Section 2.09 Equal Opportunity Employer	4
Section 2.10 Individuals with Disabilities	4
Section 2.11 Accommodations For Religious Practices And Beliefs.....	4
Section 2.12 Resignation, Termination, and Non-Solicitation	4
CHAPTER 3: TIME AND ATTENDANCE	6
Section 3.01 Work Days and Week.....	6
Section 3.02 Attendance and Punctuality.....	6
Section 3.03 Pay Periods and Getting Paid	6
Section 3.04 Pay Deductions, Garnishments, and Keeping Teacher Certification Current.....	6
Section 3.05 Time Recording and Overtime for Non-Exempt Employees	7
Section 3.06 Reimbursement for Approved Expenses	7
Section 3.07 Travel Time for Non-Exempt Employees.....	8
Section 3.08 Weather Days and Other Closings - School Employees Only.....	8
CHAPTER 4: EMPLOYEE BENEFITS AND TIME OFF.....	9
Section 4.01 Employee Benefits and Eligibility	9
Section 4.02 Workers' Compensation.....	9
Section 4.03 Time Off and Sick Days.....	10
Section 4.04 Holidays	12
Section 4.05 Military Leave.....	12
Section 4.06 Child Care Leave	12
Section 4.07 Family and Medical Leave	13
Section 4.08 Nursing Mothers	16
Section 4.09 Civic Duty Leave	16
Section 4.10 Bereavement Leave	17
Section 4.11 Other Types of Leave	17
CHAPTER 5: EMPLOYEE CONDUCT	18
Section 5.01 Standards of Conduct Between Employees and Scholars/Family Members	18
Section 5.02 Personal Appearance / Dress Code.....	19
Section 5.03 Romantic or Sexual Relationships	19
Section 5.04 Visitors in the Workplace	20
Section 5.05 Relations with Media, Government, and Special Interest Groups	20
Section 5.06 Confidential and Proprietary Information	20
Section 5.07 Work Made for Hire	21
Section 5.08 Code of Ethics/Conflict of Interest Policy	21
Section 5.09 Technology.....	21
Section 5.10 Respect in the Workplace	21
Section 5.11 Firearms, Weapons, and Threats of Violence	22
Section 5.12 Zero Tolerance – Alcohol and Illegal Drugs	23
Section 5.13 Workplace Searches	23

APPENDIX A – STAFF TECHNOLOGY AND SOCIAL MEDIA ACCEPTABLE USE POLICY

APPENDIX B – PERCEIVED VIOLATIONS POLICY / WHISTLEBLOWER PROTECTIONS

CHAPTER 1: INTRODUCTION

Welcome to Success Academy Charter Schools, and congratulations on joining our team!

This is the Employee Manual for Success Academy Charter Schools (the “Network”) and the schools operated by the Network (the “Schools” – together with Success Academy, “Success”). If you work in a school, you are employed by that Success Academy School. If you work at the Network, you are employed by Success Academy Charter Schools.

The Employee Manual details the policies and procedures that are critical to helping this organization run effectively. As a condition of your employment and continued employment, you are required to abide by Success policies, including those contained in this Employee Manual. However, it is important to understand that this manual is not a contract for employment.

The Employee Manual sets forth Success policies, practices, and benefits in effect as of January 2014. Success reserves the right to make changes at any time to its policies, practices, and benefits, with or without notice. We will try to inform you of any changes as they occur.

Some of the subjects described in this Employee Manual are covered in greater detail in separate policy documents and/or procedures that have been or will be circulated separately. Please make sure to carefully review those documents. Moreover, because it is impossible to anticipate every situation that may arise, Success reserves the right to address a situation in a manner different from that described in this Employee Manual if, at its discretion, the circumstances so warrant.

Please review the Employee Manual carefully. Shortly, you will receive an email directing you to an electronic Receipt and Acknowledgement regarding the Employee Manual. After reviewing the Receipt and Acknowledgment, you will be asked to electronically confirm that you have received this Employee Manual and that you understand that you are expected to read and comply with the policies set forth in it and all other Success policies. You must review the Receipt and Acknowledgment and submit the electronic confirmation within eleven business days. While you must complete this step, all Success policies and procedures apply irrespective of whether the Receipt and Acknowledgment is reviewed.

CHAPTER 2: EMPLOYMENT

Section 2.01 PRIMARY GOALS AND RESPONSIBILITIES OF FACULTY/STAFF

Your primary responsibility should always be the health and safety of our scholars. In addition, you share responsibility for the development of each scholar's potential (social-emotional, physical, and intellectual), as well as upholding good work habits, a positive attitude, and the values of Success. We also expect and encourage communication between teachers/administrators and parents¹. You must conduct yourself in a manner that enables parents to feel that they can communicate with, trust, and depend on Success to care for and educate their children.

It is important that you reflect the highest level of professionalism in everything that you do and say. You must consistently model the values that we hope to foster in our scholars. Finally, as always, you are required to abide by all applicable federal, state, and local laws, rules, and regulations.

Section 2.02 EMPLOYMENT ELIGIBILITY

Since you may work closely with scholars, you are required to successfully complete a criminal history background check, which will be reviewed by two or more Network employees, and also obtain fingerprinting clearance. Your offer of employment is also contingent on verification of your right to work in the United States.

Section 2.03 EMPLOYMENT APPLICATION INFORMATION AND REFERENCES

During the hiring process, Success may verify certain information about applicants, including details about their employment history (*e.g.*, positions held, dates on resume, salary), and/or educational qualifications. We rely upon the accuracy of information provided in the employment application, both during the hiring process and once employment has begun. Any misrepresentation, falsification, or material omission in any of this information may result in disqualification from the hiring process or, if the person has been hired, termination and/or other disciplinary consequences.

Section 2.04 EMPLOYMENT CATEGORIES

You will be designated as either exempt or non-exempt from federal and state wage and hour laws. Exempt employees are excluded from the provisions of federal and state wage and hour laws relating to overtime. Non-exempt employees are entitled to overtime pay under those provisions. Human Resources will determine at the time of hire, transfer, or promotion whether you will be classified as exempt or non-exempt, based on your position.

In addition to the exempt/non-exempt categories described above, you will also belong to one of the three following categories: (i) *full-time employees*, who are compensated on a salary basis and are eligible for benefits, (ii) *part-time employees*, who work less than a full-time schedule and who may be compensated on a salary or hourly basis depending on the assignment, and who may or may not be eligible for benefits depending upon the length of employment and/or the number of hours worked per week, and (iii) *temporary employees*, who are hired for short-term periods and who are not eligible for employee benefits.

¹ For the purposes of this Employee Manual, the term "parent(s)" includes a scholar's parent, legally-appointed guardian, foster parent, and/or any person in a parental or custodial relationship to the scholar.

The term “employee” does not include interns or any individual retained directly or through a third-party agency or other entity to perform services for Success (for either a definite or indefinite duration) as a temporary service worker, leased worker, independent contractor, or consultant, or in any similar capacity. Additionally, these individuals are not eligible for employee benefits, and are subject to Success policies at all times.

No person other than the Chief Executive Officer or the Director of Human Resources may enter into any written agreement for employment for any specified period of time.

Section 2.05 EMPLOYMENT-AT-WILL

We look forward to having a long, mutually beneficial relationship with you and each of our employees. Note, however, that employment with Success is “at will.” This means that your employment may be ended at any time, with or without cause or reason, by you or by Success.

Section 2.06 OUTSIDE EMPLOYMENT

To avoid conflicts of interest, at the time of hire you must disclose in writing any other employment, self-employment, consulting, tutoring, volunteer, or board membership activities that you plan to engage in while employed with Success. Throughout the course of your employment, any additional activities of the same nature not reported at the time of hire must be reported right away to your manager or to Human Resources *prior* to entering into those arrangements. Where a conflict of interest is found, you will be notified and required to cease such activity, or refrain from initiating the activity.

If you are a School employee, you may not receive compensation for tutoring a scholar who is enrolled in your School. Additionally, we generally discourage taking on outside jobs. Your focus should be on our scholars, and we don’t want you to be spread too thin.

Section 2.07 REFERRAL BONUS

We welcome referrals! If you refer someone whom Success hires for a full-time position, you may be eligible for a referral bonus, provided that (i) the new hire has completed 120 calendar days of employment, (ii) you remain employed with Success for the full 120 days, and (iii) both you and the new hire remain in good standing during this period. Please e-mail the Talent Team at Referral-ML@successacademies.org with your referrals and for more information. Members of the Network’s Senior Management and Talent teams are not eligible to receive the referral bonus.

Section 2.08 NEPOTISM AND PERSONAL RELATIONSHIPS

While Success may hire and retain relatives of or other individuals with close personal relationships with employees and contractors, we will not do so where such employment creates (or has the potential to create) a conflict of interest. Employees and contractors are required to immediately disclose to Human Resources any familial or personal relationship with an applicant, a contractor, and/or a vendor or potential vendor. Employees may not work at the same School that their own child attends, nor may they be a member of the Parent Council Executive Committee at their child’s School.

Section 2.09 EQUAL OPPORTUNITY EMPLOYER

Equal employment opportunity and respect in the workplace are fundamental principles at Success. Success prohibits and does not tolerate discriminatory, harassing, or retaliatory behavior (described further in Section 5.10).

All aspects of your employment are based upon your personal capabilities and qualifications, without regard to race, color, religion/creed, sex/gender (including pregnancy and gender identity), sexual orientation or perceived sexual orientation, national origin, alienage or citizenship status, disability, age, military status, marital status, partnership status, status as a victim of domestic violence, genetic predisposition or carrier status, or any other protected class as established by federal, state, or local law (“Status”).

Section 2.10 INDIVIDUALS WITH DISABILITIES

Success prohibits discrimination against any qualified employee or applicant with a disability with regard to any terms or conditions of employment because of the individual’s disability or perceived disability. A qualified employee or applicant with a disability is a person who meets the qualification requirements of an employment position that he/she holds or seeks, and who can perform the essential functions of the position with or without reasonable accommodation.

Consistent with this policy, Success will work with qualified individuals with disabilities (as defined by the federal Americans With Disabilities Act (“ADA”) and other similar federal, state, and local laws) who have made Success aware of their disabilities to provide an appropriate accommodation, provided that such accommodation does not constitute an undue hardship on Success. If you believe you have a disability and require a reasonable accommodation to perform the essential functions of your job, you should contact Human Resources. Success encourages individuals with disabilities to come forward and request reasonable accommodation.

If you believe that you have been discriminated against as a result of having or reporting a disability, you should report such perceived discrimination to Human Resources. All complaints will be handled in accordance with the Reporting Procedure outlined in Success’s Perceived Violations Policy, attached as Appendix B.

Section 2.11 ACCOMMODATIONS FOR RELIGIOUS PRACTICES AND BELIEFS

Success makes reasonable accommodations for religious practices and beliefs consistent with the requirements of applicable law.

Section 2.12 RESIGNATION, TERMINATION, AND NON-SOLICITATION

Should you choose to resign from your employment, Human Resources requests **at least four weeks’ advance notice**. Your thoughtfulness is appreciated and will be noted favorably should you ever wish to reapply for employment with or request a job reference from Success.

Teachers who work through the last day of the academic year will continue to receive full salary payments and benefits for a specified period of time beyond the academic year. Please contact Human Resources for more information. For all other teachers and staff, salary payments and benefits cease as of the last day of employment.

All confidential information (whether in written or electronic form), technology resources, keys, and other property belonging to Success must be returned to your manager, to the ICT Department, or to Human Resources immediately upon termination of employment.

In consideration for your employment with Success, you acknowledge and agree that you will not in any manner hire, solicit, induce, or in any way influence someone who is or was an employee, consultant, or independent contractor during the term of your employment, or for one calendar year after you leave your employment, to work for another employer without first obtaining the prior written consent of the Chief Executive Officer or the Director of Human Resources.

Immediate Dismissal/Misconduct

Violation of certain Success policies may result in immediate termination of employment. These behaviors include, but are not limited to: corporal punishment; use or sale of narcotics; repeated poor performance; excessive absence; excessive lateness; failure to report scholar abuse; intoxication; demeaning and/or unsafe conduct or attitude toward scholars, employees, visitors, contractors, and/or vendors; theft; fighting; abusive or foul language; insubordination; and/or a serious (or repeated) violation of the requirements set forth in this Employee Manual or of a Success policy.

CHAPTER 3: TIME AND ATTENDANCE

Section 3.01 WORK DAYS AND WEEK

A typical workweek is Monday through Friday. Full-time teachers work a minimum of 47.5 hours per week. Professional development that takes place in the afternoon is mandatory and not an opportunity to leave early. While you should consult the applicable School calendar for dates on which the Schools are closed, School closures do not necessarily constitute days off for all employees. Breaks are permitted in accordance with applicable law.

Section 3.02 ATTENDANCE AND PUNCTUALITY

Your attendance and punctuality are critical to your performance at Success. This includes being at work during your scheduled work hours, attending required meetings, and fulfilling your work functions at Success-sponsored activities.

If you need to be late for work or absent, let your manager or leader know in person, via email, or by calling his/her business or cell phone as far in advance as possible, but no later than 7:30 a.m. (6:30 a.m. for School staff) on the day of your absence. Sending a text or leaving a message on the School's answering machine is insufficient, as your manager or leader is unlikely to get the message in time.

Personal issues requiring time away from work, such as doctor's appointments, should be scheduled during your non-working hours if possible. If you must attend to personal business during the workday, you must receive prior approval from your principal, Human Resources, or your manager, as applicable.

Section 3.03 PAY PERIODS AND GETTING PAID

Success requires all exempt employees to use direct deposit for their paychecks, and strongly encourages all non-exempt employees to do the same. For payroll purposes, the workweek starts on Monday and ends on Friday. You will be paid twice per month, on the 15th and the last day of every month. If the 15th or last day of the month falls on a Saturday, Sunday, or holiday, you will be paid on the immediately preceding business day, assuming you are enrolled in Success's direct deposit program. If you are a non-exempt employee who has elected not to use direct deposit, and are therefore paid via live paycheck, you may not be able to pick up your paycheck until the immediate following business day.

Section 3.04 PAY DEDUCTIONS, GARNISHMENTS, AND KEEPING TEACHER CERTIFICATION CURRENT

The law requires that we make certain deductions from your pay. Among these are applicable federal, state, and local income taxes. Pay deductions may also be made by Success in response to a garnishment notice received from a court or other legal authority.

If you are a non-exempt employee, you are paid based on the number of hours you work, and your pay may be increased or decreased accordingly. While the salary paid to exempt employees generally cannot be reduced due to variations in the quality or quantity of work, under certain circumstances, and in accordance with federal wage-hour regulations, deductions may be made from an exempt employee's salary (in addition to tax withholdings and other applicable payroll deductions). Success will comply with these requirements and will prohibit improper deductions from the salaries of

exempt employees. You should check your earnings statements; you are responsible for promptly reporting any mistakes. Any mistakes will be corrected as quickly as possible.

You are responsible for notifying Human Resources about certifications/licenses and keeping your certifications/licenses current. Failure to do so could affect your pay.

Certified teachers and licensed professionals: if you lose your certification/license, your salary will be reduced to the uncertified/unlicensed salary level (if applicable) retroactive to the date you lost your certification/license. If you receive certification (as verified by your TEACH account) or a license that entitles you to a pay increase, you will receive such increase as of the date you notify Human Resources in writing of the new certificate/license—not the date you became certified/licensed.

If you have questions concerning why certain deductions were made from your paycheck or how they were calculated, please contact Human Resources.

Section 3.05 TIME RECORDING AND OVERTIME FOR NON-EXEMPT EMPLOYEES

If you are a non-exempt employee, you must keep accurate time records and you must electronically review and submit your time records to your manager semi-monthly, five business days prior to each payday. Time records that are submitted after payroll has been processed will be paid out in the subsequent payroll. Your manager will review and approve your time record, but you maintain primary responsibility for the accuracy and timeliness of your records.

If you are a non-exempt employee, you will be paid overtime at a rate of one-and-one-half times regular earnings for all time worked over 40 hours in a workweek. Overtime must be approved by your manager prior to working the overtime hours. School closures, holidays, sick leave, vacation, and any other time during which no work is performed are not considered “time worked” for the purposes of computing overtime pay. Additionally, if you are a non-exempt employee, you must take breaks as follows:

- If you start work before 11 a.m. and work for six or more consecutive hours, you must take a 30-minute, unpaid meal break between 11 a.m. and 2 p.m. If you plan to work past 7 p.m., you must take an additional unpaid 20-minute break between 5 p.m. and 7 p.m.
- If you start work after 1 p.m. and work six or more consecutive hours, you must take an unpaid 45-minute break midway through your shift.

Section 3.06 REIMBURSEMENT FOR APPROVED EXPENSES

You may be reimbursed for qualifying expenses incurred on behalf of Success that are approved by your direct manager. If you work past 9 p.m., Success will reimburse the cost of a cab. For overnight assignments, you have an allowance for each meal while you are traveling as follows: breakfast, \$10; lunch, \$16; dinner, \$32. Unused allowances do not carry over from one meal to another. All expenses must be authorized in advance by your direct manager, who may deny the request for any reason. Expenses will not be reimbursed if they are submitted outside of the deadlines outlined below, they were not previously authorized by your manager, or they are not accompanied by a receipt. Approved requests will be reimbursed through payroll with your regular pay.

Submitting Expenses for Reimbursement

Expenses for reimbursement must be submitted to the Finance Team (either by hand delivery or inter-office mail) in accordance with the timelines reflected in the chart below. Please e-mail the Finance Department at Payroll-ML@successacademies.org if you have any questions about these timelines or the process for submitting your expenses.

SCHOOL STAFF

When Expense is Incurred	Deadline for Submitting Expense Report
In any month <i>except</i> June.	Last business day of the following month.
In June, <i>before</i> last day of school.	Last day that teachers are in schools (typically two days after the last day of the school year).
In June, <i>on or after</i> last day of school.	Last business day in July.

NETWORK STAFF

When Expense is Incurred	Deadline for Submitting Expense Report
In any month <i>except</i> June.	Last business day of following month.
From June 1 through June 20.	On or before June 21 (or the following business day, if the 21st falls on a weekend or a holiday).
From June 21 through June 30.	Last business day in July.

Section 3.07 TRAVEL TIME FOR NON-EXEMPT EMPLOYEES

If you are a non-exempt employee (see Section 2.04, “Employment Categories”), you may be compensated for travel time in accordance with applicable wage and hour laws. Generally, travel time between a non-exempt employee’s “normal” workplace and another job-related location during the workday is considered compensable “work time,” provided that the method of travel is reasonable. However, normal commuting to and from work is not compensable work time. Any questions regarding travel time should be directed to Human Resources.

Section 3.08 WEATHER DAYS AND OTHER CLOSINGS - SCHOOL EMPLOYEES ONLY

We *rarely* close due to weather, but if we do, you will receive an email from school leadership, your manager, the Network, or a pre-recorded phone call notifying you of a School and/or Network office closure. As stated above, certain School employees may be required to work even when the School is closed, depending on assignment and reason for closure.

Section 4.01 EMPLOYEE BENEFITS AND ELIGIBILITY

Success may offer a number of employee benefit plans and programs, including, but not limited to: (i) a retirement savings plan; (ii) medical, dental, and vision insurance; (iii) short-term disability; (iv) long-term disability; (v) basic life and accidental death & dismemberment (AD&D) insurance; (vi) supplemental life insurance; and (vii) health, dependent care, transit, and parking Flexible Savings Accounts (FSA). Eligibility for these benefits is generally based on your employment status, as follows:

- If you are a salaried, full-time employee, you are eligible for all Success employee benefit plans and programs.
- If you are a salaried, part-time employee, and you work at least 20 hours per week, you are eligible for all Success employee benefit plans and programs, but your compensation and some benefits, including PTO and child care leave, will be prorated accordingly.
- If you are a part-time employee who is paid on an hourly basis, and you work at least 20 hours per week, you are eligible for Success benefit plans and programs starting in the first month after your first full calendar year of employment with Success.² As with salaried, part-time employees, your compensation and some benefits, including PTO and child care leave, will be prorated accordingly.
- If you are a part-time employee (salaried or hourly) who works fewer than 20 hours per week, a contracted employee, a seasonal employee, or an intern, you are not eligible for Success benefit plans or programs.

The terms and conditions for each benefit are set forth in detail in formal plan documents, which may be amended, replaced, or terminated at any time. To the extent that any information in this Manual is in conflict with a provision of a plan document or an amendment to a plan, the plan document or amendment will govern.

Disability Benefits

The *short-term disability* plan provides up to 13 weeks of coverage for a physician-documented disability lasting more than seven days. The *long-term disability* plan provides coverage after you have been out of work for 13 weeks with a physician-documented disability.

For more information about short- and long-term disability benefits and other benefit programs, including limitations of each benefit and how to apply, please refer to the benefit plan description or contact Human Resources.

Section 4.02 WORKERS' COMPENSATION

You are eligible for workers' compensation in the event that you are injured or become ill on the job. In order to ensure that you receive full benefits under this program, you must immediately report to your manager and to Human Resources all injuries sustained on the job and all illnesses that you believe resulted from your duties for Success. Managers who learn of an injury sustained on the job, or an illness that may be related to an employee's work duties, must immediately notify

² Beginning July 1, 2014, these employees will be eligible to enroll in Success's health insurance plan within ninety days of their first day of employment with Success.

Human Resources. Failure to report an injury or illness promptly, or to comply with applicable requirements, may result in a delay or denial of benefits.

Section 4.03 TIME OFF AND SICK DAYS

Teachers & Leaders

You are expected to be in attendance while school is in session and do not receive traditional Paid Time Off (PTO). However, you will receive your full pay and benefits during all breaks when schools are closed, so long as you remain employed by Success during the breaks (subject to Section 2.12 above).

The scheduled paid break days typically received by leaders and teachers each school year are in the chart below (subject to change from year-to-year, depending on the number of break days each school year).

	Leaders	Teachers
Approximate total paid break days per year (subject to change)	37	51
Days in summer	15	29
Days during school year	22	22

Personal Day – In addition to the scheduled breaks, we recognize that you may need a day to tend to a personal emergency. For these times, you may take one personal day after three months of employment. Teachers and leaders (other than principals) should submit a request for a personal day to their principal with ample notice. Principals should submit their request to their manager. Personal days do not carry over to the next school year, and they are not paid out upon termination.

Sick Days – Your daily presence is critical to serving our scholars at the highest level. We realize, however, that from time to time you may get sick or need to care for a sick family member. You may use a sick day when, for example:

- You have a mental or physical illness, injury, or health condition; you need to get a medical diagnosis, care, or treatment of your mental or physical illness, injury, or condition, or you need to get preventive medical care.
- You must care for a family member who needs a medical diagnosis, care, or treatment of a mental or physical illness, injury, or health condition, or who needs preventive medical care.
- Your place of work closes by order of a public official due to a public health emergency, or you need to care for a child whose school or childcare provider closed due to such an order.

Success Academy has no formal sick day limitation. We have this policy because we treat our employees as professionals and assume that you will only take sick leave when it is necessary. We want you to take your sick days when you need them, but please keep in mind that every employee is a crucial member of our team and that our scholars benefit from consistency of instruction. It is therefore our expectation that your use of sick days is responsible, appropriate, and does not unreasonably interfere with your job responsibilities.

If your need to take a sick day is foreseeable, you must give your supervisor at least seven days' advance notice. In all other cases, you should provide as much notice as possible (for school employees, no later than 6:30 a.m. on the day of your absence). If an illness is so severe that you will

be out for more than three consecutive days, contact Human Resources (in addition to your manager) as we may require documentation from a licensed care provider. Please note, however, that additional Success Academy policies and applicable laws, including the use of disability leave, may apply.

You cannot be retaliated against for using sick leave responsibly. If you are retaliated against, you may file a complaint with the Department of Consumer Affairs by visiting www.nyc.gov/PaidSickLeave.

School Operations and Network Staff

School operations employees and Network staff are eligible for traditional PTO days, which are inclusive of sick days, personal days, and vacation days. For school operations employees and for Network staff up to and including the Assistant Director level, PTO accrues at a rate of 20 days per fiscal year (July 1 to June 30). For salaried Network Directors and above, PTO accrues at a rate of 25 days per fiscal year. **During the school year, school operations staff are encouraged to take PTO when schools are closed.** Please request PTO at least one month in advance.

As noted above, sick days, personal days, and vacation days all come out of your PTO. You may use a sick day when, for example:

- You have a mental or physical illness, injury, or health condition; you need to get a medical diagnosis, care, or treatment of your mental or physical illness, injury, or condition, or; you need to get preventive medical care.
- You must care for a family member who needs a medical diagnosis, care, or treatment of a mental or physical illness, injury, or health condition, or who needs preventive medical care.
- Your place of work closes by order of a public official due to a public health emergency, or you need to care for a child whose school or childcare provider closed due to such an order.

If you decide to use a sick day, you must first follow the procedures outlined in Section 3.02. We want you to take your sick days when you need them, but please do so responsibly, keeping in mind your professional obligations to our scholars and your colleagues.

Additionally, if your need to take a sick day is foreseeable, you must give your supervisor at least seven days' advance notice. In all other cases, you should provide as much notice as possible. If an illness is so severe that you will be out for more than three consecutive days, contact Human Resources (in addition to your manager) as we may require documentation from a licensed care provider.

You cannot be retaliated against for using sick leave responsibly. If you are retaliated against, you can file a complaint with the Department of Consumer Affairs, by going online to nyc.gov/PaidSickLeave.

PTO will roll over from one fiscal year to the next. Rollover is limited to a maximum of one-half of your total PTO available each fiscal year. Any PTO that rolls over will expire six months following the start of the fiscal year (the fiscal year currently begins on July 1).

Unless prior permission is granted, you are not permitted to use your PTO for days off within the first three months of employment. If your employment terminates after three months of employment, you will be paid for any accrued but unused PTO, as determined by Human Resources.

During the hiring process, you must notify your manager of any pre-existing plans that may require you to use PTO within the first three months of employment. In the first half of the fiscal year (July 1 – December 31), you may borrow up to five days of PTO before they have accrued. All other PTO days must be accrued before they can be used.

Salaried, part-time employees who work at least 20 hours per week earn PTO subject to a reduced *pro rata* accrual rate in accordance with Section 4.01. Part-time employees who are paid on an hourly basis and who work at least 20 hours per week are eligible to earn PTO on a *pro rata* basis beginning in the first month after their first calendar year of employment with Success. Part-time employees (both salaried and hourly) who work fewer than 20 hours per week, contracted employees, seasonal employees, and interns are not eligible for PTO. Part-time employees working eighty or more hours per year are eligible to use sick days on the same basis as teachers and leaders as follows: Part-time employees accumulate one hour of sick leave for every 30 hours worked, up to a maximum of 40 hours during the fiscal year. Additionally, these employees must keep track of the accumulation and use of their hours.

Section 4.04 HOLIDAYS

Success currently observes the following holidays:

- New Year’s Eve Day and New Year’s Day
- Martin Luther King, Jr. Day
- Presidents’ Day
- Memorial Day
- Independence Day
- Labor Day
- Columbus Day
- Thanksgiving Day and the day after Thanksgiving
- Christmas Eve Day and Christmas Day

Each year, you will receive a calendar reflecting the days that School and Network offices will be closed. Note that these days are subject to change from year to year, and may not align with the New York City Department of Education’s calendar.

Section 4.05 MILITARY LEAVE

If you are a member of the “Uniformed Services” (*e.g.*, the U.S. Army, U.S. Navy, U.S. Air Force, U.S. Marines, U.S. Coast Guard, National Guard, the commissioned corps of the Public Health Service, or the U.S. Military, Naval, Air Force, or Coast Guard Academies), you will be granted an unpaid leave of absence for military service, training, or related obligations in accordance with the Unified Services Employment and Re-employment Act of 1995 (USERRA) and New York State law. At the conclusion of the leave, and upon the satisfaction of certain conditions, you generally have a right to return to the same position you held prior to the leave, or to a position with similar seniority, status, and pay that you are qualified to perform. For more information on Military Leave, contact Human Resources.

Section 4.06 CHILD CARE LEAVE

If you are a full-time employee, you are entitled to receive up to 20 days of paid child care leave at full pay following the birth or adoption of a child, provided that you (i) are the “primary caregiver” during the period of leave, and (ii) have been employed by Success for at least one calendar year at

the time of the birth or adoption of the child. For the purposes of this policy, a “primary caregiver” is defined as the person who has primary responsibility for the care of the newborn or newly adopted child, consisting of at least 28 hours per week from Monday through Friday between the hours of 7:30 a.m. and 6:00 p.m.

If you are a full-time employee but are not the primary caregiver, you are entitled to receive up to 10 days of paid child care leave at full pay following the birth or adoption of a child, provided that you have been employed by Success for at least one calendar year at the time of the birth or adoption of the child.

Salaried, part-time employees who work at least 20 hours per week are entitled to child care leave on the same basis as full-time employees, except that their eligible leave period (whether 10 or 20 days) will be prorated according to the average number of hours worked, out of 40, during each of the four weeks immediately preceding the child care leave request. Part-time employees who are paid on an hourly basis and who have been employed with Success for at least one calendar year are entitled to child care leave on the same basis as part-time, salaried employees. Part-time employees (both salaried and hourly) who work fewer than 20 hours per week, contracted employees, seasonal employees, and interns are not eligible for child care leave.

The child care leave period must be taken within the first 12 weeks following the birth or adoption of the child. To ensure that your work obligations are properly covered, you must notify your manager and Human Resources of your intention to take child care leave as far in advance as reasonably possible. During the child care leave period, you are eligible to continue employee benefits previously elected so long as you (i) continue to meet the eligibility criteria and (ii) make the required premium payments. Child care leave may be followed by any approved disability leave due to pregnancy, and runs concurrently with leave taken pursuant to the Family Medical Leave Act. You will continue to accrue PTO days while on paid child care leave.

Section 4.07 FAMILY AND MEDICAL LEAVE

Eligible employees may utilize Family and Medical Leave Act (“FMLA”) leave, which may be up to 12 weeks of unpaid leave during any “rolling” 12-month period, for the following reasons: (i) incapacity due to pregnancy, prenatal medical care, or child birth; (ii) to care for your child after birth, adoption, or foster care placement; (iii) to care for your spouse, son or daughter, or parent who has a serious health condition, as defined below; or (iv) for a serious health condition that makes you unable to perform your job.

A serious health condition is an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents you from performing the functions of your job, or prevents your qualified family member from participating in daily activities.

Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than three consecutive calendar days combined with at least two visits to a health care provider, or one visit and a regimen of continuing treatment, or incapacity due to pregnancy, or incapacity due to a chronic condition.

Military Family Leave Entitlements

Eligible employees with a spouse, son, daughter, or parent on active duty or call to active duty status in the Armed Forces (including the National Guard and Reserves) in support of a contingency operation may also use their 12-week FMLA leave entitlement to address certain qualifying

exigencies. Qualifying exigencies may include attending certain military events, arranging alternative child care for a covered service member, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

Eligible employees may also take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is (1) a current member of the Armed Forces (including the National Guard and Reserves) who is undergoing medical treatment, recuperation, or therapy, is in outpatient status, or is on the temporary disability retired list, for a qualifying serious injury or illness, or (2) a veteran of the Armed Forces (including the National Guard and Reserves) discharged within the five-year period before the eligible employee first takes military caregiver leave to care for the veteran and who is undergoing medical treatment, recuperation, or therapy for a qualifying serious injury or illness.

Benefits and Protections

During FMLA leave, you are entitled to continued group health plan coverage under the same conditions as if you had continued to work. To the extent you are paid by Success during FMLA leave, your portion of health insurance premiums will be deducted from your salary. If your FMLA leave is unpaid, your portion of health insurance premiums will be deducted from your salary in advance, before the FMLA leave period begins, or upon your return from FMLA leave. While you are out on FMLA leave, Success will maintain your Success-provided health coverage as if you had continued to work.

For any portion of your FMLA leave that is unpaid, you will be required to pay your share of health insurance premiums by submitting payment to Success on a monthly basis. If your payment of health insurance premiums is more than 30 days past due, Success may discontinue your health insurance coverage (at which time you would be offered continuation of health care coverage under COBRA).

While on FMLA leave, you will not continue to accrue PTO or personal days. The period of time that you are on FMLA leave will be treated as continued service for purposes of determining eligibility to participate in any applicable Success retirement plan. To the extent that you paid a portion of premiums for other benefits, you may continue these benefits by making the required premium payments during the FMLA leave in accordance with arrangements to be made with Success.

Upon returning from FMLA leave, you will be placed in the same position you held before going on leave, or an equivalent position with equivalent pay, benefits, and other employment terms. You are entitled to reinstatement only if you would have continued to be employed with Success had FMLA leave not been taken. Certain "key employees" may be denied reinstatement if such denial is necessary to prevent substantial and grievous economic injury to operations. "Key employees" are salaried, FMLA-leave-eligible employees who are among the highest paid 10 percent of Success's employees employed within 75 miles of the worksite. Before you return to work from an FMLA leave due to your own serious health condition, you must submit a fitness for duty certificate from your health care provider, addressing the health condition for which the leave was taken, and stating that you are able to resume work. Your return to work will be delayed or denied if a fitness for duty certificate is not submitted in a timely manner.

Use of Leave

Generally, you do not need to use your FMLA leave entitlement in one block. Leave can be taken intermittently or on a reduced leave schedule when medically necessary or due to a qualifying

exigency. However, if you take FMLA leave to care for a healthy newborn or healthy newly placed child, FMLA leave may not be taken intermittently or on a reduced work schedule, unless Success has agreed to your leave request. You must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt Success's operations.

Employee Responsibilities

Absent unusual circumstances, when the need to take FMLA leave is foreseeable, you must provide 30 days' advance written notice to Human Resources. When 30 days' notice is not possible, you must provide notice as soon as practicable to Human Resources.

To request FMLA leave, you must complete and submit to Success a Family and Medical Leave of Absence Request Form.

A request for FMLA leave in connection with your serious health condition or that of your family member, or a service member's serious illness or injury, must be supported by an appropriate medical certification from a healthcare provider. Where leave is requested because of exigent circumstances arising from a family member's call to active duty in support of a contingency operation, you will need to submit an exigent circumstances form. To request the appropriate form, please contact Human Resources, and submit the completed form to Human Resources within 15 days of giving notice of the FMLA leave. For all intermittent or reduced-schedule leaves, the certification must state that it is medically necessary that the leave be on an intermittent or reduced-schedule basis and must specify the required schedule.

Success may require you to provide subsequent recertifications from a health care provider depending on the duration stated in the medical certification, but generally not more than every 30 days (except under certain circumstances provided by law).

If Success has questions about your medical certification, Success may take the following steps:

- Human Resources may contact your health care provider directly in an effort to clarify or authenticate a medical certification. If you decline to provide Success with a HIPAA-authorized release allowing Success to clarify the certification with your health care provider, and you do not otherwise satisfactorily clarify the certification, Success may deny FMLA leave; and/or
- Success may require you, at your expense, to undergo (i) a second examination by a Success-designated health care provider, and (ii) a third final and binding examination by a health care provider jointly selected by you and Success, if necessary to resolve a conflict between the examinations conducted by your health care provider and the designated provider.

Failure to provide the required certification in a timely manner may delay FMLA leave (or the continuance of FMLA leave). If the certification is not produced, your absence will not be deemed FMLA leave and may be considered unapproved leave, potentially resulting in disciplinary action.

During FMLA leave, you must provide Success with periodic reports (no less than every 30 days) regarding your status and intent to return to work. If your anticipated return-to-work date changes and it becomes necessary for you to take more or less leave than originally anticipated, you must provide Success with reasonable notice (*i.e.*, within two business days) of your changed circumstances. If while on FMLA leave you provide Success notice of your intent not to return to

work, you will be considered to have voluntarily resigned effective as of the date the FMLA leave is scheduled to end.

Employer Responsibilities

Within five business days (absent extenuating circumstances) of being made aware of your need for FMLA leave, Success will provide you with a notice of eligibility, along with an appropriate certification form to complete and submit to Success so that the request for FMLA leave can be evaluated. Upon provision of sufficient information, Success will notify you either that (i) the leave has been designated as FMLA leave and the amount of leave to be counted against your leave entitlement or (ii) the leave is not designated as FMLA leave due to insufficient information or a non-qualifying reason. Success may provisionally designate the leave as FMLA leave, subject to submission of sufficient information. If you have not notified Success that you would like leave to be counted as FMLA leave, you must notify Success of this within two business days of your return to work.

Prohibition on Discrimination/Retaliation

Success prohibits and will not tolerate: (i) interference with, restraint, or denial of the exercise of any right provided under FMLA, or (ii) the discharge of or discrimination against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.

Section 4.08 NURSING MOTHERS

Success will provide time for and will make reasonable efforts to provide a room or other location in reasonably close proximity to the work area where an employee can express milk in privacy for up to three years following childbirth.

Section 4.09 CIVIC DUTY LEAVE

Jury Duty

Please contact your manager immediately upon receipt of a summons to jury duty. If you are an exempt employee, Success will pay your full salary for up to a maximum of 10 business days for time spent on jury duty, and you will continue to earn all benefits during your entire jury duty leave. If you are a non-exempt employee, you will be paid \$40 for each of the first three days of jury duty service. For all employees, New York State will pay you \$40 for each day of jury duty service that is not compensated by Success.

Witness Subpoenas

If you receive a subpoena, including a subpoena to appear as a witness during work time or to provide testimony about Success, notify your manager right away. Managers must immediately notify the Advisory Team of all subpoenas.

Time Off to Vote

Success encourages you to participate in elections. If polls are open at least four consecutive hours before or after working hours, you should find time to vote either before or after your regular work schedule, if possible.

If necessary, you should request time off to vote from your manager at least two working days prior to Election Day. Approved time off should be scheduled at the beginning or end of the work shift,

whichever causes the least disruption to our normal work schedule. If you are a non-exempt employee, you will be permitted to take up to two hours of unpaid time to vote if polls are not open at least four consecutive hours before or after your work schedule.

Section 4.10 BEREAVEMENT LEAVE

You are allowed up to three days of paid time off so that you can attend to your obligations and commitments following the loss of a loved one. Bereavement days will be granted for the death of an employee's spouse, parent, child, grandchild, sibling, and in-laws. Bereavement days are also granted for the death of an employee's same-sex committed partner or the partner's parent, child, grandchild, or sibling.

Special consideration will also be given to any other person whose association with you was similar to any of the above relationships. In certain circumstances, Success may provide additional paid time off for bereavement leave, at Success's sole discretion.

Section 4.11 OTHER TYPES OF LEAVE

Success provides other forms of leave in accordance with applicable state and local law, including leaves of absence for military spouses and leaves of absence to donate bone marrow. For more information on these types of leave, contact Human Resources.

CHAPTER 5: EMPLOYEE CONDUCT

Section 5.01 STANDARDS OF CONDUCT BETWEEN EMPLOYEES AND SCHOLARS/FAMILY MEMBERS

Success is committed to fostering a healthy and positive educational environment for our scholars. In keeping with that goal, you must adhere to the following guidelines when interacting with scholars and their family members:

- You must never engage in any inappropriate physical contact with a scholar, such as kissing, caressing, brushing the body, inappropriate touching, sexual contact, slapping, pinching, punching, pushing, or physical assault. You may not use corporal punishment under any circumstances.
- You may not instruct a scholar to keep a “secret” from family members or any other Success employee or administrator, or otherwise forbid a scholar from sharing any conversations or information with these parties.
- You should not engage in conduct or create situations that could have the appearance of impropriety. For example, although you may have a legitimate educational reason to have a private meeting with a scholar, the door to the room or office should remain open, slightly ajar, or unlocked, and any windows should be uncovered. As a general rule, you should not have private interactions with scholars that, if observed by others, would appear to violate these guidelines – use common sense, and think about how you would view the situation if it occurred between the scholar and another Success employee.
- You are strongly discouraged from meeting with scholars one-on-one outside of the workplace. If it is necessary that you meet with a scholar one-on-one outside of the workplace, you must notify your principal or manager well in advance.
- Communications with a scholar’s family member must be professional and related to the scholar or Success business. All communications received from a scholar’s family member must be addressed within one business day. If you are not able to provide a response within one business day, you should let the scholar’s family member know that you are working to retrieve the requested information.
- You must refrain from sexual and inappropriate behaviors directed toward, or in the presence of, a scholar’s family member, such as remarks of a sexual nature; suggestive jokes; threats; use of obscene or foul language; innuendos or flirtation; advances, propositions, demands or requests for inappropriate favors; or any other verbal or physical conduct of a sexual nature. A School employee may not date or engage in a sexual relationship with a family member of a scholar attending the same school.
- In order to avoid issues such as favoritism and competition, you may only accept gifts from parents, families, and scholars that are of the homemade variety (*e.g.*, a card, a letter, scholar art, baked goods). Any gifts that do not fall in this category must be returned. The only exception to this policy is that you may accept a reasonably modest gift from a class or Parent Council, so long as contributions for the gift were strictly voluntary and individual contributors remain anonymous.

- Note that if you have conditional or emergency conditional fingerprinting clearance, your manager will provide additional supervision until you receive full clearance. Additionally, you may not be left alone with an individual student unless granted express permission to do so by your manager or his/her designee.

The procedures for reporting violations of this policy are set forth in Section 5.10.

Section 5.02 PERSONAL APPEARANCE / DRESS CODE

At Success, we believe school uniforms are important to promote exemplary school culture and performance. We ask our scholars to be in uniform every day. Likewise, we believe all members of our organization should be dressed for success and ready to achieve. All faculty and staff are required to be in business attire. We expect you to look neat and professional at all times.

ACCEPTABLE	NOT ACCEPTABLE
<ul style="list-style-type: none"> • <i>For all:</i> A suit. • <i>For men:</i> Professional-looking trousers/khaki dress pants, dress shirt, and tie. • <i>For women:</i> Professional-looking dress, skirt/blouse or sweater combination (with modest necklines), or slacks/shirt combination. All dresses and skirts must be no higher than 2 inches above your knee. • Heels. • Dress Shoes (including flats). • Sneakers (single-color) for School personnel only. 	<ul style="list-style-type: none"> • Casual boots (including Uggs), high boots, and any shoes you would wear to the beach, such as flip-flops and strappy (<i>e.g.</i>, gladiator) sandals. • Leggings as pants (even with a tunic). • Denim and faux denim of any kind, corduroys, cropped pants (<i>e.g.</i>, Chinos and Minis), tight pants. • Spaghetti straps, strapless tops, or camisoles. • Sheer, tight, or low-cut tops or other clothing. • Tops that bare the midriff. • Shorts, sweats, and frayed clothing. • Short skirts/dresses. • T-shirts (even with the school logo). School Leaders may make exceptions for certain sports coaches. • Hats. • Visible tattoos or piercings (with the exception of non-excessive ear piercings). • Non-business-like hairstyles and unnatural hair colors (for example, purple, blue, or green). • Facial hair that presents an unkempt or unprofessional appearance.

School Leaders may impose further dress code requirements within their schools. The one exception to the dress code is “Jeans Friday” at the Network. For Jeans Friday, you may wear professionally-acceptable jeans that do not have holes, are not frayed or overly faded, and do not bare the midriff. All other dress code restrictions apply. Jeans Friday does not apply to the Schools, and may be cancelled at the Network for any reason.

Section 5.03 ROMANTIC OR SEXUAL RELATIONSHIPS

Certain limitations on workplace dating apply, as described below:

- Both parties must mutually and voluntarily consent to the relationship.
- The relationship must not affect your judgment or performance.
- The relationship must not negatively impact the work environment.
- In the event that the relationship creates an actual conflict of interest or the appearance thereof, you must immediately notify your manager and Human Resources, and you must recuse yourself from all situations where the conflict is implicated. As a best practice, we strongly encourage you to notify your manager whenever you begin a relationship with another Success employee.
- Employees in the Human Resources Department, the Talent Department, and the Advisory Team, must notify their managers before engaging in any romantic relationship with any Success employee or contractor.
- Individuals in managerial relationships or other influential roles are subject to more stringent requirements due to their access to sensitive information and their ability to influence others. Specifically, these individuals must abide by the following additional guidelines:
 - Managers employed by the Schools (*e.g.*, principals, Leadership Residents/Assistant Principals, Business Operations Managers (“BOMs”), LabSite teachers, and Deans) may not date any teachers or any school-based staff in the same school.
 - Managers employed by the Network (*e.g.*, Assistant Directors, Directors, Managing Directors, members of the Senior Management Team, and School Leaders) and managers employed by the Schools may not date subordinates whom they manage (whether directly or indirectly), and subordinates may not date managers who manage them (whether directly or indirectly).
 - Before a manager engages in a romantic relationship with another Success employee that is permitted by these guidelines, he/she must first notify Human Resources and his/her supervisor.

Section 5.04 VISITORS IN THE WORKPLACE

To maintain safety and security, all visitors to a Success facility must check in with the facility’s main office. Visitors to the Network office must check in with the building’s security desk, and then with the Network’s front desk. These processes must be strictly adhered to because the presence of unannounced visitors may negatively affect Network operations or classroom instruction.

Section 5.05 RELATIONS WITH MEDIA, GOVERNMENT, AND SPECIAL INTEREST GROUPS

There may be occasions when you are contacted by members of the media, government agencies, or special interest groups requesting information about Success, the industry, or other business- or education-related topics. If this situation occurs, you should ask the person making the request to contact your manager, the Communications Team at press@successacademies.org (for media inquiries), and/or the Advisory Team (for all other inquiries). Inform your manager, the Communications Team, or the Advisory Team about this interaction right away.

Section 5.06 CONFIDENTIAL AND PROPRIETARY INFORMATION

During your employment at Success, you may learn, work with, and/or be entrusted with confidential and/or privileged information about current and former Success employees, administrators, scholars, applicants, parents, suppliers, and vendors. Confidential and privileged information includes, but is not limited to: (i) scholar records (including information about scholars’ backgrounds), (ii) medical information of current and former employees, scholars, parents, etc., (iii) business, personnel, and payroll records, (iv) financial records, (v) curricula and instructional materials, (vi) computer programs, usernames, codes, processes, and passwords, (vii) research and

development plans, financial data, proprietary technology, data, and research, (viii) any other information regarding Success employees, applicants, scholars, parents, vendors, techniques, and processes, and (ix) any other documents or information regarding our operations, procedures, strategy, practices, business, research, development, and/or curricula.

You must exercise the highest degree of care in order to ensure that this information remains confidential and is not improperly or accidentally disclosed. This information may be divulged only to individuals within Success who have both a need and authorization to receive the information, and may never be used for your personal benefit.

Personnel/scholars' records may only be accessed when necessary to complete one's work responsibilities, and are only to be taken off Success premises if absolutely necessary and in the furtherance of a legitimate educational purpose.

You must remain conscious and aware of your surroundings when having Success-related conversations, whether on- or off-premises. If you are in doubt as to whether you are allowed to disclose certain information, err on the side of caution by not disclosing the information and discussing the situation with your manager or the Advisory Team.

Your obligation to refrain from improperly using and disclosing confidential and privileged information continues after your employment with Success.

Section 5.07 WORK MADE FOR HIRE

All work conceived, performed, or developed during your employment with Success, including, but not limited to, course materials, professional development materials, lesson plans, projects, assignments, curricula, syllabi, agendas, book content, assessments, lectures, manuals, scholar homework, articles, photos/videos/drawings, inventions, discoveries, and trademarks are "works made for hire." Such "work made for hire" is exclusively for the benefit of Success and is the sole property of Success, even after you leave Success.

Section 5.08 CODE OF ETHICS/CONFLICT OF INTEREST POLICY

Success has a Code of Ethics/Conflict of Interest policy, a copy of which will be provided to you.

Section 5.09 TECHNOLOGY

Refer to Appendix A – Staff Technology and Social Media Acceptable Use Policy.

Section 5.10 RESPECT IN THE WORKPLACE

Definition of Harassment

Harassment is unwelcome conduct, whether verbal, physical, or visual, which is based on a person's Status (as defined in Section 2.09). Harassment that affects job benefits, interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment will not be tolerated.

Harassment may include derogatory remarks, epithets, offensive jokes, the display or circulation of offensive printed, visual, or electronic material, or offensive physical actions.

Sexual harassment is a specific type of harassment. Unwelcome sexual advances, requests for sexual favors, and other physical, verbal, and visual conduct based on sex constitutes harassment when (i) submission to the conduct is made either explicitly or implicitly a term or condition of an individual's employment, (ii) submission to or rejection of the conduct is used as the basis for employment decisions affecting the individual, or (iii) the conduct has the purpose or effect of

unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive workplace. Sexual harassment may take the form of a range of subtle and not-so-subtle behaviors, and may include sexual propositions, innuendos, suggestive comments, sexually-oriented jokes or teasing, or unwelcome physical contact such as patting, pinching, or intentionally brushing against another person in a sexual or inappropriate manner. Sexual harassment may involve individuals of the same or different gender.

Reporting Procedure

Success strongly urges you to report all incidents of potential discrimination, harassment, and retaliation, regardless of the identity, status, or position of the alleged offender. Whether the alleged offender is a manager, co-worker, or even a non-employee doing business with Success, a report should be made.

If you believe that you have witnessed or been subjected to, or have knowledge about, conduct or behavior that may be contrary to our policies concerning respect in the workplace (or equal employment opportunity, as described in Section 2.09), we urge you to immediately (i) advise the offender that his/her behavior is unwelcome, and (ii) ask that it be discontinued. You should also promptly report your concerns to any one of the following designated contacts: (i) your manager, (ii) any manager with whom you are comfortable, (iii) a Human Resources representative, (iv) a member of the Advisory Team, or (v) submit a report in accordance with Success's Perceived Violation Policy (see Appendix B). Managers are required to report such conduct or behavior immediately, regardless of how they learned of it. **If you have experienced conduct that you believe is contrary to Success's policies concerning respect in the workplace or equal employment opportunity as described in Section 2.09, you should take advantage of this reporting procedure. Your failure to use this reporting procedure could affect your rights in pursuing legal action. Also, please note that federal, state, and local anti-discrimination laws establish specific time frames for initiating a legal proceeding pursuant to those laws.**

Success will conduct a prompt, thorough, and impartial investigation of any allegations reported through this procedure. During the investigatory process, Success will use its best efforts to maintain confidentiality to the extent consistent with adequate investigation and appropriate corrective action. Any individual who knowingly makes a false report or provides false information during an investigation will be subject to disciplinary action.

Retaliation is Prohibited

There will be no adverse action taken against you for reporting violations of this policy in good faith or participating in the investigation of such violations. If you believe that you have been the victim of prohibited retaliation, or have witnessed retaliation, you must immediately notify your manager, any manager with whom you are comfortable, Human Resources, or the Advisory Team so that the situation can be promptly investigated and remedied.

Section 5.11 FIREARMS, WEAPONS, AND THREATS OF VIOLENCE

Possession of firearms and other weapons on Success premises, while conducting business on behalf of Success, and/or at Success-sponsored events is strictly prohibited. A "weapon" is any item that could be used for the purpose of inflicting bodily injury, and may include items that are legal to own. Success also enforces a strict zero-tolerance policy against all acts, threats, and/or intimations of violence, particularly when directed at our scholars, families, or staff. Success does not accept excuses for acts, threats, or intimations of violence, or accept them as "slang" or a "joke." Therefore, if a scholar or a staff member engages in any of the foregoing conduct, you must notify your manager and the Advisory Team immediately.

Section 5.12 ZERO TOLERANCE – ALCOHOL AND ILLEGAL DRUGS

Success has a zero tolerance policy on the illegal use, possession, sale, and distribution of drugs and alcohol. You are also prohibited from being under the influence of alcohol or illegal drugs while on Success property and at Success functions. Your manager may make an exception to this policy for the legal and limited consumption of alcohol at a specific Success function or event. The legal use of prescribed drugs is permitted only if it does not impair your ability to perform the essential functions of your job and does not pose a direct threat to others.

Section 5.13 WORKPLACE SEARCHES

In order to protect the property and personal safety of the Success community, Success reserves the right to conduct personal searches consistent with state and federal law, and to inspect any packages, parcels, purses, handbags, briefcases, lunch boxes, or any other possessions carried to and from Success property. Additionally, all offices, desks, files, lockers, equipment, etc., are considered to be the property of Success and may be inspected at any time at Success's discretion.

Persons entering Success premises who refuse to cooperate in an inspection conducted pursuant to this Workplace Searches policy may be prohibited from entering the premises. Employees working on, entering, or leaving the premises who refuse to cooperate in an inspection, as well as employees who after the inspection are believed to be in possession of stolen property or controlled substances, are in violation of Success policy, and appropriate action will be taken.

Appendix A

SUCCESS ACADEMY CHARTER SCHOOLS / SUCCESS ACADEMY SCHOOLS

STAFF TECHNOLOGY AND SOCIAL MEDIA ACCEPTABLE USE POLICY

Success believes that technology can be an extraordinary tool to enhance our teaching and learning environment. To establish a safe school community, and to ensure that technology and social media are used in a responsible and professional manner, we have developed an acceptable use policy for all Success staff.

In this policy, we address the use of Success technology resources (*i.e.*, provided by Success) **AND** the use of technology resources in general. This policy covers **BOTH** on-campus and off-campus conduct **that involves Success technology resources**.

Additionally, this policy covers **ALL** use of **ANY** technology resources (not just Success technology resources), **including off-campus use**, where such use may violate rules of appropriate professional conduct and/or create a risk of substantial disruption to the work of Success and its discipline and order.

DEFINITIONS

- “**Staff**” includes Success’s employees, consultants, student teachers, interns, temporary workers, volunteers, and others who do work for Success.
- “**Technology resources**” include, but are not limited to, any of the following: computers, tablets, mobile devices, printers, copiers, scanners, televisions, telephones, the school network, software applications, Internet applications, and school accounts on collaborative websites. (When referring to technology resources belonging to Success, this policy refers specifically to “**Success’s technology resources**.”)
- “**Social media**” includes Facebook, MySpace, Twitter, YouTube, Wikipedia, blogs, personal e-mail, chat rooms, photo sites, and other online services, in existence now or later developed, where people connect and share information.

GENERAL TERMS

- Be a role model when using technology resources. Your use of Success’s technology resources should support Success’s educational objectives and be appropriate for a school setting.
- All staff conduct guidelines and policies, including, but not limited to, those set forth in the Employee Manual, are applicable.
- You are expected to know and enforce the Scholar Acceptable Use Policy. You should monitor scholars’ use of technology resources at school and continually educate them about safe and appropriate online behavior.

- Violations of this policy may result in the loss of technology privileges and/or disciplinary action (reprimand, suspension, termination, or other consequences).

COMMUNITY SAFETY, WELL-BEING, AND PRIVACY

- Be careful when posting content online. Assume that all social media venues are public (even when you use strict privacy settings, which we strongly recommend), and make sure your conduct is appropriate for a school setting.
- The use of inappropriate language or offensive, harassing, or discriminatory conduct will not be tolerated.
- Don't view, send, or display inappropriate messages or pictures, including those that (a) are obscene or pornographic, (b) would jeopardize any individual's physical or emotional well-being, or (c) would be generally disruptive of Success's educational purpose.
- Don't post pictures or videos of illegal activity, or activity that would be inappropriate for scholars, their families, your colleagues, and/or managers to see (including pictures or videos of you drunk or consuming alcohol).
- Don't post pictures or videos of scholars or scholars' personal information (including their names) on your personal social media venues. All rules regarding confidential information apply to social media.
- Before posting or sharing a link to other websites or content, read what you're linking to and make sure it's appropriate for a school setting.
- To promote a proper school environment, you may not "friend" scholars on your personal social media venues, nor should you "friend" family members of scholars attending your school, or accept their "friend" requests on such venues.
- Never share your Success passwords or logon information with others.
- Don't misrepresent yourself online.
- Don't post anything that threatens bodily, emotional, or reputational harm.
- There's no expectation of privacy when it comes to use of Success's technology resources. Anything on Success technology resources can be accessed, reviewed, copied, disclosed, and/or deleted for any reason.
- Success may, at any time, install, maintain, and adjust filtering software that may block certain content and/or websites on its technology resources.

ADDITIONAL PROPER AND IMPROPER CONDUCT

- Brief and infrequent use of the Internet and e-mail for personal purposes during work hours is permitted so long as such use is appropriate for a work setting and does not interfere with your professional obligations or the interests of scholars.
- Be cautious when downloading or opening e-mail attachments, particularly if you don't know the sender.
- Don't use Success technology resources for commercial gain or gambling.
- Respect the rights of copyright owners. Don't copy, photocopy, or download protected books, music, movies, pictures, and/or other intellectual property without express permission. Plagiarism rules apply; always give credit where it is due.
- Don't tamper with Success's security settings or programs. Only software authorized by Success may be installed on Success's technology resources. Don't copy, transfer, or misuse Success licensed software.
- Use Success technology resources responsibly. Be mindful of others when using shared printers, photocopiers, and other technology resources. Conserve resources like paper and printer ink. Success phones, photocopiers, faxes, scanners, etc. are provided for business, not personal, use.

PERSONAL RESPONSIBILITY

- Use good judgment. You are individually accountable for your conduct online. The information you produce, view, and share reflects on you, your colleagues, your employer, and the Success community.
- Ask a manager if you're not sure whether certain use or conduct is appropriate.
- **Lock up your technology resources (e.g., laptops, tablet computers, cell phones) in a secure place when not in use!**
- Report violations of this policy, as well as any damage, theft, loss, or misuse of Success technology resources, to your manager as soon as they occur. We are **all** responsible for ensuring a safe and appropriate school environment.
- You must return Success's technology resources to your manager, to Human Resources, or to the Technology Department immediately upon request or at the end of your employment. Authorization to access and utilize Success technology resources ends with your employment, regardless of whether your access has been terminated.

Maintaining school order and protecting Success technology resources require flexibility in school policies. Accordingly, the above list is representative and is not meant to be exhaustive.

Appendix B

SUCCESS ACADEMY CHARTER SCHOOLS / SUCCESS ACADEMY SCHOOLS

PERCEIVED VIOLATIONS POLICY / WHISTLEBLOWER PROTECTIONS

Success Academy Charter Schools and the schools it operates (“Success”) are committed to lawful and ethical behavior in all of their activities, and require that their directors, officers, and employees act in accordance with all applicable laws, regulations, ethical standards, and policies.

Duty to Report

Any Success director, officer, employee, temporary employee, intern, or consultant who has engaged in, or who reasonably suspects any other director, officer, employee, or consultant of engaging in any violation of the law, regulations, ethical rules, or any Success policy must report such activity as soon as possible. Such activity may include, but is not limited to, financial improprieties, fraud, or any other illegal, improper, and/or unethical conduct.

To the extent feasible, subjects on which Success has existing complaint mechanisms should be addressed under those mechanisms, such as raising matters of alleged discrimination or harassment to one’s manager, Success’s School & Network Advisory Team (the “Advisory Team”) and/or the Human Resources Department (“Human Resources”), unless those channels are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.

Reporting Procedures

Employees may submit a report, preferably in writing, to their manager, to the Advisory Team, to Human Resources, to the Chief Executive Officer (the “CEO”), or to the Chairperson of the Governance Committee of Success Academy Charter Schools’s Board of Directors (the “Board”) at the addresses provided below. We strongly urge employees to make such reports within twenty-four (24) hours of learning of the conduct that is the subject of the report.

Advisory Team:

School and Network Advisory Team
Success Academy Charter Schools
310 Lenox Avenue, 2nd Floor
New York, NY 10027
E-mail: AdvisoryTeam-ML@successacademies.org

Human Resources Department:

Human Resources Department
Success Academy Charter Schools
310 Lenox Avenue, 2nd Floor
New York, NY 10027
E-mail: HumanResources-ML@successacademies.org

Governance Committee Chairperson:

Chairperson of the Governance Committee of the Board of Directors
c/o Success Academy Charter Schools
310 Lenox Avenue, 2nd Floor
New York, NY 10027
E-mail: BoardGovernance@successacademies.org

Reports made to Success managers, Human Resources, or the CEO must be immediately referred to the Chief Legal Officer (“CLO”) and/or the Advisory Team. The CLO will ensure that reports made or referred to him/her or the Advisory Team are addressed in a timely and sensitive manner, and will report relevant information to the Governance Committee or the Board as the CLO deems necessary and appropriate.

Reports made to the Governance Committee Chairperson that concern School-level conduct will be forwarded to the Chairperson of the appropriate School’s Board of Trustees, which shall delegate to the CLO the duty to investigate the complaint and report to the School Board as necessary and appropriate. For reports that concern Network-level conduct, the Governance Committee will delegate to the CLO the duty to investigate the complaint and report to the Governance Committee and/or full Board as necessary and appropriate, except when the complaint concerns a member of Success’s senior management team, in which case the Governance Committee will retain the duty to investigate the complaint and report to the Board as necessary and appropriate.

Anonymous reports may be submitted in writing to the Advisory Team, Human Resources, and/or the Governance Committee Chairperson at the addresses provided above. The obligation to report a violation of a law, regulation, or Success policy is not satisfied by the individual reporting his/her own violation anonymously. Despite any designation to the contrary, no employee may file an “unofficial” or “off-the-record” report.

Confidentiality will be maintained throughout the investigation to the extent reasonable and practicable under the circumstances, and consistent with appropriate investigative and corrective action.

No Retaliation

Success prohibits adverse employment action or other retaliation against any individual who makes good-faith complaints, reports, or inquiries under this Policy or participates in a review or investigation under this Policy. Intimidation, coercion, threats, or discrimination against any individual who reports suspected wrongdoing is prohibited and will be subject to appropriate disciplinary action, which may include termination.

RECEIPT AND ACKNOWLEDGMENT FOR SUCCESS ACADEMY CHARTER SCHOOLS AND SUCCESS ACADEMY SCHOOLS EMPLOYEE MANUAL

I acknowledge that I have received the May 2014 version of the Success Academy Charter Schools and Success Academy Schools Employee Manual. I understand that the Manual contains important updated information about Success policies and that I am expected to read and comply with the policies set forth in the Manual.

I understand that this Manual states Success policies, practices, and benefits that are currently in effect, and that these policies, practices, and benefits are continually evaluated and may change at any time, with or without notice.

I understand that I must accept the terms set forth in this Employee Manual and all Success policies to remain employed by Success.

**PLEASE CONFIRM THAT YOU HAVE REVIEWED THIS RECEIPT AND
ACKNOWLEDGMENT WITHIN 11 BUSINESS DAYS OF RECEIVING THE
EMPLOYEE MANUAL.**

12. Partner Organizations

(a) Partner Information

If the proposed education corporation or school, as applicable, would have the same partnership relationship(s) as the existing corporation or replicating school, incorporate this section by reference per the instructions above, *but also provide a letter of support or resolution of the partner organization stating that its role would be the same with respect to the new school (see Request 12(b) – Partner Commitment)*. If the proposed or existing education corporation would have any new partnership(s) that will have a significant relationship with the proposed school, for each partner organization, provide the following:

- Name of the partner organization(s);
- Description of the nature and purpose of the proposed school's relationship with the organization(s); and,
- Name of a contact person for the partner organization(s), along with the address, phone number, and e-mail of such contact person for the partner organization.

The Institute may at its sole discretion, determine that the partner organization must submit Business Plan <http://www.newyorkcharters.org/openAppKit.htm>. Please contact the Institute with any questions related to this request.

The proposed schools do not intend to form a significant relationship with a partner organization.

(b) Partner Commitment

For each new proposed partnership, provide a letter of intent or commitment from a bona fide representative of each partner organization(s) indicating that the organization(s) will be involved in the charter school and the terms and extent of its involvement;

For each partnership incorporated by reference above, provide a letter of support or resolution of the partner organization stating that its role would be the same with respect to the new school; and,

If the school would provide compensation to the partner(s) for any goods or services (i.e., a lease or fee), provide a copy of the contract and include an explanation about how such services would be at or below fair market value.

As noted above, the proposed schools do not intend to form a significant relationship with a partner organization.

13. Governance

(a) Education Corporation Board Roles and Responsibilities

Proposed new education corporation

If the proposed education corporation would have the same board roles and responsibilities as the replicating education corporation, incorporate the board roles and responsibilities by reference per the instructions above. If any aspect of the proposed education corporation board roles and responsibilities would be different from the education corporation to be replicated, complete this Response accordingly.

Existing Education Corporation

If the existing SUNY authorized education corporation proposes to operate an additional school, and the governance structure would not change, incorporate this section by reference per the instructions above.

If the existing SUNY authorized education corporation proposes to operate an additional school, and the governance structure would change then a full response must be supplied that would include how the roles and responsibilities will change to address the governance of more than one school including any new procedures or committee structures. In such cases, describe the roles and responsibilities of the education corporation's board of trustees.

The response should explain the role of the board in:

- Selecting school leader(s) (and partner or management organizations, if any);
- Monitoring school performance; and,
- Evaluating school leaders (and partner or management organizations, if any) and holding them accountable for achievement of the school's mission and goals.

The governance structure of SA NYC (2013 merger application) should be incorporated by reference.

(b) School Board Design

If the proposed school would have the same board design as the replicating school, incorporate the board roles and responsibilities by reference per the instructions above. If any of the following aspects of the proposed School Board Design would be different from the replicating school, describe the difference and provide the rational for the relevant

sections of this response, particularly if the proposed new school would be governed by the existing school board and there would be any new committee structures, officers, or trustees.

Describe and provide the rationale for the proposed design of the education corporation's board of trustees. This response should address:

- Number of trustees;
- Qualifications to be a trustee;
- Trustee recruitment and selection process and criteria;
- New trustee orientation process;
- Officer positions;
- Standing committees (if any);
- Ex-officio members (voting and non-voting);
- Frequency of board and committee meetings;
- Information to be received from the CMO, school leadership, staff or contractors as applicable. If such information would be different in the case of adding an additional school to an existing education corporation please explain how and why the school board believes it will be provided sufficient information.
- Delegation of authority to any committees, officers, employees or contractors;
- Procedures for publicizing and conducting school board meetings and taking and maintaining board and committee meeting minutes in accordance with the NY Open Meetings Law;
- Procedures for handling complaints, including from staff and parents; and,
- Board training and development.

The board design of SA NYC (2013 merger application) should be incorporated by reference.

(c) **Current or Proposed Founding Board of Trustees**

Complete the following table for all members of the current/proposed education corporation board, including any currently vacant seats that the board would fill by the end of the first year of operation (e.g., a seat for an ex-officio parent representative).

A minimum of five members must be identified when the proposal is submitted. (In circumstances where persons affiliated with a CMO will serve on the education corporation board, more than five trustees must be identified when the proposal is submitted. Please see the Guidance Handbook for more details.)

Please note that paid employees of the school may generally not serve as voting members of the board or count toward a quorum when considering attendance, including administrators and teachers, except perhaps in limited circumstances. Please see the Guidance Handbook for further information.

Name	Voting	Ex-Officio	Officer Position and/or Committee Membership	Length of Initial Term
Samuel Cole	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Chairperson	3 years
Bryan Binder	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice Chairperson	3 years
Scott Friedman	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Treasurer	3 years
Gregory Sawers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Secretary	3 years
Rich Barrera	<input checked="" type="checkbox"/>	<input type="checkbox"/>		3 years
Derrell Bradford	<input checked="" type="checkbox"/>	<input type="checkbox"/>		3 years
Sandeep Chainani	<input checked="" type="checkbox"/>	<input type="checkbox"/>		3 years
Suleman Lunat	<input checked="" type="checkbox"/>	<input type="checkbox"/>		3 years
David Nanus	<input checked="" type="checkbox"/>	<input type="checkbox"/>		3 years
Graham Officer	<input checked="" type="checkbox"/>	<input type="checkbox"/>		3 years
Khadijah Pickel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Parent Representative	1 year
Jarrett Posner	<input checked="" type="checkbox"/>	<input type="checkbox"/>		3 years
Lance Rosen	<input checked="" type="checkbox"/>	<input type="checkbox"/>		3 years
Catherine Shinker	<input checked="" type="checkbox"/>	<input type="checkbox"/>		3 years

Explain the capacity of the board to govern the proposed school and ensure that its mission is met, including the relevant skill sets and experiences of the proposed board members and the extent to which those skills sets have contributed to effective oversight of the school(s) to be replicated.

As set forth in the SA NYC terms of operation, the Board's roles, responsibilities, and design have been established so that the Board has appropriate oversight over the SA NYC schools. This oversight includes the use of data and other tools to oversee school quality and to inform decision-making.

Each SA NYC Board member has previously served on the Board of at least one Success Academy school, and has therefore already overseen one or more high-performing schools. The Board members have diverse professional experiences, qualifications, and skills necessary for the successful operation of schools. They have backgrounds in fields such as education, operations, and finance, which allow them to assess and maintain SA NYC's academic performance and operational and financial soundness. In addition, several Board members have experience serving on the boards of other not-for-profit organizations. Additional information regarding the capacity of each Board member to

govern the school has been provided in Appendix A and in previous submissions, including the SA NYC terms of operation. Additionally, the SUNY Trustees and Institute staff have met with the SA NYC Board on numerous occasions, during which times the SA NYC Board members have demonstrated their capacity to provide effective oversight to all SA NYC schools.

(d) Stakeholder Participation

If stakeholders are able to participate in school governance in the same manner as the replicating school, incorporate this section by reference per the instructions above. If there are any differences, explain how parents and school staff, including teachers, will be able to provide input and participate in the governance of the school.

The stakeholder participation in school governance of SA NYC (2013 merger application) should be incorporated by reference.

13. Governance

(e) By-laws

Proposed new education corporation

In cases where a new education corporation is being formed to operate the proposed school please provide the by-laws for the proposed education corporation.

Existing Education Corporation

Only provide bylaws as indicated below if there would be changes to the by-laws of the education corporation as a result of being granted authority to operate the additional school(s).

Note that the by-laws must conform to the applicable provisions of the General Municipal Law that have applied to charter schools since 2010. By-laws that have not been reviewed or updated for those provisions should be reviewed and, if necessary, submitted in full.

There are no changes to the SA NYC By-laws (2013 merger application).

13. Governance

(f) Code of Ethics

Proposed new education corporation

If the proposed education corporation would have the same Code of Ethics as the replicating education corporation, please note that but also include the Code of Ethics with the name of the proposed education corporation

Existing education corporation

If there are no changes to the Code of Ethics, please state that fact. If any aspect of the Code of Ethics would be different from the replicating school, complete this Response accordingly.

Note for all replicating applicants

The code of ethics must conform to the applicable provisions of the General Municipal Law that have applied to charter schools since 2010. Applicants may not incorporate by reference a code of ethics that does not fully reflect General Municipal Law. Applicants representing a school and/or education corporation that does not have an Institute approved code of ethics reflecting all of the provisions of the General Municipal Law must submit a full, up to date code of ethics.

Attach the code of ethics of the charter school. The code of ethics must include a comprehensive and formal conflict of interest policy with specific procedures for implementing the policy and assuring compliance therewith. The code of ethics and conflict of interest policy must be written to apply not only to trustees, but also to officers and employees of the school in conformity with the General Municipal Law.

There are no changes to the SA NYC Code of Ethics (2012 merger application).

13. Governance

(g) Board Member Information

ONLY for new education corporation trustees, please attach a resume or biographical statement and a completed "Request for Information from Prospective Charter School Board Members" (RFI form) for each proposed new board member to the Institute. The RFI form can be found on the Institute's website at: <http://newyorkcharters.org/schoolsBOT.htm>.

This request is not applicable as there are no new SA NYC Board members.

**Response 14 available
separately due to large
file size. Please see page
1 for links to these files.**

15. Student Demand, Recruitment and Retention

(a) General Student Population

Describe the student demand for the school that would allow the school to meet the intended enrollment figures.

For the 2014-2015 school year, schools operated by Success Academy received more than 16,000 applications for fewer than 3,000 open seats. The high demand is citywide, as well: the New York City Charter School Center estimates that there were 70,700 unique applications for 21,000 available seats for the 2014-2015 school year, creating a citywide charter school “waiting list” of an estimated 49,700 applicants.¹ This demand extends across the boroughs where Success Academy is applying to open new schools, with Queens charters receiving 8,172 applicants for 1,291 seats, Brooklyn charters receiving 23,267 applicants for 8,991 seats, Bronx charters receiving 21,121 applicants for 4,833 seats, and Manhattan charters receiving 16,994 applicants for 5,575 seats.²

Success Academy has a robust recruitment process and is confident that it can meet the proposed schools’ intended enrollment figures. As described in detail in Response 01 – Community Need, the applications received last year from residents of the proposed districts and analogous data based on recent application numbers for Success Academy’s existing schools suggests that student demand will be strong in the proposed districts.

For example, last year Success Academy received applications from more than 800 residents of CSD 3 for 288 open seats in the district. At Success Academy Upper West (located in CSD 3), more than seven in-district families applied for each open seat. Across all of the charter schools in CSD 3, there were an estimated 4,749 applications for 839 available seats, according to NYC Charter School Center data. Similarly, in CSD 9, charter schools in the district received a total of 4,301 applications for 811 seats, according to the NYC Charter School Center, a rate of more than five applications per available seat. Success Academy received applications from 1,252 residents of CSD 9. Of those, 1,036 applied for 93 seats in the district, more applications per seat than any other district.

This level of demand is not just demonstrated in the CSDs where Success Academy currently operates an existing school – it is also apparent in districts where Success Academy has not yet opened a school. For example, Success Academy received 545 unique applications from families living in CSD 18, despite not operating a school in the district. Please see Response 01 – Community Need for details on application demand in each proposed district.

¹ Available at

<http://www.nyccharterschools.org/sites/default/files/resources/Lottery2014FinalReport.pdf>

² *Id.*

In addition to demonstrated demand through applications from these communities, Success Academy has engaged in concerted outreach efforts to the communities in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28 and 30, as discussed in Response 03 – Proposal History. Success Academy has used a variety of methods to invite the involvement of community members and to seek feedback on the proposed schools. Success Academy will continue to use these methods in order to inform families about the opportunity. As described below, Success Academy will make good faith efforts to enable the proposed schools to meet and exceed the enrollment and retention targets established by the SUNY Trustees for students with disabilities, English language learners (“ELLs”), and students qualifying for the federal Free and Reduced Price Lunch (“FRPL”) program.

Additionally, please refer to Response 14(c) – Evidence of Community Support A-N for copies of community petitions from the respective CSDs, expressing support and demand for the proposed schools. Canvassers spent a significant amount of time in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28 and 30, providing information, passing out flyers that encouraged input, and seeking support. The number of community petition signatures for each CSD shows significant demand from community members who “would be interested in sending your child to” a Success Academy school in the relevant CSD or “would support this school opening.” Approximately 24,000 people took the time to sign the petitions, including approximately 1,600 from CSD 2, 2,050 from CSD 3, 1,500 from CSD 9, 1,550 from CSD 13, 1,600 from CSD 14, 1,600 from CSD 15, 1,650 from CSD 17, 2,250 from CSD 18, 1,500 from CSD 22, 1,700 from CSD 23, 1,650 from CSD 24, 1,700 from CSD 27, 1,900 from CSD 28, and 1,650 from CSD 30.

Thus, as described above, thousands of families have already expressed interest in applying to the proposed schools in their first year of operation.

(b) Target Populations

Explain how the proposed school will meet or exceed the *enrollment* and *retention* targets established by the SUNY Trustees for students with disabilities, ELLs, and FRPL students, including;

- **The recruitment strategies the school will employ to attract each target population to the school (including outreach to parents in the community for whom English is not their primary language);**
- **Any at-risk admissions factors or “preferences” the school would offer that would increase the likelihood of enrolling targeted students (understanding that the inclusion of such preferences will make the proposed school ineligible to receive Charter School Program (CSP) grant funding – please see Appendix A below and accompanying guidance related to Appendix A in the Institute’s *Guidance Handbook* for further information); and,**
- **A brief explanation of the efforts, resources, structures or programs that the school will take to retain these students and how the school will**

monitor the efficacy of such efforts including disaggregation of student performance data for each subgroup.

Clearly delineate how the school would address each sub-group.

Success Academy uses robust outreach efforts to educate families about the option of applying to Success Academy schools. The outreach goal for each of our proposed schools is that every family within the CSD knows about Success Academy and its world-class educational program, so that the family can choose to apply. This level of outreach is critical to reaching typically underserved families within the community, including those targeted by the enrollment and retention targets.

The proposed schools will undertake numerous outreach activities to recruit applicants and create a diverse student body. The schools will reach out to parents of children who may be categorized as students with disabilities, ELLs, and/or FRPL-eligible students through the use of a variety of methods, including, but not limited to:

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

These robust recruitment strategies ensure strong outreach to families residing within the proposed schools' CSDs of location, including families with students with special education needs and ELLs, and low-income families.

Students with Special Education Needs

Success Academy has a special commitment to serving children with disabilities, as it has from the opening of its first school. Success Academy believes that there is a tremendous need for excellent education for children with special needs. Success Academy seeks to attract all students, including special education students, by directing advertising and other recruitment efforts at a broad range of neighborhoods, preschools, and community programs that serve both special education and non-special education students.

Additionally, as described in Response 07 – Specific Populations, the proposed schools have detailed plans for serving students with special education needs once they are enrolled. Every

Success Academy opens with qualified special education staff to serve this population. Success Academy is confident that it can serve children with disabilities at a high level. For example, on the 2013 state exams, Success Academy scholars with disabilities outperformed NYC district students with disabilities by 48 percentage points in math and 22 percentage points in English Language Arts.

At existing Success Academy schools, approximately 14% of scholars have Individualized Education Programs (“IEPs”). This figure is similar to the corresponding percentage of students in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28 and 30, where 15%, 15%, 16%, 13%, 17%, 16%, 13%, 13%, 13%, 18%, 13%, 13%, 13%, and 12% have IEPs, respectively. With its outreach and programming, Success Academy will make good faith efforts to enable the proposed schools to meet or exceed the enrollment and retention targets established by the SUNY Trustees for students with disabilities.

English Language Learners

Success Academy will also take specific actions to attract and retain ELLs, including the robust bilingual outreach described above. For example, Success Academy distributes bilingual student recruitment flyers and other student recruitment materials, and posts bilingual advertisements and marketing materials. For the 2014-2015 school year, Success Academy’s application was available online in Spanish and printed versions are available in Chinese, Russian, and French.

As described elsewhere in the Terms of Operation, Success Academy has a robust program for educating ELLs at an exceptionally high level. Success Academy has achieved extraordinary results for ELLs through its highly successful English language immersion model. The schools provide all necessary staff and specialized curricular materials to enable ELL students to achieve the schools’ ambitious student performance goals. Teachers receive extensive professional development training in literacy and math that supports the identification of possible ELLs and strategies to support them within the curriculum. This model enables ELLs to rapidly achieve proficiency in the English language.

At Success Academy, most ELL students become proficient in English within three years—versus five years or more at district schools. On the 2013 state exams, Success Academy ELLs outperformed NYC district school ELLs by 72 percentage points in math and by 43 percentage points in English Language Arts (82% vs. 10% in math, 46% vs. 3% in ELA).

With its extensive bilingual outreach to ELL parents and its strong ELL program, Success Academy will make good faith efforts to enable the proposed schools to meet or exceed the enrollment and retention targets established by the SUNY Trustees for ELLs.

Free and Reduced Price Lunch

Outreach to families of FRPL-eligible children includes delivering flyers and applications to

public housing apartment complexes, conducting information sessions in community centers, and engaging in other strategies listed above. For the 2013-2014 school year, Success Academy schools had a network-wide average of approximately 76% of enrolled students that qualified for FRPL.

As noted in Response 17 – Food Services, the proposed schools will participate in the federal School Breakfast Program and the National School Lunch Program, which offers free or reduced meals to all students who meet eligibility requirements. Additionally, as at all of its schools, Success Academy intends to offer enrolled students a snack to all students free of charge. The proposed schools' leadership and staff will work hard to help ensure that challenges in the home do not impact student learning or prevent students from receiving a top-notch education. All of these efforts will go a long way toward ensuring that students who are FRPL-eligible will have an opportunity to fully access the educational programs offered at the proposed schools. With its outreach and programming, Success Academy will make good faith efforts to enable the proposed schools to meet or exceed the enrollment and retention targets established by the SUNY Trustees for students qualifying for the FRPL program.

Please refer to Response 07 – Specific Populations and Appendix A – Success Academy Business Plan for additional information about Success Academy's proven ability to attract, serve, and retain at-risk students.

Include the following in support of the narrative response:

(c) Evidence of Demand

Evidence of student demand (e.g., petitions that clearly indicate that signers have students of age to enroll in the school and would consider enrolling them in the school).

Important Note: If evidence of student demand overlaps with evidence of community support, it is not necessary to duplicate documents. Please clearly describe how any evidence of community support also explicitly demonstrates student demand.

Please see Response 14(c) – Evidence of Community Support and Response 01 – Community Need for evidence of student demand. The included evidence of community support and need details thousands of petition signatures by parents of school-aged children and thousands of applications from parents of school-aged children in the proposed districts. Therefore, this evidence of support also explicitly demonstrates demand in the proposed districts.

15. Student Demand, Recruitment and Retention

(d) Admissions Policy

If the proposed school is adopting the same admissions policy as the replicating school, incorporate the policy by reference per the instructions above. If applicable, note any changes to the original model or policies and indicate if these changes pertain to the proposed school only, or would modify the terms of the entire education corporation. Describe or attach any changes and attach the updated Admissions Policy.

The admissions policy of SA NYC (2013 merger application) should be incorporated by reference.

16. Facility

(a) Facility Needs

Describe the facility needs of the proposed school for each year of the charter period including any unique features necessary to implement the school design and academic program including:

- The desired location of the school facility;
- The number of general education classrooms required each year;
- Any additional classroom space required for special education or ELL services, labs, specialty classes and intervention or enrichment programs; and,
- Space requirements for administrative functions, food services and physical education.
- If the applicants intend to offer a residence program for students, describe the facility requirements to support this program and overnight staffing, and include specific and detailed information regarding the number of residence rooms, configuration, restroom, food service and other facility related needs unique to the residence program proposed.

The proposed schools plan to make the most effective use of the public school space provided by the New York City Department of Education ("DOE"). Since the specific buildings have not yet been identified by the DOE, the exact dimensions of the spaces are not yet known. Each proposed school will require adequate space for uses including, but not limited to, primary instruction, office/administrative space, special education and/or resource room(s), access to a cafeteria for breakfast and lunch service, a gymnasium for physical education, and an auditorium for family events and student performances. In the first year, each school anticipates approximately 12.5 classrooms of approximately 770 square feet located in one hallway or section of the building in addition to the use of shared common spaces. Eight full-sized classrooms are typically used for primary instruction; the remaining 4.5 rooms are typically used for administrative space, specialty classes, special education service provision, and other uses. By the fifth year, each school anticipates approximately 30 classrooms for primary instruction and approximately 10 rooms for administrative space, specialty classes, special education service provision, and other uses.

(b) Facility Selection

Describe the efforts to date to secure a facility for the school, including:

- If a facility has been identified, a description of the facility and how it meets the school's needs including its location and whether it is new

- construction, part of an existing public or private school building, or must be renovated for use; and,
- How the proposed facility will be able to meet New York State Education Department (SED) specifications by when the school would commence instruction.
- If a facility has not been identified, explain the plans for securing a suitable facility and preparing it for use by the time the school would open (including assuring that it meets NYSED specifications). Also, explain any contingency planning including the associated costs.
- If the applicants are seeking facility space from the school district of location, provide contingency plans should such space be unavailable. Such plans must include an analysis of potential privately held options and an explanation of their potential impact on the school's finances, including demonstrating an awareness of the costs of private facility space. As is outlined in Request 24(f), if the applicant proposes to be located in facility space provided by the school district of location, two separate budgets must be presented; one that assumes the district facility space at the anticipated costs and one that assumes that district facility space is unavailable and private space is therefore required. In the case of the latter, identify the additional source(s) of revenue that would support the increased facility costs.

Specific spaces for the proposed schools have not been secured as of the date of this proposal. SA NYC intends to request public facility space in order to serve the public school students who will attend these proposed public charter schools. SA NYC intends to request such public facility space in public school buildings within CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30. An Updated Underutilized Space Memorandum published by the New York City Department of Education ("DOE") on December 27, 2013, lists 384 significantly underutilized DOE public school buildings, 187 of which are located in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30.¹ Based on this document and supplementary research, the proposed schools plan to secure space among the many thousands of currently available seats.

Before the proposed schools may co-locate in public school buildings, the DOE will need to carry out required processes under the law, including, but not limited to, Educational Impact Statements and Building Utilization Plans, pursuant to Education Law §§ 2590-h and 2853(3)(a-3)(2), and other provisions of the Charter Schools Act of 1998, as amended, and relevant DOE regulations. The DOE must hold hearings and then vote to co-locate the schools in public school buildings, pursuant to Education Law § 2590-h and other provisions of the Charter Schools Act of 1998, as amended. Success Academy will also work with the DOE to ensure that all standard renovations are approved on a timely

¹ Available at <http://schools.nyc.gov/community/planning/changes/default.htm>.

basis.

If no requested public school buildings are available within one or more of the identified CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and/or 30, SA NYC will do the following:

1. Seek an available public school building within the same CSD so long as the space is reasonable, appropriate, and comparable and in reasonable proximity to the public school space requested by SA NYC.
2. Seek space in a privately owned or other publicly owned facility within the same CSD at the DOE's cost so long as the space is reasonable, appropriate, and comparable and in reasonable proximity to the public school space requested by SA NYC, or
3. Lease or purchase private space and seek facilities funding from the DOE pursuant to Education Law § 2853(3)(e).

(c) **Conflicts of Interest**

If the charter school education corporation or its partners would own or lease its facility, provide a description of the ownership or lease arrangement indicating specifically any potential conflicts of interest and arrangements by which such conflicts will be managed or avoided. Note that in such cases the Institute will likely require a fair market valuation of the cost of the facility supported by independent appraisers. Please note in addition that no education corporation trustee may have an ownership interest in the facility.

Neither the proposed schools nor the applicant plan to own or lease a facility from a private entity. The proposed schools will be located in public school space provided by the DOE. In the event that, as described above, one or more of the proposed schools leases or purchases private space and seeks facilities funding from the DOE pursuant to Education Law, SA NYC would ensure that no conflict of interest exists, including that no SA NYC Trustee would have an ownership interest in such facility.

16. Facility

(d) Additional Facility Information

Provide Information such as blue prints, maps, certified estimates, etc. as part of this response. Provide Information such as blue prints, maps, certified estimates, etc., as well as documentation of any commitment (e.g., a deposit, written assurance, lease, etc.) to use a particular facility, as part of this response. If another entity or organization is assisting the education corporation with obtaining facilities, please include information about such organization.

Important Note: If a facility has already been identified, include certification from an architect that confirms that the proposed facility will be able to meet NYSED specifications by the date that the school would commence instruction and the cost of bringing the facility into compliance with the specifications, which must be accounted for in the proposed budget.

Additional facility documents are not available because the facilities have yet to be identified.

17. Food Services

If the proposed or existing education corporation is adopting the same food services as the replicating school, incorporate the policy by reference per the instructions above. If applicable, note any changes to the original food services.

The food services of SA NYC (2012 charter application) should be incorporated by reference.

As noted in SA NYC's terms of operation, SA NYC schools frequently contract for food services through the New York City Department of Education, although each school may consider contracting with a third-party vendor. In the event that any proposed school contracts with a third-party vendor, SA NYC would ensure that all necessary licenses, permits and/or other requirements would be met.

18. Health Services

If the proposed or existing education corporation is adopting the same health services as the replicating school, incorporate the health services by reference per the instructions above. If there would be any changes to the health services, describe the plans for health services the charter school intends to provide.

The health services of SA NYC (2012 charter application) should be incorporated by reference.

As noted in SA NYC's terms of operation, SA NYC schools work with the nurse and/or School-Based Health Center at the co-located district school furnished by the New York City Department of Health and Mental Hygiene or another community program to provide health services similar to those provided in district schools.

19. Transportation

If the proposed or existing education corporation is adopting the same transportation as the replicating school, incorporate transportation by reference per the instructions above. If there would be any changes to transportation, describe the plans for transportation to be provided by the charter school.

The transportation of SA NYC (2012 merger application) should be incorporated by reference.

20. Insurance

Describe the insurance coverage to be carried by the education corporation (existing or proposed) for the proposed school including the name of the insured and amounts of insurance for liability, property loss, and student personal injury and any school owned or leased vehicles.

Note that within one education corporation it is not necessary to have a separate policy for each school so long as it is clear that the school is operating in multiple sites and an amendment or rider to an existing policy is being secured.

The proposed schools will be added as additional insureds to the existing insurance policies that cover all schools operated by Success Academy. The proposed schools' insurance coverage will include, but is not limited to:

- Commercial General Liability: \$1 million limit per occurrence; \$3 million aggregate limit;
- First Layer of Umbrella Coverage for Commercial General Liability: \$10 million limit per occurrence and in the aggregate;
- Second Layer of Umbrella Coverage for Commercial General Liability: \$15 million limit per occurrence and in the aggregate;
- Coverage for Commercial and Non-Owned Vehicles used in school business (there are no school-owned or school-leased vehicles): \$1 million combined single limit;
- Blanket Tenants Improvements and Betterments Property Coverage: \$20,143,323; and
- Blanket Business Personal Property Coverage including extra expense, EDP equipment and software: \$29,256,068 per incident.

Additionally, the proposed schools will obtain certain other insurance coverage policies, including, but not limited to:

- Workers' Compensation: rate determined by State of New York;
- School Leaders Errors & Omissions: \$10 million in coverage;
- Student Accident Medical Expense: \$25,000 per accident;
- Student Catastrophic Accident Medical Expense: \$5 million limit per accident; and
- Student Accidental Death & Accident: \$500,000 aggregate per accident.

21. Programmatic Audits

If the proposed education corporation or school is adopting the same approach to programmatic audits as the replicating school, incorporate the policy by reference per the instructions above. If there are any changes, describe planned annual program audits to be initiated by the school including the area(s) to be audited and the purpose, objectives and timing of the audits, which must be similar in scope to the audits of other public schools. Include any plans to hire outside consultants to perform such audits.

The approach to programmatic audits of SA NYC (2012 merger application) should be incorporated by reference.

22. Fiscal Soundness

(a) Budget

Discuss in narrative form how the start-up budget plan, the first-year operational budget and cash flow, and the five-year budget plans for the new school(s) are fiscally sound and that there would be sufficient start-up funds available to the proposed school. Provide the rationale for, or source of, the assumptions upon which the budgets rest, noting specifically which expenses rely on funding from soft money and when the funding for these expenses will transfer to recurring revenue streams, and explain how the budgets support the implementation of the academic program described or referenced in the proposal.

If the applicant is an existing SUNY authorized charter school education corporation and proposes to operate additional school(s), also include a separate narrative in response to this Request 24(a) and budget in response to Request 24(f) using the required template, to the extent applicable, for the entire education corporation to include the additional school. Describe any corporate funds that will be used to support the start-up and operations of the new school as well as any projected or anticipated negative fiscal impacts on the existing school. Also describe and explain annual fundraising targets and the fundraising strategies that would be used to support each replication planned by the education corporation.

Please note that any school using an at-risk admissions factor, "preference" or set-aside will not be eligible to receive federal CSP funding.

Budget Narrative for the Proposed Schools

Assumptions for the start-up period and first-year budget period are the same, differing only in the specifics of which expenses and revenues are anticipated before July 1 of the year the proposed school would commence instruction. These specific start-up period costs and revenues are detailed in Response 22(e) – Budget Template. All planned costs at the schools operated by Success Academy are established with the goal of achieving the highest level of student achievement, while maintaining a "lean" ship in terms of overhead and unnecessary costs that keep the school reliant on non-recurring revenue streams. The Success Academy budget is aligned with the academic and operational needs of the schools because it invests in hiring, developing, and retaining the best teachers and leaders, as well as the most effective curriculum, books, technology, and student services.

The budget is built upon models assuming that each proposed school will reach the estimated enrollment and personnel numbers shown in Response 04 – Enrollment and

Response 11 – Personnel. The models account for the staff necessary to instruct, lead, and undertake operations within each school.

Start-up Budget and First-Year Operational Budget and Cash Flows

Revenue

A large portion of start-up funding is available from public and non-public sources. Success Academy has a track record of raising, as necessary, start-up costs through philanthropy as well as Grants for Replication and Expansion of High-Quality Charter Schools from the federal Charter Schools Program (“CSP”). In order to use conservative assumptions, the budget for each proposed school shows \$350,000 of CSP funding under either a direct federal award to the charter management organization (“CMO”) (see Response 22(f) – Letters of Commitment) or New York’s CSP grant administered by NYSED.

The budget assumes that the per-pupil allocation of \$14,127, the amount that New York City public charter schools were receiving as of July 1, 2015, will grow to \$14,627 in July 2016, and then remain flat going forward.

The special education funding that the school will receive has been calculated using historical data from the school demographics of current Success Academy schools, as well as reasonable assumptions about the population of the new community school districts (“CSDs”) where the proposed schools will be located. The budget conservatively assumes that 13% of the student body will receive special education services, and 9% of the student body will be eligible for special education funding through the NYC Department of Education (“DOE”). The budget estimates that, on average, the schools will receive \$14,000 per student who requires services at greater than 20-100% of a scholar’s school week.

Expenses

The expense line items are based on Success Academy’s experience in opening and running 18 elementary schools (24 by August 2014) and are generously funded to allow for any increase in need. Expenses have been budgeted conservatively. The values are either based on historical figures from Success Academy’s negotiated contracts or are based on specific rationales. All equipment expenses are calculated according to the number of staff, students, or classrooms requiring said equipment. The budget builds in an inflation rate of 2% for all non-personnel costs, and assumes 4% increases each year for base salaries.

Plan for Shortfalls—Cash Flows

Due to initial start-up capital expenditures for technology and classroom equipment, the schools will need additional cash over the course of the start-up period (defined broadly as inception to the end of the first school year). During the startup period, cash needs at the proposed schools that are not covered by CSP grants or by recurring revenue

streams will be covered by funds from SA NYC. This entity, as demonstrated in Response 22(e) – Budget Template, will maintain sufficient funds to open the proposed schools. Investing in 14 more elementary schools in the 2015-2016 and 2016-2017 school years is not just an investment in future SA NYC middle and high schools and SA NYC’s mission – it is also an investment in the fiscal health of the entire entity.

While the budgets have been carefully planned with conservative estimates and confirmed funding sources when possible, they do acknowledge the possibility that one or more anticipated funding sources may not come through in the assumed amount. In the event of a budget shortfall, Success Academy will work with its network of private donors and supporters to raise the additional funds. Success Academy has a proven track record of success in raising private money to support its schools as necessary and has significant additional commitments for the future.

Transition to Recurring Revenue Streams

As noted above, the proposed schools will rely on start-up funding from sources such as CSP grants, but will transition quickly to full reliance on recurring revenue streams, namely, the DOE per-pupil funding described above. Within the first three years of operation, the proposed schools will add to, and not detract from, the overall fiscal health of SA NYC.

Policies to Promote Fiscal Soundness

Please refer to Success Academy’s Financial Policies and Procedures manual, Attachment 22(a) – Financial Policies and Procedures, which enumerate the internal controls that Success Academy and SA NYC have established to promote fiscal soundness at the schools. This document is periodically updated and approved by the Board of Directors.

Five-Year Budget Assumptions

Revenues

The five-year plan is based on projections of both standard per-pupil NYC DOE funding and NYC DOE special education funding (9% of the student population receiving funding for 20-100% of services).

The budget assumes conservative funding for federal flow-through grants such as Title IA, Title IIA, and IDEA funding.

The enrollment and personnel numbers are consistent with Response 04 – Enrollment and Response 11 – Personnel.

Expenses

The five-year budget assumes that inflation will be 2% and base salaries will increase at a rate of 4%. Expenses shown in the five-year budget are calculated based on the

growth model of the 18 existing Success Academy elementary schools (with six more opening in August 2014), including student and staff growth, projected capital expenditures based on historical information, and increased efficiencies as SA NYC expands to operate more schools. Due to these increased efficiencies, the five-year budget projects that the total operating cost per student will decrease between FY16 and FY20.

Public / Non-Public Space

SA NYC and Success Academy operate public charter schools serving public school students who are entitled to free public space. Pursuant to Education Law § 2853, charter schools approved by the charter entity to operate in New York City shall be provided access to facilities upon request. As noted elsewhere in this proposal, including Response 16 – Facilities, SA NYC will request space in public school buildings in CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and 30.

If no requested public school buildings are available within one or more of the identified CSDs 2, 3, 9, 13, 14, 15, 17, 18, 22, 23, 24, 27, 28, and/or 30, SA NYC will do the following:

1. Seek an available public school building within the same CSD so long as the space is reasonable, appropriate, and comparable and in reasonable proximity to the public school space requested by SA NYC.
2. Seek space in a privately owned or other publicly owned facility within the same CSD at the DOE's cost so long as the space is reasonable, appropriate, and comparable and in reasonable proximity to the public school space requested by SA NYC, or
3. Lease or purchase private space and seek facilities funding from the DOE pursuant to Education Law § 2853(3)(e).

The budgets for the proposed schools and the education corporation extend five years beyond the date the proposed schools would open (four schools in August 2015 and 10 schools in August 2016). Additionally, based on application instructions, the proposal contains budgets reflecting the receipt of 20% facilities funding, which is the third contingency plan following the outcome required by law. Because of the requirements of education law, the proposal includes the following required budgets, reflecting the third contingency regarding facilities:

- Response 22(e) – Budget Template (proposed schools facilities funding 2016)
- Response 22(e) – Budget Template (proposed schools facilities funding 2017)
- Response 22(e) – Budget Template (proposed schools facilities funding 2016)
- Response 22(e) – Budget Template (proposed schools facilities funding 2017)

The budgets assume a hypothetical annual rent of \$2,500 per student (annually increasing by 1%), although this estimate could be low or high, depending on numerous

factors. The budget also assumes an additional expense of 10% of the rent per year for property taxes, building maintenance, utility bills, and other facility-related expenses. The budgets assume that all existing Success Academy schools and scholars will continue to be served in public school space without cost. With the 20% facilities funding, the proposed schools would be cash flow positive by year 4.

The addition of the proposed schools is projected to have no negative impact on the five-year financial position of SA NYC. The SA NYC budgets illustrate the fiscal soundness of the SA NYC non-profit education corporation. The expenses associated with operations at the existing schools are fully funded by recurring revenue streams. As reflected in the SA NYC budget, SA NYC schools will generate sufficient revenue and maintain a sufficient cash balance to open the proposed schools and to operate all SA NYC schools.

Start-up Budget and First-Year Operational Budget and Cash Flows

Revenues

In keeping with the above assumptions mentioned for each proposed school, SA NYC is relying on projections of both standard per-pupil NYC DOE funding (remaining flat across the five years) and NYC DOE special education funding (9% of the student population receiving funding for 20-100% of services).

Expenses

The expense line items are based on Success Academy's experience in opening and running 18 elementary schools (with six more opening in August 2014) and three freestanding middle schools, and are generously funded to allow for any increase in need. Expenses have been budgeted conservatively. The values are either based on historical figures from Success Academy's negotiated contracts or are based on specific rationales and models illustrating the increased efficiencies with which the schools will operate over the first five years. All equipment expenses are calculated according to the number of staff, students, or classrooms requiring said equipment. The budgets build in an inflation rate of 2% for all non-personnel costs, and assume 4% increases each year for base salaries.

Five-Year Budget Assumptions

Revenues

The five-year budget assumes that SA NYC will operate Kindergarten through 12th grade with enrollment of approximately 12,102 students in FY16. The enrollment and personnel numbers are consistent with Response 04 – Enrollment and Response 11 – Personnel.

In the five-year budget, SA NYC has assumed the operation of 38 elementary schools for which it has been approved (24) or for which it is currently applying (14), and the middle

schools and high schools that it may open in the next five years in order to continue to educate all SA NYC scholars. As noted elsewhere, all future plans related to the opening of separate and/or consolidated middle and high schools are dependent on multiple factors, including space availability, and are therefore subject to change. Note that this budget does not assume the opening of any additional elementary schools within the next five years for which SA NYC has not yet applied. Please refer to Appendix A for information on SA NYC's five-year growth plan, which includes additional potential growth.

The five-year budget assumes receipt of CSP funds from both New York State and the federal government. Please refer to Response 22(f) – Letters of Commitment for more information.

The five-year budget assumes that all revenue streams after FY16 will be recurring revenue streams.

Expenses

The five-year budget assumes that inflation will be 2% and base salaries will increase at a rate of 4%. Expenses shown in the five-year budget are calculated based on the growth model of the existing SA NYC schools, which includes student and staff growth, projected capital expenditures based on historical information, and increased efficiencies as SA NYC expands to operate more schools. Due to these increased efficiencies, the five-year budget projects that the total operating cost per student will decrease over the next five years despite the costs of opening additional freestanding middle school and high school buildings.

Fundraising Targets and Strategies

As described above, SA NYC will not be reliant on fundraising for the start-up of the proposed schools. However, Success Academy, which has a proven track record of success in raising private money for its schools, will continue to raise money as needed in order to benefit the schools.

(b) Financial Planning

Explain the process that the education corporation or school will use to develop its annual budget, including:

- **Who will be involved;**
- **How needs will be identified and weighed;**
- **The timeline for creating and approving budgets; and,**
- **Procedures for monitoring and modifying budgets.**

If the applicant is an existing SUNY authorized charter school and proposes to operate an additional school, also describe and explain the financial

planning capacity, management capacity, and any internal financial controls, polices or procedures at the overall education corporation level especially in relation to the gathering and distribution of financial information from multiple locations and the processing and decision making related to such information including at the education corporation board level.

The budgeting process as described below is the same for all Success Academy schools. The financial planning capacity and budget management is a service offered by the charter management organization (“CMO”), and thus all controls, procedures and information related to the budgeting process for each school is provided by the CMO to SA NYC. The policies and procedures around budgeting, in addition to the details below, are addressed in Success Academy’s Financial Policies and Procedures manual (please refer to Attachment 22(a) – Financial Policies and Procedures).

Each proposed school within SA NYC will have its own budget, which must be approved by the SA NYC Board. The budget takes into account factors such as student population size, the amount of renovation required by the building during start-up, and other site-specific financial elements.

An organization-wide operating budget is compiled before the start of every new fiscal year to identify the revenues and expenses needed to carry out each school’s mission. Revenues and expenses are forecasted on a monthly basis to yield a greater level of detail and are then aggregated to result in the full-year budget.

Success Academy’s Chief Financial Officer (“CFO”) and select members of the Finance department hold an initial meeting with the leaders of each Success Academy department, and gives instruction on how to forecast expenses for the coming year for each school. By involving each leader, Success Academy is able to achieve a more granular budget and can break down each expense category into more specific costs. Each department’s budget takes into consideration historical costs from the opening year of existing Success Academy schools, as well as any additional committed or planned expenses specific to the school.

Once each department has met with the Finance department regarding its budget, a preliminary budget, compiled by the CFO and the Finance department, is sent to the CMO department leaders to review. Upon their review of the organization-wide budget, department leaders provide department-specific input to the proposed budget, identifying any possible holes based on historical reports and strategic plans. In the process of reviewing their budgets, department leaders will review both historical data for their spending and will, when applicable, consult with school leadership (*i.e.*, Principal and Business Operations Manager) to ensure that all school-specific factors are being considered. The organization-wide budget is also reviewed for overall

appropriateness, highlighting any expenses that seem inordinate or incongruous with the school's mission. Any issues are reported back to the Finance department, and the appropriate corrections are made.

This back and forth between the Finance department and individual department leaders is incredibly detailed. Once the preliminary budget has been thoroughly vetted, the CFO presents the budget to the Chief Operating Officer ("COO") for review. After all subsequent revisions have been made and the COO and the CFO have approved the budgets, each budget is presented to the department directors as well as the respective school's Board of Directors for approval. The budget is then put to a vote by the Board and is deemed final if approved. If it is not approved, the necessary adjustments are made, and the revised budget is resubmitted for Board approval.

The budget is monitored for accuracy on a monthly basis by comparing actual expenses to the pro-rated budgeted amounts, and each expense line item is scrutinized for large variances. This process not only provides the CMO management team and school leadership with frequent feedback on current year performance, but it also allows Success Academy to budget with greater accuracy in future years. If mid-year modifications to a budget are deemed necessary, the CFO will work with relevant directors, the school Business Operations Manager, and the school's Board of Directors to prepare the modified budget, and receive Board approval for same.

Below is a sample timeline of events for creating and approving each school's budget:

January 15 – Informational meeting with Success Academy department directors to address basic budgeting tactics and "drivers" of the budget, including the number of students and staff, school site, etc.

February 28 – Preliminary budgets proposed to department directors; school Business Operations Managers are engaged for their feedback.

March 1 - April 29 – Budgets are reviewed by department directors for accuracy, and changes are proposed to the Finance department.

April 30 – Meeting with CFO and COO to determine overall budget accuracy.

June 1 – Budget completed and sent to the Board of Directors for review.

June 26 – Budget presented to the Board of Directors for approval.

(c) Fiscal Audits

Describe the school's plans for at least annual independent fiscal audits conducted by a certified public accountant or certified public accounting firm licensed in New York State.

Any application that proposes adding a school to an existing education corporation must provide specific procedures for conducting independent audits of consolidated financial statements for the education corporation and all of its schools.

Consolidated audited financial statements should include:

- A statement of income and expenditures and a balance sheet for the most recent fiscal year for each school of the education corporation for which the corporation has received approval to operate. A separate income and expenditure statement and balance sheet should be included for each approved school or site in a start-up phase, and for schools or sites for which opening has been delayed;
- A statement of income and expenditures and a balance sheet for the most recent fiscal year for any central or regional back office component;
- A statement of income and expenditures and a balance sheet for the most recent fiscal year for any other distinct component of the education corporation;
- A consolidated statement of income and revenues and a consolidated balance sheet for the education corporation; and,
- A federal single audit report, if applicable.

SA NYC will have a single, consolidated balance sheet that includes all schools operated by the non-profit education corporation. Each freestanding (*i.e.*, separate building) elementary school, middle school and high school operated by SA NYC will have its own annual operating and capital expenditure budget. Each freestanding school, even if two or more elementary or middle schools feed into a particular school, will have a single operating and capital expenditure budget and profit and loss report. The SA NYC Board of Directors will approve the individual school budgets. If expenditures at a particular SA NYC school are projected to exceed the approved annual budget at any time during the school year, the Board of Directors will be consulted regarding financial decisions during the remainder of the year. At the end of each fiscal year, an audited income statement will be prepared for each freestanding school. Such individual school audits will include separate corresponding depreciation and fixed asset schedules, and single federal A-133 audit (when applicable), for each entity. For the non-profit education corporation, a complete audit will be prepared, which will include a consolidated balance sheet, statement of cash flows, and statement of activities.

While all schools operated by SA NYC will share one balance sheet, any CSP grant funds awarded to a particular school will be designated for use solely by such school that receives such funds.

These financial disclosures will allow interested parties to understand precisely how individual charter schools are performing, while providing necessary insight into the

overall fiscal soundness of SA NYC.

SA NYC plans to engage Fruchter Rosen & Company, P.C. (“Fruchter Rosen”), an independent Certified Public Accounting firm, to perform the above-referenced annual audits of financial statements for the prior fiscal year.

These statements will be prepared in accordance with generally accepted auditing standards in the United States and Government Auditing Standards, issued by the Comptroller General of the United States. Fruchter Rosen will also report on each school’s internal controls relating to financial reporting and compliance with relevant laws, regulations, contracts, and grants.

(e) **Dissolution Procedures**

Proposed new education corporation

For applicants seeking to create a new school and a new education corporation, if the proposed education corporation is adopting the same dissolution procedures as the original education corporation, incorporate the policy by reference per the instructions above. If applicable, note any changes to the original model or policies.

Existing education corporation

Any application that proposes adding school(s) to an existing education corporation may incorporate by reference the dissolution procedures for one school, but must also provide specific procedures for closing one, but not all of the schools operated by the education corporation, transitioning students to other school(s) of the corporation and absorbing assets and liabilities without corporate dissolution.

The dissolution procedures of SA NYC (2012 charter application), including the specific procedures for closing one, but not all of the schools operated by SA NYC, should be incorporated by reference. Any dissolution of an SA NYC school, including the distribution of relevant funds after the payment of all debts and obligations, would be consistent with amendments to Education Law Section 2851.

Fiscal Year | 12-13

FINANCIAL POLICIES AND PROCEDURES

Success Academy Charter Schools

TABLE OF CONTENTS

ESTABLISHING A SYSTEM FOR PROPER ACCOUNTING	3
I. SYSTEM OF INTERNAL CONTROL.....	3
II. OVERVIEW OF INTERNAL CONTROLS.....	3
III. CONTROL ENVIRONMENT.....	3
IV. RISK ASSESSMENT	4
V. CONTROL ACTIVITIES	4
VI. INFORMATION AND COMMUNICATION	5
VII. MONITORING.....	5
REVENUE & CASH RECEIPTS	6
I. CHECKS.....	6
II. WIRE TRANSFER RECEIPTS.....	7
III. CASH	7
IV. REVENUE RECOGNITION.....	7
V. IN-KIND GOODS AND SERVICES.....	8
INTER-ENTITY TRANSFERS.....	9
I. TRANSFERS BETWEEN ENTITIES.....	9
II. MANAGEMENT FEES.....	9
III. DUE FROM INVOICES.....	10
PURCHASING & ACCOUNTS PAYABLE.....	11
I. PURCHASES.....	11
II. PAYMENTS.....	12
EMPLOYEE-INCURRED EXPENSE REIMBURSEMENTS.....	14
I. EXPENSE REIMBURSEMENTS	14
CORPORATE CARD EXPENSES AND RECONCILIATION	16
I. CORPORATE CARD EXPENSES.....	16
PETTY CASH EXPENSE RECONCILIATION.....	18
I. PETTY CASH EXPENSES	18
II. PETTY CASH RECEIPTS.....	18
III. FINANCE ACCOUNTING AND RECONCILIATION.....	19
CASH MANAGEMENT.....	20
I. BANK RECONCILIATIONS.....	20
II. INVESTMENT POLICIES.....	20
III. OPENING AND CLOSING BANK ACCOUNTS	20
IV. CASH FLOW MODEL	21
V. CASH MANAGEMENT OF FEDERAL GRANTS.....	21
BUDGETING.....	22
I. DEVELOPMENT OF BUDGET.....	22
II. MANAGEMENT OF BUDGET.....	22
GRANT MANAGEMENT	23
CLOSING OF BOOKS AND RECORDS.....	26
I. MONTHLY ACCOUNTING CLOSE	26

Success Academy Charter Schools
Financial Policies & Procedures

II. FINANCIAL PACKAGE FOR BOARD OF DIRECTORS MEETING.....	26
FIXED ASSETS.....	28
I. FIXED ASSET INVENTORY.....	28
II. CAPITALIZATION	28
III. DEPRECIATION.....	29
IV. DISPOSAL.....	30
PERSONNEL AND PAYROLL.....	31
I. PERSONNEL FILES AND PAYROLL.....	31
COMPUTER DISASTER RECOVERY	33
RECORD RETENTION	34
INSURANCE.....	35
ADDITIONAL BOARD OVERSIGHT	36
I. BOARD MEETINGS	36

ESTABLISHING A SYSTEM FOR PROPER ACCOUNTING

I. System of Internal Control

The objectives of a system of internal controls are to provide the Board of Directors with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorizations and recorded properly to permit the preparation of *financial statements* in accordance with generally accepted accounting principles. It is understood that Success Academies Network Office, hereafter referred to as "the Network", will not always be able to have complete separation of duties. A certain amount of reliance must be placed on the hiring of honest and competent staff.

II. Overview of Internal Controls

The accounting function significantly depends on the senior manager's ability to receive timely, competent and complete accounting information. For this reason, internal control is the first and primary element of the accounting system. The importance of internal control cannot be overemphasized. An analysis of internal control helps quantify the extent to which the accounting records of the Network can be relied upon.

Internal control is designed to provide reasonable, cost-effective assurance of safeguards against unauthorized access to or use of the enterprise's assets, that the financial records and accounts are sufficiently reliable for reporting and management purposes, and of compliance with applicable laws and regulations. Management of the Network is responsible for the design and operation of the accounting, reporting and internal control systems of the Network. Internal control can only provide reasonable assurance of achieving the Network's internal control objectives--internal control can be breached by unintentional noncompliance or neglect, management override, intentional noncompliance, or collusion.

III. Control Environment

Control environment primarily relates to the Network's politics, management philosophy, and structure, method of assigning authority and responsibility, and operating style. From an accounting point of view, the optimum enterprise environment is one in which management and employees are knowledgeable and exhibit honesty and integrity; there is a regular flow of information both up and down the corporate structure; teamwork is emphasized at all levels; employees receive regular evaluation, education and training, have access to and consult with necessary resources, use good judgment, are properly supervised, complimented, or rewarded when appropriate and warranted and commensurately compensated; voluntary recognition of mistakes is encouraged and considered part of the solution process; employees are fairly reprimanded in confidence;

there is a commitment to competence, integrity and ethical values; and the Board of Directors actively and objectively performs its duties.

Those policies will substantially increase the integrity of the accounting system. In the alternative atmosphere, the likelihood of error, misinformation, and cover-up in the accounting system is substantially increased. Of course, it is possible, given a particular circumstance, that any one of the above-listed policies may not be the best course of action from the Network's viewpoint and should not be followed at a particular time; nevertheless, those policies should remain in overall practice to maintain the integrity of the accounting system.

IV. Risk Assessment

Risk assessment includes the identification, analysis, and management of risks relevant to the preparation of proper financial statements that are fairly presented in conformity with generally accepted accounting principles. Possible risks might include internal or external factors that may adversely affect the Network's ability to appropriately record, process, summarize, and report all financial occurrences and data. Management must consider the significance or magnitude of identified risks, the likelihood that the risk will occur, and how the possibility of risk should be managed, or whether to accept certain risk levels because of cost or other considerations.

Risk can arise from an unlimited number of possible circumstances. Moreover, it is impossible to eliminate all internal control risks, let alone attempting to eliminate all risks cost effectively. Statement on Auditing Standards 78, amending SAS 55, identifies the following circumstances as possibly causing an increase or change in internal control risk: changes in regulatory or operating environment; new personnel with different focus on internal control; changes in information systems; rapid business expansion; new lines, products, activities or technologies; corporate restructuring (including changes in management or staff reductions); expansion or acquisition of foreign operations; and new or changes in accounting principles. Several of these circumstances are very relevant to the Success Academies.

V. Control Activities

Control activities are the policies and procedures that help ensure that management directives are carried out, such as financial performance reviews, information processing (to check the accuracy, completeness, and authorization of transactions), physical controls (primarily to safeguard assets from theft or loss), and segregation of duties (such as between persons who are responsible for authorizing and recording transactions, and maintaining custody of assets). For example, broad policies and procedures may include:

1. Adoption of a documented hierarchical structure of authority and responsibility within the enterprise and the accounting/financial function.

2. Required receipt of informed authorization for specific transactions and activities.
3. Segregation of duties and responsibilities within the transactional process.
4. Design and use of adequate transaction documents and records.
5. Maintenance of secured and limited access facilities.
6. Periodic independent verification, testing, or investigation of the operations of the accounting records and internal control system.
7. Controls safeguarding the activities between the Network and its managed schools are detailed in the following sections. Board of Trustees, School Leader, and Network Department head signatures with document trails (primarily by email) are the key ways in which the Finance Team will ensure that only authorized transactions are taking place, and providing necessary backup for all inter-entity activity that is overseen by the Network Finance Team. In these cases the Finance Team is acting in the best interest of schools as well as network to ensure that all procedures are being duly carried out.

VI. Information and Communication

Information and communication refers to the methods and records established to accurately, completely, and timely identify, classify, value (or revalue), record (including in the proper period), process, summarize, and report all entity transactions, events and conditions, and to maintain accountability for the assets, liabilities, and equity.

VII. Monitoring

Monitoring refers to the long-term assessment of the design and operation of internal control performance on a regular and timely basis, and taking corrective actions.

REVENUE & CASH RECEIPTS

Policy: Accurate internal control of cash/grants receipts and deposits will be maintained at all times.

Purpose: To establish the procedures to be followed for receiving, applying and depositing cash receipts.

Scope: This procedure applies to all funds received by Success Academy Network Office and the Success Academies

Procedure:

I. Checks

1.0 **NETWORK:** The Development Associate enters all checks into development software upon receipt. Any restrictions associated with the revenue should be noted. The External Affairs assistant then stamps checks “For Deposit Only” and records these checks in the schedule before forwarding them to Finance Associate.

2.0 **SCHOOLS:** If office manager at school receives check they alert development and finance, and send through interoffice mail to Development Team. Steps 1.0, 2.0 and onwards can be completed.

3.0 In the case of government grants, the grants manager or Finance Associate will review and clarify the name of grant, then will communicate to Development Associate and steps 2.0 and 3.0 will be taken.

4.0 Finance Associate enters items for deposit into accounting software, copies checks, documents associated with deposit, and the deposit slips. Subsequently, he/she brings checks to bank and saves counter deposit receipt. Upon return to the office, Finance Associate presents deposit receipt to Finance Associate for review and reconciliation with the accounting software. In the case of a grant, a new funding source will be set up with budget requirements and pertinent milestones of funding listed.

5.0 Counter deposit receipt, deposit slip carbon copy, and check copies are scanned and filed in the Accounts Receivable folders, and the hard copies are filed together in the deposits binder. The deposits binder will contain copies of checks received, wire transfers in and out. In addition, these will be saved in the “Direct Disbursements and Receipts” folder in Finance shared folders.

6.0 A donation acknowledgement letter is prepared by the Development Team. In addition, any email confirmations of funding will be sent with carbon copy to inform relevant parties. Development Team prepares thank you notes and tax letters for the relevant donations.

7.0 On a quarterly basis Finance provides a report of all recent donations to be used by the Development Team for reconciling the tax letter list and all records in Development software.

II. Wire Transfer Receipts

1.0 NETWORK and SCHOOLS: At least once per week or as often as wire transfers occur, Finance Associate accesses entity's bank account information online to monitor account balances and activity. Emails about direct deposits are sent to the Finance Associate so they can alert relevant parties when funds come into Success Academy accounts.

2.0 When a wire transfer is requested, Finance Associate provides requisite bank information to the wire source following the "Wire Transfer Instructions"

3.0 Finance Associate will email all relevant parties when wire transfers as revenue come into the bank account.

4.0 Development Associate gathers relevant documentation (e-mails, promises of donations, grant letters etc.) to prepare for entry in Development software.

5.0 Finance Associate prints out online documentation of the transaction and files with information previously gathered. All documentation is then scanned with all backup documentation and filed in the Accounting folder under Bank Deposits and Transfers, in the bank account where the wire is entering. (Save pdf of wire/deposit in accounting system in the Cash Sale records).

6.0 All wire transfer confirmations from bank and supporting documents are then filed in the Operating Account binder.

III. Cash

1.0 Cash received for any reason shall be counted by the receiver and given to the Finance Team who will record the total in the accounting system, and save any relevant backup with the deposit. All monies are to be stored by the Finance Team in a secure locked place, with notes about source and destination accounts. All checks received shall be filed with the cash in the locked box until being deposited.

2.0 On a periodic basis, the financial staff will count all of the money for each account and fill out deposit slips to include cash and checks to be deposited into each account, following the procedure detailed above (**I. CHECKS**).

IV. Revenue Recognition

1.0 The Development Associate may create receivables in Development software (feeding into accounting software) for standard network funding, unrestricted and restricted philanthropic contributions, restricted grants and donated services.

1.1 *Standard network funding*: funding that is reasonably predictable and related to expenditures throughout the year shall be considered earned and collectible evenly throughout the year.

2.0 Revenues from unrestricted philanthropic contributions will be considered earned and collectible once a pledge has been made in writing and the CEO or CFO is confident that the cash will be received.

3.0 Board commitments will be recognized on a cash basis, since amounts may vary from pledges.

4.0 Revenues from restricted or unrestricted philanthropic contributions will be considered earned once a pledge has been made in writing or, in the case of Reimbursement Grants, when the expenses are incurred. Restricted revenues will only be recognized to the extent that there is a reasonable expectation that the Network will spend the funds in accordance with the restrictions.

5.0 On a monthly basis, Finance Associate will reconcile all revenues in development system with deposits in Accounting system to review with Controller/CFO and Development Associate. Donor intents and grant purposes will also be reviewed at this time to ensure that finance is correctly tracking the use of restricted funds.

V. In-Kind Goods And Services

1.0 In the case of In-Kind donations the Finance Team will assess the fair market value of the donation and book it in the accounting system.

2.0 Donated services are recorded only in cases where they relate to specialized skills/services that would have to be purchased if not donated and be provided by someone having those skills/services.

3.0 Finance Associate will work with other departments to gather receipts associated with In-Kind donations when applicable. This backup will be saved with the tax letter in the Development folder.

Inter-Entity Transfers

Policy: Proper internal control will be followed to ensure that only valid and authorized transfers are made. Systems of alerts, approval and storing back-up will ensure the proper tracking of moneys transferred between accounts. *(For incoming electronic funds transfers see Revenues-Wire Transfers)*

Purpose: To explain the procedures for preparing, documenting and making transfers.

Scope: This procedure applies to all transfers made into and between the accounts held under the Network, the Success Academies, and Friends of Gotham.

I. Transfers Between Entities

1.0 NETWORK AND SCHOOLS: To record transfers between accounts, the Finance Associate will provide the back-up documentation for transfer to CFO/Controller, and receive confirmation that funds should indeed be moved. The associate will move the funds and print transfer confirmation to scan and save with the backup documentation. (Save in accounting system with the intercompany journal entry.)

2.0 The folder entitled “Bank Deposits and Transfers” lists all the bank accounts by entity. Each transfer should be saved with the date, initials of person making transfer, and the backup documentation. The records should be kept in the account where the transfer originated.

II. Management Fees

1.0 The folder entitled “Bank Deposits and Transfers” lists all the bank accounts by entity. Each transfer should be saved with the date, initials of person making transfer, and the backup documentation. The records should be kept in the account where the transfer originated. (See note above)

2.0 For management fees of schools given to Network on a semi-monthly schedule, the invoices must be presented by email to principal for approval and the transfer made for same amount into the Network operating or school fees account and is booked to deferred revenue; “earned” amounts are taken in at the end of each month. Then the bank transfer confirmation page will be saved in the financial system transfer record.

2.1 As noted above, the records of transfer will be saved in the shared drive under the folder of the account which money left from, and the Finance Associate should enter the transfers into the accounting system.

3.0 At fiscal year-end, as part of reconciling the per-pupil invoices, any necessary adjustments to the management fee totals will be sent to the principals for approval with an explanation. Then transfers will be moved, booked and stored in the year-end Per-pupil reconciliation schedule for the audit.

III. Due From Invoices

1.0 When the Network makes payments on behalf of the schools, the invoices and payments are processed with the additional step of creating running invoices for each school. On a monthly basis, the Finance Associate will generate the report of all funds owed to the Network for each school and email this “Due To- Due From Invoice” to the principals for their approval before transfers are made.

2.0 Allocation schedules in the accounting system will be run monthly before reporting. The department control report will be run from accounting system to ensure that allocations picked up all the relevant expenses at Network level and allocated them appropriately.

3.0 The due to/due from transfers will follow a similar approval and cash movement process to the management fees. Transfers will happen quarterly and be entered in accounting system.

PURCHASING & ACCOUNTS PAYABLE

Policy: Proper internal control will be followed to ensure that only valid and authorized payables are recorded and paid. Accounting procedures will be implemented to ensure the accuracy of amounts and general ledger coding, and the appropriate timing of payments.

Purpose: To explain the procedures for documenting, recording and issuing payments for accounts payable transactions.

Scope: This procedure applies to all purchases and invoices for the Network and schools.

Procedure:

I. Purchases

1.0 The Operations Associate or department representative will seek the best price and quality of service and submit all purchase requests.

1.1 If the request is for a first-time purchase, it will first be reviewed and either approved or disapproved by an operations Associate.

1.2 All requested items will be approved at the following levels up to the item's total dollar amount:

1.2.1	\$0<\$5,000	Business Operations Manager
1.2.2	\$5,000<\$10,000	Principal
1.2.3	\$10,000<\$15,000	COO
1.2.4	\$15,000<\$25,000	CEO
1.2.5	>\$25,000	Board Treasurer

1.3 If the requisition is approved at all applicable levels, the operation's Associate or department representative will place the item on a purchase order and submit the order to the vendor.

2.0 The Operations Associate, and all those dealing with outside vendors, shall inform the vendor of the Network's tax-exempt status and provide the vendor with a tax-exempt letter.

3.0 For all purchases/contracts where the total will be greater than \$25,000, a rationale for choosing the vendor must be provided. The Operations Associate or other network or school staff must obtain a minimum of three bids and choose what s/he esteems to be the best deal, taking into consideration both quality and cost. All bids must be submitted in writing and stored with the final contract once the decision has been made. For single-source providers, written documentation of a cost analysis must be provided along with the contract.

- 3.1 As per the discretion of the Chief Financial Officer, three bids are only required for entering into purchases/contracts for the procurement of goods/services in which the network does not already have an existing relationship with a vendor that has been previously vetted through a formal bidding process. With the approval of the Chief Financial Officer, the formal bidding process may be bypassed provided a prior business relationship with the specific vendor is already established and the vendor has previously provided similar goods/services as to what the purchaser is seeking.
- 4.0 For Federal grants, the grants manager must confirm the vendor is not on the list of Excluded Parties (unable to receive federal funds via vendor payments) when applying purchases to grants. The grant manager will alert relevant purchasing parties (Directors) when this status is found to be true.
- 5.0 Contracts made with vendors must be approved in accordance with the purchase order approvals policy.
- 6.0 NETWORK and SCHOOLS: The Operations Associate or Business Operations Manager shall receive and sign for all goods shipped to the site, verifying that the shipped goods match the packing slip purchase order.
- 7.0 For all items not ordered by Operations at the Network: Individual responsible for incurring cost will confirm correct cost/shipment details and mark PO as received.
- 7.1 For items ordered by the Network for the schools
- 7.2 For items ordered by the schools and for the schools
- 7.3 For any items ordered received at the offsite warehouse
- 8.0 The Finance Associate will determine whether the vendor is eligible for a 1099 form. If so, the Finance Associate will enter relevant details and track the expenses to send out 1099 forms based on a calendar year

II. Payments

- 1.0 Invoices/bills are received by the Office Manager at Network/School in the mail and distributed to accounts payable personnel for processing.
- 2.0 Finance accounts payable personnel will review POs that have been approved, received and are within 10% of the original amount. If the invoice is over 10% of the originally approved amount, the invoice requires additional approval from the BOM (if at school) or director (if at Network) prior to payment..
- 3.0 In cases where payments for a good or service are required on a regular basis (e.g. equipment lease payments, insurance payments, etc.), a blanket purchase order may be submitted, allowing for a fixed amount of money to be spent over a set timeframe once

approved. The Finance Associate will deduct costs as they are incurred from the blanket purchase order whenever an invoice for the good or service is to be paid.

- 4.0 When all invoices have received approval, Finance Associate generates checks for all invoices and submits these checks to the Controller for signature.
- 5.0 NETWORK for SCHOOLS: Principals of the schools will be made aware of and authorize via email the management fees and due to/due from payments (See also the transfers policies).
- 6.0 **Outgoing Wire Payments**: Wire payments will be approved by the Controller/CFO. Wire payments must have all of the approvals mentioned above, as well as backup from vendor confirming their account information and reason for transfer..
- 7.0 The Finance Associate scans the check and the invoice into appropriate electronic file and files paper back-up into the check boxes.
- 8.0 Any checks that need to be voided will be stamped "Void" and scanned to the appropriate electronic file. The physical checks will be filed into the check binders. (*See record retention policies for details about storing checks.*)

EMPLOYEE-INCURRED EXPENSE REIMBURSEMENTS

Policy: Proper internal control will be followed to ensure that only valid and authorized travel and entertainment expenses are recorded and paid. Accounting procedures will be implemented to ensure that expenses are properly approved and documented, and charged to the appropriate program or grant where applicable.

Purpose: To explain the procedures for documenting, recording and issuing payments for employee-incurred expenses.

Scope: All employee-incurred expenses.

Procedure: Reimbursements which do not include alcohol or other purchases which cannot be paid for with government funds will be part of employee direct deposit from payroll provider.

I. Expense Reimbursements

1.0 NETWORK and SCHOOLS:

- 1.1 Expense reimbursement forms are completed by each school employee and submitted to the Principal/Business Manager for approval.
 - 1.2 The President and Managing Directors of Schools approves reimbursements for all Network staff and school principals
 - 1.3 The Network director approves reimbursements for network employees within his/her department.
 - 1.4 For expenses incurred by the CEO, approval of the Board Treasurer in writing, electronically or via fax is required for reimbursement, as well as the signature of the Controller/CFO.
 - 1.5 For expenses > \$10,000, approval is required by the President prior to processing.
- 2.0 Employees have three months from the date of the expenditure to submit a reimbursement, or one month beyond the end of the fiscal year, whichever is earlier; submissions beyond three months may not be reimbursed.
- 3.0 Receipts must be included for all expenditures. This supporting documentation is required for all expenses regardless of payment method. Documentation of expenses incurred should comply with IRS requirements and clearly show the following:
- 3.1 Date
 - 3.2 Names of employees for whom expense was incurred, or in the case of business meetings, names of those attending business meeting
 - 3.3 Location
 - 3.4 Subject discussed/Purpose of expenditure
 - 3.5 Amount
- 4.0 Approved (signed) reimbursement forms are processed semi-monthly through payroll.

- 4.1 Finance Associate scans the supporting expense report and receipts with the corresponding payroll.
 - 4.2 Finance Associate then files documentation of the expense report with the hard copy of the corresponding payroll.
- 5.0 Employees are eligible for reimbursement on all meals purchased for business purposes up to the following limits: \$12 per person per breakfast per day, \$18 per person per lunch per day, \$36 per person per dinner per day. If others are being paid for as well (in case of a lunch meeting) their names must be listed.
- 5.1 Exceptions may be made on a case-by-case basis by the CFO.
 - 5.2 In the case of the CEO seeking an exception, the Board Treasurer will be requested to approve via signature, fax, or e-mail.
- 6.0 Employees will be fully reimbursed for travel and lodging expenses on the understanding that the employee has sought the most economical and practical lodging and travel arrangements, with due consideration given to available public transportation and proximity of the site of lodging to the local business site. If an employee uses his or her own vehicle for travel, reimbursement for mileage will be at current federal rates. Gas receipts should be submitted for reimbursement.
- 7.0 Cabs may be taken after 9pm and expensed to the Network, or when employee is deemed to be in a less-than-safe situation.
- 8.0 Inter-school travel will be assessed for reasonableness by the Finance department.

CORPORATE CARD EXPENSES AND RECONCILIATION

Policy: Proper internal control will be followed to ensure that only valid and authorized corporate card expenses are recorded and paid. Accounting procedures will be implemented to ensure that expenses are properly approved and documented, and charged to the appropriate program or grant where applicable.

Purpose: To explain the procedures for documenting, recording and making payments on corporate credit cards.

Scope: All company expenses under \$500, as well as all company expenses over \$500 not payable by check.

Procedure: Credit card charges are reconciled with staff credit card logs and entered into the accounting system on a monthly basis.

I. Corporate Card Expenses

1.0 NETWORK and SCHOOLS: All company expenses under \$500 may be purchased via credit card. Non-travel related purchases over \$500 may be purchased via corporate credit card only when a vendor refuses to invoice Success Academies at a later date.

2.0 All corporate credit cardholders must retain the original receipt for each transaction. The cardholder records the purchase on the credit card platform, listing the correct accounting information and uploading the receipt. After the transactions have been reviewed, the cardholder's direct manager will review and approve or disapprove of each transaction. The cardholder may be held personally liable for any disapproved charges.

3.0 Should a cardholder not provide an original receipt, he or she will be held personally liable for charges made to the card. If the cardholder fails to submit receipts and accounting information in a timely manner more than three times, his or her cardholder privileges will be revoked.

4.0 The cardholder must report all discrepancies (potential fraudulent) to the credit card company. The cardholder should alert the finance team when doing so.

5.0 NETWORK and SCHOOLS: With the approval of the department director/principal and the Controller/CFO, an employee may request possession of a corporate card.

6.0 NETWORK and SCHOOLS: Monthly, upon the close of the credit card statement the cardholder should reconcile the credit card statement by providing accurate accounting information, a detailed description and the original receipt..

7.0 The Finance department will pay the credit cards automatically online and will enter the credit card charges and payment into the accounting system.

8.0 Should a Success Academies employee recognize that a credit card is lost or stolen, he or she should immediately notify the Finance department and the credit card company. Failure to report will result in a loss of credit card purchasing authority.

PETTY CASH EXPENSE RECONCILIATION

Policy: Proper internal control will be followed to ensure that petty cash is only distributed for valid and authorized infrequent purchases. Accounting procedures will be implemented to ensure that expenses are properly approved and documented, and charged to the appropriate program or grant where applicable.

Purpose: To explain the procedures for documenting, recording and distributing petty cash.

Scope: For all company expenses not payable by check or credit card or employee reimbursement (e.g. gratuity on services and deliveries).

Procedure:

I. Petty Cash Expenses

- 1.0 The petty cash fund at each school will be maintained on a monthly basis at zero dollars. In general, purchases that need to be made with cash (i.e. taxi rides, supplies, vendors that do not accept credit cards, parking fees) should be made by the employee and then individually reimbursed.
- 2.0 Employees who have no other payment option need to seek approval from the CFO. Approval will only be granted in very rare circumstances. If the CFO approves the request, the Finance department will distribute the cash to the school.
- 3.0 All cash managed at the school will be treated meticulously. The CRC at each school records the date, amount of petty cash distributed and the name of the employee to whom it was distributed in the petty cash reconciliation form.
- 4.0 Any employee who receives petty cash must return a receipt and change left over from the purchase. Any employee who returns without a receipt may be held personally liable for the entire amount of the purchase. The CRC records amount of change received in the petty cash reconciliation form and verifies the change received corresponds to the purchase amount shown on the receipt. The receipt is filed with the petty cash reconciliation form.

II. Petty Cash Receipts

- 5.0 In the rare event of any cash receipts, the monies need to be recorded as such on the petty cash reconciliation form, with the number of items sold. The cash will then be delivered to the finance team and deposited in the school's bank account.

III. Finance Accounting and Reconciliation

- 6.0 If cash has been distributed or received at the school, the CRC will submit a petty cash reconciliation log including a detailed description of all inflows and outflows.

- 7.0 Once a month, the Finance assistant will reconcile the account via a journal entry. The Finance assistant will deposit any petty cash inflows into the school's operating bank account and account for the revenue in the accounting system.

CASH MANAGEMENT

Policy: The cash flow model must be created on an annual basis as part of the annual budget process and updated on a monthly basis given all the information available at that time. Bank accounts must be reconciled on a monthly basis.

Purpose: To outline the policies and procedures employed in the Network's management of cash for developing and updating the cash flow model and handling the bank reconciliations.

Scope: This policy statement applies to all bank accounts maintained by the Network.

Procedure:

I. Bank Reconciliations

- 1.0 Every month, the Controller/CFO receives and reviews the bank statement before sharing it with the Finance Associate. The Finance Associate reconciles all transactions with the accounting software bank account register, reviews it with the Controller/CFO and prints and files the reconciliation report.
- 2.0 Finance employee responsible for Bank Reconciliations will not manage the accounts payable or accounts receivable processes without direct supervision of Controller/CFO.
- 3.0 The Finance employee keeps a copy of the bank reconciliation and a copy of the bank statement electronically in on the shared drive in a bank rec folder, by account.
- 4.0 Accounting software is locked for the periods reconciled to ensure that entries are not booked in periods that have been reconciled. See also "Closing books and records" section.

II. Investment Policies

- 1.0 If, upon review of Controller/CFO, it is determined that the funds in the Network operating accounts are consistently in excess of those necessary to run the Network, these excess funds may be invested in separate interest-bearing checking or money market accounts as a means of developing capital for future expenses.
 - 1.1 Long-term investments shall be administered by the Controller/CFO with approval from the Board of Trustees.

III. Opening and Closing Bank Accounts

- 1.0 CFO approval shall be required to open or close bank checking accounts. The approval shall describe the purpose of the account, signatories and signatories' authority.

2.0 The CFO shall approve the opening of new accounts within the Network umbrella account for the management of revenue that comes in before the schools can officially open their own bank accounts.

IV. Cash Flow Model

1.0 On an annual basis, as part of the budget process, the Controller/CFO prepares an annual cash flow worksheet where the expenditures for the network are first plotted on a monthly basis, flowing into a twelve-month model. Once the expenditures are plotted on this timeline, in conjunction with the CEO, the projected revenue flows are also plotted on a timeline. This cash flow model indicates, at an early point, the months during which the Network will face difficult cash flow issues.

2.0 On a monthly basis, once the accounting close has been completed, the Controller/CFO updates the cash flow model given all information available to him/her as of that time and forwards the model to the CEO for comments and/or additions. In the event of a critical situation, the cash flow model will be discussed with the Board Treasurer immediately, and remedies will be made. Such circumstances will be addressed at the next scheduled Board meeting.

3.0 In conjunction with the Board of Trustees, management will address these difficult cash flow issues and contact banking institutions and current funders, as deemed appropriate.

V. Cash Management Of Federal Grants

1.0 Federal grants require a maximum of three day lag-time between drawdowns from the Federal account to payments to the appropriate vendors/expenditures. To increase controls around the use of federal funds, the Network will gather allocable and reimbursable expenses before drawing down federal funds.

2.0 Federal grants normally allow cash expenditures and draw-down of funds for up to 90 days after the grant period has ended. Network staff will work to ensure that all funds have been spent appropriately within the time-frame given by the specific grant.

3.0 See also, Grants Management section.

BUDGETING

Policy: The Board of Trustees shall approve an annual operating budget for the Network. Any significant adjustments to the budget during the year shall be approved on a quarterly basis. The Network shall manage its budget throughout the year and make adjustments as needed.

Purpose: To outline the procedure for development and management of an annual budget.

Scope: All budgets for the Network.

Procedure:

I. Development Of Budget

1.0 The Controller/CFO, CEO and Network department heads shall develop the Network's annual operating budgets. Revenues shall be budgeted based on information provided by the relevant entity providing the monies, such as board donors. Budgeted expenses shall be allocated in accordance with the Network's chart of accounts. Personnel expenses shall be budgeted in detail, including, to the extent known, individuals' names, positions and estimated salaries. Other, non-personnel expenses shall be budgeted based on the best available information including prior agreements and historical information, as well as projected changes to the program.

2.0 SCHOOLS: Controller/CFO in conjunction with the Network department heads will prepare budgets that include the expenses projected for each school in conjunction with their services. The Finance Team will review, give feedback and present to the executive team and to the Board of Trustees. Feedback from these groups will be taken into accounts when finalizing the budgets for the year.

3.0 Finance Associates will enter the budgets into the accounting software and evaluate whether changes to chart of accounts are needed. When applicable, budgets will contain contingencies agreed upon by relevant parties.

II. Management Of Budget

1.0 The Finance Team, with the Controller/COO, will periodically review the Network's budget vs. actual spending. This review shall be based on reports generated by the finance group that give summary level information. In addition, the finance group shall provide more detailed information, as requested by any of the above individuals, including specific invoice information. During the periodic meetings, if actual spending deviates substantially from the budgeted amounts, the Controller/CFO will monitor carefully and make operational adjustments if necessary.

GRANT MANAGEMENT

Policy: All costs reported to funders are reconciled to the books and records prior to report submission

Purpose: To outline the procedure for management of government grants as well as tracking the use of private grants and donations

Scope: The Success Academy Network Office and Success Academies

Procedure:

1.0 NETWORK and SCHOOLS: Some government grants provide specific contract compliance guidelines to which the Network is held accountable. Federal funding guidelines are based on the stipulations provided by certain circulars issued by the United States Office of Management and Budget. These circulars outline the basic principles that indicate the permissibility of costs and hence form an integral part of the Network's knowledge base when carrying out programs funded by federal agencies. The Finance Team will track and document spending related to restricted grants, including summary or detail information for both personnel and non-personnel costs.

2.0 Federal Grants Guidelines Relevant to SA's work

- 2.1.1 Activities Allowed: The Network will determine the types of allowable costs and activities for each entity and grant program when creating the application budgets for the federal grants. These can be found in the OMB Circular A-133 as well as in summary form in the *Federal Grants Compliance Manual*.
- 2.1.2 Allowable cost principles: A certain rationale must be followed in assigning costs to Federally funding programs. Finance Associates will refer to the *Federal Grants Compliance Manual* for the detailed explanation of how reasonable, allocable and necessary costs are determined for Federal grants.
- 2.1.3 Cash Management: See section V in Cash Management Section of policies. The Network will expend funds in keeping with Federal guidelines for the timing of disbursements & drawdown requests; following the reimbursement basis primarily as a way of increasing controls around the appropriate use of federal funds.
- 2.1.4 Davis Beacon Act: Where applicable, the Network will follow the federal guidelines surrounding prevailing wages paid for construction contracts, the Network must be cognizant of the wage policies in place at the construction firms it utilizes.
- 2.1.5 Where applicable, the Network will determine eligibility of students & other individuals for the programs/services it provides under federal grants. All documentation of eligibility will be stored with the grant documents. See Federal Grants Compliance Manual for more details.

- 2.1.6 For Equipment and Property Management policies, see Fixed Assets section. SA-CS will properly track, report on, and dispose of all Capital Assets purchased with federal funds.
- 2.1.7 When applicable, SA-CS will find, track and report on Matching or Cost-Sharing funds related to Federal grants and specific programs.
- 2.1.8 SA-CS will follow federal guidelines on the period of available funds which vary from grant to grant; including when obligations can be made, and any extended periods allowed under the grant (usually up to 90 days after official end of grant program).
- 2.1.9 SA-CS follows the Federal guidelines around procurement; documenting rationale and bids where necessary, and reviewing vendors for federal funds to ensure that none of the potential parties are on the suspended/debarred list provided by the Feds.
- 2.1.10 SA-CS will follow guidelines for the proper accounting of program income generated from federally funded programs, where applicable.
- 2.1.11 Real Property Acquisition and Relocation: This federal guidance is not relevant to SA-CS's programmatic work
- 2.1.12 Reporting: SA-CS will track all federal grants income and expenditures within the accounting system according to the approved grant budget allocations, and will generate reports on financial situation and program outlays/income as required by each federal grant agency.
- 2.1.13 SA-CS is not subject to compliance surrounding sub-recipient monitoring at this time. See SA-CS Federal Grants Compliance Manual for more details.
- 2.1.14 If special tests and provisions are established for a specific federal grant program, SA-CS will comply with all additional requirements.

3.0 In the case of all foundation grants, the funding sources will be tracked in the accounting system according to the restrictions listed in the grant agreement, or the relevant correspondence—as conveyed through the Development software feed. The backup for these revenues sources—correspondence, compliance forms, payments and other items—will be kept in the accounts receivable folder & development/accounting systems in the grant records, and clear beginning and end dates should be listed.

4.0 The Finance Associates will use the accounting system reporting power to find and allocate the relevant restricted funding sources to specific transactions. These transactions must already be paid at the time of grant allocation to reduce the risk of These funding sources will be marked whenever possible, and the addition of new funding sources; especially with restrictions associated with them, will be approved by the Controller/CFO.

5.0 Finance will provide grant reports using the financial reporting templates shared with those outside the Network, and will provide any other details to development that are required for the reporting on financials and use of funds.

6.0 Transfers made out of the grant accounts of any entity must be accompanied by a report detailing the expenses and the total of restricted funds being moved into general operating. The backup invoices are preferable for documentation in addition to the general ledger report showing that expenditures were in fact made (*See grants management for more details*). The Network grants account will either put the funds into the operating if general expenditures, or the school fees account if salary related.

CLOSING OF BOOKS AND RECORDS

Policy: **Records for all bank accounts must be reconciled and closed on a monthly basis.**

Purpose: **To ensure accuracy of bank statements and provide up-to-date information on bank balances.**

Scope: **All bank accounts managed by the Network.**

Procedure:

I. Monthly Accounting Close

1.0 The Network must complete its preliminary monthly accounting close—for all entities—for the previous month within 45 days of the prior month end. On this date, all bank reconciliations are completed, and appropriate month-end adjustments are recorded. This preliminary process generates the following reports:

- Statement of Financial Position (“Balance Sheet”)
- Statement of Activities (Year-to-Date)
- Statement of Cash Flows
- Budget vs. Actual Comparison Report (Year-to-Date)
- Budget Comparison Report for Restricted Fund/Grants

These reports allow the Controller/CFO to analyze certain accounts and note where variances seem inappropriate or where additional information is needed. Upon completion of these account analyses and recording of additional adjustments as deemed necessary, the final month-end closing package is prepared and circulated as follows:

- CEO and COO review all reports listed above, after revisions, with an email highlighting the significant activity for the month.

II. Financial Package For Board Of Directors Meeting

1.0 On a quarterly basis, after discussion with the Treasurer, the Controller/CFO will circulate the following information to the Board of Trustees:

- Statement of Financial Position
- Statement of Activities for the year-to-date.
- Budget Comparison Report for the year-to-date noting important variances.

2.0 In addition to this package, the CEO provides a fundraising status update indicating the status of the Network's fundraising efforts, open proposals, etc.

FIXED ASSETS

Policy: Asset acquisitions with a useful life expectancy of greater than one year and with a cost deemed reasonable by management of \$1,000 or greater will be capitalized and depreciated.

Purpose: The purpose of this procedure is to delineate the capitalization and depreciation methods for various asset groups.

Scope: All acquisitions of capital assets.

Procedure:

I. Fixed Asset Inventory

1.0 At the time of acquisition, all technology equipment is identified, tagged and entered into the detailed inventory system. This database is managed in conjunction with the technology department. The tags are placed in a visible area and provide a clear method of tracing the asset to the inventory system.

2.0 On at least a bi-annual basis, SA-CS takes a physical inventory of all capital assets to ensure the completeness and accuracy of the Network's records. SA-CS employees who are not responsible for the custody or record keeping of the assets oversee the inventory process. All assets are examined to determine that they are currently being used and are on hand.

II. Capitalization

1.0 All items that meet the following guidelines will be capitalized and depreciated over their useful lives:

1.1 Item has a useful life greater than one year

1.2 Item is within approved asset classes

1.3 Individual item costs more than \$2,500 inclusive of delivery and installation

1.4 All assets that do not meet 1.1-1.3 will be expensed.

2.0 Building improvements are to be capitalized if they are major expenses and increase the value of the building as a whole. Contracted building improvements performed by a general contractor for the purpose of annual renovation or new school opening will be always be capitalized if the contract is greater than \$2,500 and the improvements adhere to guidelines 1.1 and 1.2 above. For building improvements not related to the annual renovation of the schools, the individual good/service inclusive of delivery and installation costs must be greater than \$2,500. Expenditures incurred in connection with maintaining and keeping the building in good working order, such as interior painting and light bulb replacements, will be expensed as repairs and maintenance.

- 3.0 The cost of furniture and equipment assets will include all charges relating to the acquisition of the asset including freight charges and installation, if applicable.
- 4.0 Assets purchased with government funds are tracked and monitored in the manner outlined above and in accordance with grant guidelines.
- 5.0 Any assets transferred between schools will be sold at net book value and treated as an arms-length transaction; useful life will continue as originally recorded.
- 6.0 Equipment purchased with Federal funds for use at SA-CS or the schools is subject to these additional requirements;
 - 6.1 Must be used for the program(s) it was purchased for—if written approval is granted, may be used for other federal projects/programs consistent with federal uses.
 - 6.2 Equipment Records must include:
 - 6.2.1 *Description of the equipment*
 - 6.2.2 *Manufacturer’s serial number, model #, or other ID #*
 - 6.2.3 *Source of Equipment, including the award number (for ex: CSP - 84.282)*
 - 6.2.4 *Whether title vests in recipient or Fed Gov (See guidelines for this determination)*
 - 6.2.5 *Acquisition date and cost*
 - 6.2.6 *Info from which one can calculate the percentage of Fed participation in the cost of the equip*
 - 6.2.7 *Location and condition of the equip*
 - 6.2.8 *Unit acquisition cost*
 - 6.2.9 *Ultimate disposition data-including date of disposal and sales price or method used to determine FM value*

Source: **Edgar34 CFR Part 74:33-34**

III. Depreciation

- 1.0 In general, the depreciation methods and useful lives for assets should be defined for consistent financial reporting.
- 2.0 The following depreciation methods and useful lives should be used for the following asset classifications for financial reporting purposes:

<u>Asset Class</u>	<u>Useful Life</u>	<u>Method</u>
Building Improvements	5 years	Straight Line
Furniture and Fixtures	3 years	Straight Line
Technology Equipment	3 years	Straight Line
Software	3 years	Straight Line
Academic Equipment	3 years	Straight Line

- 3.0 Expenditures such as those for materials, labor, engineering, supervision, salaries and expenses, legal expenses, insurance, overhead, and interest are capitalized as “construction in progress” until the project completed and placed in service. No depreciation is taken on construction in progress. Upon completion of construction and placement in service, the asset is removed from construction in progress and entered into the detailed ledger under the appropriate classification. Depreciation on the asset begins on the date the asset is placed in service. These “construction in progress” costs should be tracked in financial system accordingly and then adjusted when project is complete.
- 4.0 Depreciation of an asset begins on the first day of the month that the asset was purchased and continues for the useful life of the asset

IV. Disposal

- 1.0 Disposal of capital assets occurs only after proper authorization has been given by the Controller/CFO, the Director of Operations and the government-funding agency, if applicable.
- 1.1 Control over the disposition of property is maintained not only to preserve the accuracy of the records but also to ensure that assets are safeguarded, improper disposal is prevented, and the best possible terms are received for disposal.
- 2.0 At the time the property is retired, the cost is removed from the appropriate asset account. The related accumulated depreciation, including depreciation to date of disposal, is removed from the allowance for depreciation account. The profit or loss, adjusted for the cost of removal, is recorded as an income (gain) or expense (loss) item.
- 5.0 When the disposal is via a trade-in of a similar asset, the acquired asset is recorded at the book value of the trade-in asset plus any additional cash paid. In no instance should such cost exceed the fair market value for the new asset.
- 6.0 For equipment purchased under Federal grants, special compliance requirements apply to the disposition of equipment. See *SA-CS Federal Grants Compliance Manual*.

PERSONNEL AND PAYROLL

- Policy:** Proper internal controls will be followed to ensure that employees are qualified and have undergone sufficient background investigations. Further that payroll is executed in a timely and accurate matter
- Purpose:** To outline the procedures for the assembly and keeping of personnel files and recording of payroll.
- Scope:** This policy statement applies to all employees of the Network and Schools.

I. Personnel Files and Payroll

- 1.0 NETWORK and SCHOOL: An investigation, including checking employee's background, former employers, and references will be made for new hires by a Human Resources Associate. All employee fingerprints will be forwarded to the State Education Department and certification of clearance will be kept in personnel file. Employee information will include teacher certification, Form W-4, I-9, employee agreement letter, offer sheet and highly qualified documentation where applicable.
- 2.0 The salaries and any bonuses of the CEO and school principals must be approved by the Board of Directors and included in the board meeting minutes.
- 3.0 Salaries and bonuses of all other employees will be set by the CEO/COO with consultation of department directors if applicable.
- 4.0 NETWORK: Payroll for Network employees will come out of the school fees account unless otherwise noted.
- 5.0 Payroll will be processed semi-monthly on the 15th and last days of the month. If the 15th or last day of the month fall on a weekend or a holiday, the check will be made payable on the corresponding business day immediately prior to the scheduled pay date. Payroll reports will be checked and signed by the Controller/CFO and the Director of Human Resources.
- 6.0 Consultants and contractors who are not employees must complete a contract setting out terms of services, duties, responsibilities and rates. A W-9 form will be kept on file for each of these contractors.
- 7.0 On a quarterly and annual basis, the Finance Associate performs a reconciliation of all salary accounts in the general ledger, as compared to the salary reported by the payroll processing company on the Form 941 and/or other Quarterly Payroll Return. Any

variances are researched and cleared within the month following quarter end; this reconciliation is reviewed by the Controller/CFO.

8.0 Employee 403b contributions will be deposited semi-monthly with payroll. The Network's matching contribution will be made quarterly as a lump sum.

9.0 All personnel files are kept confidential and locked by the Director of Human Resources. Paystubs are distributed to employees through inter-office mail on paydays semi-monthly. Live checks shall be noted for proper distribution.

.

COMPUTER DISASTER RECOVERY

Policy: Major and minor computer system malfunction can cause loss or damage to financial and accounting records kept by the Network. Therefore it is necessary to have appropriate and frequent back-up procedures.

Purpose: To outline the procedures for backing up electronic data.

Scope: This policy is relevant to all electronic files kept by the Network.

1.0 The accounting system is hosted. All information saved under it is and protected under contract with accounting system. The accounting system is divided into different access levels based upon job function and clearance.

RECORD RETENTION

Policy: For consistent record-keeping and internal control and in order that government agencies have access to financial records for auditing purpose, a comprehensive archiving procedure is necessary.

Purpose: To ensure that all financial documents are stored properly.

Scope: This policy is relevant to all financial documents used by the Network.

1.0 All folders and binders used for filing financial documents will be stored for seven fiscal years. Documents for the current and previous fiscal year will be stored under lock and key by the Finance Associate. The Finance Associate and Operations Associate will place all previous fiscal year documents in on-site, long-term storage under lock and key.

2.0 Documents which are to be stored permanently shall be scanned and securely filed electronically. Hard copies will be kept under lock and key in long-term storage. Documents which are to be stored permanently include, but are not limited to, corporate papers such as bylaws, incorporation papers, charters, other contracts and agreements, audit reports, payments for taxes and legal and tax correspondence.

INSURANCE

Policy: To operate, the Network must have necessary insurance coverage.

Purpose: To ensure that the Network retains all necessary coverage.

Scope: This policy is relevant to all policies held by the Network.

1.0 At a minimum, the following insurance shall be maintained:

- 1.1 Commercial Package
- 1.2 Directors and Officers Liability
- 1.3 Mandated Short-term Disability
- 1.4 Mandated Worker's Compensation.

2.0 The Network also shall contribute to the state Unemployment Insurance Fund according to applicable law. In addition to the above the Network will maintain any and all insurance required by law.

3.0 Insurance schedules will be kept, all amounts are prepaid and expensed monthly in the accounting system.

ADDITIONAL BOARD OVERSIGHT

Policy: **The Board of Directors shall have authority to oversee, approve, and modify all budgets and financial policies developed by the Finance department.**

Purpose: **To codify a system of dialogue between the Finance department and the Board of Directors to ensure that the Board has is actively aware of all budgets and financial policies.**

Scope: **This policy is relevant to all policies held by the Network.**

I. Board Meetings

1.0 The Controller will attend meetings of the Board of Directors to present Budget Variance Reports, Quarterly Reports, and other relevant financial information.

2.0 The Board of Directors will approve the Network's budget and financial control policies at least once per year in advance of the start of the new fiscal year. Budget modifications may be approved if needed at board meetings during the fiscal year.

3.0 Financial Committee of the Board will review the 990 form before it is submitted.

4.0 Every five years Finance director will reach out to auditors requesting new auditors for schools and Network, they will present proposals to Finance Team and the Finance committee of the Board.



Charter Schools Institute
The State University of New York

New Applicaton Budget(s) & Cash Flow(s) Template
for SUNY Authorized Charter Schools

Success Academy - NYC

Contact Name: Scott Sobelman
Contact Email:
Contact Phone:

Pre-Opening Period: Examples
Operational Year ONE: July 1, 2015-June 30, 2016

#REF!
PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE
 July 1, 2015-June 30, 2016

DESCRIPTION OF ASSUMPTIONS

Total Revenue	172,106,081	15,774,115	-	-	2,061,412	189,941,607
Total Expenses	133,129,578	22,297,443	-	-	39,933,321	195,360,342
Net Income	38,976,503	(6,523,328)	-	-	(37,871,909)	(5,418,735)
Actual Student Enrollment	10,521	1,581				12,102
Total Paid Student Enrollment	10,521	1,581				12,102

PROGRAM SERVICES			SUPPORT SERVICES		
REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL

REVENUE

REVENUES FROM STATE SOURCES

Per Pupil Revenue	#REF!	CY Per Pupil Rate				
	14,127		164,126,356	-	-	164,126,356
Facilities Funding	2,825		-	-	2,061,412	2,061,412
School District 3 (Enter Name)	-		-	-	-	-
School District 4 (Enter Name)	-		-	-	-	-
School District 5 (Enter Name)	-		-	-	-	-
School District 6 (Enter Name)	-		-	-	-	-
School District 7 (Enter Name)	-		-	-	-	-
School District 8 (Enter Name)	-		-	-	-	-
School District 9 (Enter Name)	-		-	-	-	-
School District 10 (Enter Name)	-		-	-	-	-
School District 11 (Enter Name)	-		-	-	-	-
School District 12 (Enter Name)	-		-	-	-	-
School District 13 (Enter Name)	-		-	-	-	-
School District 14 (Enter Name)	-		-	-	-	-
School District 15 (Enter Name)	-		-	-	-	-
School District - ALL OTHER	-		-	-	-	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Fu	8,476		164,126,356	-	2,061,412	166,187,768
Special Education Revenue			-	14,638,579	-	14,638,579
Grants						
Stimulus			-	-	-	-
DYCD (Department of Youth and Community Developmt.)			400,000	-	-	400,000
Other			-	-	-	-
Other			-	-	-	-
TOTAL REVENUE FROM STATE SOURCES			164,526,356	14,638,579	2,061,412	181,226,347

Assuming 4% Annual Attrition during school year and 2.5% Attrition during school year Gen Ed funding received

funding is \$14,000 @ 9% total population; 4% Attrition

Startup Year Only

REVENUE FROM FEDERAL FUNDING

IDEA Special Needs			-	1,135,536	-	1,135,536
Title I			5,899,725	-	-	5,899,725
Title Funding - Other			280,000	-	-	280,000
School Food Service (Free Lunch)			-	-	-	-
Grants						
Charter School Program (CSP) Planning & Implementation			1,400,000	-	-	1,400,000
Other			-	-	-	-
Other			-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES			7,579,725	1,135,536	-	8,715,261

population
 Assuming \$650 per scholar for 75% of scholars being FRPL
 Appx \$10,000 per charter

First Year Startup Grant

LOCAL and OTHER REVENUE

Contributions and Donations			-	-	-	-
Fundraising			-	-	-	-
Erate Reimbursement			-	-	-	-
Earnings on Investments			-	-	-	-
Interest Income			-	-	-	-
Food Service (Income from meals)			-	-	-	-
Text Book			-	-	-	-
OTHER			-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES			-	-	-	-

TOTAL REVENUE	172,106,081	15,774,115	-	-	2,061,412	189,941,607
----------------------	--------------------	-------------------	----------	----------	------------------	--------------------

#REF!
PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE
 July 1, 2015-June 30, 2016

DESCRIPTION OF ASSUMPTIONS

Total Revenue	172,106,081	15,774,115	-	-	2,061,412	189,941,607
Total Expenses	133,129,578	22,297,443	-	-	39,933,321	195,360,342
Net Income	38,976,503	(6,523,328)	-	-	(37,871,909)	(5,418,735)
Actual Student Enrollment	10,521	1,581				12,102
Total Paid Student Enrollment	10,521	1,581				12,102

	PROGRAM SERVICES			SUPPORT SERVICES		TOTAL
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	

EXPENSES

EXPENSES	No. of Positions	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL	DESCRIPTION OF ASSUMPTIONS
ADMINISTRATIVE STAFF PERSONNEL COSTS								
Executive Management	-	-	-	-	-	-	-	
Instructional Management	84.00	7,046,853	1,117,184	-	-	429,686	8,593,723	FY17 - 112 ; FY18 - 127 ; FY19 - 145 ; FY20 - 162
Deans, Directors & Coordinators	90.00	4,461,063	629,797	-	-	157,449	5,248,310	FY17 - 121 ; FY18 - 144 ; FY19 - 171 ; FY20 - 199
CFO / Director of Finance	-	-	-	-	-	-	-	
Operation / Business Manager	70.00	3,630,848	670,310	-	-	1,284,762	5,585,920	FY17 - 93 ; FY18 - 104 ; FY19 - 118 ; FY20 - 131
Administrative Staff	74.00	2,214,418	408,816	-	-	783,563	3,406,797	FY17 - 100 ; FY18 - 120 ; FY19 - 144 ; FY20 - 168
TOTAL ADMINISTRATIVE STAFF	318.00	17,353,183	2,826,107	-	-	2,655,461	22,834,751	
INSTRUCTIONAL PERSONNEL COSTS								
Teachers - Regular	444.00	29,525,578	-	-	-	-	29,525,578	FY17 - 598 ; FY18 - 711 ; FY19 - 846 ; FY20 - 985
Teachers - SPED	120.00	-	7,979,886	-	-	-	7,979,886	FY17 - 146 ; FY18 - 156 ; FY19 - 167 ; FY20 - 175
Substitute Teachers	-	-	-	-	-	-	-	
Teaching Assistants	238.00	10,591,764	1,582,677	-	-	-	12,174,441	FY17 - 289 ; FY18 - 309 ; FY19 - 331 ; FY20 - 347
Specialty Teachers	227.00	13,132,897	1,962,387	-	-	-	15,095,284	FY17 - 306 ; FY18 - 364 ; FY19 - 433 ; FY20 - 504
Aides	-	-	-	-	-	-	-	
Therapists & Counselors	35.00	2,492,180	372,395	-	-	-	2,864,574	FY17 - 42 ; FY18 - 45 ; FY19 - 48 ; FY20 - 50
Other	-	-	-	-	-	-	-	
TOTAL INSTRUCTIONAL	1,064.00	55,742,419	11,897,345	-	-	-	67,639,764	
NON-INSTRUCTIONAL PERSONNEL COSTS								
Nurse	4.00	64,000	64,000	-	-	192,000	320,000	FY17 - 14 ; FY18 - 14 ; FY19 - 14 ; FY20 - 14
Librarian	-	-	-	-	-	-	-	
Custodian	8.00	-	-	-	-	400,000	400,000	FY17 - 28 ; FY18 - 28 ; FY19 - 28 ; FY20 - 28
Security	4.00	-	-	-	-	300,000	300,000	FY17 - 14 ; FY18 - 14 ; FY19 - 14 ; FY20 - 14
Other	-	-	-	-	-	-	-	
TOTAL NON-INSTRUCTIONAL	16.00	64,000	64,000	-	-	892,000	1,020,000	
SUBTOTAL PERSONNEL SERVICE COSTS	1,398.00	73,159,602	14,787,452	-	-	3,547,461	91,494,515	
PAYROLL TAXES AND BENEFITS								
Payroll Taxes	-	8,779,152	1,774,494	-	-	425,695	10,979,342	Assuming 12% of Gross Salaries
Fringe / Employee Benefits	-	8,047,556	1,626,620	-	-	390,221	10,064,397	Assuming 11% of Gross Salaries
Retirement / Pension	-	1,463,192	295,749	-	-	70,949	1,829,890	Assuming 2% of Gross Salaries
TOTAL PAYROLL TAXES AND BENEFITS	-	18,289,901	3,696,863	-	-	886,865	22,873,629	
TOTAL PERSONNEL SERVICE COSTS	1,398.00	91,449,503	18,484,315	-	-	4,434,326	114,368,144	
CONTRACTED SERVICES								
Accounting / Audit	-	-	-	-	-	279,300	279,300	One time annual expense of \$10,000 with 2% inflation
Legal	-	-	-	-	-	-	-	
Management Company Fee	-	-	-	-	-	24,618,953	24,618,953	15% of GenEd Per Pupil
Nurse Services	-	-	-	-	-	-	-	
Food Service / School Lunch	-	1,960,524	-	-	-	-	1,960,524	Using DOE School Foods - \$162 per scholar
Payroll Services	-	-	-	-	-	335,520	335,520	Assuming \$10/FT employee per pay period (24 periods/yr)
Special Ed Services	-	-	-	-	-	-	-	
Titelment Services (i.e. Title I)	-	-	-	-	-	-	-	
Other Purchased / Professional / Consulting	-	739,137	-	-	-	73,101	812,238	Employee Background Checks, Consulting and Temporary Help - Assuming \$581/employee
TOTAL CONTRACTED SERVICES	-	2,699,661	-	-	-	25,306,875	28,006,535	
SCHOOL OPERATIONS								
Board Expenses	-	-	-	-	-	-	-	
Classroom / Teaching Supplies & Materials	-	4,425,817	-	-	-	-	4,425,817	budgeted amount to Special Education; 0.04 economies of scale
Special Ed Supplies & Materials	-	-	661,329	-	-	-	661,329	budgeted amount to Special Education; 0.04 economies of scale
Textbooks / Workbooks	-	4,260,366	636,606	-	-	-	4,896,973	Assuming \$515 K-4 scholar; \$566.5 5-8 scholar; \$695.25 9-12 scholar; 0.04 economies of scale
Supplies & Materials other	-	2,274,953	339,935	-	-	-	2,614,888	Assuming \$220 K-4 scholar; \$242 5-8 scholar; \$297 9-12 scholar; 0.04 economies of scale
Equipment / Furniture	-	5,385,779	804,772	-	-	-	6,190,550	Assuming \$500 K-4 scholar; \$550 5-8 scholar; \$675 9-12 scholar
Telephone	-	1,048,500	-	-	-	-	1,048,500	Assuming \$750 FT Staff
Technology	-	2,076,030	-	-	-	-	2,076,030	Assuming \$1650 FT Staff; 0.1 economies of scale
Student Testing & Assessment	-	782,458	116,919	-	-	-	899,377	Assuming \$37 K-4 scholar; \$250 5-8 scholar; \$312.5 9-12 scholar
Field Trips	-	1,486,475	222,117	-	-	-	1,708,592	Assuming \$138 K-4 scholar; \$151.8 5-8 scholar; \$186.3 9-12 scholar
Transportation (student)	-	840,181	125,544	-	-	-	965,726	Assuming \$78 K-4 scholar; \$85.8 5-8 scholar; \$105.3 9-12 scholar
Student Services - other	-	3,143,571	469,729	-	-	-	3,613,300	Assuming \$304 K-4 scholar; \$334.4 5-8 scholar; \$410.4 9-12 scholar; 0.04 economies of scale
Office Expense	-	2,919,024	436,176	-	-	-	3,355,200	Assuming \$2500 FT Staff; 0.04 economies of scale
Staff Development	-	2,147,328	-	-	-	-	2,147,328	Assuming \$2000 FT Staff; 0.04 economies of scale
Staff Recruitment	-	2,608,320	-	-	-	-	2,608,320	\$5,000/new or replaced positions
Student Recruitment / Marketing	-	2,478,053	-	-	-	-	2,478,053	cost for Middle or High School
School Meals / Lunch	-	-	-	-	-	-	-	
Travel (Staff)	-	1,006,560	-	-	-	-	1,006,560	Assuming \$720 FT Staff
Fundraising	-	-	-	-	-	-	-	
Other	-	2,097,000	-	-	-	-	2,097,000	Assuming \$1500 FT Staff
TOTAL SCHOOL OPERATIONS	-	38,980,415	3,813,128	-	-	-	42,793,543	
FACILITY OPERATION & MAINTENANCE								
Insurance	-	-	-	-	-	1,711,563	1,711,563	Assume \$144/scholar

#REF! PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE July 1, 2015-June 30, 2016						DESCRIPTION OF ASSUMPTIONS
Total Revenue	172,106,081	15,774,115	-	-	2,061,412	189,941,607
Total Expenses	133,129,578	22,297,443	-	-	39,933,321	195,360,342
Net Income	38,976,503	(6,523,328)	-	-	(37,871,909)	(5,418,735)
Actual Student Enrollment	10,521	1,581				12,102
Total Paid Student Enrollment	10,521	1,581				12,102
	PROGRAM SERVICES			SUPPORT SERVICES		
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL
Janitorial	-	-	-	-	-	-
Building and Land Rent / Lease	-	-	-	-	1,900,000	1,900,000
Repairs & Maintenance	-	-	-	-	1,210,200	1,210,200
Equipment / Furniture	-	-	-	-	-	-
Security	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE	-	-	-	-	4,821,763	4,821,763
DEPRECIATION & AMORTIZATION	-	-	-	-	5,370,357	5,370,357
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	-
TOTAL EXPENSES	133,129,578	22,297,443	-	-	39,933,321	195,360,342
NET INCOME	38,976,503	(6,523,328)	-	-	(37,871,909)	(5,418,735)

Assuming \$2,500 per scholar; 1% annual inflation

Assuming \$100/scholar

#REF! PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE July 1, 2015-June 30, 2016						DESCRIPTION OF ASSUMPTIONS
Total Revenue	172,106,081	15,774,115	-	-	2,061,412	
Total Expenses	133,129,578	22,297,443	-	-	39,933,321	195,360,342
Net Income	38,976,503	(6,523,328)	-	-	(37,871,909)	(5,418,735)
Actual Student Enrollment	10,521	1,581				12,102
Total Paid Student Enrollment	10,521	1,581				12,102
	PROGRAM SERVICES			SUPPORT SERVICES		
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL
ENROLLMENT - *School Districts Are Linked To Above Entries*						
#REF!	10,521	1,581	-			12,102
Facilities Funding	-	-	-			-
School District 3 (Enter Name)	-	-	-			-
School District 4 (Enter Name)	-	-	-			-
School District 5 (Enter Name)	-	-	-			-
School District 6 (Enter Name)	-	-	-			-
School District 7 (Enter Name)	-	-	-			-
School District 8 (Enter Name)	-	-	-			-
School District 9 (Enter Name)	-	-	-			-
School District 10 (Enter Name)	-	-	-			-
School District 11 (Enter Name)	-	-	-			-
School District 12 (Enter Name)	-	-	-			-
School District 13 (Enter Name)	-	-	-			-
School District 14 (Enter Name)	-	-	-			-
School District 15 (Enter Name)	-	-	-			-
School District - ALL OTHER	-	-	-			-
TOTAL ENROLLMENT	10,521	1,581	-			12,102
REVENUE PER PUPIL	16,358	9,977	-			15,695
EXPENSES PER PUPIL	12,654	14,103	-			16,143

#REF!
PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS
 July 1, 2015-June 30, 2016

Total Revenue	30,137,724	466,667	30,137,724	466,667	30,137,724	466,667	30,137,724	-	30,137,724	-	30,137,724	7,715,261	#####
Total Expenses	18,308,333	14,205,174	18,308,333	14,205,174	18,308,333	14,205,174	18,308,333	14,205,174	18,308,333	14,205,174	18,308,333	14,484,474	#####
Net Income	11,829,392	(13,738,507)	11,829,392	(13,738,507)	11,829,392	(13,738,507)	11,829,392	(14,205,174)	11,829,392	(14,205,174)	11,829,392	(6,769,214)	(5,418,735)
Cash Flow Adjustments	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(4,107,375)
Beginning Cash Balance	16,200,000	27,687,110	13,606,322	25,093,432	11,012,643	22,499,753	8,418,965	19,906,075	5,358,619	16,845,730	2,298,274	13,785,385	16,200,000
Net Income	27,687,110	13,606,322	25,093,432	11,012,643	22,499,753	8,418,965	19,906,075	5,358,619	16,845,730	2,298,274	13,785,385	6,673,890	6,673,890

	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
* Total Column (Column U) for all lines other than Cash Flow Adjustments should equal the Total Column (Column N) on tab '4.' Year Budget & Assumptions'.													
REVENUE													
REVENUES FROM STATE SOURCES													
Per Pupil Revenue													
#REF!													
CY Per Pupil Rate	14,127												
Facilities Funding	2,825												
School District 3 (Enter Name)	-												
School District 4 (Enter Name)	-												
School District 5 (Enter Name)	-												
School District 6 (Enter Name)	-												
School District 7 (Enter Name)	-												
School District 8 (Enter Name)	-												
School District 9 (Enter Name)	-												
School District 10 (Enter Name)	-												
School District 11 (Enter Name)	-												
School District 12 (Enter Name)	-												
School District 13 (Enter Name)	-												
School District 14 (Enter Name)	-												
School District 15 (Enter Name)	-												
School District - ALL OTHER	-												
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	8,476												
Special Education Revenue	27,354,393	-	27,354,393	-	27,354,393	-	27,354,393	-	27,354,393	-	27,354,393	-	164,126,356
Grants	343,569	-	343,569	-	343,569	-	343,569	-	343,569	-	343,569	-	2,061,412
Stimulus	-	-	-	-	-	-	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)	-	-	-	-	-	-	-	-	-	-	-	-	400,000
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	30,137,724	-	30,137,724	-	30,137,724	-	30,137,724	-	30,137,724	-	30,137,724	400,000	181,226,347
REVENUE FROM FEDERAL FUNDING													
IDEA Special Needs	-	-	-	-	-	-	-	-	-	-	-	-	1,135,536
Title I	-	-	-	-	-	-	-	-	-	-	-	-	5,899,725
Title Funding - Other	-	-	-	-	-	-	-	-	-	-	-	-	280,000
School Food Service (Free Lunch)	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Charter School Program (CSP) Planning & Implementation	-	466,667	-	466,667	-	466,667	-	-	-	-	-	-	1,400,000
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	-	466,667	-	466,667	-	466,667	-	-	-	-	-	-	7,315,261
LOCAL and OTHER REVENUE													
Contributions and Donations	-	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-	-	-	-	-	-	-	-	-
Earnings on Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	30,137,724	466,667	30,137,724	466,667	30,137,724	466,667	30,137,724	-	30,137,724	-	30,137,724	7,715,261	#####

#REF!
PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS
 July 1, 2015-June 30, 2016

	30,137,724	466,667	30,137,724	466,667	30,137,724	466,667	30,137,724	-	30,137,724	-	30,137,724	7,715,261	#####
Total Revenue	30,137,724	466,667	30,137,724	466,667	30,137,724	466,667	30,137,724	-	30,137,724	-	30,137,724	7,715,261	#####
Total Expenses	18,308,333	14,205,174	18,308,333	14,205,174	18,308,333	14,205,174	18,308,333	14,205,174	18,308,333	14,205,174	18,308,333	14,484,474	#####
Net Income	11,829,392	(13,738,507)	11,829,392	(13,738,507)	11,829,392	(13,738,507)	11,829,392	(14,205,174)	11,829,392	(14,205,174)	11,829,392	(6,769,214)	(5,418,735)
Cash Flow Adjustments	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(342,281)	(4,107,375)
Beginning Cash Balance	16,200,000	27,687,110	13,606,322	25,093,432	11,012,643	22,499,753	8,418,965	19,906,075	5,358,619	16,845,730	2,298,274	13,785,385	16,200,000
Net Income	27,687,110	13,606,322	25,093,432	11,012,643	22,499,753	8,418,965	19,906,075	5,358,619	16,845,730	2,298,274	13,785,385	6,673,890	6,673,890
	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
EXPENSES													
ADMINISTRATIVE STAFF PERSONNEL COSTS													
	No. of Positions												
Executive Management	-	-	-	-	-	-	-	-	-	-	-	-	-
Instructional Management	84.00	716,143.61	716,143.61	716,143.61	716,143.61	716,143.61	716,143.61	716,143.61	716,143.61	716,143.61	716,143.61	716,143.61	8,593,723
Deans, Directors & Coordinators	90.00	437,359	437,359	437,359	437,359	437,359	437,359	437,359	437,359	437,359	437,359	437,359	5,248,310
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager	70.00	465,493	465,493	465,493	465,493	465,493	465,493	465,493	465,493	465,493	465,493	465,493	5,585,920
Administrative Staff	74.00	283,900	283,900	283,900	283,900	283,900	283,900	283,900	283,900	283,900	283,900	283,900	3,406,797
TOTAL ADMINISTRATIVE STAFF	318.00	1,902,896	22,834,751										
INSTRUCTIONAL PERSONNEL COSTS													
Teachers - Regular	444.00	2,460,465	2,460,465	2,460,465	2,460,465	2,460,465	2,460,465	2,460,465	2,460,465	2,460,465	2,460,465	2,460,465	29,525,578
Teachers - SPED	120.00	664,990	664,990	664,990	664,990	664,990	664,990	664,990	664,990	664,990	664,990	664,990	7,979,886
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	238.00	1,014,537	1,014,537	1,014,537	1,014,537	1,014,537	1,014,537	1,014,537	1,014,537	1,014,537	1,014,537	1,014,537	12,174,441
Specialty Teachers	227.00	1,257,940	1,257,940	1,257,940	1,257,940	1,257,940	1,257,940	1,257,940	1,257,940	1,257,940	1,257,940	1,257,940	15,095,284
Aides	-	-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	35.00	238,715	238,715	238,715	238,715	238,715	238,715	238,715	238,715	238,715	238,715	238,715	2,864,574
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	1,064.00	5,636,647	67,639,764										
NON-INSTRUCTIONAL PERSONNEL COSTS													
Nurse	4.00	26,667	26,667	26,667	26,667	26,667	26,667	26,667	26,667	26,667	26,667	26,667	320,000
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-
Custodian	8.00	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	400,000
Security	4.00	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	16.00	85,000	1,020,000										
SUBTOTAL PERSONNEL SERVICE COSTS	1,398.00	7,624,543	91,494,515										
PAYROLL TAXES AND BENEFITS													
Payroll Taxes	-	914,945	914,945	914,945	914,945	914,945	914,945	914,945	914,945	914,945	914,945	914,945	10,979,342
Fringe / Employee Benefits	-	838,700	838,700	838,700	838,700	838,700	838,700	838,700	838,700	838,700	838,700	838,700	10,064,397
Retirement / Pension	-	152,491	152,491	152,491	152,491	152,491	152,491	152,491	152,491	152,491	152,491	152,491	1,829,890
TOTAL PAYROLL TAXES AND BENEFITS	-	1,906,136	22,873,629										
TOTAL PERSONNEL SERVICE COSTS	1,398.00	9,530,679	114,368,144										
CONTRACTED SERVICES													
Accounting / Audit	-	-	-	-	-	-	-	-	-	-	-	-	279,300
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Company Fee	-	4,103,159	4,103,159	4,103,159	4,103,159	4,103,159	4,103,159	4,103,159	4,103,159	4,103,159	4,103,159	4,103,159	24,618,953
Nurse Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch	-	163,377	163,377	163,377	163,377	163,377	163,377	163,377	163,377	163,377	163,377	163,377	1,960,524
Payroll Services	-	27,960	27,960	27,960	27,960	27,960	27,960	27,960	27,960	27,960	27,960	27,960	335,520
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting	-	67,687	67,687	67,687	67,687	67,687	67,687	67,687	67,687	67,687	67,687	67,687	812,238
TOTAL CONTRACTED SERVICES	-	4,362,182	259,024	4,362,182	28,006,535								
SCHOOL OPERATIONS													
Board Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Classroom / Teaching Supplies & Materials	-	368,818	368,818	368,818	368,818	368,818	368,818	368,818	368,818	368,818	368,818	368,818	4,425,817
Special Ed Supplies & Materials	-	55,111	55,111	55,111	55,111	55,111	55,111	55,111	55,111	55,111	55,111	55,111	6,621,329
Textbooks / Workbooks	-	408,081	408,081	408,081	408,081	408,081	408,081	408,081	408,081	408,081	408,081	408,081	4,896,973
Supplies & Materials other	-	217,907	217,907	217,907	217,907	217,907	217,907	217,907	217,907	217,907	217,907	217,907	2,614,888
Equipment / Furniture	-	515,879	515,879	515,879	515,879	515,879	515,879	515,879	515,879	515,879	515,879	515,879	6,190,550
Telephone	-	87,375	87,375	87,375	87,375	87,375	87,375	87,375	87,375	87,375	87,375	87,375	1,048,500
Technology	-	173,003	173,003	173,003	173,003	173,003	173,003	173,003	173,003	173,003	173,003	173,003	2,076,030
Student Testing & Assessment	-	74,948	74,948	74,948	74,948	74,948	74,948	74,948	74,948	74,948	74,948	74,948	899,377
Field Trips	-	142,383	142,383	142,383	142,383	142,383	142,383	142,383	142,383	142,383	142,383	142,383	1,708,592
Transportation (student)	-	80,477	80,477	80,477	80,477	80,477	80,477	80,477	80,477	80,477	80,477	80,477	965,726
Student Services - other	-	301,108	301,108	301,108	301,108	301,108	301,108	301,108	301,108	301,108	301,108	301,108	3,613,300
Office Expense	-	279,600	279,600	279,600	279,600	279,600	279,600	279,600	279,600	279,600	279,600	279,600	3,355,200
Staff Development	-	178,944	178,944	178,944	178,944	178,944	178,944	178,944	178,944	178,944	178,944	178,944	2,147,328
Staff Recruitment	-	217,360	217,360	217,360	217,360	217,360	217,360	217,360	217,360	217,360	217,360	217,360	2,608,320
Student Recruitment / Marketing	-	206,504	206,504	206,504	206,504	206,504	206,504	206,504	206,504	206,504	206,504	206,504	2,478,053
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel (Staff)	-	83,880	83,880	83,880	83,880	83,880	83,880	83,880	83,880	83,880	83,880	83,880	1,006,560
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	174,750	174,750	174,750	174,750	174,750	174,750	174,750	174,750	174,750	174,750	174,750	2,097,000
TOTAL SCHOOL OPERATIONS	-	3,566,129	42,793,543										
FACILITY OPERATION & MAINTENANCE													
Insurance	-	142,630	142,630	142,630	142,630	142,630	142,630	142,630	142,630	142,630	142,630	142,630	1,711,563
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Land Rent / Lease	-	158,333	158,333										

#REF!

PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD

DESCRIPTION OF ASSUMPTIONS

*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

Total Revenue	189,941,607	271,178,939	318,516,282	381,939,929	447,435,031
Total Expenses	195,360,342	269,515,251	313,786,604	368,491,382	422,745,794
Net Income (Before Cash Flow Adjustments)	(5,418,735)	1,663,688	4,729,677	13,448,547	24,689,237
Actual Student Enrollment	12,102	16,305	19,380	23,063	26,852
Total Paid Student Enrollment	12,102	16,305	19,380	23,063	26,852

	Year 1	Year 2	Year 3	Year 4	Year 5
	2016	2017	2018	2019	2020

*Year 1 should tie to Totals for Year 1 on Tabs 4 and 5

	Per Pupil Revenue Percentage Increase				
	2.5%	3.5%	0.0%	0.0%	0.0%

REVENUE							
REVENUES FROM STATE SOURCES							
Per Pupil Revenue	#REF!	CY Per Pupil Rate					
		14,127	164,126,356	228,953,506	272,137,675	323,854,067	377,058,902
School District 2 (Enter Name)		2,825	2,061,412	8,144,314	11,289,704	16,400,963	21,905,395
School District 3 (Enter Name)		-	-	-	-	-	-
School District 4 (Enter Name)		-	-	-	-	-	-
School District 5 (Enter Name)		-	-	-	-	-	-
School District 6 (Enter Name)		-	-	-	-	-	-
School District 7 (Enter Name)		-	-	-	-	-	-
School District 8 (Enter Name)		-	-	-	-	-	-
School District 9 (Enter Name)		-	-	-	-	-	-
School District 10 (Enter Name)		-	-	-	-	-	-
School District 11 (Enter Name)		-	-	-	-	-	-
School District 12 (Enter Name)		-	-	-	-	-	-
School District 13 (Enter Name)		-	-	-	-	-	-
School District 14 (Enter Name)		-	-	-	-	-	-
School District 15 (Enter Name)		-	-	-	-	-	-
School District - ALL OTHER		-	-	-	-	-	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Full)		8,476	166,187,768	237,097,819	283,427,379	340,255,029	398,964,297
Special Education Revenue			14,638,579	19,722,528	23,442,502	27,897,458	32,480,633
Grants							
Stimulus			-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)			400,000	1,000,000	-	-	-
Other			-	-	-	-	-
Other			-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES			181,226,347	257,820,347	306,869,881	368,152,488	431,444,930
REVENUE FROM FEDERAL FUNDING							
IDEA Special Needs			1,135,536	1,529,905	1,818,468	2,164,046	2,519,569
Title I			5,899,725	7,948,688	9,447,933	11,243,395	13,090,533
Title Funding - Other			280,000	380,000	380,000	380,000	380,000
School Food Service (Free Lunch)			-	-	-	-	-
Grants							
Charter School Program (CSP) Planning & Implementation			1,400,000	3,500,000	-	-	-
Other			-	-	-	-	-
Other			-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES			8,715,261	13,358,592	11,646,401	13,787,441	15,990,102
LOCAL and OTHER REVENUE							
Contributions and Donations			-	-	-	-	-
Fundraising			-	-	-	-	-
Erate Reimbursement			-	-	-	-	-
Earnings on Investments			-	-	-	-	-
Interest Income			-	-	-	-	-
Food Service (Income from meals)			-	-	-	-	-
Text Book			-	-	-	-	-
OTHER			-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES			-	-	-	-	-
TOTAL REVENUE			189,941,607	271,178,939	318,516,282	381,939,929	447,435,031

Assuming 4% Annual Attrition during school year and 2.5% Attrition during school year Gen Ed funding received

Assuming total Special Education scholars receive per pupil funding and that the average per pupil funding is \$14,000 @ 9% total population: 4% Attrition

Startup Year Only

population Assuming \$650 per scholar for 75% of scholars being FRPL Appx \$10,000 per charter

First Year Startup Grant

#REF!

PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD

DESCRIPTION OF ASSUMPTIONS

*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

Total Revenue	189,941,607	271,178,939	318,516,282	381,939,929	447,435,031
Total Expenses	195,360,342	269,515,251	313,786,604	368,491,382	422,745,794
Net Income (Before Cash Flow Adjustments)	(5,418,735)	1,663,688	4,729,677	13,448,547	24,689,237
Actual Student Enrollment	12,102	16,305	19,380	23,063	26,852
Total Paid Student Enrollment	12,102	16,305	19,380	23,063	26,852

Year 1	Year 2	Year 3	Year 4	Year 5
2016	2017	2018	2019	2020

EXPENSES

ADMINISTRATIVE STAFF PERSONNEL COSTS

Positions

Executive Management	-	-	-	-	-		
Instructional Management	84.00	8,593,723	11,510,550	13,161,193	15,150,381	17,068,256	FY17 - 112 ; FY18 - 127 ; FY19 - 145 ; FY20 - 162
Deans, Directors & Coordinators	90.00	5,248,310	7,088,238	8,506,069	10,184,191	11,950,940	FY17 - 121 ; FY18 - 144 ; FY19 - 171 ; FY20 - 199
CFO / Director of Finance	-	-	-	-	-	-	
Operation / Business Manager	70.00	5,585,920	7,455,137	8,406,583	9,616,835	10,765,644	FY17 - 93 ; FY18 - 104 ; FY19 - 118 ; FY20 - 131
Administrative Staff	74.00	3,406,797	4,624,775	5,596,098	6,770,653	7,965,186	FY17 - 100 ; FY18 - 120 ; FY19 - 144 ; FY20 - 168
TOTAL ADMINISTRATIVE STAFF	318.00	22,834,751	30,678,699	35,669,943	41,722,059	47,750,027	

INSTRUCTIONAL PERSONNEL COSTS

Teachers - Regular	444.00	29,525,578	39,947,775	47,893,272	57,456,513	67,456,487	FY17 - 598 ; FY18 - 711 ; FY19 - 846 ; FY20 - 985
Teachers - SPED	120.00	7,979,886	9,753,136	10,508,228	11,341,889	11,984,655	FY17 - 146 ; FY18 - 156 ; FY19 - 167 ; FY20 - 175
Substitute Teachers	-	-	-	-	-	-	
Teaching Assistants	238.00	12,174,441	14,850,665	16,011,058	17,292,331	18,279,891	FY17 - 289 ; FY18 - 309 ; FY19 - 331 ; FY20 - 347
Specialty Teachers	227.00	15,095,284	20,441,504	24,519,200	29,407,412	34,515,807	FY17 - 306 ; FY18 - 364 ; FY19 - 433 ; FY20 - 504
Aides	-	-	-	-	-	-	
Therapists & Counselors	35.00	2,864,574	3,453,165	3,730,732	4,012,239	4,214,384	FY17 - 42 ; FY18 - 45 ; FY19 - 48 ; FY20 - 50
Other	-	-	-	-	-	-	
TOTAL INSTRUCTIONAL	1,064.00	67,639,764	88,446,245	102,662,490	119,510,384	136,451,225	

NON-INSTRUCTIONAL PERSONNEL COSTS

Nurse	4.00	320,000	1,164,800	1,211,392	1,259,848	1,310,242	FY17 - 14 ; FY18 - 14 ; FY19 - 14 ; FY20 - 14
Librarian	-	-	-	-	-	-	
Custodian	8.00	400,000	1,456,000	1,514,240	1,574,810	1,637,802	FY17 - 28 ; FY18 - 28 ; FY19 - 28 ; FY20 - 28
Security	4.00	300,000	1,092,000	1,135,680	1,181,107	1,228,351	FY17 - 14 ; FY18 - 14 ; FY19 - 14 ; FY20 - 14
Other	-	-	-	-	-	-	
TOTAL NON-INSTRUCTIONAL	16.00	1,020,000	3,712,800	3,861,312	4,015,764	4,176,395	

SUBTOTAL PERSONNEL SERVICE COSTS

	1,398.00	91,494,515	122,837,744	142,193,745	165,248,208	188,377,646	
--	----------	------------	-------------	-------------	-------------	-------------	--

PAYROLL TAXES AND BENEFITS

Payroll Taxes		10,979,342	14,740,529	17,063,249	19,829,785	22,605,318	Assuming 12% of Gross Salaries
Fringe / Employee Benefits		10,064,397	13,512,152	15,641,312	18,177,303	20,721,541	Assuming 11% of Gross Salaries
Retirement / Pension		1,829,890	2,456,755	2,843,875	3,304,964	3,767,553	Assuming 2% of Gross Salaries
TOTAL PAYROLL TAXES AND BENEFITS		22,873,629	30,709,436	35,548,436	41,312,052	47,094,412	

TOTAL PERSONNEL SERVICE COSTS

	1,398.00	114,368,144	153,547,180	177,742,182	206,560,259	235,472,058	
--	----------	-------------	-------------	-------------	-------------	-------------	--

CONTRACTED SERVICES

Accounting / Audit		279,300	360,150	374,124	394,312	406,764	One time annual expense of \$10,000 with 2% inflation
Legal		-	-	-	-	-	
Management Company Fee		24,618,953	34,343,026	40,820,651	48,578,110	56,558,835	15% of GenEd Per Pupil
Nurse Services		-	-	-	-	-	
Food Service / School Lunch		1,960,524	2,641,410	3,139,621	3,736,267	4,350,085	Using DOE School Foods - \$162 per scholar
Payroll Services		335,520	447,120	512,640	590,160	666,480	Assuming \$10/FT employee per pay period (24 periods/yr)
Special Ed Services		-	-	-	-	-	
Titlement Services (i.e. Title I)		-	-	-	-	-	
Other Purchased / Professional / Consulting		812,238	1,082,403	1,241,016	1,428,679	1,613,437	Employee Background Checks, Consulting and Temporary Help - Assuming \$581/employee
TOTAL CONTRACTED SERVICES		28,006,535	38,874,109	46,088,052	54,727,528	63,595,601	

SCHOOL OPERATIONS

Board Expenses		-	-	-	-	-	
Classroom / Teaching Supplies & Materials		4,425,817	7,188,104	8,270,666	9,526,566	10,737,076	Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.04 economies of scale
Special Ed Supplies & Materials		661,329	1,074,085	1,235,847	1,423,510	1,604,391	Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.04 economies of scale
Textbooks / Workbooks		4,896,973	7,953,322	9,151,129	10,540,727	11,880,104	Assuming \$515 K-4 scholar; \$566.5 5-8 scholar; \$695.25 9-12 scholar; 0.04 economies of scale
Supplies & Materials other		2,614,888	3,397,536	3,909,220	4,502,835	5,074,996	Assuming \$220 K-4 scholar; \$242 5-8 scholar; \$297 9-12 scholar; 0.04 economies of scale
Equipment / Furniture		6,190,550	8,378,550	10,042,081	12,048,928	14,145,778	Assuming \$500 K-4 scholar; \$550 5-8 scholar; \$675 9-12 scholar
Telephone		1,048,500	1,397,250	1,602,000	1,844,250	2,082,750	Assuming \$750 FT Staff
Technology		2,076,030	2,489,900	2,569,288	2,662,027	2,705,655	Assuming \$1650 FT Staff; 0.1 economies of scale
Student Testing & Assessment		899,377	1,279,558	1,693,031	2,252,444	2,877,708	Assuming \$37 K-4 scholar; \$250 5-8 scholar; \$312.5 9-12 scholar
Field Trips		1,708,592	2,312,480	2,771,614	3,325,504	3,904,235	Assuming \$138 K-4 scholar; \$151.8 5-8 scholar; \$186.3 9-12 scholar
Transportation (student)		965,726	1,307,054	1,566,565	1,879,633	2,206,741	Assuming \$78 K-4 scholar; \$85.8 5-8 scholar; \$105.3 9-12 scholar
Student Services - other		3,613,300	4,694,776	5,401,831	6,222,099	7,012,721	Assuming \$304 K-4 scholar; \$334.4 5-8 scholar; \$410.4 9-12 scholar; 0.04 economies of scale
Office Expense		3,355,200	4,292,352	4,724,490	5,221,358	5,660,725	Assuming \$2500 FT Staff; 0.04 economies of scale
Staff Development		2,147,328	3,433,882	3,779,592	4,177,086	4,528,580	Assuming \$2000 FT Staff; 0.04 economies of scale
Staff Recruitment		2,608,320	3,431,117	2,855,928	3,185,899	3,301,444	\$5,000/new or replaced positions
Student Recruitment / Marketing		2,478,053	1,915,650	2,292,130	2,401,071	2,308,493	cost for Middle or High School
School Meals / Lunch		-	-	-	-	-	
Travel (Staff)		1,006,560	1,341,360	1,537,920	1,770,480	1,999,440	Assuming \$720 FT Staff
Fundraising		-	-	-	-	-	
Other		2,097,000	2,794,500	3,204,000	3,688,500	4,165,500	Assuming \$1500 FT Staff
TOTAL SCHOOL OPERATIONS		42,793,543	58,681,474	66,607,331	76,672,918	86,196,336	

FACILITY OPERATION & MAINTENANCE

Insurance		1,711,563	2,223,841	2,558,762	2,947,310	3,321,815	Assume \$144/scholar
Janitorial		-	-	-	-	-	
Building and Land Rent / Lease		1,900,000	7,322,500	10,252,005	15,042,395	20,291,778	Assuming \$2,500 per scholar; 1% annual inflation
Repairs & Maintenance		1,210,200	1,630,500	1,938,038	2,306,338	2,685,238	Assuming \$100/scholar
Equipment / Furniture		-	-	-	-	-	
Security		-	-	-	-	-	
Utilities		-	-	-	-	-	
TOTAL FACILITY OPERATION & MAINTENANCE		4,821,763	11,176,841	14,748,805	20,296,042	26,298,831	

DEPRECIATION & AMORTIZATION

		5,370,357	7,235,647	8,600,235	10,234,635	11,182,968	
--	--	-----------	-----------	-----------	------------	------------	--

DISSOLUTION ESCROW & RESERVES / CONTINGENCY

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

TOTAL EXPENSES		195,360,342	269,515,251	313,786,604	368,491,382	422,745,794	
-----------------------	--	--------------------	--------------------	--------------------	--------------------	--------------------	--

NET INCOME		(5,418,735)	1,663,688	4,729,677	13,448,547	24,689,237	
-------------------	--	--------------------	------------------	------------------	-------------------	-------------------	--

#REF!

PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD

DESCRIPTION OF ASSUMPTIONS

*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

Total Revenue	189,941,607	271,178,939	318,516,282	381,939,929	447,435,031
Total Expenses	195,360,342	269,515,251	313,786,604	368,491,382	422,745,794
Net Income (Before Cash Flow Adjustments)	(5,418,735)	1,663,688	4,729,677	13,448,547	24,689,237
Actual Student Enrollment	12,102	16,305	19,380	23,063	26,852
Total Paid Student Enrollment	12,102	16,305	19,380	23,063	26,852

Year 1	Year 2	Year 3	Year 4	Year 5
2016	2017	2018	2019	2020

ENROLLMENT - *School Districts Are Linked To Above Entries*

#REF!	12,102	16,305	19,380	23,063	26,852
School District 2 (Enter Name)	-	-	-	-	-
School District 3 (Enter Name)	-	-	-	-	-
School District 4 (Enter Name)	-	-	-	-	-
School District 5 (Enter Name)	-	-	-	-	-
School District 6 (Enter Name)	-	-	-	-	-
School District 7 (Enter Name)	-	-	-	-	-
School District 8 (Enter Name)	-	-	-	-	-
School District 9 (Enter Name)	-	-	-	-	-
School District 10 (Enter Name)	-	-	-	-	-
School District 11 (Enter Name)	-	-	-	-	-
School District 12 (Enter Name)	-	-	-	-	-
School District 13 (Enter Name)	-	-	-	-	-
School District 14 (Enter Name)	-	-	-	-	-
School District 15 (Enter Name)	-	-	-	-	-
School District - ALL OTHER	-	-	-	-	-
TOTAL ENROLLMENT	12,102	16,305	19,380	23,063	26,852

REVENUE PER PUPIL	15,695	16,632	16,435	16,560	16,663
--------------------------	---------------	---------------	---------------	---------------	---------------

EXPENSES PER PUPIL	16,143	16,530	16,191	15,977	15,743
---------------------------	---------------	---------------	---------------	---------------	---------------

CASH FLOW ADJUSTMENTS

OPERATING ACTIVITIES					
Example - Add Back Depreciation	5,370,357	7,235,647	8,600,235	10,234,635	11,182,968
Subtract L Grants Receivable	-	-	-	-	-
Total Operating Activities	5,370,357	7,235,647	8,600,235	10,234,635	11,182,968
INVESTMENT ACTIVITIES					
Example - Subtract Property and Equipment Expenditures	(9,477,733)	(11,228,427)	(13,775,129)	(16,392,972)	(17,911,933)
Other	-	-	-	-	-
Total Investment Activities	(9,477,733)	(11,228,427)	(13,775,129)	(16,392,972)	(17,911,933)
FINANCING ACTIVITIES					
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-
Other	-	-	-	-	-
Total Financing Activities	-	-	-	-	-
Total Cash Flow Adjustments	(4,107,375)	(3,992,781)	(5,174,894)	(6,158,338)	(6,728,965)
NET INCOME	(9,526,110)	(2,329,093)	(445,217)	7,290,209	17,960,273
Beginning Cash Balance	16,200,000	6,673,890	4,344,797	3,899,580	11,189,789
ENDING CASH BALANCE	6,673,890	4,344,797	3,899,580	11,189,789	29,150,062

	FY15	FY16	FY17	FY18	FY19
Total Revenue					
Total Expenses					
Net Income (Before Cash Flow Adjustments)					
Actual Student Enrollment					
Total Paid Student Enrollment	9,000	12,102	16,305	19,380	23,063

REVENUE

REVENUES FROM STATE SOURCES

13,777 14,127 14,627 14,627 14,627

Per Pupil Revenue

CY Per Pupil Rate

NEW YORK CITY

13,777

119,033,280 164,126,356 228,953,506 272,137,675 323,854,067

Facility Funding

2,755

- 2,061,412 8,144,314 11,289,704 16,400,963

School District 3 (Enter Name)

-

School District 4 (Enter Name)

-

School District 5 (Enter Name)

-

School District 6 (Enter Name)

-

School District 7 (Enter Name)

-

School District 8 (Enter Name)

-

School District 9 (Enter Name)

-

School District 10 (Enter Name)

-

School District 11 (Enter Name)

-

School District 12 (Enter Name)

-

School District 13 (Enter Name)

-

School District 14 (Enter Name)

-

School District 15 (Enter Name)

-

School District - ALL OTHER

-

TOTAL Per Pupil Revenue (Average Districts Per Pupil)

#DIV/0!

119,033,280 166,187,768 237,097,819 283,427,379 340,255,029

Special Education Revenue

10,886,400 14,638,579 19,722,528 23,442,502 27,897,458

Grants

Stimulus

DYCD (Department of Youth and Community Developmnt.)

600,000 400,000 1,000,000 - -

Other

Other

TOTAL REVENUE FROM STATE SOURCES

130,519,680 181,226,347 257,820,347 306,869,881 368,152,488

REVENUE FROM FEDERAL FUNDING

	FY15	FY16	FY17	FY18	FY19
IDEA Special Needs	844,474	1,135,536	1,529,905	1,818,468	2,164,046
Title I	4,387,500	5,899,725	7,948,688	9,447,933	11,243,395
Title Funding - Other	240,000	280,000	380,000	380,000	380,000
School Food Service (Free Lunch) Grants					
Charter School Program (CSP) Planning & Implementation	2,100,000	1,400,000	3,500,000	-	-
Other					
TOTAL REVENUE FROM FEDERAL SOURCES	7,571,974	8,715,261	13,358,592	11,646,401	13,787,441

LOCAL and OTHER REVENUE

Contributions and Donations					
Fundraising					
Erate Reimbursement					
Earnings on Investments					
Interest Income					
Food Service (Income from meals)					
Text Book					
OTHER					
TOTAL REVENUE FROM LOCAL and OTHER SOURCES					

TOTAL REVENUE	138,091,654	189,941,607	271,178,939	318,516,282	381,939,929
----------------------	--------------------	--------------------	--------------------	--------------------	--------------------

EXPENSES

ADMINISTRATIVE STAFF PERSONNEL COST:	No. of Positions		FY15	FY16	FY17	FY18	FY19
Executive Management							
Instructional Management	84	112	6,706,773	8,593,723	11,510,550	13,161,193	15,150,381
Deans, Directors & Coordinators	90	121	3,851,822	5,248,310	7,088,238	8,506,069	10,184,191
CFO / Director of Finance	-	-					
Operation / Business Manager	70	93	4,438,665	5,585,920	7,455,137	8,406,583	9,616,835
Administrative Staff	74	100	2,515,040	3,406,797	4,624,775	5,596,098	6,770,653
TOTAL ADMINISTRATIVE STAFF	318	426	17,512,300	22,834,751	30,678,699	35,669,943	41,722,059

INSTRUCTIONAL PERSONNEL COSTS

Teachers - Regular	444	598	21,797,013	29,525,578	39,947,775	47,893,272	57,456,513
Teachers - SPED	120	146	6,572,130	7,979,886	9,753,136	10,508,228	11,341,889

			FY15	FY16	FY17	FY18	FY19
Substitute Teachers	-	-					
Teaching Assistants	238	289	10,009,351	12,174,441	14,850,665	16,011,058	17,292,331
Specialty Teachers	227	306	11,162,713	15,095,284	20,441,504	24,519,200	29,407,412
Aides	-	-					
Therapists & Counselors	35	42	2,377,856	2,864,574	3,453,165	3,730,732	4,012,239
Other	-	-					
TOTAL INSTRUCTIONAL	1,064	1,381	51,919,063	67,639,764	88,446,245	102,662,490	119,510,384

NON-INSTRUCTIONAL PERSONNEL COSTS

Nurse	4	14	-	320,000	1,164,800	1,211,392	1,259,848
Librarian	-	-					
Custodian	8	28	-	400,000	1,456,000	1,514,240	1,574,810
Security	4	14	-	300,000	1,092,000	1,135,680	1,181,107
Other	1,398	1,863					
TOTAL NON-INSTRUCTIONAL	1,414	1,919	-	1,020,000	3,712,800	3,861,312	4,015,764

SUBTOTAL PERSONNEL SERVICE COSTS

2,796	3,726	69,431,363	91,494,515	122,837,744	142,193,745	165,248,208
--------------	--------------	-------------------	-------------------	--------------------	--------------------	--------------------

PAYROLL TAXES AND BENEFITS

Payroll Taxes			8,331,764	10,979,342	14,740,529	17,063,249	19,829,785
Fringe / Employee Benefits			7,637,450	10,064,397	13,512,152	15,641,312	18,177,303
Retirement / Pension			1,388,627	1,829,890	2,456,755	2,843,875	3,304,964
TOTAL PAYROLL TAXES AND BENEFITS			17,357,841	22,873,629	30,709,436	35,548,436	41,312,052

TOTAL PERSONNEL SERVICE COSTS

2,796	3,726	86,789,204	114,368,144	153,547,180	177,742,182	206,560,259
--------------	--------------	-------------------	--------------------	--------------------	--------------------	--------------------

CONTRACTED SERVICES

Accounting / Audit			240,000	279,300	360,150	374,124	394,312
Legal							
Management Company Fee			17,854,992	24,618,953	34,343,026	40,820,651	48,578,110
Nurse Services							
Food Service / School Lunch			1,458,000	1,960,524	2,641,410	3,139,621	3,736,267
Payroll Services							
			256,380	335,520	447,120	512,640	590,160
Special Ed Services							
Titlement Services (i.e. Title I)							

	FY15	FY16	FY17	FY18	FY19
Other Purchased / Professional / Consulting	620,653	812,238	1,082,403	1,241,016	1,428,679
TOTAL CONTRACTED SERVICES	20,430,025	28,006,535	38,874,109	46,088,052	54,727,528
SCHOOL OPERATIONS					
Board Expenses					
Classroom / Teaching Supplies & Materials	3,405,456	4,425,817	7,188,104	8,270,666	9,526,566
Special Ed Supplies & Materials	508,861	661,329	1,074,085	1,235,847	1,423,510
Textbooks / Workbooks	3,767,987	4,896,973	7,953,322	9,151,129	10,540,727
Supplies & Materials other	2,012,032	2,614,888	3,397,536	3,909,220	4,502,835
Equipment / Furniture	4,572,800	6,190,550	8,378,550	10,042,081	12,048,928
Telephone	801,188	1,048,500	1,397,250	1,602,000	1,844,250
Technology	1,762,613	2,076,030	2,489,900	2,569,288	2,662,027
Student Testing & Assessment	608,348	899,377	1,279,558	1,693,031	2,252,444
Field Trips	1,262,093	1,708,592	2,312,480	2,771,614	3,325,504
Transportation (student)	713,357	965,726	1,307,054	1,566,565	1,879,633
Student Services - other	2,780,262	3,613,300	4,694,776	5,401,831	6,222,099
Office Expense	2,670,625	3,355,200	4,292,352	4,724,490	5,221,358
Staff Development	1,709,200	2,147,328	3,433,882	3,779,592	4,177,086
Staff Recruitment					
	2,211,050	2,608,320	3,431,117	2,855,928	3,185,899
Student Recruitment / Marketing					
	1,829,850	2,478,053	1,915,650	2,292,130	2,401,071
School Meals / Lunch					
Travel (Staff)	769,140	1,006,560	1,341,360	1,537,920	1,770,480
Fundraising					
Other	1,602,375	2,097,000	2,794,500	3,204,000	3,688,500
TOTAL SCHOOL OPERATIONS	32,987,236	42,793,543	58,681,474	66,607,331	76,672,918
FACILITY OPERATION & MAINTENANCE					
Insurance	1,316,966	1,711,563	2,223,841	2,558,762	2,947,310
Janitorial					
Building and Land Rent / Lease	-	1,900,000	7,322,500	10,252,005	15,042,395
Repairs & Maintenance	900,000	1,210,200	1,630,500	1,938,038	2,306,338
Equipment / Furniture					
Security					
Utilities					

	FY15	FY16	FY17	FY18	FY19
TOTAL FACILITY OPERATION & MAINTENANCE	2,216,966	4,821,763	11,176,841	14,748,805	20,296,042
DEPRECIATION & AMORTIZATION	4,000,000	5,370,357	7,235,647	8,600,235	10,234,635
DISSOLUTION ESCROW & RESERVES / CONTIGENCY					
TOTAL EXPENSES	146,423,431	195,360,342	269,515,251	313,786,604	368,491,382
NET INCOME	(8,331,778)	(5,418,735)	1,663,688	4,729,677	13,448,547
CASH FLOW ADJUSTMENTS					
OPERATING ACTIVITIES					
Example - Add Back Depreciation	4,000,000	5,370,357	7,235,647	8,600,235	10,234,635
Subtract L Grants Receivable					
Total Operating Activities					
INVESTMENT ACTIVITIES					
Example - Subtract Property and Equipment Expenditures	(8,000,000)	(9,477,733)	(11,228,427)	(13,775,129)	(16,392,972)
Other					
Total Investment Activities					
FINANCING ACTIVITIES					
Example - Add Expected Proceeds from a Loan or Line of Credit					
Other					
Total Financing Activities					
Total Cash Flow Adjustments	(4,000,000)	(4,107,375)	(3,992,781)	(5,174,894)	(6,158,338)
NET INCOME	(12,331,778)	(9,526,110)	(2,329,093)	(445,217)	7,290,209
Beginning Cash Balance					
ENDING CASH BALANCE					

	FY20	FY21
Total Revenue		
Total Expenses		
Net Income (Before Cash Flow Adjustment)		
Actual Student Enrollment		
Total Paid Student Enrollment	26,852	30,378

REVENUE

REVENUES FROM STATE SOURCES

14,627 14,627

Per Pupil Revenue

NEW YORK CITY

377,058,902 426,570,009

Attrition
Rate

4%

Facility Funding

21,905,395 27,494,079

Attrition
Rate

Amount

4% Paid

20%

School District 3 (Enter Name)

School District 4 (Enter Name)

School District 5 (Enter Name)

School District 6 (Enter Name)

School District 7 (Enter Name)

School District 8 (Enter Name)

School District 9 (Enter Name)

School District 10 (Enter Name)

School District 11 (Enter Name)

School District 12 (Enter Name)

School District 13 (Enter Name)

School District 14 (Enter Name)

School District 15 (Enter Name)

School District - ALL OTHER

TOTAL Per Pupil Revenue (Average District) 398,964,297 454,064,089

Special Education Revenue

32,480,633 36,745,622

Attrition
Rate

Amount

4% Paid

14,000.00

Grants

Stimulus

DYCD (Department of Youth and Comm

- -

Amount
Paid

100,000.00 per new
charter

Other

Other

TOTAL REVENUE FROM STATE SOURCES 431,444,930 490,809,711

REVENUE FROM FEDERAL FUNDING

	FY20	FY21		Amount	
IDEA Special Needs	2,519,569	2,850,410	Attrition Rate	4% Paid	1,086.00
Title I	13,090,533	14,809,433	Amount Paid	650.00 per pupil	75%
Title Funding - Other	380,000	380,000	Amount Paid	10,000.00 per charter	
School Food Service (Free Lunch) Grants					
Charter School Program (CSP) Planning	-	-	Amount Paid	350,000.00 per new charter	
Other					
TOTAL REVENUE FROM FEDERAL SOURCES	15,990,102	18,039,844			

LOCAL and OTHER REVENUE

- Contributions and Donations
 - Fundraising
 - Erate Reimbursement
 - Earnings on Investments
 - Interest Income
 - Food Service (Income from meals)
 - Text Book
 - OTHER
- TOTAL REVENUE FROM LOCAL and OTHER SC

TOTAL REVENUE	447,435,031	508,849,554
----------------------	-------------	-------------

EXPENSES

ADMINISTRATIVE STAFF PERSONNEL CO

Executive Management		
Instructional Management	17,068,256	19,134,551
Deans, Directors & Coordinators	11,950,940	13,633,367
CFO / Director of Finance		
Operation / Business Manager	10,765,644	12,105,792
Administrative Staff	7,965,186	9,088,912
TOTAL ADMINISTRATIVE STAFF	47,750,027	53,962,622

INSTRUCTIONAL PERSONNEL COSTS

Teachers - Regular	67,456,487	76,974,045
Teachers - SPED	11,984,655	12,299,264

	FY20	FY21
Substitute Teachers		
Teaching Assistants	18,279,891	18,762,490
Specialty Teachers	34,515,807	39,385,283
Aides		
Therapists & Counselors	4,214,384	4,337,165
Other		
TOTAL INSTRUCTIONAL	136,451,225	151,758,247

NON-INSTRUCTIONAL PERSONNEL COST

Nurse	1,310,242	1,362,651
Librarian		
Custodian	1,637,802	1,703,314
Security	1,228,351	1,277,486
Other		
TOTAL NON-INSTRUCTIONAL	4,176,395	4,343,451

SUBTOTAL PERSONNEL SERVICE COSTS	188,377,646	210,064,320
---	--------------------	--------------------

PAYROLL TAXES AND BENEFITS

Payroll Taxes	22,605,318	25,207,718	Expense as a ratio of total 12% gross salaries
Fringe / Employee Benefits	20,721,541	23,107,075	Expense as a ratio of total 11% gross salaries
Retirement / Pension	3,767,553	4,201,286	Expense as a ratio of total 2% gross salaries
TOTAL PAYROLL TAXES AND BENEFITS	47,094,412	52,516,080	

TOTAL PERSONNEL SERVICE COSTS	235,472,058	262,580,400
--------------------------------------	--------------------	--------------------

CONTRACTED SERVICES

Accounting / Audit	406,764	431,848	7500 per school	-2% Inflation
Legal				
Management Company Fee	56,558,835	63,985,501	Expense of Gen Ed Per Pupil 15% Funding	
Nurse Services				
Food Service / School Lunch	4,350,085	4,921,289	Per Pupil assuming DOE 162 Food Service	
Payroll Services	666,480	735,120	Per FT Staff (\$10 per payroll; 24 Payrolls per 240 year)	
Special Ed Services				
Titlement Services (i.e. Title I)				

	FY20	FY21
TOTAL FACILITY OPERATION & MAINTENANCE	26,298,831	32,401,287
DEPRECIATION & AMORTIZATION	11,182,968	12,651,389
DISSOLUTION ESCROW & RESERVES / CAPITAL		
TOTAL EXPENSES	422,745,794	474,178,744
NET INCOME	24,689,237	34,670,811

CASH FLOW ADJUSTMENTS

OPERATING ACTIVITIES		
Example - Add Back Depreciation	11,182,968	12,651,389
Subtract L Grants Receivable		
Total Operating Activities		
INVESTMENT ACTIVITIES		
Example - Subtract Property and Equipment	(17,911,933)	(20,263,925)
Other		
Total Investment Activities		
FINANCING ACTIVITIES		
Example - Add Expected Proceeds from a Loan		
Other		
Total Financing Activities		
Total Cash Flow Adjustments	(6,728,965)	(7,612,536)
NET INCOME	17,960,273	27,058,275
Beginning Cash Balance		
ENDING CASH BALANCE		

Total Revenue
Total Expenses
Net Income (Before Cash Flow Adjustment:
Actual Student Enrollment
Total Paid Student Enrollment

REVENUE

REVENUES FROM STATE SOURCES

Per Pupil Revenue

NEW YORK CITY

Facility Funding

of per pupil

School District 3 (Enter Name)

School District 4 (Enter Name)

School District 5 (Enter Name)

School District 6 (Enter Name)

School District 7 (Enter Name)

School District 8 (Enter Name)

School District 9 (Enter Name)

School District 10 (Enter Name)

School District 11 (Enter Name)

School District 12 (Enter Name)

School District 13 (Enter Name)

School District 14 (Enter Name)

School District 15 (Enter Name)

School District - ALL OTHER

TOTAL Per Pupil Revenue (Average District

Special Education Revenue

per pupil

of scholars receive
9% funding

Grants

Stimulus

DYCD (Department of Youth and Comm

Other

Other

TOTAL REVENUE FROM STATE SOURCES

REVENUE FROM FEDERAL FUNDING

of scholars receive
9% funding

IDEA Special Needs

per pupil
of scholars receive
funding

Title I

Title Funding - Other

School Food Service (Free Lunch)
Grants

Charter School Program (CSP) Planning

Other

Other

TOTAL REVENUE FROM FEDERAL SOURCES

LOCAL and OTHER REVENUE

Contributions and Donations

Fundraising

Erate Reimbursement

Earnings on Investments

Interest Income

Food Service (Income from meals)

Text Book

OTHER

TOTAL REVENUE FROM LOCAL and OTHER SC

TOTAL REVENUE

EXPENSES

ADMINISTRATIVE STAFF PERSONNEL CO

Executive Management

Instructional Management

Deans, Directors & Coordinators

CFO / Director of Finance

Operation / Business Manager

Administrative Staff

TOTAL ADMINISTRATIVE STAFF

INSTRUCTIONAL PERSONNEL COSTS

Teachers - Regular

Teachers - SPED

Other Purchased / Professional / Consulting

TOTAL CONTRACTED SERVICES

SCHOOL OPERATIONS

Economies of Scale

Board Expenses	
Classroom / Teaching Supplies & Materials	-4% Per Pupil
Special Ed Supplies & Materials	-4% Per Pupil
Textbooks / Workbooks	-4% Per Pupil
Supplies & Materials other	-4% Per Pupil
Equipment / Furniture	0% Per Pupil
Telephone	0% FT Staff
Technology	-10% FT Staff
Student Testing & Assessment	0% Per Pupil
Field Trips	0% Per Pupil
Transportation (student)	0% Per Pupil
Student Services - other	-4% Per Pupil
Office Expense	-4% FT Staff
Staff Development	-4% FT Staff
Staff Recruitment	20% Turnover plus new -4% staff
Student Recruitment / Marketing	Per Open Seat
School Meals / Lunch	
Travel (Staff)	0% FT Staff
Fundraising	
Other	0% FT Staff

TOTAL SCHOOL OPERATIONS

FACILITY OPERATION & MAINTENANCE

Insurance	-4% Per Pupil
Janitorial	
Building and Land Rent / Lease	1% Per Pupil
Repairs & Maintenance	0% Per Pupil
Equipment / Furniture	
Security	
Utilities	



Charter Schools Institute
The State University of New York

New Applicaton Budget(s) & Cash Flow(s) Template
for SUNY Authorized Charter Schools

Success Academy - NYC

Contact Name: Scott Sobelman

Contact Email:

Contact Phone:

Examples

Pre-Opening Period

Operational Year ONE

July 1, 2016-June 30, 2017

Success Academy - NYC
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD
0

Total Revenue	-
Total Expenses	-
Net Income	-
Actual Student Enrollment	-
Total Paid Student Enrollment	-

DESCRIPTION OF ASSUMPTIONS

**START-UP
PERIOD**

REVENUE

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)	-	-
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) align="right">-

Special Education Revenue align="right">-

Grants

Stimulus align="right">-

DYCD (Department of Youth and Community Developmt.) align="right">-

Other align="right">-

Other align="right">-

TOTAL REVENUE FROM STATE SOURCES align="right">-

REVENUE FROM FEDERAL FUNDING

IDEA Special Needs align="right">-

Title I align="right">-

Title Funding - Other align="right">-

School Food Service (Free Lunch) align="right">-

Grants

Charter School Program (CSP) Planning & Implementation align="right">-

Other align="right">-

Other align="right">-

TOTAL REVENUE FROM FEDERAL SOURCES align="right">-

LOCAL and OTHER REVENUE

Contributions and Donations align="right">-

Fundraising align="right">-

Erate Reimbursement align="right">-

Earnings on Investments align="right">-

Interest Income align="right">-

Food Service (Income from meals) align="right">-

Text Book align="right">-

OTHER align="right">-

TOTAL REVENUE FROM LOCAL and OTHER SOURCES align="right">-

TOTAL REVENUE align="right">-

Success Academy - NYC
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD
0

DESCRIPTION OF ASSUMPTIONS

Total Revenue	-
Total Expenses	-
Net Income	-
Actual Student Enrollment	-
Total Paid Student Enrollment	-

START-UP PERIOD

EXPENSES

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

Success Academy - NYC
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD
0

Total Revenue	-
Total Expenses	-
Net Income	-
Actual Student Enrollment	-
Total Paid Student Enrollment	-

DESCRIPTION OF ASSUMPTIONS

**START-UP
PERIOD**

ENROLLMENT - *School Districts Are Linked To Above Entries*

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)	-
School District 7 (Enter Name)	-
School District 8 (Enter Name)	-
School District 9 (Enter Name)	-
School District 10 (Enter Name)	-
School District 11 (Enter Name)	-
School District 12 (Enter Name)	-
School District 13 (Enter Name)	-
School District 14 (Enter Name)	-
School District 15 (Enter Name)	-
School District - ALL OTHER	-

TOTAL ENROLLMENT -

REVENUE PER PUPIL -

EXPENSES PER PUPIL -

Success Academy - NYC
PROJECTED CASH FLOW FOR PRE-OPENING PERIOD
0

Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-

	January	February	March	April	May	June	TOTAL
REVENUE							
REVENUES FROM STATE SOURCES							
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)	-	-	-	-	-	-	-
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)	-	-	-	-	-	-	-
Special Education Revenue	-	-	-	-	-	-	-
Grants							
Stimulus	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	-	-	-	-	-	-	-
REVENUE FROM FEDERAL FUNDING							
IDEA Special Needs	-	-	-	-	-	-	-
Title I	-	-	-	-	-	-	-
Title Funding - Other	-	-	-	-	-	-	-
School Food Service (Free Lunch)	-	-	-	-	-	-	-
Grants							
Charter School Program (CSP) Planning & Implementation	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	-	-	-	-	-	-	-
LOCAL and OTHER REVENUE							
Contributions and Donations	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-	-	-
Earnings on Investments	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-

Success Academy - NYC
PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE
 July 1, 2016-June 30, 2017

Total Revenue	241,782,193	21,252,433	-	-	8,144,314	271,178,939
Total Expenses	178,369,719	28,968,539	-	-	62,176,993	269,515,251
Net Income	63,412,474	(7,716,107)	-	-	(54,032,679)	1,663,688
Actual Student Enrollment	14,185	2,120				16,305
Total Paid Student Enrollment	14,185	2,120				16,305

	PROGRAM SERVICES			SUPPORT SERVICES		TOTAL
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	

REVENUE

REVENUES FROM STATE SOURCES		CY Per Pupil Rate	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL
Per Pupil Revenue								
NEW YORK CITY	14,627	228,953,506						228,953,506
Facilities Funding	2,925					8,144,314		8,144,314
School District 3 (Enter Name)								
School District 4 (Enter Name)								
School District 5 (Enter Name)								
School District 6 (Enter Name)								
School District 7 (Enter Name)								
School District 8 (Enter Name)								
School District 9 (Enter Name)								
School District 10 (Enter Name)								
School District 11 (Enter Name)								
School District 12 (Enter Name)								
School District 13 (Enter Name)								
School District 14 (Enter Name)								
School District 15 (Enter Name)								
School District - ALL OTHER								
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	8,776	228,953,506					8,144,314	237,097,819
Special Education Revenue				19,722,528				19,722,528
Grants								
Stimulus								
DYCD (Department of Youth and Community Developmt.)		1,000,000						1,000,000
Other								
Other								
TOTAL REVENUE FROM STATE SOURCES		229,953,506		19,722,528			8,144,314	257,820,347
REVENUE FROM FEDERAL FUNDING								
IDEA Special Needs				1,529,905				1,529,905
Title I		7,948,688						7,948,688
Title Funding - Other		380,000						380,000
School Food Service (Free Lunch)								
Grants								
Charter School Program (CSP) Planning & Implementation		3,500,000						3,500,000
Other								
Other								
TOTAL REVENUE FROM FEDERAL SOURCES		11,828,688		1,529,905				13,358,592
LOCAL and OTHER REVENUE								
Contributions and Donations								
Fundraising								
Erate Reimbursement								
Earnings on Investments								
Interest Income								
Food Service (Income from meals)								
Text Book								
OTHER								
TOTAL REVENUE FROM LOCAL and OTHER SOURCES								
TOTAL REVENUE		241,782,193		21,252,433			8,144,314	271,178,939

Success Academy - NYC
PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE
 July 1, 2016-June 30, 2017

Total Revenue	241,782,193	21,252,433	-	-	8,144,314	271,178,939
Total Expenses	178,369,719	28,968,539	-	-	62,176,993	269,515,251
Net Income	63,412,474	(7,716,107)	-	-	(54,032,679)	1,663,688
Actual Student Enrollment	14,185	2,120				16,305
Total Paid Student Enrollment	14,185	2,120				16,305

	PROGRAM SERVICES			SUPPORT SERVICES		TOTAL
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	

ENROLLMENT - *School Districts Are Linked To Above Entries*						
NEW YORK CITY	14,185	2,120	-			16,305
Facilities Funding	-	-	-			-
School District 3 (Enter Name)	-	-	-			-
School District 4 (Enter Name)	-	-	-			-
School District 5 (Enter Name)	-	-	-			-
School District 6 (Enter Name)	-	-	-			-
School District 7 (Enter Name)	-	-	-			-
School District 8 (Enter Name)	-	-	-			-
School District 9 (Enter Name)	-	-	-			-
School District 10 (Enter Name)	-	-	-			-
School District 11 (Enter Name)	-	-	-			-
School District 12 (Enter Name)	-	-	-			-
School District 13 (Enter Name)	-	-	-			-
School District 14 (Enter Name)	-	-	-			-
School District 15 (Enter Name)	-	-	-			-
School District - ALL OTHER	-	-	-			-
TOTAL ENROLLMENT	14,185	2,120	-			16,305

REVENUE PER PUPIL	17,045	10,025	-			16,632
EXPENSES PER PUPIL	12,575	13,664	-			16,530

Success PROJECTED BUDGET / 0 July 1, 2		DESCRIPTION OF ASSUMPTIONS
Total Revenue		
Total Expenses		
Net Income		
Actual Student Enrollment		
Total Paid Student Enrollment		
EXPENSES		
ADMINISTRATIVE STAFF PERSONNEL COSTS		
	No. of Positions	
Executive Management	-	
Instructional Management	112.00	FY18 - 127 ; FY19 - 145 ; FY20 - 162 ; FY21 - 180
Deans, Directors & Coordinators	121.00	FY18 - 144 ; FY19 - 171 ; FY20 - 199 ; FY21 - 225
CFO / Director of Finance	-	
Operation / Business Manager	93.00	FY18 - 104 ; FY19 - 118 ; FY20 - 131 ; FY21 - 146
Administrative Staff	100.00	FY18 - 120 ; FY19 - 144 ; FY20 - 168 ; FY21 - 190
TOTAL ADMINISTRATIVE STAFF	426.00	
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	598.00	FY18 - 711 ; FY19 - 846 ; FY20 - 985 ; FY21 - 1114
Teachers - SPED	146.00	FY18 - 156 ; FY19 - 167 ; FY20 - 175 ; FY21 - 178
Substitute Teachers	-	
Teaching Assistants	289.00	FY18 - 309 ; FY19 - 331 ; FY20 - 347 ; FY21 - 353
Specialty Teachers	306.00	FY18 - 364 ; FY19 - 433 ; FY20 - 504 ; FY21 - 570
Aides	-	
Therapists & Counselors	42.00	FY18 - 45 ; FY19 - 48 ; FY20 - 50 ; FY21 - 51
Other	-	
TOTAL INSTRUCTIONAL	1,381.00	
NON-INSTRUCTIONAL PERSONNEL COSTS		
Nurse	14.00	FY18 - 14 ; FY19 - 14 ; FY20 - 14 ; FY21 - 14
Librarian	-	
Custodian	28.00	FY18 - 28 ; FY19 - 28 ; FY20 - 28 ; FY21 - 28
Security	14.00	FY18 - 14 ; FY19 - 14 ; FY20 - 14 ; FY21 - 14
Other	-	
TOTAL NON-INSTRUCTIONAL	56.00	
SUBTOTAL PERSONNEL SERVICE COSTS		1,863.00
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		Assuming 12% of Gross Salaries
Fringe / Employee Benefits		Assuming 11% of Gross Salaries
Retirement / Pension		Assuming 2% of Gross Salaries
TOTAL PAYROLL TAXES AND BENEFITS		
TOTAL PERSONNEL SERVICE COSTS		1,863.00
CONTRACTED SERVICES		
Accounting / Audit		One time annual expense of \$10,000 with 2% inflation
Legal		
Management Company Fee		15% of GenEd Per Pupil
Nurse Services		
Food Service / School Lunch		Using DOE School Foods - \$162 per scholar
Payroll Services		Assuming \$10/FT employee per pay period (24 periods/yr)
Special Ed Services		
Titlement Services (i.e. Title I)		
Other Purchased / Professional / Consulting		Employee Background Checks, Consulting and Temporary Help - Assuming \$581/employee
TOTAL CONTRACTED SERVICES		
SCHOOL OPERATIONS		
Board Expenses		
Classroom / Teaching Supplies & Materials		Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.04 economies of scale
Special Ed Supplies & Materials		Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.04 economies of scale
Textbooks / Workbooks		Assuming \$515 K-4 scholar; \$566.5 5-8 scholar; \$695.25 9-12 scholar; 0.04 economies of scale
Supplies & Materials other		Assuming \$220 K-4 scholar; \$242 5-8 scholar; \$297 9-12 scholar; 0.04 economies of scale
Equipment / Furniture		Assuming \$500 K-4 scholar; \$550 5-8 scholar; \$675 9-12 scholar
Telephone		Assuming \$750 FT Staff
Technology		Assuming \$1650 FT Staff; 0.1 economies of scale
Student Testing & Assessment		Assuming \$37 K-4 scholar; \$250 5-8 scholar; \$312.5 9-12 scholar
Field Trips		Assuming \$138 K-4 scholar; \$151.8 5-8 scholar; \$186.3 9-12 scholar
Transportation (student)		Assuming \$78 K-4 scholar; \$85.8 5-8 scholar; \$105.3 9-12 scholar
Student Services - other		Assuming \$304 K-4 scholar; \$334.4 5-8 scholar; \$410.4 9-12 scholar; 0.04 economies of scale
Office Expense		Assuming \$2500 FT Staff; 0.04 economies of scale
Staff Development		Assuming \$2000 FT Staff; 0.04 economies of scale
Staff Recruitment		\$5,000/new or replaced positions
Student Recruitment / Marketing		Adding 3 sections of K and 1 section of 1st Grade. (\$550/Open Seat + inflation). No recruitment cost for Middle or High School
School Meals / Lunch		
Travel (Staff)		Assuming \$720 FT Staff
Fundraising		
Other		Assuming \$1500 FT Staff
TOTAL SCHOOL OPERATIONS		
FACILITY OPERATION & MAINTENANCE		
Insurance		Assume \$144/scholar
Janitorial		
Building and Land Rent / Lease		Assuming \$2,500 per scholar; 1% annual inflation
Repairs & Maintenance		Assuming \$100/scholar
Equipment / Furniture		
Security		
Utilities		
TOTAL FACILITY OPERATION & MAINTENANCE		
DEPRECIATION & AMORTIZATION		
DISSOLUTION ESCROW & RESERVES / CONTINGENCY		
TOTAL EXPENSES		
NET INCOME		

<p style="text-align: right;">Success PROJECTED BUDGET / 0 July 1, 2</p>	DESCRIPTION OF ASSUMPTIONS
Total Revenue Total Expenses Net Income Actual Student Enrollment Total Paid Student Enrollment	
ENROLLMENT - *School Districts Are Linked To Above Entries* NEW YORK CITY Facilities Funding School District 3 (Enter Name) School District 4 (Enter Name) School District 5 (Enter Name) School District 6 (Enter Name) School District 7 (Enter Name) School District 8 (Enter Name) School District 9 (Enter Name) School District 10 (Enter Name) School District 11 (Enter Name) School District 12 (Enter Name) School District 13 (Enter Name) School District 14 (Enter Name) School District 15 (Enter Name) School District - ALL OTHER	
TOTAL ENROLLMENT	
REVENUE PER PUPIL	
EXPENSES PER PUPIL	

Success Academy - NYC
PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS
July 1, 2016-June 30, 2017

	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
Total Revenue	42,803,391	1,166,667	42,803,391	1,166,667	42,803,391	1,166,667	42,803,391	-	42,803,391	-	42,803,391	10,858,592	#####
Total Expenses	25,291,511	19,567,673	25,291,511	19,567,673	25,291,511	19,567,673	25,291,511	19,567,673	25,291,511	19,567,673	25,291,511	19,927,823	#####
Net Income	17,511,881	(18,401,006)	17,511,881	(18,401,006)	17,511,881	(18,401,006)	17,511,881	(19,567,673)	17,511,881	(19,567,673)	17,511,881	(9,069,231)	1,663,688
Cash Flow Adjustments	(544,957)	(544,957)	(544,957)	(544,957)	(544,957)	(544,957)	(544,957)	(544,957)	(544,957)	(544,957)	(544,957)	(544,957)	(6,539,483)
Beginning Cash Balance	16,200,000	33,166,924	14,220,961	31,187,884	12,241,921	29,208,845	10,262,882	27,229,805	7,117,176	24,084,099	3,971,469	20,938,393	16,200,000
Net Income	33,166,924	14,220,961	31,187,884	12,241,921	29,208,845	10,262,882	27,229,805	7,117,176	24,084,099	3,971,469	20,938,393	11,324,206	11,324,206
* Total Column (Column U) for all lines other than Cash Flow Adjustments should equal the Total Column (Column N) on tab '4.' Year Budget & Assumptions'.													
REVENUE													
REVENUES FROM STATE SOURCES													
Per Pupil Revenue													
NEW YORK CITY	14,627												
Facilities Funding	2,925												
School District 3 (Enter Name)	-												
School District 4 (Enter Name)	-												
School District 5 (Enter Name)	-												
School District 6 (Enter Name)	-												
School District 7 (Enter Name)	-												
School District 8 (Enter Name)	-												
School District 9 (Enter Name)	-												
School District 10 (Enter Name)	-												
School District 11 (Enter Name)	-												
School District 12 (Enter Name)	-												
School District 13 (Enter Name)	-												
School District 14 (Enter Name)	-												
School District 15 (Enter Name)	-												
School District - ALL OTHER	-												
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	8,776												
Special Education Revenue	3,287,088		3,287,088		3,287,088		3,287,088		3,287,088		3,287,088		19,722,528
Grants													
Stimulus													
DYCD (Department of Youth and Community Developmt.)												1,000,000	1,000,000
Other													
Other													
TOTAL REVENUE FROM STATE SOURCES	42,803,391		42,803,391		42,803,391		42,803,391		42,803,391		42,803,391	1,000,000	257,820,347
REVENUE FROM FEDERAL FUNDING													
IDEA Special Needs												1,529,905	1,529,905
Title I												7,948,688	7,948,688
Title Funding - Other												380,000	380,000
School Food Service (Free Lunch)													
Grants													
Charter School Program (CSP) Planning & Implementation		1,166,667		1,166,667		1,166,667							3,500,000
Other													
Other													
TOTAL REVENUE FROM FEDERAL SOURCES		1,166,667		1,166,667		1,166,667						9,858,592	13,358,592
LOCAL and OTHER REVENUE													
Contributions and Donations													
Fundraising													
Erate Reimbursement													
Earnings on Investments													
Interest Income													
Food Service (Income from meals)													
Text Book													
OTHER													
TOTAL REVENUE FROM LOCAL and OTHER SOURCES													
TOTAL REVENUE	42,803,391	1,166,667	42,803,391	1,166,667	42,803,391	1,166,667	42,803,391		42,803,391		42,803,391	10,858,592	#####

**Success Academy - NYC
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD**

*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

	2017	2018	2019	2020	2021
Total Revenue	271,178,939	318,516,282	381,939,929	447,435,031	508,849,554
Total Expenses	269,515,251	313,786,604	368,491,382	422,745,794	474,178,744
Net Income (Before Cash Flow Adjustments)	1,663,688	4,729,677	13,448,547	24,689,237	34,670,811
Actual Student Enrollment	16,305	19,380	23,063	26,852	30,378
Total Paid Student Enrollment	16,305	19,380	23,063	26,852	30,378
	Year 1	Year 2	Year 3	Year 4	Year 5
	2017	2018	2019	2020	2021
	*Year 1 should tie to Totals for Year 1 on Tabs 4 and 5				
	Per Pupil Revenue Percentage Increase				
	3.5%	0.0%	0.0%	0.0%	0.0%
REVENUE					
REVENUES FROM STATE SOURCES					
Per Pupil Revenue					
NEW YORK CITY	14,627				
School District 2 (Enter Name)	2,925				
School District 3 (Enter Name)	-				
School District 4 (Enter Name)	-				
School District 5 (Enter Name)	-				
School District 6 (Enter Name)	-				
School District 7 (Enter Name)	-				
School District 8 (Enter Name)	-				
School District 9 (Enter Name)	-				
School District 10 (Enter Name)	-				
School District 11 (Enter Name)	-				
School District 12 (Enter Name)	-				
School District 13 (Enter Name)	-				
School District 14 (Enter Name)	-				
School District 15 (Enter Name)	-				
School District - ALL OTHER	-				
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	8,776				
Special Education Revenue	19,722,528	23,442,502	27,897,458	32,480,633	36,745,622
Grants					
Stimulus	-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)	1,000,000	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	257,820,347	306,869,881	368,152,488	431,444,930	490,809,711
REVENUE FROM FEDERAL FUNDING					
IDEA Special Needs	1,529,905	1,818,468	2,164,046	2,519,569	2,850,410
Title I	7,948,688	9,447,933	11,243,395	13,090,533	14,809,433
Title Funding - Other	380,000	380,000	380,000	380,000	380,000
School Food Service (Free Lunch)	-	-	-	-	-
Grants					
Charter School Program (CSP) Planning & Implementation	3,500,000	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	13,358,592	11,646,401	13,787,441	15,990,102	18,039,844
LOCAL and OTHER REVENUE					
Contributions and Donations	-	-	-	-	-
Fundraising	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-
Earnings on Investments	-	-	-	-	-
Interest Income	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-
Text Book	-	-	-	-	-
OTHER	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	-	-	-	-
TOTAL REVENUE	271,178,939	318,516,282	381,939,929	447,435,031	508,849,554

Success Academy - NYC
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD

*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

		271,178,939	318,516,282	381,939,929	447,435,031	508,849,554
		269,515,251	313,786,604	368,491,382	422,745,794	474,178,744
		1,663,688	4,729,677	13,448,547	24,689,237	34,670,811
		16,305	19,380	23,063	26,852	30,378
		16,305	19,380	23,063	26,852	30,378
		Year 1	Year 2	Year 3	Year 4	Year 5
		2017	2018	2019	2020	2021
Total Revenue						
Total Expenses						
Net Income (Before Cash Flow Adjustments)						
Actual Student Enrollment						
Total Paid Student Enrollment						
EXPENSES						
ADMINISTRATIVE STAFF PERSONNEL COSTS						
	No. of Positions					
Executive Management		-	-	-	-	-
Instructional Management	112.00	11,510,550	13,161,193	15,150,381	17,068,256	19,134,551
Deans, Directors & Coordinators	121.00	7,088,238	8,506,069	10,184,191	11,950,940	13,633,367
CFO / Director of Finance	-	-	-	-	-	-
Operation / Business Manager	93.00	7,455,137	8,406,583	9,616,835	10,765,644	12,105,792
Administrative Staff	100.00	4,624,775	5,596,098	6,770,653	7,965,186	9,088,912
TOTAL ADMINISTRATIVE STAFF	426.00	30,678,699	35,669,943	41,722,059	47,750,027	53,962,622
INSTRUCTIONAL PERSONNEL COSTS						
Teachers - Regular	598.00	39,947,775	47,893,272	57,456,513	67,456,487	76,974,045
Teachers - SPED	146.00	9,753,136	10,508,228	11,341,889	11,984,655	12,299,264
Substitute Teachers	-	-	-	-	-	-
Teaching Assistants	289.00	14,850,665	16,011,058	17,292,331	18,279,891	18,762,490
Specialty Teachers	306.00	20,441,504	24,519,200	29,407,412	34,515,807	39,385,283
Aides	-	-	-	-	-	-
Therapists & Counselors	42.00	3,453,165	3,730,732	4,012,239	4,214,384	4,337,165
Other	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	1,381.00	88,446,245	102,662,490	119,510,384	136,451,225	151,758,247
NON-INSTRUCTIONAL PERSONNEL COSTS						
Nurse	14.00	1,164,800	1,211,392	1,259,848	1,310,242	1,362,651
Librarian	-	-	-	-	-	-
Custodian	28.00	1,456,000	1,514,240	1,574,810	1,637,802	1,703,314
Security	14.00	1,092,000	1,135,680	1,181,107	1,228,351	1,277,486
Other	-	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	56.00	3,712,800	3,861,312	4,015,764	4,176,395	4,343,451
SUBTOTAL PERSONNEL SERVICE COSTS	1,863.00	122,837,744	142,193,745	165,248,208	188,377,646	210,064,320
PAYROLL TAXES AND BENEFITS						
Payroll Taxes		14,740,529	17,063,249	19,829,785	22,605,318	25,207,718
Fringe / Employee Benefits		13,512,152	15,641,312	18,177,303	20,721,541	23,107,075
Retirement / Pension		2,456,755	2,843,875	3,304,964	3,767,553	4,201,286
TOTAL PAYROLL TAXES AND BENEFITS		30,709,436	35,548,436	41,312,052	47,094,412	52,516,080
TOTAL PERSONNEL SERVICE COSTS	1,863.00	153,547,180	177,742,182	206,560,259	235,472,058	262,580,400
CONTRACTED SERVICES						
Accounting / Audit		360,150	374,124	394,312	406,764	431,848
Legal		-	-	-	-	-
Management Company Fee		34,343,026	40,820,651	48,578,110	56,558,835	63,985,501
Nurse Services		-	-	-	-	-
Food Service / School Lunch		2,641,410	3,139,621	3,736,267	4,350,085	4,921,289
Payroll Services		447,120	512,640	590,160	666,480	735,120
Special Ed Services		-	-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-	-
Other Purchased / Professional / Consulting		1,082,403	1,241,016	1,428,679	1,613,437	1,779,603
TOTAL CONTRACTED SERVICES		38,874,109	46,088,052	54,727,528	63,595,601	71,853,361
SCHOOL OPERATIONS						
Board Expenses		-	-	-	-	-
Classroom / Teaching Supplies & Materials		7,188,104	8,270,666	9,526,566	10,737,076	11,765,490
Special Ed Supplies & Materials		1,074,085	1,235,847	1,423,510	1,604,391	1,758,062
Textbooks / Workbooks		7,953,322	9,151,129	10,540,727	11,880,104	13,017,998
Supplies & Materials other		3,397,536	3,909,220	4,502,835	5,074,996	5,561,087
Equipment / Furniture		8,378,550	10,042,081	12,048,928	14,145,778	16,146,544
Telephone		1,397,250	1,602,000	1,844,250	2,082,750	2,297,250
Technology		2,489,900	2,569,288	2,662,027	2,705,655	2,685,876
Student Testing & Assessment		1,279,558	1,693,031	2,252,444	2,877,708	3,598,182
Field Trips		2,312,480	2,771,614	3,325,504	3,904,235	4,456,446
Transportation (student)		1,307,054	1,566,565	1,879,633	2,206,741	2,518,861
Student Services - other		4,694,776	5,401,831	6,222,099	7,012,721	7,684,411
Office Expense		4,292,352	4,724,490	5,221,358	5,660,725	5,993,968
Staff Development		3,433,882	3,779,592	4,177,086	4,528,580	4,795,174
Staff Recruitment		3,431,117	2,855,928	3,185,899	3,301,444	3,293,062
Student Recruitment / Marketing		1,915,650	2,292,130	2,401,071	2,308,493	2,320,035
School Meals / Lunch		-	-	-	-	-
Travel (Staff)		1,341,360	1,537,920	1,770,480	1,999,440	2,205,360
Fundraising		-	-	-	-	-
Other		2,794,500	3,204,000	3,688,500	4,165,500	4,594,500
TOTAL SCHOOL OPERATIONS		58,681,474	66,607,331	76,672,918	86,196,336	94,692,306
FACILITY OPERATION & MAINTENANCE						
Insurance		2,223,841	2,558,762	2,947,310	3,321,815	3,639,984
Janitorial		-	-	-	-	-
Building and Land Rent / Lease		7,322,500	10,252,005	15,042,395	20,291,778	25,723,471
Repairs & Maintenance		1,630,500	1,938,038	2,306,338	2,685,238	3,037,833
Equipment / Furniture		-	-	-	-	-
Security		-	-	-	-	-
Utilities		-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE		11,176,841	14,748,805	20,296,042	26,298,831	32,401,287
DEPRECIATION & AMORTIZATION						
		7,235,647	8,600,235	10,234,635	11,182,968	12,651,389
DISSOLUTION ESCROW & RESERVES / CONTINGENCY						
		-	-	-	-	-
TOTAL EXPENSES		269,515,251	313,786,604	368,491,382	422,745,794	474,178,744
NET INCOME		1,663,688	4,729,677	13,448,547	24,689,237	34,670,811

Success Academy - NYC					
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD					
*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.					
	2017	2018	2019	2020	2021
Total Revenue	271,178,939	318,516,282	381,939,929	447,435,031	508,849,554
Total Expenses	269,515,251	313,786,604	368,491,382	422,745,794	474,178,744
Net Income (Before Cash Flow Adjustments)	1,663,688	4,729,677	13,448,547	24,689,237	34,670,811
Actual Student Enrollment	16,305	19,380	23,063	26,852	30,378
Total Paid Student Enrollment	16,305	19,380	23,063	26,852	30,378
	Year 1	Year 2	Year 3	Year 4	Year 5
	2017	2018	2019	2020	2021
ENROLLMENT - *School Districts Are Linked To Above Entries*					
NEW YORK CITY	16,305	19,380	23,063	26,852	30,378
School District 2 (Enter Name)	-	-	-	-	-
School District 3 (Enter Name)	-	-	-	-	-
School District 4 (Enter Name)	-	-	-	-	-
School District 5 (Enter Name)	-	-	-	-	-
School District 6 (Enter Name)	-	-	-	-	-
School District 7 (Enter Name)	-	-	-	-	-
School District 8 (Enter Name)	-	-	-	-	-
School District 9 (Enter Name)	-	-	-	-	-
School District 10 (Enter Name)	-	-	-	-	-
School District 11 (Enter Name)	-	-	-	-	-
School District 12 (Enter Name)	-	-	-	-	-
School District 13 (Enter Name)	-	-	-	-	-
School District 14 (Enter Name)	-	-	-	-	-
School District 15 (Enter Name)	-	-	-	-	-
School District - ALL OTHER	-	-	-	-	-
TOTAL ENROLLMENT	16,305	19,380	23,063	26,852	30,378
REVENUE PER PUPIL	16,632	16,435	16,560	16,663	16,750
EXPENSES PER PUPIL	16,530	16,191	15,977	15,743	15,609
CASH FLOW ADJUSTMENTS					
OPERATING ACTIVITIES					
Example - Add Back Depreciation	7,235,647	8,600,235	10,234,635	11,182,968	12,651,389
Subtract L Grants Receivable	-	-	-	-	-
Total Operating Activities	7,235,647	8,600,235	10,234,635	11,182,968	12,651,389
INVESTMENT ACTIVITIES					
Example - Subtract Property and Equipment Expenditures	(11,228,427)	(13,775,129)	(16,392,972)	(17,911,933)	(20,263,925)
Other	-	-	-	-	-
Total Investment Activities	(11,228,427)	(13,775,129)	(16,392,972)	(17,911,933)	(20,263,925)
FINANCING ACTIVITIES					
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-
Other	-	-	-	-	-
Total Financing Activities	-	-	-	-	-
Total Cash Flow Adjustments	(3,992,781)	(5,174,894)	(6,158,338)	(6,728,965)	(7,612,536)
NET INCOME	(2,329,093)	(445,217)	7,290,209	17,960,273	27,058,275
Beginning Cash Balance	6,673,890	4,344,797	3,899,580	11,189,789	29,150,062
ENDING CASH BALANCE	4,344,797	3,899,580	11,189,789	29,150,062	56,208,336

Success Ac		PROJECTED BUDGET / OPERATING	DESCRIPTION OF ASSUMPTIONS
*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will this Tab Should Be For the Firs			
Total Revenue			
Total Expenses			
Net Income (Before Cash Flow Adjustments)			
Actual Student Enrollment			
Total Paid Student Enrollment			
EXPENSES			
ADMINISTRATIVE STAFF PERSONNEL COSTS		No. of Positions	
Executive Management			
Instructional Management	112.00		FY18 - 127 ; FY19 - 145 ; FY20 - 162 ; FY21 - 180
Deans, Directors & Coordinators	121.00		FY18 - 144 ; FY19 - 171 ; FY20 - 199 ; FY21 - 225
CFO / Director of Finance	-		
Operation / Business Manager	93.00		FY18 - 104 ; FY19 - 118 ; FY20 - 131 ; FY21 - 146
Administrative Staff	100.00		FY18 - 120 ; FY19 - 144 ; FY20 - 168 ; FY21 - 190
TOTAL ADMINISTRATIVE STAFF	426.00		
INSTRUCTIONAL PERSONNEL COSTS			
Teachers - Regular	598.00		FY18 - 711 ; FY19 - 846 ; FY20 - 985 ; FY21 - 1114
Teachers - SPED	146.00		FY18 - 156 ; FY19 - 167 ; FY20 - 175 ; FY21 - 178
Substitute Teachers	-		
Teaching Assistants	289.00		FY18 - 309 ; FY19 - 331 ; FY20 - 347 ; FY21 - 353
Specialty Teachers	306.00		FY18 - 364 ; FY19 - 433 ; FY20 - 504 ; FY21 - 570
Aides	-		
Therapists & Counselors	42.00		FY18 - 45 ; FY19 - 48 ; FY20 - 50 ; FY21 - 51
Other	-		
TOTAL INSTRUCTIONAL	1,381.00		
NON-INSTRUCTIONAL PERSONNEL COSTS			
Nurse	14.00		FY18 - 14 ; FY19 - 14 ; FY20 - 14 ; FY21 - 14
Librarian	-		
Custodian	28.00		FY18 - 28 ; FY19 - 28 ; FY20 - 28 ; FY21 - 28
Security	14.00		FY18 - 14 ; FY19 - 14 ; FY20 - 14 ; FY21 - 14
Other	-		
TOTAL NON-INSTRUCTIONAL	56.00		
SUBTOTAL PERSONNEL SERVICE COSTS		1,863.00	
PAYROLL TAXES AND BENEFITS			
Payroll Taxes			Assuming 12% of Gross Salaries
Fringe / Employee Benefits			Assuming 11% of Gross Salaries
Retirement / Pension			Assuming 2% of Gross Salaries
TOTAL PAYROLL TAXES AND BENEFITS			
TOTAL PERSONNEL SERVICE COSTS		1,863.00	
CONTRACTED SERVICES			
Accounting / Audit			One time annual expense of \$10,000 with 2% inflation
Legal			
Management Company Fee			15% of GenEd Per Pupil
Nurse Services			
Food Service / School Lunch			Using DOE School Foods - \$162 per scholar
Payroll Services			Assuming \$10/FT employee per pay period (24 periods/yr)
Special Ed Services			
Titlement Services (i.e. Title I)			
Other Purchased / Professional / Consulting			Employee Background Checks, Consulting and Temporary Help - Assuming \$581/employee
TOTAL CONTRACTED SERVICES			
SCHOOL OPERATIONS			
Board Expenses			
Classroom / Teaching Supplies & Materials			Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.04 economies of scale
Special Ed Supplies & Materials			Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.04 economies of scale
Textbooks / Workbooks			Assuming \$515 K-4 scholar; \$566.5 5-8 scholar; \$695.25 9-12 scholar; 0.04 economies of scale
Supplies & Materials other			Assuming \$220 K-4 scholar; \$242 5-8 scholar; \$297 9-12 scholar; 0.04 economies of scale
Equipment / Furniture			Assuming \$500 K-4 scholar; \$550 5-8 scholar; \$675 9-12 scholar
Telephone			Assuming \$750 FT Staff
Technology			Assuming \$1650 FT Staff; 0.1 economies of scale
Student Testing & Assessment			Assuming \$37 K-4 scholar; \$250 5-8 scholar; \$312.5 9-12 scholar
Field Trips			Assuming \$138 K-4 scholar; \$151.8 5-8 scholar; \$186.3 9-12 scholar
Transportation (student)			Assuming \$78 K-4 scholar; \$85.8 5-8 scholar; \$105.3 9-12 scholar
Student Services - other			
Office Expense			Assuming \$304 K-4 scholar; \$334.4 5-8 scholar; \$410.4 9-12 scholar; 0.04 economies of scale
Staff Development			Assuming \$2500 FT Staff; 0.04 economies of scale
Staff Recruitment			Assuming \$2000 FT Staff; 0.04 economies of scale
Student Recruitment / Marketing			\$5,000/new or replaced positions
School Meals / Lunch			Adding 3 sections of K and 1 section of 1st Grade. (\$550/Open Seat + inflation). No recruitment cost for Middle or High School
Travel (Staff)			Assuming \$720 FT Staff
Fundraising			
Other			Assuming \$1500 FT Staff
TOTAL SCHOOL OPERATIONS			
FACILITY OPERATION & MAINTENANCE			
Insurance			Assume \$144/scholar
Janitorial			
Building and Land Rent / Lease			Assuming \$2,500 per scholar; 1% annual inflation
Repairs & Maintenance			Assuming \$100/scholar
Equipment / Furniture			
Security			
Utilities			
TOTAL FACILITY OPERATION & MAINTENANCE			
DEPRECIATION & AMORTIZATION			
DISSOLUTION ESCROW & RESERVES / CONTIGENCY			
TOTAL EXPENSES			
NET INCOME			

<p style="text-align: right;">Success Ac</p> <p style="text-align: center;">PROJECTED BUDGET / OPERATING</p>	DESCRIPTION OF ASSUMPTIONS
<p>*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will this Tab Should Be For the Firs</p> <p>Total Revenue Total Expenses Net Income (Before Cash Flow Adjustments) Actual Student Enrollment Total Paid Student Enrollment</p>	
<p>ENROLLMENT - *School Districts Are Linked To Above Entries*</p> <p>NEW YORK CITY School District 2 (Enter Name) School District 3 (Enter Name) School District 4 (Enter Name) School District 5 (Enter Name) School District 6 (Enter Name) School District 7 (Enter Name) School District 8 (Enter Name) School District 9 (Enter Name) School District 10 (Enter Name) School District 11 (Enter Name) School District 12 (Enter Name) School District 13 (Enter Name) School District 14 (Enter Name) School District 15 (Enter Name) School District - ALL OTHER</p> <p>TOTAL ENROLLMENT</p> <p>REVENUE PER PUPIL</p> <p>EXPENSES PER PUPIL</p>	
<p>CASH FLOW ADJUSTMENTS</p> <p>OPERATING ACTIVITIES Example - Add Back Depreciation Subtract L. Grants Receivable Total Operating Activities</p> <p>INVESTMENT ACTIVITIES Example - Subtract Property and Equipment Expenditures Other Total Investment Activities</p> <p>FINANCING ACTIVITIES Example - Add Expected Proceeds from a Loan or Line of Credit Other Total Financing Activities</p> <p>Total Cash Flow Adjustments</p> <p>NET INCOME</p> <p>Beginning Cash Balance</p> <p>ENDING CASH BALANCE</p>	



Charter Schools Institute
The State University of New York

New Application Budget(s) & Cash Flow(s) Template
for SUNY Authorized Charter Schools

Success Academy FY16

Contact Name:	Scott Sobelman
Contact Email:	[REDACTED]
Contact Phone:	[REDACTED]
	Examples
Pre-Opening Period	July 1, 2014 to June 30, 2015
Operational Year ONE	July 1, 2015 to June 30, 2016

**Success Academy FY16
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD
July 1, 2014 to June 30, 2015**

Total Revenue	-
Total Expenses	151,083
Net Income	(151,083)
Actual Student Enrollment	190
Total Paid Student Enrollment	190

DESCRIPTION OF ASSUMPTIONS

START-UP
PERIOD

REVENUE

REVENUES FROM STATE SOURCES

Per Pupil Revenue

CY Per Pupil Rate

New York City	14,127	-
School District 2 (Enter Name)	-	-
School District 3 (Enter Name)	-	-
School District 4 (Enter Name)	-	-
School District 5 (Enter Name)	-	-
School District 6 (Enter Name)	-	-
School District 7 (Enter Name)	-	-
School District 8 (Enter Name)	-	-
School District 9 (Enter Name)	-	-
School District 10 (Enter Name)	-	-
School District 11 (Enter Name)	-	-
School District 12 (Enter Name)	-	-
School District 13 (Enter Name)	-	-
School District 14 (Enter Name)	-	-
School District 15 (Enter Name)	-	-
School District - ALL OTHER	-	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	14,127	-
Special Education Revenue		-
Grants		-
Stimulus		-
DYCD (Department of Youth and Community Developmt.)		-
Other		-
Other		-
TOTAL REVENUE FROM STATE SOURCES		-

REVENUE FROM FEDERAL FUNDING

IDEA Special Needs	-
Title I	-
Title Funding - Other	-
School Food Service (Free Lunch)	-
Grants	-
Charter School Program (CSP) Planning & Implementation	-
Other	-
Other	-
TOTAL REVENUE FROM FEDERAL SOURCES	-

LOCAL and OTHER REVENUE

Contributions and Donations	-
Fundraising	-
Erate Reimbursement	-
Earnings on Investments	-
Interest Income	-
Food Service (Income from meals)	-
Text Book	-
OTHER	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-

TOTAL REVENUE

-

**Success Academy FY16
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD
July 1, 2014 to June 30, 2015**

DESCRIPTION OF ASSUMPTIONS

Total Revenue	-
Total Expenses	151,083
Net Income	(151,083)
Actual Student Enrollment	190
Total Paid Student Enrollment	190

**START-UP
PERIOD**

EXPENSES

ADMINISTRATIVE STAFF PERSONNEL COSTS

	No. of Positions	
Executive Management	-	-
Instructional Management	1.00	10,000
Deans, Directors & Coordinators	-	-
CFO / Director of Finance	-	-
Operation / Business Manager	2.00	8,333
Administrative Staff	-	-
TOTAL ADMINISTRATIVE STAFF	3.00	18,333

INSTRUCTIONAL PERSONNEL COSTS

Teachers - Regular	-	-
Teachers - SPED	-	-
Substitute Teachers	-	-
Teaching Assistants	-	-
Specialty Teachers	-	-
Aides	-	-
Therapists & Counselors	-	-
Other	-	-
TOTAL INSTRUCTIONAL	-	-

NON-INSTRUCTIONAL PERSONNEL COSTS

Nurse	-	-
Librarian	-	-
Custodian	-	-
Security	-	-
Other	-	-
TOTAL NON-INSTRUCTIONAL	-	-

SUBTOTAL PERSONNEL SERVICE COSTS

3.00	18,333
------	--------

PAYROLL TAXES AND BENEFITS

Payroll Taxes	2,200
Fringe / Employee Benefits	2,017
Retirement / Pension	486
TOTAL PAYROLL TAXES AND BENEFITS	4,703

TOTAL PERSONNEL SERVICE COSTS

3.00	23,036
------	--------

CONTRACTED SERVICES

Accounting / Audit	-
Legal	-
Management Company Fee	-
Nurse Services	-
Food Service / School Lunch	-
Payroll Services	120
Special Ed Services	-
Titlement Services (i.e. Title I)	-
Other Purchased / Professional / Consulting	14,510
TOTAL CONTRACTED SERVICES	14,630

SCHOOL OPERATIONS

Board Expenses	-
Classroom / Teaching Supplies & Materials	-
Special Ed Supplies & Materials	-
Textbooks / Workbooks	-
Supplies & Materials other	-
Equipment / Furniture	-
Telephone	-
Technology	-
Student Testing & Assessment	-
Field Trips	-
Transportation (student)	-
Student Services - other	-
Office Expense	-
Staff Development	-
Staff Recruitment	52,875
Student Recruitment / Marketing	52,250
School Meals / Lunch	-
Travel (Staff)	1,000
Fundraising	-
Other	-
TOTAL SCHOOL OPERATIONS	106,125

FACILITY OPERATION & MAINTENANCE

Insurance	-
Janitorial	-
Building and Land Rent / Lease	-
Repairs & Maintenance	-
Equipment / Furniture	-
Security	-
Utilities	-
TOTAL FACILITY OPERATION & MAINTENANCE	-

DEPRECIATION & AMORTIZATION

7,292

DISSOLUTION ESCROW & RESERVES / CONTIGENCY

-

TOTAL EXPENSES

151,083

NET INCOME

(151,083)

**Success Academy FY16
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD
July 1, 2014 to June 30, 2015**

Total Revenue	-	DESCRIPTION OF ASSUMPTIONS
Total Expenses	151,083	
Net Income	(151,083)	
Actual Student Enrollment	190	
Total Paid Student Enrollment	190	

START-UP
PERIOD

ENROLLMENT - *School Districts Are Linked To Above Entries*

New York City	190
School District 2 (Enter Name)	-
School District 3 (Enter Name)	-
School District 4 (Enter Name)	-
School District 5 (Enter Name)	-
School District 6 (Enter Name)	-
School District 7 (Enter Name)	-
School District 8 (Enter Name)	-
School District 9 (Enter Name)	-
School District 10 (Enter Name)	-
School District 11 (Enter Name)	-
School District 12 (Enter Name)	-
School District 13 (Enter Name)	-
School District 14 (Enter Name)	-
School District 15 (Enter Name)	-
School District - ALL OTHER	-
TOTAL ENROLLMENT	190

REVENUE PER PUPIL	-
EXPENSES PER PUPIL	795

**Success Academy FY16
PROJECTED CASH FLOW FOR PRE-OPENING PERIOD
July 1, 2014 to June 30, 2015**

	January	February	March	April	May	June	TOTAL
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
REVENUE							
REVENUES FROM STATE SOURCES							
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)	-	-	-	-	-	-	-
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)	-	-	-	-	-	-	-
Special Education Revenue	-	-	-	-	-	-	-
Grants							
Stimulus	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	-	-	-	-	-	-	-
REVENUE FROM FEDERAL FUNDING							
IDEA Special Needs	-	-	-	-	-	-	-
Title I	-	-	-	-	-	-	-
Title Funding - Other	-	-	-	-	-	-	-
School Food Service (Free Lunch)	-	-	-	-	-	-	-
Grants							
Charter School Program (CSP) Planning & Implementation	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	-	-	-	-	-	-	-
LOCAL and OTHER REVENUE							
Contributions and Donations	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-	-	-
Earnings on Investments	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-

**Success Academy FY16
PROJECTED CASH FLOW FOR PRE-OPENING PERIOD
July 1, 2014 to June 30, 2015**

		January	February	March	April	May	June	TOTAL
Total Revenue		-	-	-	-	-	-	-
Total Expenses		-	-	-	-	-	-	-
Net Income		-	-	-	-	-	-	-
Cash Flow Adjustments		-	-	-	-	-	-	-
Beginning Cash Balance		-	-	-	-	-	-	-
Net Income		-	-	-	-	-	-	-
EXPENSES								
ADMINISTRATIVE STAFF PERSONNEL COSTS								
	No. of Positions							
Executive Management	-	-	-	-	-	-	-	-
Instructional Management	-	-	-	-	-	-	-	-
Deans, Directors & Coordinators	-	-	-	-	-	-	-	-
CFO / Director of Finance	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-	-	-
Administrative Staff	-	-	-	-	-	-	-	-
TOTAL ADMINISTRATIVE STAFF		-	-	-	-	-	-	-
INSTRUCTIONAL PERSONNEL COSTS								
Teachers - Regular	-	-	-	-	-	-	-	-
Teachers - SPED	-	-	-	-	-	-	-	-
Substitute Teachers	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-	-
Specialty Teachers	-	-	-	-	-	-	-	-
Aides	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
TOTAL INSTRUCTIONAL		-	-	-	-	-	-	-
NON-INSTRUCTIONAL PERSONNEL COSTS								
Nurse	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-
Custodian	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL		-	-	-	-	-	-	-
SUBTOTAL PERSONNEL SERVICE COSTS								
PAYROLL TAXES AND BENEFITS								
Payroll Taxes		-	-	-	-	-	-	-
Fringe / Employee Benefits		-	-	-	-	-	-	-
Retirement / Pension		-	-	-	-	-	-	-
TOTAL PAYROLL TAXES AND BENEFITS		-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICE COSTS								
CONTRACTED SERVICES								
Accounting / Audit		-	-	-	-	-	-	-
Legal		-	-	-	-	-	-	-
Management Company Fee		-	-	-	-	-	-	-
Nurse Services		-	-	-	-	-	-	-
Food Service / School Lunch		-	-	-	-	-	-	-
Payroll Services		-	-	-	-	-	-	-
Special Ed Services		-	-	-	-	-	-	-
Titelment Services (i.e. Title I)		-	-	-	-	-	-	-
Other Purchased / Professional / Consulting		-	-	-	-	-	-	-
TOTAL CONTRACTED SERVICES		-	-	-	-	-	-	-
SCHOOL OPERATIONS								
Board Expenses		-	-	-	-	-	-	-
Classroom / Teaching Supplies & Materials		-	-	-	-	-	-	-
Special Ed Supplies & Materials		-	-	-	-	-	-	-
Textbooks / Workbooks		-	-	-	-	-	-	-
Supplies & Materials other		-	-	-	-	-	-	-
Equipment / Furniture		-	-	-	-	-	-	-
Telephone		-	-	-	-	-	-	-
Technology		-	-	-	-	-	-	-
Student Testing & Assessment		-	-	-	-	-	-	-
Field Trips		-	-	-	-	-	-	-
Transportation (student)		-	-	-	-	-	-	-
Student Services - other		-	-	-	-	-	-	-
Office Expense		-	-	-	-	-	-	-
Staff Development		-	-	-	-	-	-	-
Staff Recruitment		-	-	-	-	-	-	-
Student Recruitment / Marketing		-	-	-	-	-	-	-
School Meals / Lunch		-	-	-	-	-	-	-
Travel (Staff)		-	-	-	-	-	-	-
Fundraising		-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS		-	-	-	-	-	-	-
FACILITY OPERATION & MAINTENANCE								
Insurance		-	-	-	-	-	-	-
Janitorial		-	-	-	-	-	-	-
Building and Land Rent / Lease		-	-	-	-	-	-	-
Repairs & Maintenance		-	-	-	-	-	-	-
Equipment / Furniture		-	-	-	-	-	-	-
Security		-	-	-	-	-	-	-
Utilities		-	-	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE		-	-	-	-	-	-	-
DEPRECIATION & AMORTIZATION								
DISSOLUTION ESCROW & RESERVES / CONTIGENCY								
TOTAL EXPENSES								
NET INCOME								
CASH FLOW ADJUSTMENTS								
OPERATING ACTIVITIES								
Example - Add Back Depreciation		-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-
Total Operating Activities		-	-	-	-	-	-	-
INVESTMENT ACTIVITIES								
Example - Subtract Property and Equipment Expenditures		-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-
Total Investment Activities		-	-	-	-	-	-	-
FINANCING ACTIVITIES								
Example - Add Expected Proceeds from a Loan or Line of Credit		-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-
Total Financing Activities		-	-	-	-	-	-	-
Total Cash Flow Adjustments		-	-	-	-	-	-	-
NET INCOME								
Beginning Cash Balance		-	-	-	-	-	-	-
ENDING CASH BALANCE		-	-	-	-	-	-	-

Success Academy FY16 PROJECTED CASH FLOW FOR DISCRETIONARY PLANNING YEAR * January 1, 2014 to June 30, 2014													
* This section should be left blank unless and/or until the charter agreement is duly modified to include a planning year													
	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-	-	-	35,042	44,380	71,661	151,083
Net Income	-	-	-	-	-	-	-	-	-	(35,042)	(44,380)	(71,661)	(151,083)
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	(97,917)	(144,792)	(242,708)
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	(35,042)	(142,297)	(216,453)	(393,791)
EXPENSES													
ADMINISTRATIVE STAFF PERSONNEL COSTS													
	No. of Positions												
Executive Management	-	-	-	-	-	-	-	-	-	-	-	-	-
Instructional Management	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000
Deans, Directors & Coordinators	-	-	-	-	-	-	-	-	-	-	-	-	-
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-	-	-	-	-	-	8,333	8,333
Administrative Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMINISTRATIVE STAFF	-	-	-	-	-	-	-	-	-	-	-	18,333	18,333
INSTRUCTIONAL PERSONNEL COSTS													
Teachers - Regular	-	-	-	-	-	-	-	-	-	-	-	-	-
Teachers - SPED	-	-	-	-	-	-	-	-	-	-	-	-	-
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-	-	-	-	-	-	-
Specialty Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-
Aides	-	-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	-	-	-	-	-	-	-	-	-	-	-	-	-
NON-INSTRUCTIONAL PERSONNEL COSTS													
Nurse	-	-	-	-	-	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-
Custodian	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL PERSONNEL SERVICE COSTS	-	-	-	-	-	-	-	-	-	-	-	18,333	18,333
PAYROLL TAXES AND BENEFITS													
Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	2,200	2,200
Fringe / Employee Benefits	-	-	-	-	-	-	-	-	-	-	-	2,017	2,017
Retirement / Pension	-	-	-	-	-	-	-	-	-	-	-	486	486
TOTAL PAYROLL TAXES AND BENEFITS	-	-	-	-	-	-	-	-	-	-	-	4,703	4,703
TOTAL PERSONNEL SERVICE COSTS	-	-	-	-	-	-	-	-	-	-	-	23,036	23,036
CONTRACTED SERVICES													
Accounting / Audit	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Company Fee	-	-	-	-	-	-	-	-	-	-	-	-	-
Nurse Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Services	-	-	-	-	-	-	-	-	-	-	-	120	120
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Titelment Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting	-	-	-	-	-	-	-	-	-	-	7,255	7,255	14,510
TOTAL CONTRACTED SERVICES	-	-	-	-	-	-	-	-	-	-	7,255	7,375	14,630
SCHOOL OPERATIONS													
Board Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Classroom / Teaching Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Textbooks / Workbooks	-	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials other	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephone	-	-	-	-	-	-	-	-	-	-	-	-	-
Technology	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Testing & Assessment	-	-	-	-	-	-	-	-	-	-	-	-	-
Field Trips	-	-	-	-	-	-	-	-	-	-	-	-	-
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	-	-	-	-	-	-	-	-	-	-	-	-
Office Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Recruitment / Marketing	-	-	-	-	-	-	-	-	-	17,625	17,625	17,625	52,875
School Meals / Lunch	-	-	-	-	-	-	-	-	-	17,417	17,417	17,417	52,250
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	1,000	1,000
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS	-	-	-	-	-	-	-	-	-	35,042	35,042	36,042	106,125
FACILITY OPERATION & MAINTENANCE													
Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Land Rent / Lease	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-
DEPRECIATION & AMORTIZATION													
	-	-	-	-	-	-	-	-	-	-	2,083	5,208	7,292
DISSOLUTION ESCROW & RESERVES / CONTINGENCY													
	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	-	-	-	-	-	-	-	-	-	35,042	44,380	71,661	151,083
NET INCOME	-	-	-	-	-	-	-	-	-	(35,042)	(44,380)	(71,661)	(151,083)
CASH FLOW ADJUSTMENTS													
OPERATING ACTIVITIES													
Example - Add Back Depreciation	-	-	-	-	-	-	-	-	-	-	2,083	5,208	7,292
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Activities	-	-	-	-	-	-	-	-	-	-	2,083	5,208	7,292
INVESTMENT ACTIVITIES													
Example - Subtract Property and Equipment Expenditures	-	-	-	-	-	-	-	-	-	-	(100,000)	(150,000)	(250,000)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Investment Activities	-	-	-	-	-	-	-	-	-	-	(100,000)	(150,000)	(250,000)
FINANCING ACTIVITIES													
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	(97,917)	(144,792)	(242,708)
NET INCOME	-	-	-	-	-	-	-	-	-	(35,042)	(142,297)	(216,453)	(393,791)
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
ENDING CASH BALANCE	-	-	-	-	-	-	-	-	-	(35,042)	(142,297)	(216,453)	(393,791)

**Success Academy FY16
PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE
July 1, 2015 to June 30, 2016**

Total Revenue	3,129,390	247,652	-	-	504,616	3,881,658
Total Expenses	2,196,985	366,802	-	-	1,395,462	3,959,249
Net Income	932,404	(119,150)	-	-	(890,846)	(77,591)
Actual Student Enrollment	165	25				190
Total Paid Student Enrollment	165	25				190

	PROGRAM SERVICES			SUPPORT SERVICES		TOTAL
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	

REVENUE

REVENUES FROM STATE SOURCES		CY Per Pupil Rate	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL
Per Pupil Revenue								
New York City	14127	2,576,765	-	-	-	-	-	2,576,765
Facilities Funding	2,825	-	-	-	-	504,616	-	504,616
School District 3 (Enter Name)	-	-	-	-	-	-	-	-
School District 4 (Enter Name)	-	-	-	-	-	-	-	-
School District 5 (Enter Name)	-	-	-	-	-	-	-	-
School District 6 (Enter Name)	-	-	-	-	-	-	-	-
School District 7 (Enter Name)	-	-	-	-	-	-	-	-
School District 8 (Enter Name)	-	-	-	-	-	-	-	-
School District 9 (Enter Name)	-	-	-	-	-	-	-	-
School District 10 (Enter Name)	-	-	-	-	-	-	-	-
School District 11 (Enter Name)	-	-	-	-	-	-	-	-
School District 12 (Enter Name)	-	-	-	-	-	-	-	-
School District 13 (Enter Name)	-	-	-	-	-	-	-	-
School District 14 (Enter Name)	-	-	-	-	-	-	-	-
School District 15 (Enter Name)	-	-	-	-	-	-	-	-
School District - ALL OTHER	-	-	-	-	-	-	-	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	8,476	2,576,765	-	-	-	504,616	-	3,081,381
Special Education Revenue				229,824				229,824
Grants								
Stimulus								
DYCD (Department of Youth and Community Developmt.)		100,000						100,000
Other								
Other								
TOTAL REVENUE FROM STATE SOURCES		2,676,765		229,824	-	-	504,616	3,411,205
REVENUE FROM FEDERAL FUNDING								
IDEA Special Needs				17,828				17,828
Title I		92,625						92,625
Title Funding - Other		10,000						10,000
School Food Service (Free Lunch)								
Grants								
Charter School Program (CSP) Planning & Implementation		350,000						350,000
Other								
Other								
TOTAL REVENUE FROM FEDERAL SOURCES		452,625		17,828	-	-	-	470,453
LOCAL and OTHER REVENUE								
Contributions and Donations								
Fundraising								
Erate Reimbursement								
Earnings on Investments								
Interest Income								
Food Service (Income from meals)								
Text Book								
OTHER								
TOTAL REVENUE FROM LOCAL and OTHER SOURCES								
TOTAL REVENUE		3,129,390		247,652	-	-	504,616	3,881,658

Success Academy FY16
PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE
 July 1, 2015 to June 30, 2016

Total Revenue	3,129,390	247,652	-	-	504,616	3,881,658
Total Expenses	2,196,985	366,802	-	-	1,395,462	3,959,249
Net Income	932,404	(119,150)	-	-	(890,846)	(77,591)
Actual Student Enrollment	165	25				190
Total Paid Student Enrollment	165	25				190

	PROGRAM SERVICES			SUPPORT SERVICES		TOTAL
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	

ENROLLMENT - *School Districts Are Linked To Above Entries*						
New York City	165	25	-			190
Facilities Funding	-	-	-			-
School District 3 (Enter Name)	-	-	-			-
School District 4 (Enter Name)	-	-	-			-
School District 5 (Enter Name)	-	-	-			-
School District 6 (Enter Name)	-	-	-			-
School District 7 (Enter Name)	-	-	-			-
School District 8 (Enter Name)	-	-	-			-
School District 9 (Enter Name)	-	-	-			-
School District 10 (Enter Name)	-	-	-			-
School District 11 (Enter Name)	-	-	-			-
School District 12 (Enter Name)	-	-	-			-
School District 13 (Enter Name)	-	-	-			-
School District 14 (Enter Name)	-	-	-			-
School District 15 (Enter Name)	-	-	-			-
School District - ALL OTHER	-	-	-			-
TOTAL ENROLLMENT	165	25	-			190

REVENUE PER PUPIL	18,966	9,906	-			20,430
EXPENSES PER PUPIL	13,315	14,672	-			20,838

Success
PROJECTED BUDGET / (
July 1, 20

DESCRIPTION OF ASSUMPTIONS

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

REVENUE

REVENUES FROM STATE SOURCES

Per Pupil Revenue	CY Per Pupil Rate
New York City	14,127
Facilities Funding	2,825
School District 3 (Enter Name)	-
School District 4 (Enter Name)	-
School District 5 (Enter Name)	-
School District 6 (Enter Name)	-
School District 7 (Enter Name)	-
School District 8 (Enter Name)	-
School District 9 (Enter Name)	-
School District 10 (Enter Name)	-
School District 11 (Enter Name)	-
School District 12 (Enter Name)	-
School District 13 (Enter Name)	-
School District 14 (Enter Name)	-
School District 15 (Enter Name)	-
School District - ALL OTHER	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	8,476

Special Education Revenue
Grants
Stimulus
DYCD (Department of Youth and Community Developmt.)
Other
Other

TOTAL REVENUE FROM STATE SOURCES

REVENUE FROM FEDERAL FUNDING

IDEA Special Needs
Title I
Title Funding - Other
School Food Service (Free Lunch)
Grants
Charter School Program (CSP) Planning & Implementation
Other
Other

TOTAL REVENUE FROM FEDERAL SOURCES

LOCAL and OTHER REVENUE

Contributions and Donations
Fundraising
Erate Reimbursement
Earnings on Investments
Interest Income
Food Service (Income from meals)
Text Book
OTHER

TOTAL REVENUE FROM LOCAL and OTHER SOURCES

TOTAL REVENUE

Assuming 4% Annual Attrition during school year
Assuming 4% Annual Attrition during school year; 20% of Gen Ed funding received

Conservatively assuming total Special Ed scholars receive per pupil funding and that the average per pupil funding is \$14,000 @ 9% total population; 4% Attrition

Startup Year Only

Assuming current rate of \$1,086 per Special Education Scholar 9% of Special Education population
Assuming \$650 per scholar for 75% of scholars being FRPL
Appx \$10,000 per charter

First Year Startup Grant

Success PROJECTED BUDGET / (C) July 1, 20		DESCRIPTION OF ASSUMPTIONS
Total Revenue		
Total Expenses		
Net Income		
Actual Student Enrollment		
Total Paid Student Enrollment		
EXPENSES		
ADMINISTRATIVE STAFF PERSONNEL COSTS		
	No. of Positions	
Executive Management	1.00	
Instructional Management	1.00	
Deans, Directors & Coordinators	-	
CFO / Director of Finance	2.00	
Operation / Business Manager	1.00	
Administrative Staff	5.00	
TOTAL ADMINISTRATIVE STAFF	5.00	
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	7.00	
Teachers - SPED	2.00	
Substitute Teachers	-	
Teaching Assistants	7.00	
Specialty Teachers	2.00	
Aides	-	
Therapists & Counselors	0.50	
Other	-	
TOTAL INSTRUCTIONAL	18.50	
NON-INSTRUCTIONAL PERSONNEL COSTS		
Nurse	1.00	
Librarian	-	
Custodian	2.00	
Security	1.00	
Other	-	
TOTAL NON-INSTRUCTIONAL	4.00	
SUBTOTAL PERSONNEL SERVICE COSTS		27.50
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		Assuming 12% of Gross Salaries
Fringe / Employee Benefits		Assuming 11% of Gross Salaries
Retirement / Pension		Assuming 2% of Gross Salaries
TOTAL PAYROLL TAXES AND BENEFITS		
TOTAL PERSONNEL SERVICE COSTS		27.50
CONTRACTED SERVICES		
Accounting / Audit		One time annual expense of \$7,500 with 2% inflation
Legal		
Management Company Fee		15% of GenEd Per Pupil
Nurse Services		
Food Service / School Lunch		Using DOE School Foods - \$162 per scholar
Payroll Services		Assuming \$10/FT employee per pay period (24 periods/yr)
Special Ed Services		
Titlement Services (i.e. Title I)		
Other Purchased / Professional / Consulting		Employee Background Checks, Consulting and Temporary Help - Assuming \$581/employee
TOTAL CONTRACTED SERVICES		
SCHOOL OPERATIONS		
Board Expenses		
Classroom / Teaching Supplies & Materials		Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.05 economies of scale
Special Ed Supplies & Materials		Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.05 economies of scale
Textbooks / Workbooks		Assuming \$515 K-4 scholar; \$566.5 5-8 scholar; \$695.25 9-12 scholar; 0.05 economies of scale
Supplies & Materials other		Assuming \$220 K-4 scholar; \$242 5-8 scholar; \$297 9-12 scholar; 0.05 economies of scale
Equipment / Furniture		Assuming \$500 K-4 scholar; \$550 5-8 scholar; \$675 9-12 scholar
Telephone		Assuming \$750 FT Staff
Technology		Assuming \$1650 FT Staff; 0.1 economies of scale
Student Testing & Assessment		Assuming \$37 K-4 scholar; \$250 5-8 scholar; \$312.5 9-12 scholar
Field Trips		Assuming \$138 K-4 scholar; \$151.8 5-8 scholar; \$186.3 9-12 scholar
Transportation (student)		Assuming \$78 K-4 scholar; \$85.8 5-8 scholar; \$105.3 9-12 scholar
Student Services - other		Assuming \$304 K-4 scholar; \$334.4 5-8 scholar; \$410.4 9-12 scholar; 0.05 economies of scale
Office Expense		Assuming \$2500 FT Staff; 0.05 economies of scale
Staff Development		Assuming \$1500 FT Staff; 0.05 economies of scale
Staff Recruitment		\$5,000/new or replaced positions
Student Recruitment / Marketing		Adding 3 sections of K and 1 section of 1st Grade. (\$550/Open Seat + inflation). No recruitment cost for Middle or High School
School Meals / Lunch		
Travel (Staff)		Assuming \$720 FT Staff
Fundraising		
Other		Assuming \$1500 FT Staff
TOTAL SCHOOL OPERATIONS		
FACILITY OPERATION & MAINTENANCE		
Insurance		Assume \$144/scholar
Janitorial		
Building and Land Rent / Lease		Assuming \$2,500 per scholar; 1% annual inflation
Repairs & Maintenance		Assuming \$100/scholar
Equipment / Furniture		
Security		
Utilities		
TOTAL FACILITY OPERATION & MAINTENANCE		
DEPRECIATION & AMORTIZATION		
DISSOLUTION ESCROW & RESERVES / CONTINGENCY		
TOTAL EXPENSES		
NET INCOME		

<p style="text-align: right;">Success PROJECTED BUDGET / C July 1, 20</p>	DESCRIPTION OF ASSUMPTIONS
Total Revenue Total Expenses Net Income Actual Student Enrollment Total Paid Student Enrollment	
ENROLLMENT - *School Districts Are Linked To Above Entries* New York City Facilities Funding School District 3 (Enter Name) School District 4 (Enter Name) School District 5 (Enter Name) School District 6 (Enter Name) School District 7 (Enter Name) School District 8 (Enter Name) School District 9 (Enter Name) School District 10 (Enter Name) School District 11 (Enter Name) School District 12 (Enter Name) School District 13 (Enter Name) School District 14 (Enter Name) School District 15 (Enter Name) School District - ALL OTHER TOTAL ENROLLMENT	
REVENUE PER PUPIL	
EXPENSES PER PUPIL	

**Success Academy FY16
PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS
July 1, 2015 to June 30, 2016**

Total Revenue	551,868	-	701,868	-	551,868	120,525	551,868	-	651,868	-	551,868	199,928	3,881,658
Total Expenses	357,504	294,022	359,379	295,897	361,452	298,168	363,723	299,553	364,223	300,053	364,723	300,553	3,959,249
Net Income	194,364	(294,022)	342,489	(295,897)	190,416	(177,643)	188,145	(299,553)	287,645	(300,053)	187,145	(100,626)	(77,591)
Cash Flow Adjustments	(38,854)	(37,917)	(36,979)	(36,042)	(44,406)	(43,271)	(42,135)	615	865	1,115	1,365	1,615	(274,031)
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	155,510	(331,939)	305,510	(331,939)	146,010	(220,914)	146,010	(298,939)	288,510	(298,939)	188,510	(99,011)	(351,622)

	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
REVENUE													
REVENUES FROM STATE SOURCES													
Per Pupil Revenue	* Total Column (Column U) for all lines other than Cash Flow Adjustments should equal the Total Column (Column N) on tab '4.' Year Budget & Assumptions'.												
New York City	429,461	-	429,461	-	429,461	-	429,461	-	429,461	-	429,461	-	2,576,765
Facilities Funding	84,103	-	84,103	-	84,103	-	84,103	-	84,103	-	84,103	-	504,616
School District 3 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 4 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 5 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 6 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 7 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 8 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 9 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 10 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 11 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 12 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 13 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 14 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District 15 (Enter Name)	-	-	-	-	-	-	-	-	-	-	-	-	-
School District - ALL OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	513,564	-	513,564	-	513,564	-	513,564	-	513,564	-	513,564	-	3,081,381
Special Education Revenue	38,304	-	38,304	-	38,304	-	38,304	-	38,304	-	38,304	-	229,824
Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Stimulus	-	-	-	-	-	-	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)	-	-	-	-	-	-	-	-	-	-	-	100,000	100,000
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	551,868	-	551,868	-	551,868	-	551,868	-	551,868	-	551,868	100,000	3,411,205
REVENUE FROM FEDERAL FUNDING													
IDEA Special Needs	-	-	-	-	-	-	-	-	-	-	-	-	17,828
Title I	-	-	-	-	-	18,525	-	-	-	-	-	-	74,100
Title Funding - Other	-	-	-	-	-	2,000	-	-	-	-	-	-	8,000
School Food Service (Free Lunch)	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Charter School Program (CSP) Planning & Implementation	-	-	150,000	-	-	100,000	-	-	100,000	-	-	-	350,000
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	-	-	150,000	-	-	120,525	-	-	100,000	-	-	-	470,453
LOCAL and OTHER REVENUE													
Contributions and Donations	-	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-	-	-	-	-	-	-	-	-
Earnings on Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	551,868	-	701,868	-	551,868	120,525	551,868	-	651,868	-	551,868	199,928	3,881,658

**Success Academy FY16
PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS
July 1, 2015 to June 30, 2016**

Total Revenue	551,868	-	701,868	-	551,868	120,525	551,868	-	651,868	-	551,868	199,928	3,881,658
Total Expenses	357,504	294,022	359,379	295,897	361,452	298,168	363,723	299,553	364,223	300,053	364,723	300,553	3,959,249
Net Income	194,364	(294,022)	342,489	(295,897)	190,416	(177,643)	188,145	(299,553)	287,645	(300,053)	187,145	(100,626)	(77,591)
Cash Flow Adjustments	(38,854)	(37,917)	(36,979)	(36,042)	(44,406)	(43,271)	(42,135)	615	865	1,115	1,365	1,615	(274,031)
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	155,510	(331,939)	305,510	(331,939)	146,010	(220,914)	146,010	(298,939)	288,510	(298,939)	188,510	(99,011)	(351,622)

	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	
EXPENSES														
ADMINISTRATIVE STAFF PERSONNEL COSTS														
	No. of Positions													
Executive Management	-	-	-	-	-	-	-	-	-	-	-	-	-	
Instructional Management	1.00	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	80,000	
Deans, Directors & Coordinators	1.00	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	57,000	
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	
Operation / Business Manager	2.00	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	156,000	
Administrative Staff	1.00	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000	
TOTAL ADMINISTRATIVE STAFF	5.00	28,167	28,167	28,167	28,167	28,167	28,167	28,167	28,167	28,167	28,167	28,167	338,000	
INSTRUCTIONAL PERSONNEL COSTS														
Teachers - Regular	7.00	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000	
Teachers - SPED	2.00	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000	
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-	
Teaching Assistants	7.00	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	336,000	
Specialty Teachers	2.00	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000	
Aides	-	-	-	-	-	-	-	-	-	-	-	-	-	
Therapists & Counselors	0.50	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	40,000	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INSTRUCTIONAL	18.50	86,333	86,333	86,333	86,333	86,333	86,333	86,333	86,333	86,333	86,333	86,333	1,036,000	
NON-INSTRUCTIONAL PERSONNEL COSTS														
Nurse	1.00	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	80,000	
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-	
Custodian	2.00	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000	
Security	1.00	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL NON-INSTRUCTIONAL	4.00	21,250	21,250	21,250	21,250	21,250	21,250	21,250	21,250	21,250	21,250	21,250	255,000	
SUBTOTAL PERSONNEL SERVICE COSTS	27.50	135,750	135,750	135,750	135,750	135,750	135,750	135,750	135,750	135,750	135,750	135,750	1,629,000	
PAYROLL TAXES AND BENEFITS														
Payroll Taxes	-	16,290	16,290	16,290	16,290	16,290	16,290	16,290	16,290	16,290	16,290	16,290	195,480	
Fringe / Employee Benefits	-	14,933	14,933	14,933	14,933	14,933	14,933	14,933	14,933	14,933	14,933	14,933	179,190	
Retirement / Pension	-	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715	32,580	
TOTAL PAYROLL TAXES AND BENEFITS	-	33,938	33,938	33,938	33,938	33,938	33,938	33,938	33,938	33,938	33,938	33,938	407,250	
TOTAL PERSONNEL SERVICE COSTS	27.50	169,688	169,688	169,688	169,688	169,688	169,688	169,688	169,688	169,688	169,688	169,688	2,036,250	
CONTRACTED SERVICES														
Accounting / Audit	-	625	625	625	625	625	625	625	625	625	625	625	7,500	
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	
Management Company Fee	-	64,419	-	64,419	-	64,419	-	64,419	-	64,419	-	64,419	386,515	
Nurse Services	-	-	-	-	-	-	-	-	-	-	-	-	-	
Food Service / School Lunch	-	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	30,780	
Payroll Services	-	550	550	550	550	550	550	550	550	550	550	550	6,600	
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-	-	-	
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Purchased / Professional / Consulting	-	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	15,978	
TOTAL CONTRACTED SERVICES	-	69,491	5,071	69,491	5,071	69,491	5,071	69,491	5,071	69,491	5,071	69,491	447,372	
SCHOOL OPERATIONS														
Board Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	
Classroom / Teaching Supplies & Materials	-	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	84,898	
Special Ed Supplies & Materials	-	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	12,686	
Textbooks / Workbooks	-	7,828	7,828	7,828	7,828	7,828	7,828	7,828	7,828	7,828	7,828	7,828	93,936	
Supplies & Materials other	-	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	40,128	
Equipment / Furniture	-	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	95,000	
Telephone	-	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	20,625	
Technology	-	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	40,838	
Student Testing & Assessment	-	586	586	586	586	586	586	586	586	586	586	586	7,030	
Field Trips	-	2,185	2,185	2,185	2,185	2,185	2,185	2,185	2,185	2,185	2,185	2,185	26,220	
Transportation (student)	-	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	14,820	
Student Services - other	-	4,621	4,621	4,621	4,621	4,621	4,621	4,621	4,621	4,621	4,621	4,621	55,450	
Office Expense	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	66,000	
Staff Development	-	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	39,600	
Staff Recruitment	-	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	132,000	
Student Recruitment / Marketing	-	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	35,613	
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-	
Travel (Staff)	-	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	19,800	
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	3,438	3,438	3,438	3,438	3,438	3,438	3,438	3,438	3,438	3,438	3,438	41,250	
TOTAL SCHOOL OPERATIONS	-	68,824	68,824	68,824	68,824	68,824	68,824	68,824	68,824	68,824	68,824	68,824	825,893	
FACILITY OPERATION & MAINTENANCE														
Insurance	-	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	26,266	
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-	
Building and Land Rent / Lease	-	39,583	39,583	39,583	39,583	39,583	39,583	39,583	39,583	39,583	39,583	39,583	475,000	
Repairs & Maintenance	-	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	19,000	
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-	
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL FACILITY OPERATION & MAINTENANCE	-	43,355	43,355	43,355	43,355	43,355	43,355	43,355	43,355	43,355	43,355	43,355	520,266	
DEPRECIATION & AMORTIZATION														
	-	6,146	7,083	8,021	8,958	10,094	11,229	12,365	12,615	12,865	13,115	13,365	13,615	129,469
DISSOLUTION ESCROW & RESERVES / CONTINGENCY														
	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES	-	357,504	294,022	359,379	295,897	361,452	298,168	363,723	299,553	364,223	300,053	364,723	3,959,249	
NET INCOME	-	194,364	(294,022)	342,489	(295,897)	190,416	(177,643)	188,145	(299,553)	287,645	(3			

**Success Academy FY16
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD**

***NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

	3,881,658	4,655,682	7,071,436	9,487,190	12,553,340
Total Revenue	3,881,658	4,655,682	7,071,436	9,487,190	12,553,340
Total Expenses	3,959,249	5,041,266	7,095,845	9,088,265	11,907,250
Net Income (Before Cash Flow Adjustments)	(77,591)	(385,585)	(24,409)	398,925	646,091
Actual Student Enrollment	190	250	380	510	675
Total Paid Student Enrollment	190	250	380	510	675
	Year 1	Year 2	Year 3	Year 4	Year 5
	2016	2017	2018	2019	2020
	*Year 1 should tie to Totals for Year 1 on Tabs 4 and 5				
	Per Pupil Revenue Percentage Increase				
	2.5%	3.5%	0.0%	0.0%	0.0%
REVENUE					
REVENUES FROM STATE SOURCES					
Per Pupil Revenue					
New York City	14,127				
School District 2 (Enter Name)	2,825				
School District 3 (Enter Name)	-				
School District 4 (Enter Name)	-				
School District 5 (Enter Name)	-				
School District 6 (Enter Name)	-				
School District 7 (Enter Name)	-				
School District 8 (Enter Name)	-				
School District 9 (Enter Name)	-				
School District 10 (Enter Name)	-				
School District 11 (Enter Name)	-				
School District 12 (Enter Name)	-				
School District 13 (Enter Name)	-				
School District 14 (Enter Name)	-				
School District 15 (Enter Name)	-				
School District - ALL OTHER	-				
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	8,476				
Special Education Revenue					
Grants					
Stimulus					
DYCD (Department of Youth and Community Developmt.)	100,000				
Other					
Other					
TOTAL REVENUE FROM STATE SOURCES	3,411,205	4,500,349	6,840,530	9,180,712	12,150,942
REVENUE FROM FEDERAL FUNDING					
IDEA Special Needs	17,828	23,458	35,656	47,854	63,336
Title I	92,625	121,875	185,250	248,625	329,063
Title Funding - Other	10,000	10,000	10,000	10,000	10,000
School Food Service (Free Lunch)					
Grants					
Charter School Program (CSP) Planning & Implementation	350,000				
Other					
Other					
TOTAL REVENUE FROM FEDERAL SOURCES	470,453	155,333	230,906	306,479	402,398
LOCAL and OTHER REVENUE					
Contributions and Donations					
Fundraising					
Erate Reimbursement					
Earnings on Investments					
Interest Income					
Food Service (Income from meals)					
Text Book					
OTHER					
TOTAL REVENUE FROM LOCAL and OTHER SOURCES					
TOTAL REVENUE	3,881,658	4,655,682	7,071,436	9,487,190	12,553,340

**Success Academy FY16
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD**

*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

Total Revenue	3,881,658	4,655,682	7,071,436	9,487,190	12,553,340
Total Expenses	3,959,249	5,041,266	7,095,845	9,088,265	11,907,250
Net Income (Before Cash Flow Adjustments)	(77,591)	(385,585)	(24,409)	398,925	646,091
Actual Student Enrollment	190	250	380	510	675
Total Paid Student Enrollment	190	250	380	510	675

	Year 1	Year 2	Year 3	Year 4	Year 5
	2016	2017	2018	2019	2020

EXPENSES

	No. of Positions				
ADMINISTRATIVE STAFF PERSONNEL COSTS					
Executive Management	-	-	-	-	-
Instructional Management	1.00	80,000	160,000	160,000	240,000
Deans, Directors & Coordinators	1.00	57,000	57,000	114,000	171,000
CFO / Director of Finance	-	-	-	-	-
Operation / Business Manager	2.00	156,000	156,000	156,000	236,531
Administrative Staff	1.00	45,000	45,000	90,000	113,717
TOTAL ADMINISTRATIVE STAFF	5.00	338,000	418,000	520,000	832,982
INSTRUCTIONAL PERSONNEL COSTS					
Teachers - Regular	7.00	420,000	540,000	840,000	1,455,573
Teachers - SPED	2.00	120,000	180,000	300,000	420,000
Substitute Teachers	-	-	-	-	-
Teaching Assistants	7.00	336,000	384,000	480,000	727,787
Specialty Teachers	2.00	120,000	240,000	390,000	545,840
Aides	-	-	-	-	-
Therapists & Counselors	0.50	40,000	80,000	80,000	323,461
Other	-	-	-	-	-
TOTAL INSTRUCTIONAL	18.50	1,036,000	1,424,000	2,090,000	3,598,501
NON-INSTRUCTIONAL PERSONNEL COSTS					
Nurse	1.00	80,000	83,200	86,528	89,989
Librarian	-	-	-	-	-
Custodian	2.00	100,000	104,000	108,160	112,486
Security	1.00	75,000	78,000	81,120	84,365
Other	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	4.00	255,000	265,200	275,808	298,314
SUBTOTAL PERSONNEL SERVICE COSTS	27.50	1,629,000	2,107,200	2,885,808	4,829,797
PAYROLL TAXES AND BENEFITS					
Payroll Taxes	-	195,480	252,864	346,297	436,541
Fringe / Employee Benefits	-	179,190	231,792	317,439	400,162
Retirement / Pension	-	32,580	42,144	57,716	72,757
TOTAL PAYROLL TAXES AND BENEFITS		407,250	526,800	721,452	909,460
TOTAL PERSONNEL SERVICE COSTS	27.50	2,036,250	2,634,000	3,607,260	4,547,300
CONTRACTED SERVICES					
Accounting / Audit	-	7,500	7,650	7,803	7,959
Legal	-	-	-	-	-
Management Company Fee	-	386,515	526,572	800,389	1,074,207
Nurse Services	-	-	-	-	-
Food Service / School Lunch	-	30,780	40,500	61,560	82,620
Payroll Services	-	6,600	8,400	11,640	14,640
Special Ed Services	-	-	-	-	-
Titlement Services (i.e. Title I)	-	-	-	-	-
Other Purchased / Professional / Consulting	-	15,978	20,335	28,179	35,441
TOTAL CONTRACTED SERVICES		447,372	603,457	909,571	1,214,867
SCHOOL OPERATIONS					
Board Expenses	-	-	-	-	-
Classroom / Teaching Supplies & Materials	-	84,898	107,240	156,484	201,617
Special Ed Supplies & Materials	-	12,686	16,024	23,383	30,127
Textbooks / Workbooks	-	93,936	118,656	173,143	223,081
Supplies & Materials other	-	40,128	50,688	73,964	95,297
Equipment / Furniture	-	95,000	125,000	190,000	255,000
Telephone	-	20,625	26,250	36,375	45,750
Technology	-	40,838	46,778	58,338	66,036
Student Testing & Assessment	-	7,030	9,250	14,060	18,870
Field Trips	-	26,220	34,500	52,440	70,380
Transportation (student)	-	14,820	19,500	29,640	39,780
Student Services - other	-	55,450	70,042	102,205	131,683
Office Expense	-	66,000	80,640	107,274	129,525
Staff Development	-	39,600	48,384	64,365	77,715
Staff Recruitment	-	132,000	59,904	90,685	94,277
Student Recruitment / Marketing	-	35,613	74,938	76,725	97,763
School Meals / Lunch	-	-	-	-	-
Travel (Staff)	-	19,800	25,200	34,920	43,920
Fundraising	-	-	-	-	-
Other	-	41,250	52,500	72,750	91,500
TOTAL SCHOOL OPERATIONS		825,893	965,493	1,356,751	1,712,321
FACILITY OPERATION & MAINTENANCE					
Insurance	-	26,266	33,178	48,413	62,376
Janitorial	-	-	-	-	-
Building and Land Rent / Lease	-	475,000	631,250	969,095	1,313,634
Repairs & Maintenance	-	19,000	25,000	38,000	51,000
Equipment / Furniture	-	-	-	-	-
Security	-	-	-	-	-
Utilities	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE		520,266	689,428	1,055,508	1,427,010
DEPRECIATION & AMORTIZATION		129,469	148,889	166,756	186,766
DISSOLUTION ESCROW & RESERVES / CONTIGENCY		-	-	-	-
TOTAL EXPENSES		3,959,249	5,041,266	7,095,845	9,088,265
NET INCOME		(77,591)	(385,585)	(24,409)	398,925

Success Academy FY16

PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD

*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

Total Revenue	3,881,658	4,655,682	7,071,436	9,487,190	12,553,340
Total Expenses	3,959,249	5,041,266	7,095,845	9,088,265	11,907,250
Net Income (Before Cash Flow Adjustments)	(77,591)	(385,585)	(24,409)	398,925	646,091
Actual Student Enrollment	190	250	380	510	675
Total Paid Student Enrollment	190	250	380	510	675

Year 1	Year 2	Year 3	Year 4	Year 5
2016	2017	2018	2019	2020

ENROLLMENT - *School Districts Are Linked To Above Entries*

New York City	190	250	380	510	675
School District 2 (Enter Name)	-	-	-	-	-
School District 3 (Enter Name)	-	-	-	-	-
School District 4 (Enter Name)	-	-	-	-	-
School District 5 (Enter Name)	-	-	-	-	-
School District 6 (Enter Name)	-	-	-	-	-
School District 7 (Enter Name)	-	-	-	-	-
School District 8 (Enter Name)	-	-	-	-	-
School District 9 (Enter Name)	-	-	-	-	-
School District 10 (Enter Name)	-	-	-	-	-
School District 11 (Enter Name)	-	-	-	-	-
School District 12 (Enter Name)	-	-	-	-	-
School District 13 (Enter Name)	-	-	-	-	-
School District 14 (Enter Name)	-	-	-	-	-
School District 15 (Enter Name)	-	-	-	-	-
School District - ALL OTHER	-	-	-	-	-

TOTAL ENROLLMENT	190	250	380	510	675
-------------------------	------------	------------	------------	------------	------------

REVENUE PER PUPIL	20,430	18,623	18,609	18,602	18,598
--------------------------	---------------	---------------	---------------	---------------	---------------

EXPENSES PER PUPIL	20,838	20,165	18,673	17,820	17,640
---------------------------	---------------	---------------	---------------	---------------	---------------

CASH FLOW ADJUSTMENTS

OPERATING ACTIVITIES					
Add Back Depreciation	129,469	148,889	166,756	186,766	209,178
Other	-	-	-	-	-
Total Operating Activities	129,469	148,889	166,756	186,766	209,178
INVESTMENT ACTIVITIES					
Subtract Property and Equipment Expenditures	(403,500)	(202,860)	(213,003)	(223,653)	(234,836)
Other	-	-	-	-	-
Total Investment Activities	(403,500)	(202,860)	(213,003)	(223,653)	(234,836)
FINANCING ACTIVITIES					
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-
Other	-	-	-	-	-
Total Financing Activities	-	-	-	-	-

Total Cash Flow Adjustments	(274,031)	(53,971)	(46,247)	(36,887)	(25,657)
------------------------------------	------------------	-----------------	-----------------	-----------------	-----------------

NET INCOME	(351,622)	(439,556)	(70,656)	362,039	620,433
-------------------	------------------	------------------	-----------------	----------------	----------------

Beginning Cash Balance	(393,791)	(745,413)	(1,184,969)	(1,255,625)	(893,587)
-------------------------------	------------------	------------------	--------------------	--------------------	------------------

ENDING CASH BALANCE	(745,413)	(1,184,969)	(1,255,625)	(893,587)	(273,153)
----------------------------	------------------	--------------------	--------------------	------------------	------------------

Success Ac		DESCRIPTION OF ASSUMPTIONS
PROJECTED BUDGET / OPERATING		
*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will this Tab Should Be For the Firs		
Total Revenue		
Total Expenses		
Net Income (Before Cash Flow Adjustments)		
Actual Student Enrollment		
Total Paid Student Enrollment		
<hr/>		
EXPENSES		
ADMINISTRATIVE STAFF PERSONNEL COSTS		
	No. of Positions	
Executive Management	-	
Instructional Management	1.00	FY17 - 2 ; FY18 - 2 ; FY19 - 3 ; FY20 - 4
Deans, Directors & Coordinators	1.00	FY17 - 1 ; FY18 - 2 ; FY19 - 3 ; FY20 - 4.5
CFO / Director of Finance	-	
Operation / Business Manager	2.00	FY17 - 2 ; FY18 - 2 ; FY19 - 2 ; FY20 - 3
Administrative Staff	1.00	FY17 - 1 ; FY18 - 2 ; FY19 - 2 ; FY20 - 2.5
TOTAL ADMINISTRATIVE STAFF	5.00	
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	7.00	FY17 - 9 ; FY18 - 14 ; FY19 - 18 ; FY20 - 24
Teachers - SPED	2.00	FY17 - 3 ; FY18 - 5 ; FY19 - 7 ; FY20 - 9
Substitute Teachers	-	
Teaching Assistants	7.00	FY17 - 8 ; FY18 - 10 ; FY19 - 13 ; FY20 - 15
Specialty Teachers	2.00	FY17 - 4 ; FY18 - 6.5 ; FY19 - 7.5 ; FY20 - 9
Aides	-	
Therapists & Counselors	0.50	FY17 - 1 ; FY18 - 1 ; FY19 - 1.5 ; FY20 - 4
Other	-	
TOTAL INSTRUCTIONAL	18.50	
NON-INSTRUCTIONAL PERSONNEL COSTS		
Nurse	1.00	FY17 - 1 ; FY18 - 1 ; FY19 - 1 ; FY20 - 1
Librarian	-	
Custodian	2.00	FY17 - 2 ; FY18 - 2 ; FY19 - 2 ; FY20 - 2
Security	1.00	FY17 - 1 ; FY18 - 1 ; FY19 - 1 ; FY20 - 1
Other	-	
TOTAL NON-INSTRUCTIONAL	4.00	
SUBTOTAL PERSONNEL SERVICE COSTS	27.50	
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		Assuming 12% of Gross Salaries
Fringe / Employee Benefits		Assuming 11% of Gross Salaries
Retirement / Pension		Assuming 2% of Gross Salaries
TOTAL PAYROLL TAXES AND BENEFITS		
TOTAL PERSONNEL SERVICE COSTS	27.50	
CONTRACTED SERVICES		
Accounting / Audit		One time annual expense of \$7,500 with 2% inflation
Legal		
Management Company Fee		15% of GenEd Per Pupil
Nurse Services		
Food Service / School Lunch		Using DOE School Foods - \$162 per scholar
Payroll Services		Assuming \$10/FT employee per pay period (24 periods/yr)
Special Ed Services		
Titlment Services (i.e. Title I)		
Other Purchased / Professional / Consulting		Employee Background Checks, Consulting and Temporary Help - Assuming \$581/employee
TOTAL CONTRACTED SERVICES		
SCHOOL OPERATIONS		
Board Expenses		
Classroom / Teaching Supplies & Materials		Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.05 economies of scale
Special Ed Supplies & Materials		Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.05 economies of scale
Textbooks / Workbooks		Assuming \$515 K-4 scholar; \$566.5 5-8 scholar; \$695.25 9-12 scholar; 0.05 economies of scale
Supplies & Materials other		Assuming \$220 K-4 scholar; \$242 5-8 scholar; \$297 9-12 scholar; 0.05 economies of scale
Equipment / Furniture		Assuming \$500 K-4 scholar; \$550 5-8 scholar; \$675 9-12 scholar
Telephone		Assuming \$750 FT Staff
Technology		Assuming \$1650 FT Staff; 0.1 economies of scale
Student Testing & Assessment		Assuming \$37 K-4 scholar; \$250 5-8 scholar; \$312.5 9-12 scholar
Field Trips		Assuming \$138 K-4 scholar; \$151.8 5-8 scholar; \$186.3 9-12 scholar
Transportation (student)		Assuming \$78 K-4 scholar; \$85.8 5-8 scholar; \$105.3 9-12 scholar
Student Services - other		Assuming \$304 K-4 scholar; \$334.4 5-8 scholar; \$410.4 9-12 scholar; 0.05 economies of scale
Office Expense		Assuming \$2500 FT Staff; 0.05 economies of scale
Staff Development		Assuming \$1500 FT Staff; 0.05 economies of scale
Staff Recruitment		\$5,000/new or replaced positions
Student Recruitment / Marketing		Adding 3 sections of K and 1 section of 1st Grade. (\$550/Open Seat + inflation). No recruitment cost for Middle or High School
School Meals / Lunch		
Travel (Staff)		Assuming \$720 FT Staff
Fundraising		
Other		Assuming \$1500 FT Staff
TOTAL SCHOOL OPERATIONS		
FACILITY OPERATION & MAINTENANCE		
Insurance		Assume \$144/scholar
Janitorial		
Building and Land Rent / Lease		Assuming \$2,500 per scholar; 1% annual inflation
Repairs & Maintenance		Assuming \$100/scholar
Equipment / Furniture		
Security		
Utilities		
TOTAL FACILITY OPERATION & MAINTENANCE		
DEPRECIATION & AMORTIZATION		
DISSOLUTION ESCROW & RESERVES / CONTIGENCY		
TOTAL EXPENSES		
NET INCOME		

<p style="text-align: right;">Success Ac</p> <p style="text-align: center;">PROJECTED BUDGET / OPERATING</p> <p><small>*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will this Tab Should Be For the Firs</small></p>	<p style="text-align: center;">DESCRIPTION OF ASSUMPTIONS</p>
<p>Total Revenue Total Expenses Net Income (Before Cash Flow Adjustments) Actual Student Enrollment Total Paid Student Enrollment</p>	
<p>ENROLLMENT - *School Districts Are Linked To Above Entries* New York City School District 2 (Enter Name) School District 3 (Enter Name) School District 4 (Enter Name) School District 5 (Enter Name) School District 6 (Enter Name) School District 7 (Enter Name) School District 8 (Enter Name) School District 9 (Enter Name) School District 10 (Enter Name) School District 11 (Enter Name) School District 12 (Enter Name) School District 13 (Enter Name) School District 14 (Enter Name) School District 15 (Enter Name) School District - ALL OTHER</p> <p>TOTAL ENROLLMENT</p> <p>REVENUE PER PUPIL</p> <p>EXPENSES PER PUPIL</p>	
<p>CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Add Back Depreciation Other Total Operating Activities INVESTMENT ACTIVITIES Subtract Property and Equipment Expenditures Other Total Investment Activities FINANCING ACTIVITIES Example - Add Expected Proceeds from a Loan or Line of Credit Other Total Financing Activities</p> <p>Total Cash Flow Adjustments</p> <p>NET INCOME Beginning Cash Balance ENDING CASH BALANCE</p>	



Charter Schools Institute
The State University of New York

New Application Budget(s) & Cash Flow(s) Template
for SUNY Authorized Charter Schools

Success Academy FY17

Contact Name: Scott Sobelman
Contact Email: [REDACTED]
Contact Phone: [REDACTED]

Examples
Pre-Opening Period July 1, 2015 to June 30, 2016
Operational Year ONE July 1, 2016 to June 30, 2017

**Success Academy FY17
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD
July 1, 2015 to June 30, 2016**

Total Revenue	-
Total Expenses	151,083
Net Income	(151,083)
Actual Student Enrollment	190
Total Paid Student Enrollment	190

DESCRIPTION OF ASSUMPTIONS

**START-UP
PERIOD**

REVENUE

REVENUES FROM STATE SOURCES

Per Pupil Revenue

CY Per Pupil Rate

New York City	14,127	-
School District 2 (Enter Name)	-	-
School District 3 (Enter Name)	-	-
School District 4 (Enter Name)	-	-
School District 5 (Enter Name)	-	-
School District 6 (Enter Name)	-	-
School District 7 (Enter Name)	-	-
School District 8 (Enter Name)	-	-
School District 9 (Enter Name)	-	-
School District 10 (Enter Name)	-	-
School District 11 (Enter Name)	-	-
School District 12 (Enter Name)	-	-
School District 13 (Enter Name)	-	-
School District 14 (Enter Name)	-	-
School District 15 (Enter Name)	-	-
School District - ALL OTHER	-	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	14,127	-
Special Education Revenue		-
Grants		-
Stimulus		-
DYCD (Department of Youth and Community Developmt.)		-
Other		-
Other		-
TOTAL REVENUE FROM STATE SOURCES		-

REVENUE FROM FEDERAL FUNDING

IDEA Special Needs	-
Title I	-
Title Funding - Other	-
School Food Service (Free Lunch)	-
Grants	
Charter School Program (CSP) Planning & Implementation	-
Other	-
Other	-
TOTAL REVENUE FROM FEDERAL SOURCES	-

LOCAL and OTHER REVENUE

Contributions and Donations	-
Fundraising	-
Erate Reimbursement	-
Earnings on Investments	-
Interest Income	-
Food Service (Income from meals)	-
Text Book	-
OTHER	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-

TOTAL REVENUE

-

**Success Academy FY17
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD
July 1, 2015 to June 30, 2016**

DESCRIPTION OF ASSUMPTIONS

Total Revenue	-
Total Expenses	151,083
Net Income	(151,083)
Actual Student Enrollment	190
Total Paid Student Enrollment	190

**START-UP
PERIOD**

EXPENSES

ADMINISTRATIVE STAFF PERSONNEL COSTS

	No. of Positions	
Executive Management	-	-
Instructional Management	1.00	10,000
Deans, Directors & Coordinators	-	-
CFO / Director of Finance	-	-
Operation / Business Manager	2.00	8,333
Administrative Staff	-	-
TOTAL ADMINISTRATIVE STAFF	3.00	18,333

INSTRUCTIONAL PERSONNEL COSTS

Teachers - Regular	-	-
Teachers - SPED	-	-
Substitute Teachers	-	-
Teaching Assistants	-	-
Specialty Teachers	-	-
Aides	-	-
Therapists & Counselors	-	-
Other	-	-
TOTAL INSTRUCTIONAL	-	-

NON-INSTRUCTIONAL PERSONNEL COSTS

Nurse	-	-
Librarian	-	-
Custodian	-	-
Security	-	-
Other	-	-
TOTAL NON-INSTRUCTIONAL	-	-

SUBTOTAL PERSONNEL SERVICE COSTS

3.00	18,333
------	--------

PAYROLL TAXES AND BENEFITS

Payroll Taxes	2,200
Fringe / Employee Benefits	2,017
Retirement / Pension	486
TOTAL PAYROLL TAXES AND BENEFITS	4,703

TOTAL PERSONNEL SERVICE COSTS

3.00	23,036
------	--------

CONTRACTED SERVICES

Accounting / Audit	-
Legal	-
Management Company Fee	-
Nurse Services	-
Food Service / School Lunch	-
Payroll Services	120
Special Ed Services	-
Titlement Services (i.e. Title I)	-
Other Purchased / Professional / Consulting	14,510
TOTAL CONTRACTED SERVICES	14,630

SCHOOL OPERATIONS

Board Expenses	-
Classroom / Teaching Supplies & Materials	-
Special Ed Supplies & Materials	-
Textbooks / Workbooks	-
Supplies & Materials other	-
Equipment / Furniture	-
Telephone	-
Technology	-
Student Testing & Assessment	-
Field Trips	-
Transportation (student)	-
Student Services - other	-
Office Expense	-
Staff Development	-
Staff Recruitment	52,875
Student Recruitment / Marketing	52,250
School Meals / Lunch	-
Travel (Staff)	1,000
Fundraising	-
Other	-
TOTAL SCHOOL OPERATIONS	106,125

FACILITY OPERATION & MAINTENANCE

Insurance	-
Janitorial	-
Building and Land Rent / Lease	-
Repairs & Maintenance	-
Equipment / Furniture	-
Security	-
Utilities	-
TOTAL FACILITY OPERATION & MAINTENANCE	-

DEPRECIATION & AMORTIZATION

7,292

DISSOLUTION ESCROW & RESERVES / CONTIGENCY

-

TOTAL EXPENSES

151,083

NET INCOME

(151,083)

**Success Academy FY17
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD
July 1, 2015 to June 30, 2016**

Total Revenue	-	DESCRIPTION OF ASSUMPTIONS
Total Expenses	151,083	
Net Income	(151,083)	
Actual Student Enrollment	190	
Total Paid Student Enrollment	190	

**START-UP
PERIOD**

ENROLLMENT - *School Districts Are Linked To Above Entries*

New York City	190
School District 2 (Enter Name)	-
School District 3 (Enter Name)	-
School District 4 (Enter Name)	-
School District 5 (Enter Name)	-
School District 6 (Enter Name)	-
School District 7 (Enter Name)	-
School District 8 (Enter Name)	-
School District 9 (Enter Name)	-
School District 10 (Enter Name)	-
School District 11 (Enter Name)	-
School District 12 (Enter Name)	-
School District 13 (Enter Name)	-
School District 14 (Enter Name)	-
School District 15 (Enter Name)	-
School District - ALL OTHER	-
TOTAL ENROLLMENT	190

REVENUE PER PUPIL	-
EXPENSES PER PUPIL	795

**Success Academy FY17
PROJECTED CASH FLOW FOR PRE-OPENING PERIOD
July 1, 2015 to June 30, 2016**

	January	February	March	April	May	June	TOTAL
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
REVENUE							
REVENUES FROM STATE SOURCES							
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)	-	-	-	-	-	-	-
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)	-	-	-	-	-	-	-
Special Education Revenue	-	-	-	-	-	-	-
Grants							
Stimulus	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	-	-	-	-	-	-	-
REVENUE FROM FEDERAL FUNDING							
IDEA Special Needs	-	-	-	-	-	-	-
Title I	-	-	-	-	-	-	-
Title Funding - Other	-	-	-	-	-	-	-
School Food Service (Free Lunch)	-	-	-	-	-	-	-
Grants							
Charter School Program (CSP) Planning & Implementation	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	-	-	-	-	-	-	-
LOCAL and OTHER REVENUE							
Contributions and Donations	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-	-	-
Earnings on Investments	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-

Success Academy FY17 PROJECTED CASH FLOW FOR DISCRETIONARY PLANNING YEAR * January 1, 2014 to June 30, 2014													
* This section should be left blank unless and/or until the charter agreement is duly modified to include a planning year													
	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-	-	-	35,042	44,380	71,661	151,083
Net Income	-	-	-	-	-	-	-	-	-	(35,042)	(44,380)	(71,661)	(151,083)
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	(97,917)	(144,792)	(242,708)
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	(35,042)	(142,297)	(216,453)	(393,791)
EXPENSES													
ADMINISTRATIVE STAFF PERSONNEL COSTS													
	No. of Positions												
Executive Management	-	-	-	-	-	-	-	-	-	-	-	-	-
Instructional Management	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000
Deans, Directors & Coordinators	-	-	-	-	-	-	-	-	-	-	-	-	-
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-	-	-	-	-	-	8,333	8,333
Administrative Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMINISTRATIVE STAFF	-	-	-	-	-	-	-	-	-	-	-	18,333	18,333
INSTRUCTIONAL PERSONNEL COSTS													
Teachers - Regular	-	-	-	-	-	-	-	-	-	-	-	-	-
Teachers - SPED	-	-	-	-	-	-	-	-	-	-	-	-	-
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-	-	-	-	-	-	-
Specialty Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-
Aides	-	-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	-	-	-	-	-	-	-	-	-	-	-	-	-
NON-INSTRUCTIONAL PERSONNEL COSTS													
Nurse	-	-	-	-	-	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-
Custodian	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL PERSONNEL SERVICE COSTS	-	-	-	-	-	-	-	-	-	-	-	18,333	18,333
PAYROLL TAXES AND BENEFITS													
Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	2,200	2,200
Fringe / Employee Benefits	-	-	-	-	-	-	-	-	-	-	-	2,017	2,017
Retirement / Pension	-	-	-	-	-	-	-	-	-	-	-	486	486
TOTAL PAYROLL TAXES AND BENEFITS	-	-	-	-	-	-	-	-	-	-	-	4,703	4,703
TOTAL PERSONNEL SERVICE COSTS	-	-	-	-	-	-	-	-	-	-	-	23,036	23,036
CONTRACTED SERVICES													
Accounting / Audit	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Company Fee	-	-	-	-	-	-	-	-	-	-	-	-	-
Nurse Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Services	-	-	-	-	-	-	-	-	-	-	-	120	120
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Titelment Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting	-	-	-	-	-	-	-	-	-	-	7,255	7,255	14,510
TOTAL CONTRACTED SERVICES	-	-	-	-	-	-	-	-	-	-	7,255	7,375	14,630
SCHOOL OPERATIONS													
Board Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Classroom / Teaching Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Textbooks / Workbooks	-	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials other	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephone	-	-	-	-	-	-	-	-	-	-	-	-	-
Technology	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Testing & Assessment	-	-	-	-	-	-	-	-	-	-	-	-	-
Field Trips	-	-	-	-	-	-	-	-	-	-	-	-	-
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	-	-	-	-	-	-	-	-	-	-	-	-
Office Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Recruitment / Marketing	-	-	-	-	-	-	-	-	-	17,625	17,625	17,625	52,875
School Meals / Lunch	-	-	-	-	-	-	-	-	-	17,417	17,417	17,417	52,250
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	1,000	1,000
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS	-	-	-	-	-	-	-	-	-	35,042	35,042	36,042	106,125
FACILITY OPERATION & MAINTENANCE													
Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Land Rent / Lease	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-
DEPRECIATION & AMORTIZATION													
	-	-	-	-	-	-	-	-	-	-	2,083	5,208	7,292
DISSOLUTION ESCROW & RESERVES / CONTINGENCY													
	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	-	-	-	-	-	-	-	-	-	35,042	44,380	71,661	151,083
NET INCOME	-	-	-	-	-	-	-	-	-	(35,042)	(44,380)	(71,661)	(151,083)
CASH FLOW ADJUSTMENTS													
OPERATING ACTIVITIES													
Example - Add Back Depreciation	-	-	-	-	-	-	-	-	-	-	2,083	5,208	7,292
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Activities	-	-	-	-	-	-	-	-	-	-	2,083	5,208	7,292
INVESTMENT ACTIVITIES													
Example - Subtract Property and Equipment Expenditures	-	-	-	-	-	-	-	-	-	-	(100,000)	(150,000)	(250,000)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Investment Activities	-	-	-	-	-	-	-	-	-	-	(100,000)	(150,000)	(250,000)
FINANCING ACTIVITIES													
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	(97,917)	(144,792)	(242,708)
NET INCOME	-	-	-	-	-	-	-	-	-	(35,042)	(142,297)	(216,453)	(393,791)
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
ENDING CASH BALANCE	-	-	-	-	-	-	-	-	-	(35,042)	(142,297)	(216,453)	(393,791)

**Success Academy FY17
PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE
July 1, 2016 to June 30, 2017**

Total Revenue	3,220,590	247,652	-	-	522,476	3,990,718
Total Expenses	2,196,985	366,802	-	-	1,409,142	3,972,929
Net Income	1,023,604	(119,150)	-	-	(886,666)	17,789
Actual Student Enrollment	165	25				190
Total Paid Student Enrollment	165	25				190

	PROGRAM SERVICES			SUPPORT SERVICES		TOTAL
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	

REVENUE

REVENUES FROM STATE SOURCES

Per Pupil Revenue	CY Per Pupil Rate	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL
New York City	14627	2,667,965	-	-	-	-	2,667,965
Facilities Funding	2,925	-	-	-	-	522,476	522,476
School District 3 (Enter Name)	-	-	-	-	-	-	-
School District 4 (Enter Name)	-	-	-	-	-	-	-
School District 5 (Enter Name)	-	-	-	-	-	-	-
School District 6 (Enter Name)	-	-	-	-	-	-	-
School District 7 (Enter Name)	-	-	-	-	-	-	-
School District 8 (Enter Name)	-	-	-	-	-	-	-
School District 9 (Enter Name)	-	-	-	-	-	-	-
School District 10 (Enter Name)	-	-	-	-	-	-	-
School District 11 (Enter Name)	-	-	-	-	-	-	-
School District 12 (Enter Name)	-	-	-	-	-	-	-
School District 13 (Enter Name)	-	-	-	-	-	-	-
School District 14 (Enter Name)	-	-	-	-	-	-	-
School District 15 (Enter Name)	-	-	-	-	-	-	-
School District - ALL OTHER	-	-	-	-	-	-	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	8,776	2,667,965	-	-	-	522,476	3,190,441
Special Education Revenue		-	229,824	-	-	-	229,824
Grants		-	-	-	-	-	-
Stimulus		-	-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)		100,000	-	-	-	-	100,000
Other		-	-	-	-	-	-
Other		-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES		2,767,965	229,824	-	-	522,476	3,520,265

REVENUE FROM FEDERAL FUNDING

IDEA Special Needs	-	17,828	-	-	-	-	17,828
Title I	92,625	-	-	-	-	-	92,625
Title Funding - Other	10,000	-	-	-	-	-	10,000
School Food Service (Free Lunch)	-	-	-	-	-	-	-
Grants		-	-	-	-	-	-
Charter School Program (CSP) Planning & Implementation		350,000	-	-	-	-	350,000
Other		-	-	-	-	-	-
Other		-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES		452,625	17,828	-	-	-	470,453

LOCAL and OTHER REVENUE

Contributions and Donations	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-	-	-
Earnings on Investments	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		-	-	-	-	-	-

TOTAL REVENUE	3,220,590	247,652	-	-	522,476	3,990,718
----------------------	------------------	----------------	----------	----------	----------------	------------------

Success Academy FY17
PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE
 July 1, 2016 to June 30, 2017

Total Revenue	3,220,590	247,652	-	-	522,476	3,990,718
Total Expenses	2,196,985	366,802	-	-	1,409,142	3,972,929
Net Income	1,023,604	(119,150)	-	-	(886,666)	17,789
Actual Student Enrollment	165	25				190
Total Paid Student Enrollment	165	25				190

	PROGRAM SERVICES			SUPPORT SERVICES		TOTAL
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	
EXPENSES						
ADMINISTRATIVE STAFF PERSONNEL COSTS						
	No. of Positions					
Executive Management		-	-	-	-	-
Instructional Management	1.00	65,600	10,400	-	4,000	80,000
Deans, Directors & Coordinators	1.00	48,450	6,840	-	1,710	57,000
CFO / Director of Finance	-	-	-	-	-	-
Operation / Business Manager	2.00	101,400	18,720	-	35,880	156,000
Administrative Staff	1.00	29,250	5,400	-	10,350	45,000
TOTAL ADMINISTRATIVE STAFF	5.00	244,700	41,360	-	51,940	338,000
INSTRUCTIONAL PERSONNEL COSTS						
Teachers - Regular	7.00	420,000	-	-	-	420,000
Teachers - SPED	2.00	-	120,000	-	-	120,000
Substitute Teachers	-	-	-	-	-	-
Teaching Assistants	7.00	292,320	43,680	-	-	336,000
Specialty Teachers	2.00	104,400	15,600	-	-	120,000
Aides	-	-	-	-	-	-
Therapists & Counselors	0.50	34,800	5,200	-	-	40,000
Other	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	18.50	851,520	184,480	-	-	1,036,000
NON-INSTRUCTIONAL PERSONNEL COSTS						
Nurse	1.00	16,000	16,000	-	48,000	80,000
Librarian	-	-	-	-	-	-
Custodian	2.00	-	-	-	100,000	100,000
Security	1.00	-	-	-	75,000	75,000
Other	-	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	4.00	16,000	16,000	-	223,000	255,000
SUBTOTAL PERSONNEL SERVICE COSTS	27.50	1,112,220	241,840	-	274,940	1,629,000
PAYROLL TAXES AND BENEFITS						
Payroll Taxes		133,466	29,021	-	32,993	195,480
Fringe / Employee Benefits		122,344	26,602	-	30,243	179,190
Retirement / Pension		22,244	4,837	-	5,499	32,580
TOTAL PAYROLL TAXES AND BENEFITS		278,055	60,460	-	68,735	407,250
TOTAL PERSONNEL SERVICE COSTS	27.50	1,390,275	302,300	-	343,675	2,036,250
CONTRACTED SERVICES						
Accounting / Audit		-	-	-	7,500	7,500
Legal		-	-	-	-	-
Management Company Fee		-	-	-	400,195	400,195
Nurse Services		-	-	-	-	-
Food Service / School Lunch		30,780	-	-	-	30,780
Payroll Services		-	-	-	6,600	6,600
Special Ed Services		-	-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-	-
Other Purchased / Professional / Consulting		14,540	-	-	1,438	15,978
TOTAL CONTRACTED SERVICES		45,320	-	-	415,733	461,052
SCHOOL OPERATIONS						
Board Expenses		-	-	-	-	-
Classroom / Teaching Supplies & Materials		84,898	-	-	-	84,898
Special Ed Supplies & Materials		-	12,686	-	-	12,686
Textbooks / Workbooks		81,724	12,212	-	-	93,936
Supplies & Materials other		34,911	5,217	-	-	40,128
Equipment / Furniture		82,650	12,350	-	-	95,000
Telephone		20,625	-	-	-	20,625
Technology		40,838	-	-	-	40,838
Student Testing & Assessment		6,116	914	-	-	7,030
Field Trips		22,811	3,409	-	-	26,220
Transportation (student)		12,893	1,927	-	-	14,820
Student Services - other		48,241	7,208	-	-	55,450
Office Expense		57,420	8,580	-	-	66,000
Staff Development		39,600	-	-	-	39,600
Staff Recruitment		132,000	-	-	-	132,000
Student Recruitment / Marketing		35,613	-	-	-	35,613
School Meals / Lunch		-	-	-	-	-
Travel (Staff)		19,800	-	-	-	19,800
Fundraising		-	-	-	-	-
Other		41,250	-	-	-	41,250
TOTAL SCHOOL OPERATIONS		761,391	64,502	-	-	825,893
FACILITY OPERATION & MAINTENANCE						
Insurance		-	-	-	26,266	26,266
Janitorial		-	-	-	-	-
Building and Land Rent / Lease		-	-	-	475,000	475,000
Repairs & Maintenance		-	-	-	19,000	19,000
Equipment / Furniture		-	-	-	-	-
Security		-	-	-	-	-
Utilities		-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE		-	-	-	520,266	520,266
DEPRECIATION & AMORTIZATION						
DISSOLUTION ESCROW & RESERVES / CONTIGENCY		-	-	-	129,469	129,469
TOTAL EXPENSES		2,196,985	366,802	-	1,409,142	3,972,929
NET INCOME		1,023,604	(119,150)	-	(886,666)	17,789

Success Academy FY17
PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE
 July 1, 2016 to June 30, 2017

Total Revenue	3,220,590	247,652	-	-	522,476	3,990,718
Total Expenses	2,196,985	366,802	-	-	1,409,142	3,972,929
Net Income	1,023,604	(119,150)	-	-	(86,666)	17,789
Actual Student Enrollment	165	25				190
Total Paid Student Enrollment	165	25				190

	PROGRAM SERVICES			SUPPORT SERVICES		TOTAL
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	

ENROLLMENT - *School Districts Are Linked To Above Entries*						
New York City	165	25	-			190
Facilities Funding	-	-	-			-
School District 3 (Enter Name)	-	-	-			-
School District 4 (Enter Name)	-	-	-			-
School District 5 (Enter Name)	-	-	-			-
School District 6 (Enter Name)	-	-	-			-
School District 7 (Enter Name)	-	-	-			-
School District 8 (Enter Name)	-	-	-			-
School District 9 (Enter Name)	-	-	-			-
School District 10 (Enter Name)	-	-	-			-
School District 11 (Enter Name)	-	-	-			-
School District 12 (Enter Name)	-	-	-			-
School District 13 (Enter Name)	-	-	-			-
School District 14 (Enter Name)	-	-	-			-
School District 15 (Enter Name)	-	-	-			-
School District - ALL OTHER	-	-	-			-
TOTAL ENROLLMENT	165	25	-			190

REVENUE PER PUPIL	19,519	9,906	-			21,004
--------------------------	---------------	--------------	----------	--	--	---------------

EXPENSES PER PUPIL	13,315	14,672	-			20,910
---------------------------	---------------	---------------	----------	--	--	---------------

Success
PROJECTED BUDGET / (C)
 July 1, 20

DESCRIPTION OF ASSUMPTIONS

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

REVENUE

REVENUES FROM STATE SOURCES

Per Pupil Revenue	CY Per Pupil Rate
New York City	14,627
Facilities Funding	2,925
School District 3 (Enter Name)	-
School District 4 (Enter Name)	-
School District 5 (Enter Name)	-
School District 6 (Enter Name)	-
School District 7 (Enter Name)	-
School District 8 (Enter Name)	-
School District 9 (Enter Name)	-
School District 10 (Enter Name)	-
School District 11 (Enter Name)	-
School District 12 (Enter Name)	-
School District 13 (Enter Name)	-
School District 14 (Enter Name)	-
School District 15 (Enter Name)	-
School District - ALL OTHER	-
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	8,776

Special Education Revenue
 Grants
 Stimulus
 DYCD (Department of Youth and Community Developmt.)
 Other
 Other
TOTAL REVENUE FROM STATE SOURCES

REVENUE FROM FEDERAL FUNDING

IDEA Special Needs
 Title I
 Title Funding - Other
 School Food Service (Free Lunch)
 Grants
 Charter School Program (CSP) Planning & Implementation
 Other
 Other
TOTAL REVENUE FROM FEDERAL SOURCES

LOCAL and OTHER REVENUE

Contributions and Donations
 Fundraising
 Erate Reimbursement
 Earnings on Investments
 Interest Income
 Food Service (Income from meals)
 Text Book
 OTHER
TOTAL REVENUE FROM LOCAL and OTHER SOURCES

TOTAL REVENUE

Assuming 4% Annual Attrition during school year
 Assuming 4% Annual Attrition during school year; 20% of Gen Ed funding received

Conservatively assuming total Special Ed scholars receive per pupil funding and that the average per pupil funding is \$14,000 @ 9% total population; 4% Attrition

Startup Year Only

Assuming current rate of \$1,086 per Special Education Scholar 9% of Special Education population
 Assuming \$650 per scholar for 75% of scholars being FRPL
 Appx \$10,000 per charter

First Year Startup Grant

Success PROJECTED BUDGET / (C) July 1, 20		DESCRIPTION OF ASSUMPTIONS
Total Revenue		
Total Expenses		
Net Income		
Actual Student Enrollment		
Total Paid Student Enrollment		
EXPENSES		
ADMINISTRATIVE STAFF PERSONNEL COSTS		
	No. of Positions	
Executive Management	1.00	
Instructional Management	1.00	
Deans, Directors & Coordinators	-	
CFO / Director of Finance	2.00	
Operation / Business Manager	1.00	
Administrative Staff	5.00	
TOTAL ADMINISTRATIVE STAFF	5.00	
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	7.00	
Teachers - SPED	2.00	
Substitute Teachers	-	
Teaching Assistants	7.00	
Specialty Teachers	2.00	
Aides	-	
Therapists & Counselors	0.50	
Other	-	
TOTAL INSTRUCTIONAL	18.50	
NON-INSTRUCTIONAL PERSONNEL COSTS		
Nurse	1.00	
Librarian	-	
Custodian	2.00	
Security	1.00	
Other	-	
TOTAL NON-INSTRUCTIONAL	4.00	
SUBTOTAL PERSONNEL SERVICE COSTS		27.50
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		Assuming 12% of Gross Salaries
Fringe / Employee Benefits		Assuming 11% of Gross Salaries
Retirement / Pension		Assuming 2% of Gross Salaries
TOTAL PAYROLL TAXES AND BENEFITS		
TOTAL PERSONNEL SERVICE COSTS		27.50
CONTRACTED SERVICES		
Accounting / Audit		One time annual expense of \$7,500 with 2% inflation
Legal		
Management Company Fee		15% of GenEd Per Pupil
Nurse Services		
Food Service / School Lunch		Using DOE School Foods - \$162 per scholar
Payroll Services		Assuming \$10/FT employee per pay period (24 periods/yr)
Special Ed Services		
Titlement Services (i.e. Title I)		
Other Purchased / Professional / Consulting		Employee Background Checks, Consulting and Temporary Help - Assuming \$581/employee
TOTAL CONTRACTED SERVICES		
SCHOOL OPERATIONS		
Board Expenses		
Classroom / Teaching Supplies & Materials		Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.05 economies of scale
Special Ed Supplies & Materials		Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.05 economies of scale
Textbooks / Workbooks		Assuming \$515 K-4 scholar; \$566.5 5-8 scholar; \$695.25 9-12 scholar; 0.05 economies of scale
Supplies & Materials other		Assuming \$220 K-4 scholar; \$242 5-8 scholar; \$297 9-12 scholar; 0.05 economies of scale
Equipment / Furniture		Assuming \$500 K-4 scholar; \$550 5-8 scholar; \$675 9-12 scholar
Telephone		Assuming \$750 FT Staff
Technology		Assuming \$1650 FT Staff; 0.1 economies of scale
Student Testing & Assessment		Assuming \$37 K-4 scholar; \$250 5-8 scholar; \$312.5 9-12 scholar
Field Trips		Assuming \$138 K-4 scholar; \$151.8 5-8 scholar; \$186.3 9-12 scholar
Transportation (student)		Assuming \$78 K-4 scholar; \$85.8 5-8 scholar; \$105.3 9-12 scholar
Student Services - other		Assuming \$304 K-4 scholar; \$334.4 5-8 scholar; \$410.4 9-12 scholar; 0.05 economies of scale
Office Expense		Assuming \$2500 FT Staff; 0.05 economies of scale
Staff Development		Assuming \$1500 FT Staff; 0.05 economies of scale
Staff Recruitment		\$5,000/new or replaced positions
Student Recruitment / Marketing		Adding 3 sections of K and 1 section of 1st Grade. (\$550/Open Seat + inflation). No recruitment cost for Middle or High School
School Meals / Lunch		
Travel (Staff)		Assuming \$720 FT Staff
Fundraising		
Other		Assuming \$1500 FT Staff
TOTAL SCHOOL OPERATIONS		
FACILITY OPERATION & MAINTENANCE		
Insurance		Assume \$144/scholar
Janitorial		
Building and Land Rent / Lease		Assuming \$2,500 per scholar; 1% annual inflation
Repairs & Maintenance		Assuming \$100/scholar
Equipment / Furniture		
Security		
Utilities		
TOTAL FACILITY OPERATION & MAINTENANCE		
DEPRECIATION & AMORTIZATION		
DISSOLUTION ESCROW & RESERVES / CONTINGENCY		
TOTAL EXPENSES		
NET INCOME		

<p style="text-align: right;">Success PROJECTED BUDGET / C July 1, 20</p>	DESCRIPTION OF ASSUMPTIONS
Total Revenue Total Expenses Net Income Actual Student Enrollment Total Paid Student Enrollment	
ENROLLMENT - *School Districts Are Linked To Above Entries* New York City Facilities Funding School District 3 (Enter Name) School District 4 (Enter Name) School District 5 (Enter Name) School District 6 (Enter Name) School District 7 (Enter Name) School District 8 (Enter Name) School District 9 (Enter Name) School District 10 (Enter Name) School District 11 (Enter Name) School District 12 (Enter Name) School District 13 (Enter Name) School District 14 (Enter Name) School District 15 (Enter Name) School District - ALL OTHER	
TOTAL ENROLLMENT	
REVENUE PER PUPIL	
EXPENSES PER PUPIL	

Success Academy FY17
PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS
 July 1, 2016 to June 30, 2017

Total Revenue	570,044	-	720,044	-	570,044	120,525	570,044	-	670,044	-	570,044	199,928	3,990,718
Total Expenses	359,784	294,022	361,659	295,897	363,732	298,168	366,003	299,553	366,503	300,053	367,003	300,553	3,972,929
Net Income	210,260	(294,022)	358,385	(295,897)	206,313	(177,643)	204,042	(299,553)	303,542	(300,053)	203,042	(100,626)	17,789
Cash Flow Adjustments	(38,854)	(37,917)	(36,979)	(36,042)	(44,406)	(43,271)	(42,135)	615	865	1,115	1,365	1,615	(274,031)
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	171,406	(331,939)	321,406	(331,939)	161,906	(220,914)	161,906	(298,939)	304,406	(298,939)	204,406	(99,011)	(256,242)

	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	
EXPENSES														
ADMINISTRATIVE STAFF PERSONNEL COSTS														
	No. of Positions													
Executive Management	-	-	-	-	-	-	-	-	-	-	-	-	-	
Instructional Management	1.00	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	80,000	
Deans, Directors & Coordinators	1.00	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	57,000	
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	
Operation / Business Manager	2.00	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	156,000	
Administrative Staff	1.00	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000	
TOTAL ADMINISTRATIVE STAFF	5.00	28,167	28,167	28,167	28,167	28,167	28,167	28,167	28,167	28,167	28,167	28,167	338,000	
INSTRUCTIONAL PERSONNEL COSTS														
Teachers - Regular	7.00	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000	
Teachers - SPED	2.00	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000	
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-	
Teaching Assistants	7.00	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	336,000	
Specialty Teachers	2.00	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000	
Aides	-	-	-	-	-	-	-	-	-	-	-	-	-	
Therapists & Counselors	0.50	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	40,000	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INSTRUCTIONAL	18.50	86,333	86,333	86,333	86,333	86,333	86,333	86,333	86,333	86,333	86,333	86,333	1,036,000	
NON-INSTRUCTIONAL PERSONNEL COSTS														
Nurse	1.00	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	80,000	
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-	
Custodian	2.00	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000	
Security	1.00	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL NON-INSTRUCTIONAL	4.00	21,250	21,250	21,250	21,250	21,250	21,250	21,250	21,250	21,250	21,250	21,250	255,000	
SUBTOTAL PERSONNEL SERVICE COSTS	27.50	135,750	135,750	135,750	135,750	135,750	135,750	135,750	135,750	135,750	135,750	135,750	1,629,000	
PAYROLL TAXES AND BENEFITS														
Payroll Taxes	-	16,290	16,290	16,290	16,290	16,290	16,290	16,290	16,290	16,290	16,290	16,290	195,480	
Fringe / Employee Benefits	-	14,933	14,933	14,933	14,933	14,933	14,933	14,933	14,933	14,933	14,933	14,933	179,190	
Retirement / Pension	-	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715	32,580	
TOTAL PAYROLL TAXES AND BENEFITS	-	33,938	33,938	33,938	33,938	33,938	33,938	33,938	33,938	33,938	33,938	33,938	407,250	
TOTAL PERSONNEL SERVICE COSTS	27.50	169,688	169,688	169,688	169,688	169,688	169,688	169,688	169,688	169,688	169,688	169,688	2,036,250	
CONTRACTED SERVICES														
Accounting / Audit	-	625	625	625	625	625	625	625	625	625	625	625	7,500	
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	
Management Company Fee	-	66,699	66,699	66,699	66,699	66,699	66,699	66,699	66,699	66,699	66,699	66,699	400,195	
Nurse Services	-	-	-	-	-	-	-	-	-	-	-	-	-	
Food Service / School Lunch	-	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	30,780	
Payroll Services	-	550	550	550	550	550	550	550	550	550	550	550	6,600	
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-	-	-	
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Purchased / Professional / Consulting	-	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	15,978	
TOTAL CONTRACTED SERVICES	-	71,771	71,771	71,771	71,771	71,771	71,771	71,771	71,771	71,771	71,771	71,771	461,052	
SCHOOL OPERATIONS														
Board Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	
Classroom / Teaching Supplies & Materials	-	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	84,898	
Special Ed Supplies & Materials	-	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	12,686	
Textbooks / Workbooks	-	7,828	7,828	7,828	7,828	7,828	7,828	7,828	7,828	7,828	7,828	7,828	93,936	
Supplies & Materials other	-	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	40,128	
Equipment / Furniture	-	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	95,000	
Telephone	-	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	20,625	
Technology	-	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	40,838	
Student Testing & Assessment	-	586	586	586	586	586	586	586	586	586	586	586	7,030	
Field Trips	-	2,185	2,185	2,185	2,185	2,185	2,185	2,185	2,185	2,185	2,185	2,185	26,220	
Transportation (student)	-	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	14,820	
Student Services - other	-	4,621	4,621	4,621	4,621	4,621	4,621	4,621	4,621	4,621	4,621	4,621	55,450	
Office Expense	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	66,000	
Staff Development	-	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	39,600	
Staff Recruitment	-	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	132,000	
Student Recruitment / Marketing	-	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	35,613	
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-	
Travel (Staff)	-	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	19,800	
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	3,438	3,438	3,438	3,438	3,438	3,438	3,438	3,438	3,438	3,438	3,438	41,250	
TOTAL SCHOOL OPERATIONS	-	68,824	68,824	68,824	68,824	68,824	68,824	68,824	68,824	68,824	68,824	68,824	825,893	
FACILITY OPERATION & MAINTENANCE														
Insurance	-	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	26,266	
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-	
Building and Land Rent / Lease	-	39,583	39,583	39,583	39,583	39,583	39,583	39,583	39,583	39,583	39,583	39,583	475,000	
Repairs & Maintenance	-	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	19,000	
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-	
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL FACILITY OPERATION & MAINTENANCE	-	43,355	43,355	43,355	43,355	43,355	43,355	43,355	43,355	43,355	43,355	43,355	520,266	
DEPRECIATION & AMORTIZATION														
	-	6,146	7,083	8,021	8,958	10,094	11,229	12,365	12,615	12,865	13,115	13,365	13,615	129,469
DISSOLUTION ESCROW & RESERVES / CONTINGENCY														
	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES	-	359,784	294,022	361,659	295,897	363,732	298,168	366,003	299,553	366,503	300,053	367,003	3,972,929	
NET INCOME	-	210,260	(294,022)	358,385	(295,897)	206,313	(177,643)	204,042						

Success Academy FY17

PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD

*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

	3,990,718	4,655,682	7,071,436	9,487,190	12,553,340
Total Revenue					
Total Expenses	3,972,929	5,041,266	7,095,845	9,088,265	11,907,250
Net Income (Before Cash Flow Adjustments)	17,789	(385,585)	(24,409)	398,925	646,091
Actual Student Enrollment	190	250	380	510	675
Total Paid Student Enrollment	190	250	380	510	675
	Year 1	Year 2	Year 3	Year 4	Year 5
	2017	2018	2019	2020	2021
	*Year 1 should tie to Totals for Year 1 on Tabs 4 and 5				
	Per Pupil Revenue Percentage Increase				
	3.5%	0.0%	0.0%	0.0%	0.0%
REVENUE					
REVENUES FROM STATE SOURCES					
Per Pupil Revenue					
New York City	14,627				
School District 2 (Enter Name)	2,925				
School District 3 (Enter Name)	-				
School District 4 (Enter Name)	-				
School District 5 (Enter Name)	-				
School District 6 (Enter Name)	-				
School District 7 (Enter Name)	-				
School District 8 (Enter Name)	-				
School District 9 (Enter Name)	-				
School District 10 (Enter Name)	-				
School District 11 (Enter Name)	-				
School District 12 (Enter Name)	-				
School District 13 (Enter Name)	-				
School District 14 (Enter Name)	-				
School District 15 (Enter Name)	-				
School District - ALL OTHER	-				
TOTAL Per Pupil Revenue (Average Districts Per Pupil Funding)	8,776				
Special Education Revenue					
Grants					
Stimulus					
DYCD (Department of Youth and Community Developmt.)	100,000				
Other					
Other					
TOTAL REVENUE FROM STATE SOURCES	3,520,265	4,500,349	6,840,530	9,180,712	12,150,942
REVENUE FROM FEDERAL FUNDING					
IDEA Special Needs	17,828	23,458	35,656	47,854	63,336
Title I	92,625	121,875	185,250	248,625	329,063
Title Funding - Other	10,000	10,000	10,000	10,000	10,000
School Food Service (Free Lunch)					
Grants					
Charter School Program (CSP) Planning & Implementation	350,000				
Other					
Other					
TOTAL REVENUE FROM FEDERAL SOURCES	470,453	155,333	230,906	306,479	402,398
LOCAL and OTHER REVENUE					
Contributions and Donations					
Fundraising					
Erate Reimbursement					
Earnings on Investments					
Interest Income					
Food Service (Income from meals)					
Text Book					
OTHER					
TOTAL REVENUE FROM LOCAL and OTHER SOURCES					
TOTAL REVENUE	3,990,718	4,655,682	7,071,436	9,487,190	12,553,340

Success Academy FY17

PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD

*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

Total Revenue	3,990,718	4,655,682	7,071,436	9,487,190	12,553,340
Total Expenses	3,972,929	5,041,266	7,095,845	9,088,265	11,907,250
Net Income (Before Cash Flow Adjustments)	17,789	(385,585)	(24,409)	398,925	646,091
Actual Student Enrollment	190	250	380	510	675
Total Paid Student Enrollment	190	250	380	510	675

	Year 1	Year 2	Year 3	Year 4	Year 5
	2017	2018	2019	2020	2021

EXPENSES

	No. of Positions				
ADMINISTRATIVE STAFF PERSONNEL COSTS					
Executive Management	-	-	-	-	-
Instructional Management	1.00	80,000	160,000	160,000	240,000
Deans, Directors & Coordinators	1.00	57,000	57,000	114,000	171,000
CFO / Director of Finance	-	-	-	-	-
Operation / Business Manager	2.00	156,000	156,000	156,000	236,531
Administrative Staff	1.00	45,000	45,000	90,000	113,717
TOTAL ADMINISTRATIVE STAFF	5.00	338,000	418,000	520,000	657,000
INSTRUCTIONAL PERSONNEL COSTS					
Teachers - Regular	7.00	420,000	540,000	840,000	1,080,000
Teachers - SPED	2.00	120,000	180,000	300,000	420,000
Substitute Teachers	-	-	-	-	-
Teaching Assistants	7.00	336,000	384,000	480,000	624,000
Specialty Teachers	2.00	120,000	240,000	390,000	450,000
Aides	-	-	-	-	-
Therapists & Counselors	0.50	40,000	80,000	80,000	120,000
Other	-	-	-	-	-
TOTAL INSTRUCTIONAL	18.50	1,036,000	1,424,000	2,090,000	2,694,000
NON-INSTRUCTIONAL PERSONNEL COSTS					
Nurse	1.00	80,000	83,200	86,528	89,989
Librarian	-	-	-	-	-
Custodian	2.00	100,000	104,000	108,160	112,486
Security	1.00	75,000	78,000	81,120	84,365
Other	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	4.00	255,000	265,200	275,808	286,840
SUBTOTAL PERSONNEL SERVICE COSTS	27.50	1,629,000	2,107,200	2,885,808	3,637,840
PAYROLL TAXES AND BENEFITS					
Payroll Taxes		195,480	252,864	346,297	436,541
Fringe / Employee Benefits		179,190	231,792	317,439	400,162
Retirement / Pension		32,580	42,144	57,716	72,757
TOTAL PAYROLL TAXES AND BENEFITS		407,250	526,800	721,452	909,460
TOTAL PERSONNEL SERVICE COSTS	27.50	2,036,250	2,634,000	3,607,260	4,547,300
CONTRACTED SERVICES					
Accounting / Audit		7,500	7,650	7,803	7,959
Legal		-	-	-	-
Management Company Fee		400,195	526,572	800,389	1,074,207
Nurse Services		-	-	-	-
Food Service / School Lunch		30,780	40,500	61,560	82,620
Payroll Services		6,600	8,400	11,640	14,640
Special Ed Services		-	-	-	-
Titliment Services (i.e. Title I)		-	-	-	-
Other Purchased / Professional / Consulting		15,978	20,335	28,179	35,441
TOTAL CONTRACTED SERVICES		461,052	603,457	909,571	1,214,867
SCHOOL OPERATIONS					
Board Expenses		-	-	-	-
Classroom / Teaching Supplies & Materials		84,898	107,240	156,484	201,617
Special Ed Supplies & Materials		12,686	16,024	23,383	30,127
Textbooks / Workbooks		93,936	118,656	173,143	223,081
Supplies & Materials other		40,128	50,688	73,964	95,297
Equipment / Furniture		95,000	125,000	190,000	255,000
Telephone		20,625	26,250	36,375	45,750
Technology		40,838	46,778	58,338	66,036
Student Testing & Assessment		7,030	9,250	14,060	18,870
Field Trips		26,220	34,500	52,440	70,380
Transportation (student)		14,820	19,500	29,640	39,780
Student Services - other		55,450	70,042	102,205	131,683
Office Expense		66,000	80,640	107,274	129,525
Staff Development		39,600	48,384	64,365	77,715
Staff Recruitment		132,000	59,904	90,685	94,277
Student Recruitment / Marketing		35,613	74,938	76,725	97,763
School Meals / Lunch		-	-	-	-
Travel (Staff)		19,800	25,200	34,920	43,920
Fundraising		-	-	-	-
Other		41,250	52,500	72,750	91,500
TOTAL SCHOOL OPERATIONS		825,893	965,493	1,356,751	1,712,321
FACILITY OPERATION & MAINTENANCE					
Insurance		26,266	33,178	48,413	62,376
Janitorial		-	-	-	-
Building and Land Rent / Lease		475,000	631,250	969,095	1,313,634
Repairs & Maintenance		19,000	25,000	38,000	51,000
Equipment / Furniture		-	-	-	-
Security		-	-	-	-
Utilities		-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE		520,266	689,428	1,055,508	1,427,010
DEPRECIATION & AMORTIZATION		129,469	148,889	166,756	186,766
DISSOLUTION ESCROW & RESERVES / CONTIGENCY		-	-	-	-
TOTAL EXPENSES		3,972,929	5,041,266	7,095,845	9,088,265
NET INCOME		17,789	(385,585)	(24,409)	398,925

Success Academy FY17

PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD

*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

Total Revenue	3,990,718	4,655,682	7,071,436	9,487,190	12,553,340
Total Expenses	3,972,929	5,041,266	7,095,845	9,088,265	11,907,250
Net Income (Before Cash Flow Adjustments)	17,789	(385,585)	(24,409)	398,925	646,091
Actual Student Enrollment	190	250	380	510	675
Total Paid Student Enrollment	190	250	380	510	675

Year 1	Year 2	Year 3	Year 4	Year 5
2017	2018	2019	2020	2021

ENROLLMENT - *School Districts Are Linked To Above Entries*

New York City	190	250	380	510	675
School District 2 (Enter Name)	-	-	-	-	-
School District 3 (Enter Name)	-	-	-	-	-
School District 4 (Enter Name)	-	-	-	-	-
School District 5 (Enter Name)	-	-	-	-	-
School District 6 (Enter Name)	-	-	-	-	-
School District 7 (Enter Name)	-	-	-	-	-
School District 8 (Enter Name)	-	-	-	-	-
School District 9 (Enter Name)	-	-	-	-	-
School District 10 (Enter Name)	-	-	-	-	-
School District 11 (Enter Name)	-	-	-	-	-
School District 12 (Enter Name)	-	-	-	-	-
School District 13 (Enter Name)	-	-	-	-	-
School District 14 (Enter Name)	-	-	-	-	-
School District 15 (Enter Name)	-	-	-	-	-
School District - ALL OTHER	-	-	-	-	-

TOTAL ENROLLMENT	190	250	380	510	675
-------------------------	------------	------------	------------	------------	------------

REVENUE PER PUPIL	21,004	18,623	18,609	18,602	18,598
--------------------------	---------------	---------------	---------------	---------------	---------------

EXPENSES PER PUPIL	20,910	20,165	18,673	17,820	17,640
---------------------------	---------------	---------------	---------------	---------------	---------------

CASH FLOW ADJUSTMENTS

OPERATING ACTIVITIES					
Add Back Depreciation	129,469	148,889	166,756	186,766	209,178
Other	-	-	-	-	-
Total Operating Activities	129,469	148,889	166,756	186,766	209,178
INVESTMENT ACTIVITIES					
Subtract Property and Equipment Expenditures	(403,500)	(202,860)	(213,003)	(223,653)	(234,836)
Other	-	-	-	-	-
Total Investment Activities	(403,500)	(202,860)	(213,003)	(223,653)	(234,836)
FINANCING ACTIVITIES					
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-
Other	-	-	-	-	-
Total Financing Activities	-	-	-	-	-

Total Cash Flow Adjustments	(274,031)	(53,971)	(46,247)	(36,887)	(25,657)
------------------------------------	------------------	-----------------	-----------------	-----------------	-----------------

NET INCOME	(256,242)	(439,556)	(70,656)	362,039	620,433
-------------------	------------------	------------------	-----------------	----------------	----------------

Beginning Cash Balance	(393,791)	(650,033)	(1,089,589)	(1,160,245)	(798,207)
-------------------------------	------------------	------------------	--------------------	--------------------	------------------

ENDING CASH BALANCE	(650,033)	(1,089,589)	(1,160,245)	(798,207)	(177,773)
----------------------------	------------------	--------------------	--------------------	------------------	------------------

Success Ac		DESCRIPTION OF ASSUMPTIONS
PROJECTED BUDGET / OPERATING		
*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will this Tab Should Be For the Firs		
Total Revenue		
Total Expenses		
Net Income (Before Cash Flow Adjustments)		
Actual Student Enrollment		
Total Paid Student Enrollment		
EXPENSES		
ADMINISTRATIVE STAFF PERSONNEL COSTS		
	No. of Positions	
Executive Management	-	
Instructional Management	1.00	FY17 - 2 ; FY18 - 2 ; FY19 - 3 ; FY20 - 4
Deans, Directors & Coordinators	1.00	FY17 - 1 ; FY18 - 2 ; FY19 - 3 ; FY20 - 4.5
CFO / Director of Finance	-	
Operation / Business Manager	2.00	FY17 - 2 ; FY18 - 2 ; FY19 - 2 ; FY20 - 3
Administrative Staff	1.00	FY17 - 1 ; FY18 - 2 ; FY19 - 2 ; FY20 - 2.5
TOTAL ADMINISTRATIVE STAFF	5.00	
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	7.00	FY17 - 9 ; FY18 - 14 ; FY19 - 18 ; FY20 - 24
Teachers - SPED	2.00	FY17 - 3 ; FY18 - 5 ; FY19 - 7 ; FY20 - 9
Substitute Teachers	-	
Teaching Assistants	7.00	FY17 - 8 ; FY18 - 10 ; FY19 - 13 ; FY20 - 15
Specialty Teachers	2.00	FY17 - 4 ; FY18 - 6.5 ; FY19 - 7.5 ; FY20 - 9
Aides	-	
Therapists & Counselors	0.50	FY17 - 1 ; FY18 - 1 ; FY19 - 1.5 ; FY20 - 4
Other	-	
TOTAL INSTRUCTIONAL	18.50	
NON-INSTRUCTIONAL PERSONNEL COSTS		
Nurse	1.00	FY17 - 1 ; FY18 - 1 ; FY19 - 1 ; FY20 - 1
Librarian	-	
Custodian	2.00	FY17 - 2 ; FY18 - 2 ; FY19 - 2 ; FY20 - 2
Security	1.00	FY17 - 1 ; FY18 - 1 ; FY19 - 1 ; FY20 - 1
Other	-	
TOTAL NON-INSTRUCTIONAL	4.00	
SUBTOTAL PERSONNEL SERVICE COSTS		27.50
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		Assuming 12% of Gross Salaries
Fringe / Employee Benefits		Assuming 11% of Gross Salaries
Retirement / Pension		Assuming 2% of Gross Salaries
TOTAL PAYROLL TAXES AND BENEFITS		
TOTAL PERSONNEL SERVICE COSTS		27.50
CONTRACTED SERVICES		
Accounting / Audit		One time annual expense of \$7,500 with 2% inflation
Legal		
Management Company Fee		15% of GenEd Per Pupil
Nurse Services		
Food Service / School Lunch		Using DOE School Foods - \$162 per scholar
Payroll Services		Assuming \$10/FT employee per pay period (24 periods/yr)
Special Ed Services		
Titlment Services (i.e. Title I)		
Other Purchased / Professional / Consulting		Employee Background Checks, Consulting and Temporary Help - Assuming \$581/employee
TOTAL CONTRACTED SERVICES		
SCHOOL OPERATIONS		
Board Expenses		
Classroom / Teaching Supplies & Materials		Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.05 economies of scale
Special Ed Supplies & Materials		Assuming \$535 K-4 scholar; \$588.5 5-8 scholar; \$722.25 9-12 scholar; Appropriated 13% of K-12 budgeted amount to Special Education; 0.05 economies of scale
Textbooks / Workbooks		Assuming \$515 K-4 scholar; \$566.5 5-8 scholar; \$695.25 9-12 scholar; 0.05 economies of scale
Supplies & Materials other		Assuming \$220 K-4 scholar; \$242 5-8 scholar; \$297 9-12 scholar; 0.05 economies of scale
Equipment / Furniture		Assuming \$500 K-4 scholar; \$550 5-8 scholar; \$675 9-12 scholar
Telephone		Assuming \$750 FT Staff
Technology		Assuming \$1650 FT Staff; 0.1 economies of scale
Student Testing & Assessment		Assuming \$37 K-4 scholar; \$250 5-8 scholar; \$312.5 9-12 scholar
Field Trips		Assuming \$138 K-4 scholar; \$151.8 5-8 scholar; \$186.3 9-12 scholar
Transportation (student)		Assuming \$78 K-4 scholar; \$85.8 5-8 scholar; \$105.3 9-12 scholar
Student Services - other		Assuming \$304 K-4 scholar; \$334.4 5-8 scholar; \$410.4 9-12 scholar; 0.05 economies of scale
Office Expense		Assuming \$2500 FT Staff; 0.05 economies of scale
Staff Development		Assuming \$1500 FT Staff; 0.05 economies of scale
Staff Recruitment		\$5,000/new or replaced positions
Student Recruitment / Marketing		Adding 3 sections of K and 1 section of 1st Grade. (\$550/Open Seat + inflation). No recruitment cost for Middle or High School
School Meals / Lunch		
Travel (Staff)		Assuming \$720 FT Staff
Fundraising		
Other		Assuming \$1500 FT Staff
TOTAL SCHOOL OPERATIONS		
FACILITY OPERATION & MAINTENANCE		
Insurance		Assume \$144/scholar
Janitorial		
Building and Land Rent / Lease		Assuming \$2,500 per scholar; 1% annual inflation
Repairs & Maintenance		Assuming \$100/scholar
Equipment / Furniture		
Security		
Utilities		
TOTAL FACILITY OPERATION & MAINTENANCE		
DEPRECIATION & AMORTIZATION		
DISSOLUTION ESCROW & RESERVES / CONTIGENCY		
TOTAL EXPENSES		
NET INCOME		

<p style="text-align: right;">Success Ac</p> <p style="text-align: center;">PROJECTED BUDGET / OPERATING</p> <p><small>*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will this Tab Should Be For the Firs</small></p>	<p style="text-align: center;">DESCRIPTION OF ASSUMPTIONS</p>
<p>Total Revenue Total Expenses Net Income (Before Cash Flow Adjustments) Actual Student Enrollment Total Paid Student Enrollment</p>	
<p>ENROLLMENT - *School Districts Are Linked To Above Entries* New York City School District 2 (Enter Name) School District 3 (Enter Name) School District 4 (Enter Name) School District 5 (Enter Name) School District 6 (Enter Name) School District 7 (Enter Name) School District 8 (Enter Name) School District 9 (Enter Name) School District 10 (Enter Name) School District 11 (Enter Name) School District 12 (Enter Name) School District 13 (Enter Name) School District 14 (Enter Name) School District 15 (Enter Name) School District - ALL OTHER</p> <p>TOTAL ENROLLMENT</p> <p>REVENUE PER PUPIL</p> <p>EXPENSES PER PUPIL</p>	
<p>CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Add Back Depreciation Other Total Operating Activities INVESTMENT ACTIVITIES Subtract Property and Equipment Expenditures Other Total Investment Activities FINANCING ACTIVITIES Example - Add Expected Proceeds from a Loan or Line of Credit Other Total Financing Activities</p> <p>Total Cash Flow Adjustments</p> <p>NET INCOME</p> <p>Beginning Cash Balance</p> <p>ENDING CASH BALANCE</p>	



**US Department of Education
Washington, D.C. 20202
GRANT AWARD NOTIFICATION**

1 RECIPIENT NAME Success Charter Network, Inc. 310 Lenox Avenue Second Floor New York, NY 10027 - 4449	2 AWARD INFORMATION PR/AWARD NUMBER U282M110031 ACTION NUMBER 2 ACTION TYPE Administrative AWARD TYPE Discretionary															
3 PROJECT STAFF RECIPIENT PROJECT DIRECTOR [REDACTED] EDUCATION PROGRAM CONTACT [REDACTED] EDUCATION PAYMENT HOTLINE G5 PAYEE 888-336-8930 HELPDESK edcaps.user@ed.gov	4 PROJECT TITLE 84.282M T School															
5 KEY PERSONNEL <table border="0"> <thead> <tr> <th align="left"><u>NAME</u></th> <th align="left"><u>TITLE</u></th> <th align="left"><u>LEVEL OF EFFORT</u></th> </tr> </thead> <tbody> <tr> <td>Laina Vlasnik</td> <td>Project Director</td> <td>10 %</td> </tr> </tbody> </table>		<u>NAME</u>	<u>TITLE</u>	<u>LEVEL OF EFFORT</u>	Laina Vlasnik	Project Director	10 %									
<u>NAME</u>	<u>TITLE</u>	<u>LEVEL OF EFFORT</u>														
Laina Vlasnik	Project Director	10 %														
6 AWARD PERIODS BUDGET PERIOD 10/01/2011 - 09/30/2012 PERFORMANCE PERIOD 10/01/2011 - 09/30/2016 FUTURE BUDGET PERIODS <table border="0"> <thead> <tr> <th align="left"><u>BUDGET PERIOD</u></th> <th align="left"><u>DATE</u></th> <th align="left"><u>AMOUNT</u></th> </tr> </thead> <tbody> <tr> <td>2</td> <td>10/01/2012 - 09/30/2013</td> <td>\$1.00</td> </tr> <tr> <td>3</td> <td>10/01/2013 - 09/30/2014</td> <td>\$816,851.00</td> </tr> <tr> <td>4</td> <td>10/01/2014 - 09/30/2015</td> <td>\$1,513,354.00</td> </tr> <tr> <td>5</td> <td>10/01/2015 - 09/30/2016</td> <td>\$1,928,825.00</td> </tr> </tbody> </table>		<u>BUDGET PERIOD</u>	<u>DATE</u>	<u>AMOUNT</u>	2	10/01/2012 - 09/30/2013	\$1.00	3	10/01/2013 - 09/30/2014	\$816,851.00	4	10/01/2014 - 09/30/2015	\$1,513,354.00	5	10/01/2015 - 09/30/2016	\$1,928,825.00
<u>BUDGET PERIOD</u>	<u>DATE</u>	<u>AMOUNT</u>														
2	10/01/2012 - 09/30/2013	\$1.00														
3	10/01/2013 - 09/30/2014	\$816,851.00														
4	10/01/2014 - 09/30/2015	\$1,513,354.00														
5	10/01/2015 - 09/30/2016	\$1,928,825.00														
7 AUTHORIZED FUNDING <table border="0"> <thead> <tr> <th></th> <th align="left">THIS ACTION</th> <th align="left">N/A</th> </tr> </thead> <tbody> <tr> <td>BUDGET PERIOD</td> <td>\$1,740,970.00</td> <td></td> </tr> <tr> <td>PERFORMANCE PERIOD</td> <td>\$1,740,970.00</td> <td></td> </tr> </tbody> </table>			THIS ACTION	N/A	BUDGET PERIOD	\$1,740,970.00		PERFORMANCE PERIOD	\$1,740,970.00							
	THIS ACTION	N/A														
BUDGET PERIOD	\$1,740,970.00															
PERFORMANCE PERIOD	\$1,740,970.00															
8 ADMINISTRATIVE INFORMATION DUNS/SSN 830186487 REGULATIONS CFR PART X EDGAR AS APPLICABLE ATTACHMENTS N/A																
9 LEGISLATIVE AND FISCAL DATA AUTHORITY: PL 107-110 V NO CHILD LEFT BEHIND PROGRAM TITLE: CHARTER SCHOOLS CFDA/SUBPROGRAM NO: 84.282M																

22. Fiscal Soundness

(f) Letters of Commitment

Provide letters of commitment for any funding sources from private contributions, grant funds or other philanthropic funds in the school budget detailing the amounts and uses for the funding.

Please refer to Attachments 22(f) – Grant Award Notification. This notification relates to Charter Schools Program (“CSP”) grants. The notification confirms a direct federal award to the charter management organization (“CMO”) based on the CMO’s plans to open three elementary schools and one middle school in the 2015-2016 school year at the time of the grant award (October 2011). Additional elementary schools opened in excess of the CMO award will apply for funding under New York’s CSP grant administered by NYSED. Note that, in order to use conservative assumptions, the budget shows \$350,000 of CSP funding for each proposed school.

During the startup period, cash needs at the proposed schools that are not covered by CSP funding or by recurring revenue streams will be covered by funds from the SA NYC non-profit education corporation. This entity, as demonstrated in Response 22(e) – Budget Template (SA NYC), will maintain sufficient funds to open the proposed schools.

Additionally, as noted in Response 22 – Fiscal Soundness, Success Academy has a proven track record in raising private money to support its schools as necessary and has significant additional commitments for the future.

23. **Action Plan**

Applicants may include an action plan if they believe it will provide information necessary to demonstrate the capacity of the founding group to open the school. Otherwise, please indicate "No action plan included" for Response 23.

No action plan included. SA NYC and Success Academy have demonstrated the capacity to open new schools repeatedly over the years.

24. Supplemental Information

(a) Supplemental Narrative

If the applicant has any additional information that would be helpful to the Institute and the SUNY Trustees in their evaluation of the proposal, please provide a description of what's included and a rationale for its inclusion in the Response. If no supplementary information is necessary, please indicate so in this response.

Please review Response 24(b) – Supplemental Docs for additional information regarding SA NYC schools' performance on the 2012-2013 state assessments. The source for testing information is the State Education Department's release of state test scores, available at <http://www.p12.nysed.gov/irs/pressRelease/20130807/home.html>. SA NYC will update this Response with performance results from the 2013-2014 state assessments if such results become available on a timely basis.

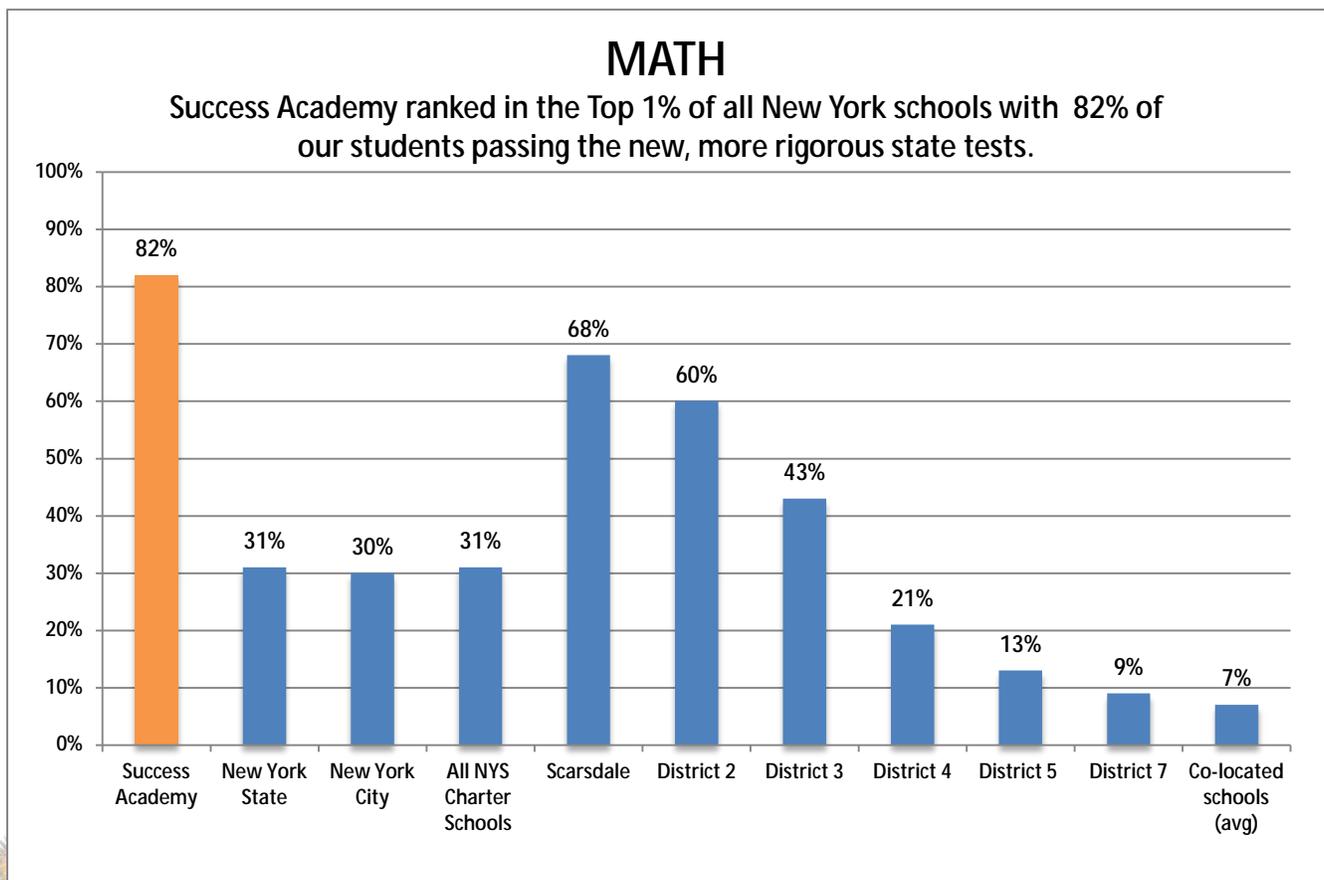
2013 State Exam Results

Success Academy Charter Schools: How Our Scholars Compare

In 2013, the New York State exams in Math and English Language Arts aligned with the Common Core curriculum standards for the first time. Success Academy schools were among the very best in the state at responding to this challenge, with pass rates of **82% in Math** and **58% in ELA**. As a group, the seven Success schools with testing grades:

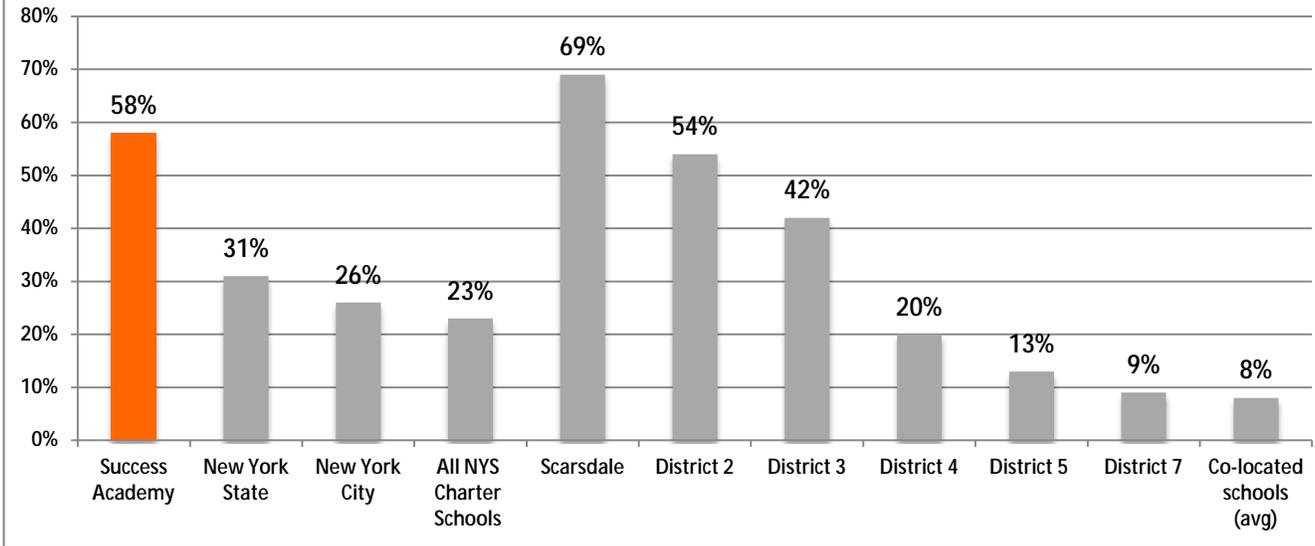
- Ranked among the **Top 1%** of all New York schools in Math and the **Top 7%** in ELA – dramatically outperforming the city, state, and neighboring schools.
- Surpassed many of NYC’s best schools – including highly selective Gifted and Talented programs – while serving children with an overall poverty rate of 77%.
- Two Success Academy schools – SA Bronx 1 and SA Bronx 2 – ranked in the Top 25 highest performing schools in New York State, based on combined scores of Math and ELA.
- At Success Academy, nearly all test takers are children of color, and they dramatically outperformed their peers across the state – where just 15% of African American students and 18% of Hispanic students passed Math, and 16% of African American students and 17% of Hispanic students passed the ELA exam.

Summary of Performance



English Language Arts

Success Academy ranked in the Top 7% of all New York schools with 58% of our students passing the new, more rigorous state reading tests.



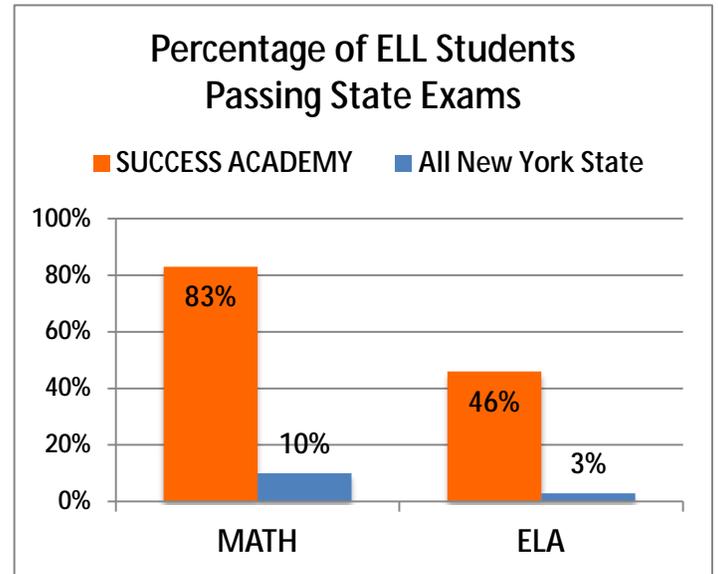
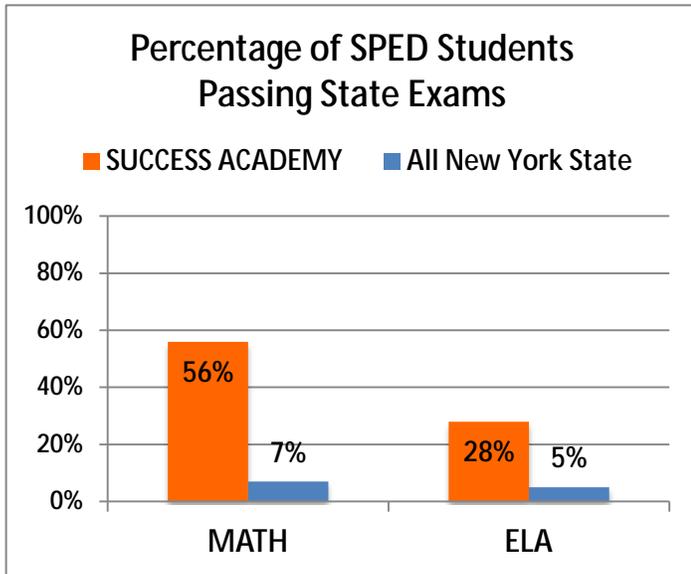
- Success Academy outperformed New York City as a whole by 52 percentage points in Math and 32 percentage points in ELA.
- Success Academy outperformed District 5 (Central Harlem) by 69 percentage points in Math and 45 percentage points in ELA.
- Success Academy outperformed Manhattan’s District 2 (which includes the Upper East Side) by 22 percentage points in Math and 4 percentage points in ELA.
- On average, only 7% of the students at co-located schools passed Math and 8% passed ELA.

Success Academy Outperformed Many Top Schools

- SA Bronx 2 ranked #3 out of 3,528 New York State schools in Math, scoring as the top non-selective school in the state. It surpassed 3 of the 4 selective Gifted and Talented programs in New York City.
- Fifth graders from Success Academy Harlem 4 ranked #1 out of 2,254 schools in New York State in Math.
- In Math, Success Academy outperformed some of New York City’s best schools from affluent neighborhoods – including PS 87 and PS 199 on the Upper West Side, PS 6 on the Upper East Side, and PS 321 in Park Slope, Brooklyn.
- Seventh graders from SA Harlem 1 ranked #9 out of 1,382 schools in New York State in both Math and ELA.
- Fifth graders from Harlem 3 ranked in the Top 3% of all schools in New York State in ELA

Success Academy Serves At-Risk Populations at an Exceptionally High Level

- English Language Learners and special education students at Success Academy passed both Math and ELA at significantly higher rates than the rest of New York State.
- Success Academy enabled 15 times as many English Language Learners to pass the ELA exam than the state as a whole. Students with disabilities passed the Math exam at rate 8 times higher than the state's overall rate.



Success Academy Is New York's Top-Performing CMO

Top 10 Charter Schools -- Math		
Rank	School	Pass Rate
1	Success Academy Bronx 2	97%
2	Success Academy Bronx 1	90%
3	Success Academy Harlem 5	88%
4	Success Academy Harlem 4	83%
5	Success Academy Harlem 3	82%
6	Leadership Prep Ocean Hill	80%
7	Success Academy Harlem 1	79%
8	Success Academy Harlem 2	76%
9	Icahn Charter School 2	72%
10	Excellence Girls Charter	68%

Top 10 Charter Schools -- ELA		
Rank	School	Pass Rate
1	Success Academy Bronx 2	77%
2	Success Academy Bronx 1	67%
3	Success Academy Harlem 5	64%
4	Leadership Prep Ocean Hill	62%
5	Icahn Charter School 2	59%
6	Success Academy Harlem 3	57%
7	Success Academy Harlem 1	56%
8	Excellence Girls Charter	56%
9	Success Academy Harlem 2	56%
10	Success Academy Harlem 4	55%