

- Utility bill
- Paystub or other proof of payroll including mailing address
- Official documentation (e.g. USPS change of address form) with name and mailing address, dated no later than 60 days from application submission date.
- Credit card statement

Application period

Applications for the 2017-2018 school year will be made available to families from December 1, 2016 to 4:59PM on April 3, 2017. Parents and guardians may only submit one application per student applicant. Additional applications will be voided and removed from consideration. We intend to enroll students in grade 5 only for the 2017-2018 school year. In Year 2 (2018-2019), we intend to admit another cohort of fifth grade students, as well as admit students for any available school seats.

Student preferences

All children residing in New York State are eligible to attend Forte Preparatory Academy Charter School. Our enrollment preferences are the following:

- After Year 1, any student returning to Forte Prep for another year of school
- Preference will be given to students residing in the community school district in which Forte Prep is located.
- Preference will be given to siblings of existing students. Siblings are defined as having the same parent(s) and living in the same home.

If an applicant seeks to apply for any of the preferential applicant statuses, they must provide all proof (e.g. guardianship, residency, siblings) with the application or no later than April 1st. If a family is unable to provide proof before the application deadline, they will be still eligible to participate in the random selection process, but will forgo any admissions preferences.

Language translations

The Forte Prep application form will be made available in languages predominantly spoken in our local community. The language translation will be available in both the written and online forms of the application. Predominantly spoken languages will be determined based on the approved location of Forte Prep.

Application format

Our application will be available in paper and online. Applicants may submit materials through our online system, via mail, fax, hand delivery, or email.

Confirmation procedure

Within 24 hours of application submission, Forte Prep will process a confirmation of receipt to the applicant, including date and time stamp. If the applicant applies through our online system, they will receive an email confirmation of receipt. If the applicant applies via paper or mail, we will process a written confirmation postcard to the applicant's stated address on the application. While we will process this request within 24 hours of receipt, applicants can expect standard postal delivery time for the written confirmation.

Lottery

In the event that the number of applicants exceeds the number of available seats, Forte Prep will hold a random public lottery no later than ten (10) business days after the application deadline. The lottery will be audited by licensed auditing professionals, in an effort to adhere to Charter Law that states that random selection is conducted in a transparent and equitable manner and be open to the public, according to Public Officers Law §104. Families are not required to attend and receive no preferential status through attendance at the lottery.

Forte Prep will use technology such as a random number generator, to select students during the lottery. Random selection method will be determined during the Planning Year.

Waitlist

Forte Prep will maintain a waitlist year-round to ensure that all families that want an opportunity to send their children to Forte Prep have an opportunity to do so. While the application for the 2017-2018 school year will officially close in April 2017, applications submitted after this day until November 1st will be entered directly to our waitlist. Further, our policy will allow families who have recently moved to the community an opportunity to be considered for a spot at Forte Prep within the same school year. This requires Forte Prep to establish a "Re-Lottery" process.

To determine the order of the waitlist in the fall, Forte Prep will hold three re-lotteries of the waitlist at the beginning of September, October, and November to establish a new randomized order from which to draw names for available seats. Any family that is contacted will have 48 hours from the phone call notification to accept the offer for a seat at Forte Prep or their space will be relinquished to the next student on the list.

Between April and September, the waitlist order will be established based on the initial April Lottery. Any family who submits an application before April 1 will be included in this initial list, and any family applying after April 1 will be added in order to the end of the list. Available seats will be filled according to the order of families on the waitlist.

On September 1st, the entire remaining waitlist will be "re-lotteried," and each student on the list will be assigned a new number. Available seats will be filled according to the new order of families on the waitlist. Any family who submits an application between the September 1st re-lottery and September 30th will be added in order of application receipt to the end of the new list.

On October 1st and November 1st, respectively, the process will repeat itself, with the order established in November serving as the waitlist order for the remainder of the school year. Parents must re-apply for a seat in subsequent grades before the April 1st deadline. This waitlist does not provide admission to a subsequent grade.

Backfill

Forte Prep will fill every available seat, grades 5 through 8, at any time, using our lottery and Re-Lottery process.

Recording process

Forte Prep staff will maintain detailed documentation of the lottery, wait list, and re-lottery procedures and will be prepared to provide all records to the Board of Regents, SUNY Charter Schools Institute, the New York City DOE if requested.

R-16 – Facility

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a. Facility Needs

Building Excellent Schools has retained Charter School Support Services (CSSS) to assist Forte Preparatory Academy Charter School (“Forte Prep”) in the location and development of a facility for opening in August 2017. CSSS is a national nonprofit that has developed three facilities in New York City and many more across the country. CSSS has also assisted charter schools in New York City apply for colocation space. CSSS provides facility financing, construction management and other support services.

Forte Prep proposes to locate in Northwest Queens. We will prioritize outreach to students living in Community District 3 which includes CSD 30 and 24. Community outreach will be conducted specifically in the zip codes of 11369, 11370, 11371, and 11372, which encompasses the neighborhoods of Jackson Heights, East Elmhurst, and North Corona. The proposed zip code for the school is 11372.

Forte Prep will open with 90 fifth grade students in 2017, adding 90 students each year. **Figure 1** details the number of students and space needed each year for the first term of the charter.

Figure 1: Space requirements

Year 1	9,968	90	5
Year 2	15,337	180	5, 6
Year 3	21,147	270	5, 6, 7
Year 4	28,833	360	5, 6, 7, 8
Year 5	28,833	360	5, 6, 7, 8

Based upon local demographics, the enrollment assumes 10-12% Students with Disabilities and 25-27% ELL students based on year. The facility will meet ADA and life safety requirements.

Forte Prep will apply for colocation space to NYC Department of Education. An initial contact with NYCDOE Office of District Planning in the Division of Operations has been made by the Lead Founder and proposed Executive Director and a letter has been sent to their office (please see **R-23b – Supplemental Attachments**).

Should co-location space not be available, Forte Prep will seek to lease private space. CSSS has developed a five-year space plan for Forte Prep to guide the search. General facility requirements are as follows:

- Classrooms are 750 square feet

- Year 1 - 3 classrooms
- Year 2 - 6 classrooms
- Year 3 - 9 classrooms
- Year 4 - 12 classrooms
- Year 5 - 12 classrooms
- A multiple purpose room with 1,800 square feet, used for physical education, food services and assembly; second MPR in years 3-5
- One office (250 sq. ft.); staff work room (200 sq. ft.)
- Two Adult restrooms in year one and additional restrooms in years 3-5
- Two Student restrooms in year one and additional restrooms in years 3-5
- Additional classrooms for special education
- Additional classrooms for ELL pull out instruction
- Small tutorial room (250 sq. ft.); additional tutorial rooms in years 3-5
- Additional classroom for performing arts (900 sq. ft.) in years 3-5

CSSS is currently working with a local realtor with extensive charter school experience (Maureen Coughlin from IGUA Group, Inc.) to locate private space options. We had an initial meeting in December 2015 to review facility needs and to identify potential options. Forte Prep will seek a five-year lease with options to renew. The budget assumes a rental rate \$30.00 / square foot on a triple net basis. The rent assumes that any upfit work will be covered by the landlord. The budget also assumes approximately \$155,000 for the purchase of FFE over the term of the lease and approximately \$15 / square foot for cleaning and maintenance per year. The leased premises will be ADA accessible and meet all life safety requirements.

b. Facility Selection

As detailed in part (a), Forte Prep is working with Charter School Support Services (CSSS) to identify a facility that meets the needs of the school throughout the growth phase of the first four years of the school. We are still in the process of identifying a facility within our target geographic region. We intend to seek rental assistance through the NYC Department of Education. Given the large overcrowding in the district, we do not anticipate receiving a suitable colocation option, so we have built into our budget assumptions the receipt of rental assistance to cover the cost of a private facility. We anticipate receiving 20% of our per pupil funding to cover rent. We will work closely with CSSS to develop a detailed work plan to ensure that our facility is compliant with all federal requirements, including ADA, and meets all NYC Department of Buildings and NYCDOE codes and state sanitary specifications.

c. Facility Related Conflicts of Interest

Any facility lease signed by Forte Prep will be an arm's length transaction. No Board member, or employee, will have an economic interest in the lease. Any proposed lease will be reviewed by legal counsel prior to Board approval. The fair market value of the lease will be determined through comparison with other local charter school leases.

R-16d – Facility Documents

Request is not applicable.

R-17 – Food Services

Forte Preparatory Academy Charter School (“Forte Prep”) will provide healthy and timely nutrition to our students to ensure that all students are properly nourished and ready to take on our academically rigorous school day. We will follow all nutrition guidelines as outlined by the federal government.

We are currently considering options such as SchoolFood, Red Rabbit, and Revolution Foods as our food provider and plan to apply to become a Local School Food Authority to manage the process of meal counting and broader administration of our school food program. To determine our food service provider, we will develop a comprehensive request for proposal process and collect bids from multiple organizations before making a decision. We will base our determination on cost, efficiency of service delivery, compliance with New York City and State regulations, and alignment to our organizational needs.

Based on National School Lunch Program requirements, we will provide breakfast, lunch and snacks. In early years, we are likely to offer breakfast in the classroom to ensure that all students start the school day consistently. We see schoolwide breakfast as a first opportunity to build community within the day in addition to the nutritional benefits, especially for those students who arrive to school hungry. Breakfast in the classroom will coincide with our Brainwork activities in the morning, where students will work on worksheets and brain teasers to get their minds energized for a full day of school.

We intend to participate in Free and Reduced Price Lunch programs and will follow all applicable regulations regarding eligibility and reporting. The subsidies received by the USDA will be used to pay for our food program only. Because we anticipate having up to 84% FRL students, we do not plan to collect money from those students who can pay full price for their lunch; breakfast, lunch and snack will be offered to all students regardless of ability to pay and socioeconomic status. If families choose to send snacks and meals with their children, we will strongly encourage healthy, low-fat and low-sugar options. These recommendations will be included in our Student and Family Handbook, which every family will review before student orientation.

We will keep a detailed list with our Office Manager about all food allergies in our school, and will be diligent in ensuring that all allergies or food restrictions are addressed in the best way possible and ensure safety. For example, based on menu options, we will notify parents to bring alternative lunch options in the event that an item associated with a food allergy is being served that day.

R-18 – Health Services

Forte Preparatory Academy Charter School (“Forte Prep”) will comply with all health service regulations in accordance with Education Law Article 19, Public Health Law, and will provide similar health service provisions as in district schools. We will outsource school nursing services to a licensed professional who will administer daily medication to students who need it, aid students who are sick, and maintain student health records, including immunization records. We have allocated funds per student to support this expense, and believe that our school nurse program will meet the highest standards of quality and efficiency. Further, we plan to identify other outsourced programs to deliver quality medical screenings to students, such as NYU College of Dentistry’s Mobile Dental Van *Smiling Faces, Going Places*. In the event that we are co-located with a district school, we will collaborate with that school’s health service program, and coordinate to manage our school health records and service delivery through that organization.

Staff will be educated on health policies during our Summer Staff Summit, including the use of an automated external defibrillator (AED) and how to administer CPR, per Education Law.

Provision of Medication to Students who Require it on a Daily Basis

Our contracted school nurse service will be responsible for the administration of any prescribed daily medication required by our students. Families will need to provide proper documentation (e.g. notices and prescriptions from child’s pediatrician) for medication to be administered by our on-site health professionals.

School Immunization Program

In accordance with Education Law Article 19, we will establish a school immunization program that has “all students adequately immunized unless they have been exempted for medical or religious reasons.”¹ Our staff will establish a written immunization policy that details Forte Prep staff member roles and responsibilities in the collection of immunization information, process for education and outreach to families about immunization responsibilities, and annual reporting to the Department of Health. This process will be overseen by the Office Manager, with support by the Operations Manager. The Office Manager will maintain a list of susceptible students [10NYCRR 66- 1.10(c)], identify all students who lack required immunizations, refer all students to their medical providers or DOH, and report all students who fail to meet requirements within 14 days of attendance. The minimum immunization requirements for school attendance can be found in **Figure 1**. We will establish channels of communications to parents and families in their home languages, especially regarding age-specific vaccination requirements. The full communication policies and guidelines will be established during the Planning Year.

¹ 2015-16 School Immunization Program Guidelines.

Figure 1: 2015-16 NYS Immunization Requirements for School Entrance/Attendance²

2015-16 School Year
New York State Immunization Requirements for School Entrance/Attendance¹

NOTES: Children in a prekindergarten setting should be age-appropriately immunized. The number of doses depends on the schedule recommended by the Advisory Committee for Immunization Practices (ACIP).

For grades Pre-k through 7, intervals between doses of vaccine should be in accordance with the ACIP-recommended immunization schedule for persons 0 through 18 years of age. (Exception: intervals between doses of polio vaccine need to be reviewed only for grades kindergarten, 1, 6 and 7.) Doses received before the minimum age or intervals are not valid and do not count toward the number of doses listed below. Intervals between doses of vaccine DO NOT need to be reviewed for grades 8 through 12. See footnotes for specific information for each vaccine. Children who are enrolling in grade-less classes should meet the immunization requirements of the grades for which they are age equivalent.

Dose requirements **MUST** be read with the footnotes of this schedule.

Vaccines	PreKindergarten (Day Care, Head Start, Nursery or Pre-k)	Kindergarten through Grade 1	Grades 2 through 5	Grades 6 through 7	Grades 8 through 12
Diphtheria and Tetanus toxoid-containing vaccine and Pertussis vaccine (DTaP/DTiP/dTdap) ²	4 doses	5 doses or 4 doses if the 4th dose was received at 4 years of age or older or 3 doses if the series is started at 7 years of age or older			3 doses
Tetanus and Diphtheria toxoid-containing vaccine and Pertussis vaccine booster (Tdap) ²		Not applicable			1 dose
Polio vaccine (IPV/OPV) ⁴	3 doses	4 doses or 3 doses if the 3rd dose was received at 4 years of age or older	3 doses	4 doses or 3 doses if the 3rd dose was received at 4 years of age or older	3 doses
Measles, Mumps and Rubella vaccine (MMR) ³	1 dose		2 doses		
Hepatitis B vaccine ⁶	3 doses		3 doses or 2 doses of adult hepatitis B vaccine (Recombinax) for children who received the doses at least 6 months apart between the ages of 11 through 15 years of age		
Varicella (Chickenpox) vaccine ⁷	1 dose	2 doses	1 dose	2 doses	1 dose
Haemophilus influenzae type b conjugate vaccine (Hib) ⁵	1 to 4 doses			Not applicable	
Pneumococcal Conjugate vaccine (PCV) ⁸	1 to 4 doses			Not applicable	

New York State Immunization Requirements for School Entrance/Attendance 2015-16

Collection of Immunization Records

Families will be required to provide original copies of all immunization records during student orientation before the school year begins. All requirements for vaccinations must be met within 14 days of the first day of orientation or the student's first day at the school. Homeless students are not required to present proof of immunity according to the McKinney-Vento Act. Immunization records will be stored in a locked file cabinet, with access limited to school leadership and authorized per accordance to FERPA guidelines and will be kept for a minimum of six (6) years. The child's Cumulative Health Record (CHR) will be maintained by the school as a collection of original medical history documents, and passed on to the child's high school upon graduation. We will make copies of all documents before passing to the next school.

² NYS Immunization Requirements for School Attendance 2015-16 <http://www.health.ny.gov/publications/2370.pdf>.

R-19 – Transportation

Forte Preparatory Academy Charter School (“Forte Prep”) will ensure that all students receive transportation services, per §2853(4)(b) and §3635 of Education Law. Based on the distance and the grade of our students, NYCDOE provides half-fare and full-fare MetroCards and/or stop-to-school transportation. We will also coordinate door-to-door transportation for any student with an IEP that requires it. We will partner with the CSE to ensure that all documentation for this request is updated.

Our Office Manager will be responsible for the following tasks associated with transportation services:

- Determining eligibility of students for half-fare or full-fare cards
- Distributing MetroCards to students
- Assigning MetroCard serial numbers to student records
- Deactivating and replacing lost or stolen cards
- Reviewing MetroCard inventory upon receipt
- Coordinating with Office of Pupil Transportation about additional bus stops
- Communicating with yellow bus drivers (if applicable) about route changes and timing
- Documenting how all students are transported to and from school and updating parental preferences accordingly

We have budgeted \$25 per student per year for field trip transportation, as reflected in our financial projections. We will have a valid Certificate of Occupancy for our school facility to ensure that we can receive NYCDOE transportation services.

Before the beginning of the school enrollment process for the year (April 1st), parents will be required to notify the DOE about transportation needs, in order for the OPT to coordinate and organize its bus routes for the year. Forte Prep will stay in close contact with the OPT to ensure that the best transportation options for every parent are met. Based on feedback from community members, we recognize the importance of effective transportation options for young children, and are committed to accommodating all student needs through the OPT.

R-20 – Insurance

Forte Prep has spoken to several insurance brokers including First Fidelity Brokerage about structuring an insurance portfolio to protect key assets and employees at our school. We anticipate applying for the following coverage and negotiating with our insurance provider for competitive rates. Estimated costs for insurance coverage are reflected in our budget.

Figure 1: Anticipated insurance items

COVERAGE	LIMITS OF LIABILITY	RETENTION	COVERAGE COMMENTS	
Workers' Comp & Employers Liability	<u>WC:</u>	-	Final premium will be computed upon audit. Based on payroll of \$2,000,000	
	Statutory			
	<u>Employer's Liability:</u>	-		
	BI Per Accident	\$1,000,000		
General Liability	BI Each Employee Disease	\$1,000,000	- Based on estimated 90 Students	
	BI Policy Limit Disease	\$1,000,000		
	<u>Liability:</u>			<u>Liability:</u>
	Each Occurrence	\$1,000,000		Nil except:
	Personal and Advertising Injury	\$1,000,000		\$1,000 Employee Benefits Liability
	General Aggregate	\$3,000,000		
	Fire Legal Liability	\$100,000		
	Medical Payments, per person	\$5,000		
	Hired and Non Owned Liability	\$1,000,000		
	Employee Benefits Liability	\$1,000,000		
	Abuse & Molestation Limit	\$1,000,000		
	Abuse & Molestation Agg. Limit	\$2,000,000		
	Products Agg Limit	\$3,000,000		
Educators Legal Liability	Educators Legal Liability	\$1,000,000	\$2,500 Educators Legal Liability	Includes "Wrongful Act"/D&O
	Educators Legal Liability Aggregate	\$1,000,000	\$5,000 EPL	
Property	<u>Property:</u>		<u>Property:</u>	
	Contents	\$250,000	\$2,500	
	EDP	\$250,000		
	Business Income / Extra Expense	ALS		
	Cause of Loss Form	Special		
Excess Liability Crime	Each Occurrence	\$10,000,000	\$10,000 SIR if no underlier	Includes GL, Auto, EBL, ELL
	Aggregate	\$10,000,000		
	Employee Theft	\$1,000,000	\$25,000	
	Depositors Forgery or Alteration	\$1,000,000		

	Theft, Disappearance & Destruction - Money, Securities, and Other Property	\$1,000,000	
	Computer and Funds Transfer Fraud	\$1,000,000	
Accident Insurance	AD&D:	\$250,000	Nil
Special Risk	Accident Medical Expense:	\$250,000	
Cyber Liability	Aggregate Limit	\$1,000,000	\$2,500
Special Risk	Ransom	\$1,000,000	Nil
Side A D&O	Limit	\$1,000,000	
Fiduciary	Limit	\$2,000,000	\$10,000
Liability	Aggregate	\$2,000,000	

R-21 – Fiscal Soundness

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a. Budget Narrative

Forte Preparatory Academy Charter School (“Forte Prep”) will build a high-quality education program that achieves its mission of equipping all students with the skills to be successful in college preparatory high schools, while establishing a fiscally sustainable nonprofit organization that can support its program on public funding.

We have built a conservative budget model that is not overly optimized – revenues are based on a hedged enrollment, whereas expenses are based on our full enrollment. We have also leveraged the help of experts in the charter school budgeting and financial management field to assist with and vet our plan. We do not include any additional sources of revenue that are not highly likely to be received during the charter period. In every year of operation, we anticipate having a budget surplus to accommodate any unforeseen circumstances and build a reserve for future endeavors of our school.

Figure 1: High level snapshot of Five Year Budget

350,000	2,084,495	3,480,706	5,068,845	6,756,021	6,756,138
243,192	2,072,884	3,469,831	5,067,339	6,577,031	6,683,670
106,808	11,611	10,875	1,506	178,990	72,468
-	106,808	118,419	129,294	130,800	309,790
106,808	118,419	129,294	130,800	309,790	382,258
30.52%	0.56%	0.31%	0.03%	2.65%	1.07%
30.52%	5.68%	3.71%	2.58%	4.59%	5.66%
N/A	\$23,161	\$19,337	\$18,774	\$18,767	\$18,767

N/A	\$23,032	\$19,277	\$18,768	\$18,270	\$18,566
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Our operating income is projected to be positive in every year, with the school's fund balance anticipated to hit 5.6% by Year 5, low but not far off from other observed reserve trends with charter schools. Our operating income during Years 0 through 3 are more modest because of the sub-scale of the organization and the presence of large expenses in early years such as furniture and technology. Further, this is an all-in budget, with carefully researched assumptions with conservative estimates for revenues and expenses. By Year 5, when the school reaches scale, Forte Prep projects that the operating income will see a sizeable jump indicative of the school at full growth.

Revenue Planning

We have conservatively estimated our revenue over time by setting year over year growth at 0%. Further, we have set an attainable goal of 90 students per grade level, which, in the context of an overcrowded district with high demand for new public charter school options, we will confidently meet in Year 1.

As discussed earlier, we do not rely on any non-public and non-recurring revenues sources with the exception of an anticipated Walton Family Foundation (WFF) Start-Up Grant of \$250,000, disbursed through Building Excellent Schools (please see **R-21F – Letters of Commitment** for WFF Commitment Letter) and a prospective Charter School Program Grant of \$500,000. And while we anticipate our Board of Trustees will give and/or raise money on behalf of the school each year, we have not included those funds here. We have thoughtfully structured our budget so that we can scale back or eliminate proposed grant spending with as little disruption to the proposed educational model, in the event these grant opportunities do not materialize.

All of our recurring public revenues are tied to the most recent funding assumptions available to charter applicants from NYCDOE and NYSED, and when otherwise unavailable, the assumptions being used for schools operating during FY 2016. Our per pupil enhancements for students receiving a certain level of special education services are tied to special education populations observed in local schools. Of the 12% of student enrollment assumed to have an IEP, Forte Prep has assumed that only about half of these students will actually receive services that trigger the 20-60% and greater than 60% funding enhancements.

The facility reimbursement has been assumed at 20% of the Per Pupil amount, and Forte Prep understands this is otherwise not received if it were to be co-located. Forte Prep also understands that a co-location would in most cases be more financially advantageous than a market rate facility and the facility reimbursement.

Other funding sources include Title I and Title II allocations, which we have tied to an assumption of free and reduced lunch students, based on the observed neighborhood school profiles, which is estimated at approximately 84%. We also expect to receive IDEA funding for students with IEPs. Forte Prep has also included NYSTL, NYSSL, and NYSLIB allocations, and we have included offsetting expenses to reflect that this funding is only accessible through FAMIS. We have budgeted a one-time DYCD allocation in our 1st

year to support initial furniture and equipment purchasing, based on a fixed award of \$51K plus \$444 per each middle school student. We have also included a 75% reimbursement of telecommunication services through the E-Rate program.

Forte Prep has budgeted NSLP revenues and offsetting costs (10% excess) of implementing the National School Lunch Program to reflect the intent to participate in the NSLP program managed by NYCDOE. In practice, we know charters participating in the NYCDOE NSLP program pay the unreimbursed amount, so we wanted to reflect the net impact to our budget. We are also not anticipating to collect money for paid students or the modest amounts passed on usually to reduced students; this is for fiscal conservancy and to eliminate any differentiation between socioeconomic statuses and to strengthen our community.

For all revenue assumptions, Forte Prep did not incorporate any sort of increase year over year to revenue streams. We believe this to be prudent in the absence of any definitive information on funding rates beyond FY 2016, but we are confident there should be upward movement of funding rates based on recent trends in funding rates and changes to federal legislation and programs. Further, from a cash flow perspective in Year 1, we maintain a healthy, positive ending cash balance each month to cover our anticipated expenses as well as any unforeseen operating expenses.

Expense Planning

Staff and associated benefit and employer liability costs range somewhere between 55% and 60% of anticipated spending during the first 5 years for Forte Prep, or about an average of \$11K in spending per student per year. Our budgeted staffing plan ties to our proposed personnel plan and the phase-in of those positions over time, including part-time positions. For pay assumptions, we looked at other charter school budgets and job postings to get reliable market indicators. Our average starting teacher salary is anticipated to be just over \$59K, which is considerably above the NYCDOE starting salary of approximately \$50K in FY 2016. Our plan includes both a robust instructional team and an administrative and support team. Forte Prep will open its doors with 14.25 FTEs in Year 1 and end with 48.5 FTEs in Year 5, with two thirds of staff serving in instructional roles. We will invest \$500 per new staff member to our recruitment efforts, in an effort to find high quality and high potential teachers with at least two years of teaching experience and a proven track record of student growth.

We know we must be competitive with not just pay, but also fringe benefits. To that end, we have included a 2% bonus pool to be awarded to staff on a merit basis and a 1.5% annual increase to salaries and wages to account for both cost of living and additional reward and promotion opportunities for staff. We have included a 3% assumption for employer contributions to retirement, as well as a competitive assumption of Forte Prep contributing \$6,500 per employee toward medical, dental, and vision benefits. We have also included assumptions for standard items such as Social Security, Medicare, and state unemployment insurance. As the budget allows and new funding sources become available, we plan to target these resources to further enhance compensation and benefits to continue to attract and retain high quality teachers and staff.

Our budget for contracted services and school operations have been developed either through dialogue with prospective vendors or consultation with other existing charter schools and charter school support organizations. We have applied a 2% Cost of Living Adjustment (COLA) to expenses after the Pre-OP Period (note sections 7-9 in **R-21e – Budget Template**). These expenses include a variety of items, most

notably resources for our annual audit, legal advice and counsel, back office support for our financial operations, as well as assessment costs, instructional materials, performing arts materials,¹ classroom technology materials,² textbooks, contracted instructional services, and other mission-critical expenses. Forte Prep will spend about a quarter of its budget towards these two areas in Year 1, but we expect it will decrease to 20% once we are at full size. We will spend on average about \$4,000 per student in these areas.

Facility costs have been difficult to define in the absence of a contemplated space, however Forte Prep has developed a plan that can fit a number of different space arrangements and parameters. \$30 per square foot has been assumed for an operating lease, with \$10 per square foot assumption for tenant improvement costs to be amortized within the lease structure, a common industry practice. Janitorial services and utilities have been both budgeted at \$5 per square foot, respectively, based on different quotes and observed facility setup. Forte Prep has been fortunate to rely on Charter School Support Services for their facility consulting and planning around this.

The spending that has been earmarked for Walton Family Foundation and CSP funds in the budget reflect approximately \$750,000 in one-time funding. If these funds were not to materialize at all or in their full amount, we understand we would need to otherwise revise our spending plan. Between years 0 and 2, we are anticipating to generate between \$100-150K fund balance, which gives us some flexibility to still spend on those items and just carry forward a smaller reserve and focus on about \$600K of reductions. Some of those reductions might include revising our staffing plan in the first couple of years, including eliminating or delaying the Dean of Students role, with a consolidation or transfer of responsibilities to other staff and leveraged contracted services.

Mitigation Strategies

If the financial model for Forte Prep comes under duress for any series of reasons (e.g. higher than expected rental costs, drop in enrollment, unexpected medical insurance increase), there are many strategies that we can implement to address this, including:

- **Headcount reduction:** Outside of our core instructional staff, we may consider reducing some of our administrative staff (e.g. Office Manager) to part-time status. Additionally, digital literacy teacher responsibilities may be managed by a science teacher or a combination of classroom teachers to reduce headcount. While non-instructional staff is already quite conservative, we could consider employing consultants for special education and ELL administration and for operational support.
- **Salary reduction:** Staff salaries are based on estimates and averages from publicly available sources and could be reduced by 5-10% and still retain competitiveness and cost of living.
- **Benefits reduction:** We may consider reducing or eliminating the retirement contributions.

¹ We anticipate purchasing a light percussion instrument such as a practice snare pad and sticks and/or a light woodwind instrument such as a recorder for each student, in addition to sheet music and other instructional materials.

² Classroom tech per student supports delivery of Digital Literacy program as well as other operations. Includes software licenses, Chromebook and associated peripheral expenses for one classroom's worth of technology.

- Instructional materials and other expenses: We plan to employ crowdfunding sources such as www.donorschoose.org to supplement any instructional materials gaps for those items that are not deemed to be “essential” to our budget.

b. Financial Planning

The annual budget for the school will be developed by the Forte Prep’s Executive Director and Operations Manager, in conjunction with EdTec, the proposed back-office provider. The Executive Director will solicit school staff for budget input and engage them in a strategic planning exercise each year to ensure budgeting is aligned to mission and intended outcomes. EdTec will conduct analysis and provide knowledge and expertise around charter school funding, observed spending trends, and other industry benchmarks. EdTec will help to bring the technical work together of the budget pro forma.

The budget cycle will start in January with a working draft developed by the Executive Director, with the support of the Operations Manager and EdTec, and then brought to the Finance Committee of the Board of Trustees for their review in February. The Finance Committee will analyze the budget draft and provide a recommendation to the broader Board of Trustees for presentation in March or April, and then approval in May at a publicized and open board meeting. Per SUNY’s Model Charter Agreement, Forte Prep “shall prepare and provide to the [SUNY Board of] Trustees a copy of its annual budgets and cash flow projections for (i) the Education Corporation as a whole, (ii) each school and (iii) each program or other activity, each fiscal year by no later than June 30 of the immediately preceding fiscal year.”³

Throughout the course of the budget development process, staff, EdTec, and Board members will evaluate the budget to ensure Forte Prep is working towards charter goals and advancing student outcomes. In addition, they will also ensure that all compliance related to restricted grants and budgeting is in place.

At monthly Board meetings and Finance Committee meetings, the Executive Director and the Board of Trustees will review a suite of financial documents prepared by EdTec, including but not limited to, budget versus actuals report, chart of accounts, as well as a set of projections updated monthly. As variances become material between the approved budget and actuals and the projections suggest a new set of circumstances or needs, the Executive Director, Finance Committee, and the Board of Trustees will revisit the approved budget and determine if the budget should be amended or if corrective action is required to align activity back within the approved budget.

For at least the inaugural years of operation, Forte Prep plans to contract with EdTec and leverage their expertise in budgeting, forecasting, and ongoing budget developments. This will also allow the Forte Prep team to develop its own internal expertise and work towards an eventual plan of bringing financial management functions in-house. Forte Prep will have the additional support of EdTec in the areas of ongoing financial reporting, compliance, payroll, accounting, accounts payable, financial policy and procedure development, etc.

c. Fiscal Audits

Forte Prep will annually engage a state-approved audit firm with New York charter school experience and expertise. The annual audit will be conducted by a certified public accountant or certified public accounting firm licensed in New York State. The Board of Trustees, with the Executive Director’s

³ From SUNY Model Charter Agreement, updated August 2015. <http://www.newyorkcharters.org/model-charter-agreement/>.

assistance, will request proposals for audit and select the audit firm, which will report directly to the School's Board of Trustees. The annual audit will be done in accordance with all federal, state, and local auditing requirements and standards, including those required by public charter schools in New York State, in addition to any other conditions or criteria required by the SUNY Charter School Institute. In addition, Forte Prep will use the selected firm for any other required reporting, including but not limited to, the CSP agreed upon procedures reporting, A-133 audit, and the filing of its annual 990 with IRS. We have included the cost of the audit based on initial conversations with a prominent CPA firm in New York.

d. Dissolution Procedures

In case of dissolution of Forte Prep, the Board of Trustees will delegate to the Executive Director the responsibility of managing the dissolution process in accordance with Education Law §2851(2)(t). The process will include notification to parents of children enrolled at Forte Prep. Additionally, an enrollment roster will be sent to NYCDOE, with Forte Prep transferring student records to NYCDOE and notifying parents and/or legal guardians. Unrestricted assets of Forte Prep, after satisfactory resolution of outstanding debts and liabilities, pursuant to §220 of the Education Law, shall be transferred to another charter school within the school district or directly to NYCDOE.

Forte Prep has included a line item of \$25,000 each year, in Years 1 through 3, to be set aside and maintained in an escrow fund with the expressed purpose of dissolution proceedings. These funds will be set aside in perpetuity, and they will only be used in the event of dissolution or closure, specifically to pay legal and audit expenses associated with dissolution, along with unpaid financial obligations and liabilities.



Charter Schools Institute
The State University of New York

**New School Proposal
Budget(s) & Cash Flow(s) Template**

Forte Preparatory Academy Charter School

Contact Name: Graham Browne
Contact Title: Lead Founder
Contact Email: gbrowne@buildingexcellentschools.org
Contact Phone: 347-709-1197

First Academic Year: 2017-18

Pre-Opening Period: July 1, 2016 - June 30, 2017

Note: For pre-opening period if the RFP submission date is:

- a) less than 1 year from the "First Academic Year," select the January through June date range.
- b) 1 year or more before the "First Academic Year," select the July through June date range.

FORTE PREPARATORY ACADEMY CHARTER SCHOOL
2017-18 through 2021-22

CHARTER ENROLLMENT BY GRADE						
GRADES	LEVEL	2017-18	2018-19	2019-20	2020-21	2021-22
Kindergarten	Elementary School	-	-	-	-	-
1st Grade	Elementary School	-	-	-	-	-
2nd Grade	Elementary School	-	-	-	-	-
3rd Grade	Elementary School	-	-	-	-	-
4th Grade	Elementary School	-	-	-	-	-
5th Grade	Middle School	90	90	90	90	90
6th Grade	Middle School	-	90	90	90	90
7th Grade	Middle School	-	-	90	90	90
8th Grade	Middle School	-	-	-	90	90
9th Grade	High School	-	-	-	-	-
10th Grade	High School	-	-	-	-	-
11th Grade	High School	-	-	-	-	-
12th Grade	High School	-	-	-	-	-
TOTAL		90	180	270	360	360

NUMBER OF CLASSES BY GRADE						
GRADES	LEVEL	2017-18	2018-19	2019-20	2020-21	2021-22
Kindergarten	Elementary School	-	-	-	-	-
1st Grade	Elementary School	-	-	-	-	-
2nd Grade	Elementary School	-	-	-	-	-
3rd Grade	Elementary School	-	-	-	-	-
4th Grade	Elementary School	-	-	-	-	-
5th Grade	Middle School	3	3	3	3	3
6th Grade	Middle School	-	3	3	3	3
7th Grade	Middle School	-	-	3	3	3
8th Grade	Middle School	-	-	-	3	3
9th Grade	High School	-	-	-	-	-
10th Grade	High School	-	-	-	-	-
11th Grade	High School	-	-	-	-	-
12th Grade	High School	-	-	-	-	-
TOTAL		3	6	9	12	12

AVERAGE NUMBER OF STUDENTS PER CLASS BY GRADE						
GRADES	LEVEL	2017-18	2018-19	2019-20	2020-21	2021-22
Kindergarten	Elementary School	-	-	-	-	-
1st Grade	Elementary School	-	-	-	-	-
2nd Grade	Elementary School	-	-	-	-	-
3rd Grade	Elementary School	-	-	-	-	-
4th Grade	Elementary School	-	-	-	-	-
5th Grade	Middle School	30	30	30	30	30
6th Grade	Middle School	-	30	30	30	30
7th Grade	Middle School	-	-	30	30	30
8th Grade	Middle School	-	-	-	30	30
9th Grade	High School	-	-	-	-	-
10th Grade	High School	-	-	-	-	-
11th Grade	High School	-	-	-	-	-
12th Grade	High School	-	-	-	-	-

SUMMARY AND OTHER INFORMATION						
Total Elementary Enrollment		-	-	-	-	-
Total Middle School Enrollment		90	180	270	360	360
Total High School Enrollment		-	-	-	-	-
Total Enrollment		90	180	270	360	360
Change in Net Enrollment from Prior Year (Count)		90	90	90	90	-
Change in Net Enrollment from Prior Year (Percent)		100.0%	100.0%	50.0%	33.3%	0.0%
Anticipated rate of attrition (Percent)		0.0%	0.0%	0.0%	0.0%	0.0%

ADDITIONAL NOTES/COMMENTS	
Forte Preparatory expects to maintain a waitlist and backfill each grade level to the full 90 students.	

ESTIMATED ENROLLMENT BY DISTRICT

ANNUAL ENROLLMENT BY DISTRICT TOTALS	90	180	270	360	360
Enrollment by Grade vs Enrollment by District (should = 0)	-	-	-	-	-

ENTER NUMBER OF SCHOOL DISTRICTS ANTICIPATED: -->	1
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PRIMARY SENDING SCHOOL DISTRICT	NYC CHANCELLOR'S OFFICE	2017-18	2018-19	2019-20	2020-21	2021-22
DISTRICT'S ANNUAL TOTAL OPERATING BUDGET		#####	#####	#####	#####	#####
ENROLLMENT (Charter School)		90	180	270	360	360
DESCRIPTION OF SOURCE FOR DISTRICT'S OPERATING BUDGET (Include web address if available)	http://schools.nyc.gov/AboutUs/funding/overview/default.htm as accessed on January 12th, 2016 for FY 2016 operating budget.					

SECONDARY SENDING SCHOOL DISTRICT	Select from drop-down list →	2017-18	2018-19	2019-20	2020-21	2021-22
DISTRICT'S ANNUAL TOTAL OPERATING BUDGET		\$ -	\$ -	\$ -	\$ -	\$ -
ENROLLMENT (Charter School)						
DESCRIPTION OF SOURCE FOR DISTRICT'S OPERATING BUDGET (Include web address if available)						

FORTE PREPARATORY ACADEMY CHARTER SCHOOL

STAFFING PLAN FTE	Year 1	Year 2	Year 3	Year 4	Year 5
	2017-18	2018-19	2019-20	2020-21	2021-22
	5	5-6	5-7	5-8	5-8
Enrollment	90	180	270	360	360

***NOTE:** Enter the number of planned full-time equivalent ("FTE") positions in each category for each charter year in the section provided below.

	FTE				
ADMINISTRATIVE PERSONNEL FTE	1.0	1.0	1.0	1.0	1.0
Executive Management	0.0	0.0	0.0	0.0	0.0
Instructional Management	2.5	4.5	5.0	6.0	6.0
Deans, Directors & Coordinators					
CFO / Director of Finance	0.0	0.0	0.0	0.0	0.0
Operation / Business Manager	1.0	1.0	1.0	1.0	1.0
Administrative Staff	1.0	1.0	2.0	2.0	2.0
TOTAL ADMINISTRATIVE STAFF	5.5	7.5	9.0	10.0	10.0

	FTE				
INSTRUCTIONAL PERSONNEL FTE	7.5	15.0	22.5	30.0	30.0
Teachers - Regular	1.0	1.0	2.0	2.5	2.5
Teachers - SPED	0.0	0.0	0.0	0.0	0.0
Substitute Teachers	0.0	0.0	2.0	3.0	4.0
Teaching Assistants	0.0	0.0	0.5	1.0	1.0
Specialty Teachers	0.0	0.0	0.0	0.0	0.0
Aides	0.0	0.0	0.0	0.0	0.0
Therapists & Counselors	1.0	1.8	2.6	3.4	3.4
Other	9.5	17.8	29.6	39.9	40.9
TOTAL INSTRUCTIONAL	9.5	17.8	29.6	39.9	40.9

	FTE				
NON-INSTRUCTIONAL PERSONNEL FTE	0.0	0.0	0.0	0.0	0.0
Nurse	0.0	0.0	0.0	0.0	0.0
Librarian	0.0	0.0	0.0	0.0	0.0
Custodian	0.0	0.0	0.0	0.0	0.0
Security	0.0	0.0	0.0	0.0	0.0
Other	0.3	0.5	0.8	1.0	1.0
TOTAL NON-INSTRUCTIONAL	0.3	0.5	0.8	1.0	1.0

TOTAL PERSONNEL SERVICE FTE	15.3	25.8	39.3	50.9	51.9
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FORTE PREPARATORY ACADEMY CHARTER SCHOOL

STAFFING PLAN WAGES	Year 1	Year 2	Year 3	Year 4	Year 5
	2017-18	2018-19	2019-20	2020-21	2021-22
Acad Years	5	5-6	5-7	5-8	5-8
Enrollment	90.00	180.00	270.00	360.00	360.00

*NOTE: Enter the proposed average salary for each category and the anticipated yearly increase percentages in the section provided below.

ADMINISTRATIVE PERSONNEL WAGES	WAGES				
	Salary/Incr %	0.00%	1.50%	1.50%	1.50%
Executive Management	\$ 106,575	\$ 106,575	\$ 108,174	\$ 109,796	\$ 111,443
Instructional Management	\$ -	\$ -	\$ -	\$ -	\$ -
Deans, Directors & Coordinators	\$ 72,500	\$ 181,250	\$ 328,969	\$ 370,153	\$ 448,206
CFO / Director of Finance	\$ -	\$ -	\$ -	\$ -	\$ -
Operation / Business Manager	\$ 60,900	\$ 60,900	\$ 61,814	\$ 62,741	\$ 63,682
Administrative Staff	\$ 35,525	\$ 35,525	\$ 36,058	\$ 72,124	\$ 73,206
TOTAL ADMINISTRATIVE STAFF	\$ -	\$ 384,250	\$ 535,014	\$ 614,814	\$ 696,536

INSTRUCTIONAL PERSONNEL WAGES	Salary/Incr %	0.00%	1.50%	1.50%	1.50%
Teachers - Regular	\$ 59,378	\$ 445,331	\$ 897,342	\$ 1,356,134	\$ 1,821,807
Teachers - SPED	\$ 63,686	\$ 63,686	\$ 64,641	\$ 129,297	\$ 163,079
Substitute Teachers	\$ -	\$ -	\$ -	\$ -	\$ -
Teaching Assistants	\$ 35,525	\$ -	\$ -	\$ 71,050	\$ 107,641
Specialty Teachers	\$ 59,378	\$ -	\$ -	\$ 29,689	\$ 59,823
Aides	\$ -	\$ -	\$ -	\$ -	\$ -
Therapists & Counselors	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 26,673	\$ 26,673	\$ 47,139	\$ 70,093	\$ 92,064
TOTAL INSTRUCTIONAL	\$ -	\$ 535,690	\$ 1,009,123	\$ 1,656,263	\$ 2,244,415

NON-INSTRUCTIONAL PERSONNEL WAGES	Salary/Incr %	0.00%	1.50%	1.50%	1.50%
Nurse	\$ -	\$ -	\$ -	\$ -	\$ -
Librarian	\$ -	\$ -	\$ -	\$ -	\$ -
Custodian	\$ -	\$ -	\$ -	\$ -	\$ -
Security	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 35,525	\$ 8,881	\$ 17,896	\$ 27,045	\$ 36,332
TOTAL NON-INSTRUCTIONAL	\$ -	\$ 8,881	\$ 17,896	\$ 27,045	\$ 36,332

TOTAL PERSONNEL SERVICE WAGES	\$ -	\$ 928,822	\$ 1,562,032	\$ 2,298,122	\$ 2,977,283
TOTAL PERSONNEL WAGES	\$ -	\$ 1,513,763	\$ 2,597,277	\$ 3,192,840	\$ 3,057,711

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

Description of Assumptions
Executive Director
Director of Curriculum & Instruction and Student Supports Coordinator and half time ELL Coordinator in Y1; ELL coordinator full time in Y2; Dean of Students and half-time Director of High School Placement and Alumni Success added in Y2; Director of High School Placement and Alumni Success full-time in Year Y3; addition of Development Director in Y4
Operations Manager
Office Manager; Office Assistant in Y3

6 core teachers (2 ELA, 2 Math, 1 SS, 1 Sci), 1 Performing Arts, .5 Digital
Assistant teachers (1 ELA, 1 Math in Y3; Add SS in Y4; Add Sci Y5)
Part-time ELL teacher to support Coordinator in Y3, then full time in Y4
FTE listed to calculate bonus/stipend due to lack of line item

Part-time Parent and Community Coordinator until Yr 3, then full time

Subtract "Other" from Instructional Personnel FTE for actual FTE total

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**NOTE: Concisely state the assumptions that are being made for personnel wages in the section provided below.*

Description of Assumptions
Based on similar sized charter schools
average salary across positions with range from \$60K (Development) to \$85K (Director of Curriculum & Instruction)
Based on competitive charter school salaries
Based on competitive charter school salaries

represents average with anticipated new and experienced teachers; starting teacher salary in NYCDOE is \$49K
Based on competitive charter school salaries
Based on competitive charter school salaries
Based on competitive charter school salaries
equivalent to \$8,500 in stipends per grade level - \$2,500 to grade level lead and \$3K to 2 teachers per grade for Summer Academy; additional 2% average bonus pool for staff

Parent/Community Coordinator

**FORTE PREPARATORY ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING P**

July 1, 2016 - June 30, 2017

**NOTE: Please enter financial data on either tab "5.) Pre-OP Cash Flow 6-Month" OR 'The pre-opening budget will be for either a 6-Month Period OR a 1-Year Period as selecte*

Total Revenue	350,000
Total Expenses	243,192
Net Income	106,808
	START-UP PERIOD
REVENUE	
REVENUES FROM STATE SOURCES	
Grants	
Stimulus	-
DYCD (Department of Youth and Community Developmt.)	-
Other	-
Other	-
TOTAL REVENUE FROM STATE SOURCES	<hr/> -
REVENUE FROM FEDERAL FUNDING	
Grants	
Charter School Program (CSP) Planning & Implementation	100,000
Other	-
Other	-
TOTAL REVENUE FROM FEDERAL SOURCES	<hr/> 100,000
LOCAL and OTHER REVENUE	
Contributions and Donations	250,000
Fundraising	-
Erate Reimbursement	-
Earnings on Investments	-
Interest Income	-
Food Service (Income from meals)	-
Text Book	-
OTHER	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	<hr/> 250,000
TOTAL REVENUE	<hr/> 350,000

**FORTE PREPARATORY ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING P**

July 1, 2016 - June 30, 2017

**NOTE: Please enter financial data on either tab "5.) Pre-OP Cash Flow 6-Month" OR 'The pre-opening budget will be for either a 6-Month Period OR a 1-Year Period as selecte*

Total Revenue	350,000
Total Expenses	243,192
Net Income	106,808

**START-UP
PERIOD**

EXPENSES

	FTE No. of Positions	
ADMINISTRATIVE STAFF PERSONNEL COSTS		
Executive Management	1.00	105,000
Instructional Management Deans, Directors & Coordinators	-	-
	0.50	42,500
CFO / Director of Finance	-	-
Operation / Business Manager	0.25	15,000
Administrative Staff	-	-
TOTAL ADMINISTRATIVE STAFF	1.75	162,500
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	1.75	162,500
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		12,431
Fringe / Employee Benefits		14,394
Retirement / Pension		4,875
TOTAL PAYROLL TAXES AND BENEFITS		31,700
TOTAL PERSONNEL SERVICE COSTS	1.75	194,200
CONTRACTED SERVICES		
Accounting / Audit		2,500
Legal		10,000
Management Company Fee		-
Nurse Services		-
Food Service / School Lunch		-
Payroll Services		500
Special Ed Services		-
Titlement Services (i.e. Title I)		-
Other Purchased / Professional / Consulting		10,000

**FORTE PREPARATORY ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING P**

July 1, 2016 - June 30, 2017

**NOTE: Please enter financial data on either tab "5.) Pre-OP Cash Flow 6-Month" OR 'The pre-opening budget will be for either a 6-Month Period OR a 1-Year Period as selecte*

Total Revenue	350,000
Total Expenses	243,192
Net Income	106,808
	START-UP PERIOD
TOTAL CONTRACTED SERVICES	23,000

**FORTE PREPARATORY ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING P**

July 1, 2016 - June 30, 2017

**NOTE: Please enter financial data on either tab "5.) Pre-OP Cash Flow 6-Month" OR 'The pre-opening budget will be for either a 6-Month Period OR a 1-Year Period as selecte*

Total Revenue	350,000
Total Expenses	243,192
Net Income	106,808

**START-UP
PERIOD**

SCHOOL OPERATIONS

Board Expenses	3,200
Classroom / Teaching Supplies & Materials	-
Special Ed Supplies & Materials	-
Textbooks / Workbooks	-
Supplies & Materials other	-
Equipment / Furniture	-
Telephone	175
Technology	3,000
Student Testing & Assessment	-
Field Trips	-
Transportation (student)	-
Student Services - other	-
Office Expense	1,200
Staff Development	-
Staff Recruitment	4,000
Student Recruitment / Marketing	11,917
School Meals / Lunch	-
Travel (Staff)	-
Fundraising	-
Other	-
TOTAL SCHOOL OPERATIONS	23,492

FACILITY OPERATION & MAINTENANCE

Insurance	2,500
Janitorial	-
Building and Land Rent / Lease / Facility Finance Interest	-
Repairs & Maintenance	-
Equipment / Furniture	-
Security	-
Utilities	-
TOTAL FACILITY OPERATION & MAINTENANCE	2,500

DEPRECIATION & AMORTIZATION

DISSOLUTION ESCROW & RESERVES / CONTIGENCY

TOTAL EXPENSES	243,192
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NET INCOME	106,808
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**FORTE PREPARATORY ACADEMY C
PROJECTED BUDGET / OPERATING PLAN PERIOD**

July 1, 2016 - June 30,

**NOTE: Please enter financial data on either tab "5.) Pre-OP Cash f
The pre-opening budget will be for either a 6-Month Period OR a 1-Ye*

DESCRIPTION OF ASSUMPTIONS

Total Revenue
Total Expenses
Net Income

REVENUE

REVENUES FROM STATE SOURCES

Grants

Stimulus
DYCD (Department of Youth and Community Developmt.)
Other
Other

TOTAL REVENUE FROM STATE SOURCES

REVENUE FROM FEDERAL FUNDING

Grants

Charter School Program (CSP) Planning & Implementation
Other
Other

1st Installment of CSP grant to be spent during this period

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

Walton Family Foundation Start-Up Grant; see commitment letter in R-21f

TOTAL REVENUE FROM LOCAL and OTHER SOURCES

TOTAL REVENUE

**FORTE PREPARATORY ACADEMY C
PROJECTED BUDGET / OPERATING PLAN PERIOD**

July 1, 2016 - June 30,

**NOTE: Please enter financial data on either tab "5,) Pre-OP Cash f
The pre-opening budget will be for either a 6-Month Period OR a 1-Ye*

DESCRIPTION OF ASSUMPTIONS

Total Revenue
Total Expenses
Net Income

EXPENSES

	FTE No. of Positions	
ADMINISTRATIVE STAFF PERSONNEL COSTS		
Executive Management	1.00	Executive Director for school startup activities and launch
Instructional Management	-	
Deans, Directors & Coordinators	0.50	Director of Curriculum & Instruction for curriculum planning activities
CFO / Director of Finance	-	
Operation / Business Manager	0.25	Operations Manager support starting April 2017
Administrative Staff	-	
TOTAL ADMINISTRATIVE STAFF	1.75	
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	1.75	
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		6.2% SSI; 1.45% Medicare
Fringe / Employee Benefits		\$6,500 per FTE in medical, dental, and vision coverage; 1% of salaries towards Workers Comp; 1st \$8500 per employee at 4.1% for state unemployment
Retirement / Pension		3% 401K employer match
TOTAL PAYROLL TAXES AND BENEFITS		
TOTAL PERSONNEL SERVICE COSTS	1.75	
CONTRACTED SERVICES		
Accounting / Audit		CSP agreed upon procedures review
Legal		startup legal guidance and support
Management Company Fee		
Nurse Services		
Food Service / School Lunch		
Payroll Services		based on processing with Paychex
Special Ed Services		
Titlement Services (i.e. Title I)		
Other Purchased / Professional / Consulting		curriculum consultant (September through December)

**FORTE PREPARATORY ACADEMY C
PROJECTED BUDGET / OPERATING PLAN PERIOD**

July 1, 2016 - June 30,

**NOTE: Please enter financial data on either tab "5,) Pre-OP Cash f
The pre-opening budget will be for either a 6-Month Period OR a 1-Ye*

DESCRIPTION OF ASSUMPTIONS

**Total Revenue
Total Expenses
Net Income**

TOTAL CONTRACTED SERVICES

FORTE PREPARATORY ACADEMY (
PROJECTED BUDGET / OPERATING PLAN PERIOD

July 1, 2016 - June 30,

**NOTE: Please enter financial data on either tab "5.) Pre-OP Cash f
The pre-opening budget will be for either a 6-Month Period OR a 1-Ye*

DESCRIPTION OF ASSUMPTIONS

Total Revenue
Total Expenses
Net Income

SCHOOL OPERATIONS

Board Expenses

\$3K set aside for two large trainings; \$100 monthly budget for meeting supplies and expenses

Classroom / Teaching Supplies & Materials

Special Ed Supplies & Materials

Textbooks / Workbooks

Supplies & Materials other

Equipment / Furniture

Telephone

Technology

2 computers at \$1,500 each; delayed computer purchase of ops until July 2017

Student Testing & Assessment

Field Trips

Transportation (student)

Student Services - other

Office Expense

incidental materials

Staff Development

Staff Recruitment

Student Recruitment / Marketing

Travel, Fairs, Job postings, Advertising ads; lottery advertising; school merchandise; website development and translation services

School Meals / Lunch

Travel (Staff)

Fundraising

Other

TOTAL SCHOOL OPERATIONS

FACILITY OPERATION & MAINTENANCE

Insurance

limited liability and D&O policy for non-operational charter school

Janitorial

Building and Land Rent / Lease / Facility Finance Interest

Repairs & Maintenance

Equipment / Furniture

Security

Utilities

TOTAL FACILITY OPERATION & MAINTENANCE

DEPRECIATION & AMORTIZATION

DISSOLUTION ESCROW & RESERVES / CONTIGENCY

TOTAL EXPENSES

NET INCOME

PRE-OPENING CASH FLOW 6-MONTH

FORTE PREPARATORY ACADEMY CHARTER SCHOOL

PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION
 Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."

*NOTE: Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."

	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-

EXPENSES

ADMINISTRATIVE 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
- Titelment Services (i.e. Title I)
- Other Purchased / Professional / Consulting

TOTAL CONTRACTED SERVICES

FTE No. of Positions

PRE-OPENING CASH FLOW 6-MONTH

FORTE PREPARATORY ACADEMY CHARTER SCHOOL

PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION

Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."

*NOTE: Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."

	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
SCHOOL OPERATIONS							
Board Expenses	-	-	-	-	-	-	-
Classroom / Teaching Supplies & Materials	-	-	-	-	-	-	-
Special Ed Supplies & Materials	-	-	-	-	-	-	-
Textbooks / Workbooks	-	-	-	-	-	-	-
Supplies & Materials other	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-
Telephone	-	-	-	-	-	-	-
Technology	-	-	-	-	-	-	-
Student Testing & Assessment	-	-	-	-	-	-	-
Field Trips	-	-	-	-	-	-	-
Transportation (student)	-	-	-	-	-	-	-
Student Services - other	-	-	-	-	-	-	-
Office Expense	-	-	-	-	-	-	-
Staff Development	-	-	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	-	-
Student Recruitment / Marketing	-	-	-	-	-	-	-
School Meals / Lunch	-	-	-	-	-	-	-
Travel (Staff)	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS	-	-	-	-	-	-	-
FACILITY OPERATION & MAINTENANCE							
Insurance	-	-	-	-	-	-	-
Janitorial	-	-	-	-	-	-	-
Building and Land Rent / Lease / Facility Finance Interest	-	-	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE	-	-	-	-	-	-	-
DEPRECIATION & AMORTIZATION							
DISSOLUTION ESCROW & RESERVES / CONTINGENCY	-	-	-	-	-	-	-
TOTAL EXPENSES	-	-	-	-	-	-	-
NET INCOME	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 6-MONTH

FORTE PREPARATORY ACADEMY CHARTER SCHOOL

PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION
 Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."

*NOTE: Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."

	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
CASH FLOW ADJUSTMENTS							
OPERATING ACTIVITIES							
Description (e.g. Add Back Depreciation)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Operating Activities	-	-	-	-	-	-	-
INVESTMENT ACTIVITIES							
Description (e.g. Subtract Property and Equipment Expenditures)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Investment Activities	-	-	-	-	-	-	-
FINANCING ACTIVITIES							
Description (e.g. Add Expected Proceeds from a Loan)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Financing Activities	-	-	-	-	-	-	-
Total Cash Flow Adjustments	-	-	-	-	-	-	-
NET INCOME	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
ENDING CASH BALANCE	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 1-YEAR

FORTE PREPARATORY ACADEMY CHARTER SCHOOL

PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION

*NOTE: Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."

	July 1, 2016 - June 30, 2017												
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Total Revenue	250,000	-	-	-	20,000	11,429	11,429	11,429	11,429	11,429	11,429	11,429	350,000
Total Expenses	20,771	11,622	12,122	15,456	15,456	15,456	23,499	20,418	22,660	26,539	25,978	33,214	243,192
Net Income	229,229	(11,622)	(12,122)	(15,456)	4,544	(4,027)	(12,070)	(8,990)	(11,232)	(15,111)	(14,549)	(21,786)	106,808
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	229,229	(11,622)	(12,122)	(15,456)	4,544	(4,027)	(12,070)	(8,990)	(11,232)	(15,111)	(14,549)	(21,786)	106,808

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
EXPENSES													
ADMINISTRATIVE PERSONNEL COSTS													
Executive Management	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	105,000
Instructional Management	-	-	-	-	-	-	-	-	-	-	-	-	-
Deans, Directors & Coordinators	-	-	-	-	-	-	7,083	7,083	7,083	7,083	7,083	7,083	42,500
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-	-	-	-	-	5,000	5,000	15,000
Administrative Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMINISTRATIVE STAFF	8,750	8,750	8,750	8,750	8,750	8,750	15,833	15,833	15,833	20,833	20,833	20,833	162,500
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	8,750	8,750	8,750	8,750	8,750	8,750	15,833	15,833	15,833	20,833	20,833	20,833	162,500
PAYROLL TAXES AND BENEFITS													
Payroll Taxes	669.38	669.38	669.38	669.38	669.38	669.38	1,211.25	1,211.25	1,211.25	1,593.75	1,593.75	1,593.75	12,431
Fringe / Employee Benefits	978	629	629	629	629	629	1,881	1,300	1,242	2,038	1,977	1,833	14,394
Retirement / Pension	-	-	-	-	-	-	-	-	-	-	-	-	4,875
TOTAL PAYROLL TAXES AND BENEFITS	1,647	1,299	1,299	1,299	1,299	1,299	3,092	2,511	2,453	3,632	3,571	3,426	31,700
TOTAL PERSONNEL SERVICE COSTS	10,397	10,049	10,049	10,049	10,049	10,049	18,925	18,344	18,286	24,465	24,404	29,135	194,200
CONTRACTED SERVICES													
Accounting / Audit	-	-	-	-	-	-	-	-	-	-	-	-	2,500
Legal	833	833	833	833	833	833	833	833	833	833	833	833	10,000
Management Company Fee	-	-	-	-	-	-	-	-	-	-	-	-	-
Nurse Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Services	42	42	42	42	42	42	42	42	42	42	42	42	500
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e., Title I)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONTRACTED SERVICES	875	875	875	4,208	4,208	4,208	875	875	875	875	875	3,375	23,000

PRE-OPENING CASH FLOW 1-YEAR

FORTE PREPARATORY ACADEMY CHARTER SCHOOL

*NOTE: Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."

PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION

July 1, 2016 - June 30, 2017

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Total Revenue	250,000	-	-	-	20,000	11,429	11,429	11,429	11,429	11,429	11,429	11,429	350,000
Total Expenses	20,771	11,622	12,122	15,456	15,456	15,456	23,499	20,418	22,660	26,539	25,978	33,214	243,192
Net Income	229,229	(11,622)	(12,122)	(15,456)	4,544	(4,027)	(12,070)	(8,990)	(11,232)	(15,111)	(14,549)	(21,786)	106,808
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	229,229	(11,622)	(12,122)	(15,456)	4,544	(4,027)	(12,070)	(8,990)	(11,232)	(15,111)	(14,549)	(21,786)	106,808

SCHOOL OPERATIONS

Board Expenses	1,100	100	100	100	100	100	1,100	100	100	100	100	100	3,200
Classroom / Teaching Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Textbooks / Workbooks	-	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials other	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	15	15	15	15	15	15	15	15	15	15	15	15	175
Telephone	1,500	-	-	-	-	-	1,500	-	-	-	-	-	3,000
Technology	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Testing & Assessment	-	-	-	-	-	-	-	-	-	-	-	-	-
Field Trips	-	-	-	-	-	-	-	-	-	-	-	-	-
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	-	-	-	-	-	-	-	-	-	-	-	-
Office Expense	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Staff Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Recruitment	-	-	500	500	500	500	500	500	500	500	500	500	4,000
Student Recruitment / Marketing	6,576	276	276	276	276	276	276	276	2,576	276	276	281	11,917
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS	9,291	491	991	991	991	991	3,491	991	3,291	991	491	496	23,492

FACILITY OPERATION & MAINTENANCE

Insurance	208	208	208	208	208	208	208	208	208	208	208	208	2,500
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Land Rent / Lease / Facility Finance Interest	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE	208	208	208	208	208	208	208	208	208	208	208	208	2,500

DEPRECIATION & AMORTIZATION

DISSOLUTION ESCROW & RESERVES / CONTINGENCY

TOTAL EXPENSES	20,771	11,622	12,122	15,456	15,456	15,456	23,499	20,418	22,660	26,539	25,978	33,214	243,192
NET INCOME	229,229	(11,622)	(12,122)	(15,456)	4,544	(4,027)	(12,070)	(8,990)	(11,232)	(15,111)	(14,549)	(21,786)	106,808

PRE-OPENING CASH FLOW 1-YEAR

FORTE PREPARATORY ACADEMY CHARTER SCHOOL

*NOTE: Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."

PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION

	July 1, 2016 - June 30, 2017												
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Total Revenue	250,000	-	-	-	20,000	11,429	11,429	11,429	11,429	11,429	11,429	11,429	350,000
Total Expenses	20,771	11,622	12,122	15,456	15,456	15,456	23,499	20,418	22,660	26,539	25,978	33,214	243,192
Net Income	229,229	(11,622)	(12,122)	(15,456)	4,544	(4,027)	(12,070)	(8,990)	(11,232)	(15,111)	(14,549)	(21,786)	106,808
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	229,229	(11,622)	(12,122)	(15,456)	4,544	(4,027)	(12,070)	(8,990)	(11,232)	(15,111)	(14,549)	(21,786)	106,808

CASH FLOW ADJUSTMENTS

OPERATING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-	-
Description (e.g. Add Back Depreciation)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
INVESTMENT ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-	-
Description (e.g. Subtract Property and Equipment Expenditures)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Investment Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
FINANCING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-	-
Description (e.g. Add Expected Proceeds from a Loan)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-

Total Cash Flow Adjustments

	229,229	(11,622)	(12,122)	(15,456)	4,544	(4,027)	(12,070)	(8,990)	(11,232)	(15,111)	(14,549)	(21,786)	106,808
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NET INCOME

	229,229	(11,622)	(12,122)	(15,456)	4,544	(4,027)	(12,070)	(8,990)	(11,232)	(15,111)	(14,549)	(21,786)	106,808
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Beginning Cash Balance

	-	-	-	-	-	-	-	-	-	-	-	-	-
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ENDING CASH BALANCE

	229,229	(11,622)	(12,122)	(15,456)	4,544	(4,027)	(12,070)	(8,990)	(11,232)	(15,111)	(14,549)	(21,786)	106,808
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FORTE PREPARATORY ACADEMY CHARTER SCHOOL

YEAR 1 BUDGET AND ASSUMPTION

DESCRIPTION OF ASSUMPTIONS

*NOTE: State assumptions that are being made for the 1-Year Budget in the section provided below.

	PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE				FTE No. of Positions	PROGRAM SERVICES				SUPPORT SERVICES			TOTAL	
	JULY 1, 2017 - JUNE 30, 2018					REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	MANAGEMENT & GENERAL			
Total Revenue	2,007,139	77,356	-	-	-	-	-	-	-	-	-	-	2,084,495	
Total Expenses	1,447,921	179,706	11,711	-	-	-	-	-	-	433,546	-	-	2,072,884	
Net Income	559,218	(102,350)	(11,711)	-	-	-	-	-	-	(433,546)	-	-	11,611	
Budgeted Student Enrollment	90	-	-	-	-	-	-	-	-	-	-	-	90	
EXPENSES														
ADMINISTRATIVE STAFF PERSONNEL COSTS														
Executive Management	-	-	-	-	1.00	-	-	-	-	-	-	106,575	106,575	Executive Director
Instructional Management	-	-	-	-	-	-	-	-	-	-	-	-	-	Dean of Curriculum and Instruction & Dean of Student Supports; part time ELL coordinator
Deans, Directors & Coordinators	-	-	-	-	2.50	108,750	72,500	-	-	-	-	-	181,250	
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	Operations Manager
Operation / Business Manager	-	-	-	-	1.00	-	-	-	-	60,900	-	-	60,900	Front Office Staff member
Administrative Staff	-	-	-	-	1.00	-	-	-	-	35,525	-	-	35,525	
TOTAL ADMINISTRATIVE STAFF	5.50	108,750	72,500	-	-	-	-	-	-	203,000	-	-	384,250	
INSTRUCTIONAL PERSONNEL COSTS														
Teachers - Regular	445,331	-	-	-	7.50	-	-	-	-	-	-	-	445,331	
Teachers - SPED	-	63,686	-	-	1.00	-	-	-	-	-	-	-	63,686	
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-	
Teaching Assistants	-	-	-	-	-	-	-	-	-	-	-	-	-	
Specialty Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-	
Aides	-	-	-	-	-	-	-	-	-	-	-	-	-	
Therapists & Counselors	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other	26,673	-	-	-	1.00	-	-	-	-	-	-	-	26,673	
TOTAL INSTRUCTIONAL	472,004	63,686	-	-	9.50	-	-	-	-	-	-	-	535,690	
NON-INSTRUCTIONAL PERSONNEL COSTS														
Nurse	-	-	-	-	-	-	-	-	-	-	-	-	-	
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-	
Custodian	-	-	-	-	-	-	-	-	-	-	-	-	-	
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	8,881	-	0.25	-	-	-	-	-	-	-	8,881	
TOTAL NON-INSTRUCTIONAL	-	-	8,881	-	0.25	-	-	-	-	-	-	-	8,881	
SUBTOTAL PERSONNEL SERVICE COSTS														
PAYROLL TAXES AND BENEFITS														
Payroll Taxes	580,754.25	136,186	8,881	-	15.25	-	-	-	-	203,000	-	-	928,822	
Fringe / Employee Benefits	44,428	10,418	679	-	-	-	-	-	-	15,530	-	-	71,055	6.2% SS; 1.45% Medicare
Retirement / Pension	73,061	16,379	1,884	-	-	-	-	-	-	24,542	-	-	115,866	\$6,825 per FTE in medical, dental, and vision coverage;
Payroll Taxes	17,423	4,086	266	-	-	-	-	-	-	6,090	-	-	27,865	1% of salaries towards Workers Comp; 1st \$8500 per employee at 4.1% for state unemployment
Retirement / Pension	134,912	30,882	2,830	-	-	-	-	-	-	46,162	-	-	214,786	3% 401K employer match
TOTAL PAYROLL TAXES AND BENEFITS	715,666	167,068	11,711	-	15.25	-	-	-	-	249,162	-	-	1,143,607	
TOTAL PERSONNEL SERVICE COSTS														
CONTRACTED SERVICES														
Accounting / Audit	-	-	-	-	-	-	-	-	-	15,300	-	-	15,300	based on conversation with audit firm
Legal	-	-	-	-	-	-	-	-	-	10,200	-	-	10,200	legal advice and compliance
Management Company Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	
Nurse Services	4,039	551	-	-	-	-	-	-	-	-	-	-	4,590	\$50/student
Food Service / School Lunch	71,087	-	-	-	-	-	-	-	-	-	-	-	71,087	average \$790 per student per year based on assumed participation levels; 10% cost excess above anticipated reimbursements
Payroll Services	-	-	-	-	-	-	-	-	-	-	-	-	-	Paychex as Processor; \$500 in reporting fees; \$53 for 11 employees per pay period (24); extra \$1 per employee per pay period (24)
Special Ed Services	-	5,508	-	-	-	-	-	-	-	1,847	-	-	1,847	employees per pay period (24); extra \$1 per employee per pay period (24)
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-	-	5,508	\$500 per SPED Student

YEAR 1 BUDGET AND ASSUMPTION

FORTE PREPARATORY ACADEMY CHARTER SCHOOL

DESCRIPTION OF ASSUMPTIONS

*NOTE: State assumptions that are being made for the 1-year Budget in the section provided below.

PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE

	JULY 1, 2017 - JUNE 30, 2018		JULY 1, 2017 - JUNE 30, 2018		
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL
Total Revenue	2,007,139	77,356	-	-	2,084,495
Total Expenses	1,447,921	179,706	11,711	-	433,546
Net Income	559,218	(102,350)	(11,711)	-	(433,546)
Budgeted Student Enrollment	90	-	-	-	90

	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL	DESCRIPTION OF ASSUMPTIONS
SCHOOL OPERATIONS							
Board Expenses	-	-	-	-	1,836	1,836	1,836 \$1,200 for trainings; \$53/month for board meetings
Classroom / Teaching Supplies & Materials	18,360	-	-	-	-	18,360	\$200/student
Special Ed Supplies & Materials	-	2,754	-	-	-	2,754	\$250/SPED student above core materials
Textbooks / Workbooks	22,950	-	-	-	-	22,950	\$250/student
Supplies & Materials other	27,808	-	-	-	-	27,808	FAMIS Spending; \$75 per student for performing arts and \$150 per student for other materials as needed
Equipment / Furniture	32,130	-	-	-	5,000	37,130	\$100/student for classroom; \$3K per core classroom supplemental; \$5K for front office and admin
Telephone	5,126	-	-	-	-	5,126	\$427/month
Technology	31,212	-	-	-	12,838	44,150	\$300/month internet; \$1,250 per new staff member;
Student Testing & Assessment	27,650	-	-	-	-	27,650	\$300 per student for other classroom technologies
Field Trips	2,295	-	-	-	-	2,295	\$20K ANET; \$7650 other state assessment costs and materials
Transportation (student)	-	-	-	-	-	-	\$25/student
Student Services - other	8,262	-	-	-	-	8,262	Student Uniforms: \$90/student to provide 1 set
Office Expense	-	-	-	-	32,436	32,436	\$2,000 month to cover office supplies and copier lease
Staff Development	6,541	-	-	-	-	6,541	\$450 per staff member
Staff Recruitment	6,250	-	-	-	-	6,250	\$500 per new staff member to be acquired
Student Recruitment / Marketing	10,200	-	-	-	-	10,200	\$100 per new student acquired; marketing materials and lottery advertising; also include hosting and updating of website (\$1K)
School Meals / Lunch	-	-	-	-	-	-	
Travel (Staff)	-	-	-	-	-	-	
Fundraising	-	-	-	-	-	-	
Other	-	-	-	-	638	638	\$50/new staff member for fingerprinting/background checks
TOTAL SCHOOL OPERATIONS	198,784	2,754	-	-	52,848	254,386	
FACILITY OPERATION & MAINTENANCE							
Insurance	7,650	-	-	-	7,650	15,300	D&O and liability
Janitorial	41,310	-	-	-	-	41,310	contracted services; \$5/square foot; 80 square feet per student; additional \$50 per student for supplies
Building and Land Rent / Lease / Facility Finance Interest	220,320	-	-	-	-	220,320	\$30 per square foot; 80 square feet per student
Repairs & Maintenance	73,440	-	-	-	-	73,440	\$10 tenant improvement per square foot; 80 square feet per student; amortized into lease payments
Equipment / Furniture	-	-	-	-	-	-	
Security	-	-	-	-	-	-	
Utilities	36,720	-	-	-	-	36,720	\$5/square foot; 80 square feet per student; includes electricity, natural gas, water, and waste removal
TOTAL FACILITY OPERATION & MAINTENANCE	379,440	-	-	-	7,650	387,090	
DEPRECIATION & AMORTIZATION							
DISSOLUTION ESCROW & RESERVES / CONTINGENCY	-	-	-	-	25,000	25,000	1st year installment of 3 years (\$75K total)
TOTAL EXPENSES	1,447,921	179,706	11,711	-	433,546	2,072,884	
NET INCOME	559,218	(102,350)	(11,711)	-	(433,546)	11,611	

YEAR 1 CASH FLOW
(FIRST YEAR OF CHARTER)

FORTE PREPARATORY ACADEMY CHARTER SCHOOL
PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS
JULY 1, 2017 - JUNE 30, 2018

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Total Revenue	322,908	596	262,908	91,787	270,017	7,705	282,264	87,705	373,224	9,905	350,017	25,460	2,084,495
Total Expenses	205,565	197,422	181,645	153,638	153,638	154,888	163,863	155,613	155,613	170,188	154,888	225,925	2,072,884
Net Income	117,343	(196,826)	81,263	(61,851)	116,379	(147,183)	118,401	(67,908)	217,611	(160,283)	195,129	(200,465)	11,611
Cash Flow Adjustments													
Beginning Cash Balance	106,808	224,151	27,325	108,588	46,737	163,116	15,933	134,335	66,427	284,038	123,755	318,884	106,808
Ending Cash Balance	224,151	27,325	108,588	46,737	163,116	15,933	134,335	66,427	284,038	123,755	318,884	118,419	118,419

* Totals (Column U) for all lines above Cash Flow Adjustments should equal the Totals (Column N) on tab "7) Year 1 Budget & Assumptions."

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
REVENUE													
REVENUES FROM STATE SOURCES													
Per Pupil Revenue													
PRIMARY School District: NYC CHANCELLOR'S OFFICE			208,155		208,155		208,155		208,155		208,155		1,248,930
Other District 1:													
Other District 2:													
Other District 3:													
Other District 4:													
Other District 5:													
Other District 6:													
Other District 7:													
Other District 8:													
Other District 9:													
Other District 10:													
Other District 11:													
Other District 12:													
Other District 13:													
Other District 14:													
35 Other School Districts' Revenue:													
TOTAL Per Pupil Revenue	208,155	208,155	208,155	208,155	208,155	208,155	208,155	208,155	208,155	208,155	208,155	208,155	1,248,930
Special Education Revenue	12,526	12,526	12,526	12,526	12,526	12,526	12,526	12,526	12,526	12,526	12,526	12,526	75,156
Grants													
Stimulus													
DYCD (Department of Youth and Community Developmt.)													
Other	41,631	41,631	41,631	41,631	41,631	41,631	41,631	41,631	41,631	41,631	41,631	41,631	90,960
Other	596	596	596	596	596	596	596	596	596	596	596	596	249,786
TOTAL REVENUE FROM STATE SOURCES	262,908	596	262,908	596	262,908	596	262,908	596	353,868	596	262,908	596	1,671,985
REVENUE FROM FEDERAL FUNDING													
IDEA Special Needs													
Title I				3,780			11,340		11,340		2,200		2,200
Title Funding - Other				302			907		907				37,800
School Food Service (Free Lunch)				7,109	7,109	7,109	7,109	7,109	7,109	7,109	7,109	7,109	907
Grants													
Charter School Program (CSP) Planning & Implementation	60,000			80,000				80,000			80,000		300,000
Other													
TOTAL REVENUE FROM FEDERAL SOURCES	60,000			91,191	7,109	7,109	19,356	87,109	19,356	9,309	87,109	19,356	407,002
LOCAL and OTHER REVENUE													
Contributions and Donations													
Fundraising													
Erate Reimbursement													
Earnings on Investments												5,508	5,508
Interest Income													
Food Service (Income from meals)													
Text Book													
OTHER													
TOTAL REVENUE FROM LOCAL and OTHER SOURCES													
TOTAL REVENUE	322,908	596	262,908	91,787	270,017	7,705	282,264	87,705	373,224	9,905	350,017	25,460	2,084,495

(Weighted Avg.)
(Weighted Avg.)

13,877

YEAR 1 CASH FLOW
(FIRST YEAR OF CHARTER)

FORTE PREPARATORY ACADEMY CHARTER SCHOOL
PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS
JULY 1, 2017 - JUNE 30, 2018

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Total Revenue	322,908	596	262,908	91,787	270,017	7,705	282,264	87,705	373,224	9,905	350,017	25,460	2,084,495
Total Expenses	205,565	197,422	181,645	153,638	153,638	154,888	163,863	155,613	155,613	170,188	154,888	225,925	2,072,884
Net Income	117,343	(196,826)	81,263	(61,851)	116,379	(147,183)	118,401	(67,908)	217,611	(160,283)	195,129	(200,465)	11,611
Cash Flow Adjustments													
Beginning Cash Balance	106,808	224,151	27,325	108,588	46,737	163,116	15,933	134,335	66,427	284,038	123,755	318,884	106,808
Ending Cash Balance	224,151	27,325	108,588	46,737	163,116	15,933	134,335	66,427	284,038	123,755	318,884	118,419	118,419
SCHOOL OPERATIONS													
Board Expenses	653	53	53	53	53	53	653	53	53	53	53	53	1,836
Classroom / Teaching Supplies & Materials	4,590	4,590	918	918	918	918	918	918	918	918	918	918	18,360
Special Ed Supplies & Materials	689	689	138	138	138	138	138	138	138	138	138	138	2,754
Textbooks / Workbooks	-	22,950	-	-	-	-	-	-	-	-	-	-	22,950
Supplies & Materials other	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	27,808
Equipment / Furniture	37,130	-	-	-	-	-	-	-	-	-	-	-	37,130
Telephone	427	427	427	427	427	427	427	427	427	427	427	427	5,126
Technology	14,000	20,000	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	44,150
Student Testing & Assessment	-	-	20,000	-	-	-	7,650	-	-	-	-	-	27,650
Field Trips	-	-	-	255	255	255	255	255	255	255	255	255	2,295
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	-	8,262	-	-	-	-	-	-	-	-	-	8,262
Office Expense	2,703	2,703	2,703	2,703	2,703	2,703	2,703	2,703	2,703	2,703	2,703	2,703	32,436
Staff Development	545	545	545	545	545	545	545	545	545	545	545	545	6,541
Staff Recruitment	-	-	-	-	-	-	1,250	1,250	1,250	1,250	1,250	1,250	6,250
Student Recruitment / Marketing	5,000	275	275	275	275	275	1,000	1,000	1,000	275	275	275	10,200
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	638	-	-	-	-	-	-	-	-	-	-	-	638
TOTAL SCHOOL OPERATIONS	68,692	54,549	36,653	8,646	8,646	8,646	18,871	10,621	10,621	9,896	9,896	8,646	254,386
FACILITY OPERATION & MAINTENANCE													
Insurance	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	15,300
Janitorial	3,443	3,443	3,443	3,443	3,443	3,443	3,443	3,443	3,443	3,443	3,443	3,443	41,310
Building and Land Rent / Lease / Facility Finance Interest	18,360	18,360	18,360	18,360	18,360	18,360	18,360	18,360	18,360	18,360	18,360	18,360	220,320
Repairs & Maintenance	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	73,440
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	36,720
Utilities	32,258	32,258	32,258	32,258	32,258	32,258	32,258	32,258	32,258	32,258	32,258	32,258	387,090
TOTAL FACILITY OPERATION & MAINTENANCE	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	367,200
DEPRECIATION & AMORTIZATION													
DISSOLUTION ESCROW & RESERVES / CONTINGENCY													
TOTAL EXPENSES	205,565	197,422	181,645	153,638	153,638	154,888	163,863	155,613	155,613	170,188	154,888	225,925	2,072,884
NET INCOME	117,343	(196,826)	81,263	(61,851)	116,379	(147,183)	118,401	(67,908)	217,611	(160,283)	195,129	(200,465)	11,611
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	117,343	(196,826)	81,263	(61,851)	116,379	(147,183)	118,401	(67,908)	217,611	(160,283)	195,129	(200,465)	11,611
Beginning Cash Balance	106,808	224,151	27,325	108,588	46,737	163,116	15,933	134,335	66,427	284,038	123,755	318,884	106,808
ENDING CASH BALANCE	224,151	27,325	108,588	46,737	163,116	15,933	134,335	66,427	284,038	123,755	318,884	118,419	118,419

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS

*NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.

**FORTE PREPARATORY ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD
2017-18 THROUGH 2021-22**

Total Revenue	2,084,495	3,480,706	5,068,845	6,756,021	6,756,138
Total Expenses	2,072,884	3,469,831	5,067,339	6,577,031	6,683,670
Net Income (Before Cash Flow Adjustments)	11,611	10,875	1,506	178,990	72,468
Budgeted Student Enrollment	90	180	270	360	360

*NOTE: State assumptions that are being made in the section provided below.

REVENUE	0.0%	0.0%	0.0%	0.0%	0.0%
REVENUES FROM STATE SOURCES	0.0%	0.0%	0.0%	0.0%	0.0%
Per Pupil Revenue					

PRIMARY School District:	1,248,930	2,497,860	3,746,790	4,995,720	4,995,720
Other District 1:	-	-	-	-	-
Other District 2:	-	-	-	-	-
Other District 3:	-	-	-	-	-
Other District 4:	-	-	-	-	-
Other District 5:	-	-	-	-	-
Other District 6:	-	-	-	-	-
Other District 7:	-	-	-	-	-
Other District 8:	-	-	-	-	-
Other District 9:	-	-	-	-	-
Other District 10:	-	-	-	-	-
Other District 11:	-	-	-	-	-
Other District 12:	-	-	-	-	-
Other District 13:	-	-	-	-	-
Other District 14:	-	-	-	-	-
35 Other School Districts' Revenue:	-	-	-	-	-
TOTAL Per Pupil Revenue	13,877	27,754	41,138	54,840	54,840
Special Education Revenue	75,156	149,446	224,602	298,891	298,891

(Weighted Avg.)
(Weighted Avg.)
12% SPED Population; of that 12%, 50% below 20% classification, 30% in the 20-59% Classification at \$10,390 rate, and 20% greater than 60% at \$19,049 rate;

Grants	-	-	-	-	-
Stimulus	90,960	-	-	-	-
DYCD (Department of Youth and Community Developmt.)	249,786	499,572	749,358	999,144	999,144
Other	7,153	14,306	21,460	28,613	28,613
TOTAL REVENUE FROM STATE SOURCES	1,671,985	3,161,184	4,742,209	6,322,368	6,322,368

REVENUE FROM FEDERAL FUNDING	-	-	-	-	-
IDEA Special Needs	2,200	4,300	6,500	8,600	8,600
Title I	37,800	75,600	113,400	151,200	151,200
Title Funding - Other	3,024	6,048	9,072	12,096	12,096
School Food Service (Free Lunch)	63,978	127,956	191,934	255,912	255,912

\$2775 per student for facility add-on; 20% of Per Pupil amount NYSTL (\$58.25); NYSSL (\$14.98); NYSLUB (\$6.25) per student for FAMIS allocations/spending
Based on FY 2016 federal meal reimbursement rates; product of enrollment, FRL %, participation level %, # of instructional days, and attendance rate. Participation assumed at 70% Breakfast and Snack; 100% Lunch; 185 Days; 95% daily attendance

Grants	300,000	100,000	-	-	-
Charter School Program (CSP) Planning & Implementation	-	-	-	-	-
Other	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	407,002	313,904	320,906	427,808	427,808

LOCAL and OTHER REVENUE	-	-	-	-	-
Contributions and Donations	-	-	-	-	-
Fundraising	-	-	-	-	-
Erate Reimbursement	5,508	5,618	5,731	5,845	5,962
Earnings on Investments	-	-	-	-	-
Interest Income	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-
Text Book	-	-	-	-	-
OTHER	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	5,508	5,618	5,731	5,845	5,962

3rd installment of \$500K anticipated CSP award in Year 2
75% of telecom expenses in a given year

DESCRIPTION OF ASSUMPTIONS

2% COLA applied to all expenses; 1.5% COLA to payroll

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS

*NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.

Total Revenue
 Total Expenses
 Net Income (Before Cash Flow Adjustments)
 Budgeted Student Enrollment

**FORTE PREPARATORY ACADEMY CHARTER SCHOOL
 PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD
 2017-18 THROUGH 2021-22**

2,084,495	3,480,706	5,068,845	6,756,021	6,756,138
2,072,884	3,469,831	5,067,339	6,577,031	6,683,670
11,611	10,875	1,506	178,990	72,468
90	180	270	360	360
Year 1	Year 2	Year 3	Year 4	Year 5
2017-18	2018-19	2019-20	2020-21	2021-22
2,084,495	3,480,706	5,068,845	6,756,021	6,756,138

TOTAL REVENUE

DESCRIPTION OF ASSUMPTIONS

*NOTE: State assumptions that are being made in the section provided below.

2% COLA applied to all expenses; 1.5% COLA to payroll

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS

*NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.

**FORTE PREPARATORY ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD
2017-18 THROUGH 2021-22**

	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22
Total Revenue	2,084,495	3,480,706	5,068,845	6,756,021	6,756,138
Total Expenses	2,072,884	3,469,831	5,067,339	6,577,031	6,683,670
Net Income (Before Cash Flow Adjustments)	11,611	10,875	1,506	178,990	72,468
Budgeted Student Enrollment	90	180	270	360	360

DESCRIPTION OF ASSUMPTIONS

*NOTE: State assumptions that are being made in the section provided below.

2% COLA applied to all expenses; 1.5% COLA to payroll

EXPENSES
ADMINISTRATIVE STAFF PERSONNEL COSTS

Year 1 No. of Positions

NOTE: For all 5-Years of FTE/Staffing detail please see the "Staffing" tab of this file.

Executive Management	1.00	106,575	108,174	109,796	111,443	113,115	Executive Director
Instructional Management	-	-	-	-	-	-	Director of Curriculum & Instruction and Student Supports Coordinator and half time ELL Coordinator in Y1; ELL Coordinator full time in Y2; Dean of Students and half-time Director of High School Placement and Alumni Success added in Y2; Director of High School Placement and Alumni Success full-time in Year Y3; addition of Development Director in Y4
Deans, Directors & Coordinators	2.50	181,250	328,969	370,153	448,206	454,929	Operations Manager
							Office Manager; Office Assistant in Y3
CFO / Director of Finance	-	-	-	-	-	-	
Operation / Business Manager	1.00	60,900	61,814	62,741	63,682	64,637	
Administrative Staff	1.00	35,525	36,058	37,124	38,206	39,304	
TOTAL ADMINISTRATIVE STAFF	5.50	384,250	535,014	614,814	696,536	706,984	

INSTRUCTIONAL PERSONNEL COSTS

Teachers - Regular	7.50	445,331	897,342	1,356,134	1,821,807	1,849,134	6 core teachers (2 ELA, 2 Math, 1 SS, 1 Sci), 1 Performing Arts, .5 Digital Literacy
Teachers - SPED	1.00	63,686	64,641	129,297	163,079	165,526	
Substitute Teachers	-	-	-	-	-	-	
Teaching Assistants	-	-	-	71,050	107,641	144,780	Assistant teachers (1 ELA, 1 Math in Y3; Add SS in Y4; Add Sci Y5)
Specialty Teachers	-	-	-	29,689	59,823	60,721	Part-time ELL teacher to support Coordinator in Y3, then full time in Y4
Aides	-	-	-	-	-	-	
Therapists & Counselors	-	-	-	-	-	-	
Other	1.00	26,673	47,139	70,093	92,064	93,689	FTE listed to calculate bonus/stipend due to lack of line item
TOTAL INSTRUCTIONAL	9.50	535,690	1,009,123	1,656,263	2,244,415	2,313,850	

NON-INSTRUCTIONAL PERSONNEL COSTS

Nurse	0.25	8,881	17,896	27,045	36,332	36,877	part-time parent community coordinator until Y4, then full time
Librarian	-	-	-	-	-	-	
Custodian	-	-	-	-	-	-	
Security	-	-	-	-	-	-	
Other	-	-	-	-	-	-	
TOTAL NON-INSTRUCTIONAL	0.25	8,881	17,896	27,045	36,332	36,877	
SUBTOTAL PERSONNEL SERVICE COSTS	15.25	928,822	1,562,032	2,298,122	2,977,283	3,057,711	

PAYROLL TAXES AND BENEFITS

Payroll Taxes		71,055	119,495.47	175,806.34	227,762.15	233,914.92	6.2% SSI; 1.45% Medicare
Fringe / Employee Benefits		115,866	199,372	316,759	425,361	450,176	\$6,825 starting assumption per FTE in medical, dental, and vision coverage; 5% year over year coverage; 1% of salaries towards Workers Comp; 1st \$8500 per employee at 4.1% for state unemployment
Retirement / Pension		27,865	46,861	68,944	89,318	91,731	3% 401K employer match
TOTAL PAYROLL TAXES AND BENEFITS		214,786	365,729	561,509	742,441	775,822	
TOTAL PERSONNEL SERVICE COSTS	15.25	1,143,607	1,927,761	2,859,631	3,719,725	3,833,534	

CONTRACTED SERVICES

Accounting / Audit		15,300	15,606	15,918	16,236	16,561	based on conversations with auditor; 2% cost increase year over year
Legal		10,200	10,404	10,612	10,824	11,041	legal counsel and support; 2% cost increase year over year
Management Company Fee		4,590	9,364	14,326	19,484	19,873	\$50/student; 2% cost increase year over year
Nurse Services		-	-	-	-	-	

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS

*NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.

**FORTE PREPARATORY ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD
2017-18 THROUGH 2021-22**

*NOTE: State assumptions that are being made in the section provided below.

	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22
Total Revenue	2,084,495	3,480,706	5,068,845	6,756,021	6,756,138
Total Expenses	2,072,884	3,469,831	5,067,339	6,577,031	6,683,670
Net Income (Before Cash Flow Adjustments)	11,611	10,875	1,506	178,990	72,468
Budgeted Student Enrollment	90	180	270	360	360
Food Service / School Lunch	71,087	142,173	213,260	284,346	284,346
Payroll Services	1,847	2,095	2,419	2,693	2,718
Special Ed Services	5,508	11,236	17,192	23,381	23,848
Titlment Services (i.e. Title I)					
Other Purchased / Professional / Consulting	154,269	195,158	246,407	307,669	310,729
TOTAL CONTRACTED SERVICES	262,801	386,036	520,134	664,633	669,117

2% COLA applied to all expenses; 1.5% COLA to payroll
 average \$790 per student per year; 10% cost excess above anticipated reimbursements
 Paychex as Processor; \$500 in reporting fees; \$53 for 11 employees per pay period (24); extra \$1 per employee per pay period (24)
 \$500 per SPED student; 2% cost increase year over year
 \$4K NYCSC SPED Collaborative; \$2K/month tech support; \$2K Erate consulting; back-office fee grows to \$150K and flattens in year 4; includes line items for SIS and behavior management system, as well as translation services at \$50/student. When applicable, 2% cost increase year over year applied; \$10K in Y1 and Y2 for BES follow-on support

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS

*NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.

**FORTE PREPARATORY ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD
2017-18 THROUGH 2021-22**

	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	
Total Revenue	2,084,495	3,480,706	5,068,845	6,756,021	6,756,138	
Total Expenses	2,072,884	3,469,831	5,067,339	6,577,031	6,683,670	
Net Income (Before Cash Flow Adjustments)	11,611	10,875	1,506	178,990	72,468	
Budgeted Student Enrollment	90	180	270	360	360	

	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	
SCHOOL OPERATIONS						
Board Expenses	1,836	1,873	1,910	1,948	1,987	average \$150/month; larger average than actual monthly expense to account for board development trainings; 2% cost increase year over year
Classroom / Teaching Supplies & Materials	18,360	37,454	57,305	77,935	79,494	\$400/student for classroom and teaching supplies; \$250/student for curriculum; SRI & Reading resources; 2% cost increase year over year
Special Ed Supplies & Materials	2,754	5,618	8,596	11,690	11,924	\$250/SPED student above core materials; 2% cost increase year over year
Textbooks / Workbooks	22,950	46,818	71,632	97,419	99,367	\$250 budgeted per student vs. new student; this creates budget for replacement and wear and tear; 2% cost increase year over year
Supplies & Materials other	27,808	56,443	85,928	116,290	118,043	FAMIS Spending; \$75 per student for performing arts and \$150 per student for other materials as needed; other materials increased year over year by 2%
Equipment / Furniture	37,130	35,273	35,928	36,597	11,000	\$100/student for classroom; \$3K per core classroomin supplemental; \$5K for front office; replacement expenses in Y5 after school is fully grown
Telephone	5,126	6,242	7,720	9,039	9,330	\$427/month in Y1; inflated over time to account for new lines added
Technology	44,150	44,516	49,386	47,668	30,355	\$300/month internet; \$1,250 per new staff member; \$300 per student for classroom technology
Student Testing & Assessment	27,650	28,611	30,041	32,020	34,670	\$20K ANET; additional amounts for state assessment material prep
Field Trips	2,295	4,682	7,163	9,742	9,937	\$25/student plus 2% year over year increase
Transportation (student)	-	-	-	-	-	
Student Services - other	8,262	16,854	25,787	35,071	35,772	\$90/student for base uniform set; 2% year over year increase
Office Expense	32,436	42,448	64,309	75,337	76,844	\$2,000 month to cover office supplies and copier lease; 2% cost increase year over year
Staff Development	6,541	11,236	17,550	23,137	24,097	\$450 per staff member for training; 2% cost increase year over year
Staff Recruitment	6,250	4,875	6,375	5,375	500	\$500 per new staff member job postings and other talent related costs
Student Recruitment / Marketing	10,200	10,404	10,612	10,824	3,604	\$100 per new student acquired plus website maintenance; 2% cost increase year over year
School Meals / Lunch	-	-	-	-	-	
Travel (Staff)	-	-	-	-	-	
Fundraising	-	-	-	-	-	
Other	638	507	677	582	55	
TOTAL SCHOOL OPERATIONS	254,386	353,855	480,919	590,674	546,979	\$50/new staff member for fingerprinting/background checks
FACILITY OPERATION & MAINTENANCE						
Insurance	15,300	18,727	21,224	23,814	24,290	D&O & liability
Janitorial	41,310	84,272	128,937	175,354	178,861	contracted services; \$5/square foot; 80 square feet per student; additional \$50 per student for supplies; 2% cost increase year over year
Building and Land Rent / Lease / Facility Finance Interest	220,320	449,453	687,663	935,221	953,926	\$30 per square foot; 80 square feet per student; 2% cost increase year over year
Repairs & Maintenance	73,440	149,818	229,221	311,740	317,975	\$10 tenant improvement per square foot; 80 square feet per student; amortized into lease payments
Equipment / Furniture	-	-	-	-	-	
Security	-	-	-	-	-	
Utilities	36,720	74,909	114,610	155,870	158,988	\$5/square foot; 80 square feet per student; includes electricity, natural gas, water, and waste removal
TOTAL FACILITY OPERATION & MAINTENANCE	387,090	777,179	1,181,655	1,602,000	1,634,040	

DESCRIPTION OF ASSUMPTIONS

*NOTE: State assumptions that are being made in the section provided below.

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS

*NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.

Total Revenue	
Total Expenses	
Net Income (Before Cash Flow Adjustments)	
Budgeted Student Enrollment	
DEPRECIATION & AMORTIZATION	
DISSOLUTION ESCROW & RESERVES / CONTINGENCY	
TOTAL EXPENSES	
NET INCOME	

FORTE PREPARATORY ACADEMY CHARTER SCHOOL

PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD 2017-18 THROUGH 2021-22

*NOTE: State assumptions that are being made in the section provided below.

2,084,495	3,480,706	5,068,845	6,756,021	6,756,138
2,072,884	3,469,831	5,067,339	6,577,031	6,683,670
11,611	10,875	1,506	178,990	72,468
90	180	270	360	360
Year 1	Year 2	Year 3	Year 4	Year 5
2017-18	2018-19	2019-20	2020-21	2021-22
25,000	25,000	25,000	-	-
2,072,884	3,469,831	5,067,339	6,577,031	6,683,670
11,611	10,875	1,506	178,990	72,468

- 3 year installment of \$25K (\$75K total)

5-YEAR FISCAL IMPACT REPORT

Largest Enrollment District: NYC CHANCELLOR'S OFFICE							
A	B	C	D (B X C)	E	F (D + E)	G	H (F ÷ G)
Operational Year	Enrollment (Number of Students)	Per Pupil Rate	Per Pupil Aid	Other District Revenue (SPED Funding, Food Service, Grants, Etc.)	Total Funding to Charter School From District	* Total General Fund Operating Budget for NYC CHANCELLOR'S OFFICE School District	Projected Impact (% of District's Total Budget)
Year 1 (2017-18)	90	13,877	1,248,930	423,055	1,671,985	21,800,000,000	0.008%
Year 2 (2018-19)	180	13,877	2,497,860	663,324	3,161,184	21,800,000,000	0.015%
Year 3 (2019-20)	270	13,877	3,746,790	995,419	4,742,209	21,800,000,000	0.022%
Year 4 (2020-21)	360	13,877	4,995,720	1,326,648	6,322,368	21,800,000,000	0.029%
Year 5 (2021-22)	360	13,877	4,995,720	1,326,648	6,322,368	21,800,000,000	0.029%
DESCRIPTION OF SOURCE FOR PRIMARY DISTRICT'S OPERATING BUDGET:			http://schools.nyc.gov/AboutUs/funding/overview/default.htm as accessed on January 12th, 2016 for FY 2016 operating budget.				
OTHER NOTES:							

Second Largest Enrollment District: N/A							
A	B	C	D (B X C)	E	F (D + E)	G	H (F ÷ G)
Operational Year	Enrollment (Number of Students)	Per Pupil Rate	Per Pupil Aid	Other District Revenue (SPED Funding, Food Service, Grants, Etc.)	Total Funding to Charter School From District	* Total General Fund Operating Budget for Select from drop-down list → School District	Projected Impact (% of District's Total Budget)
Year 1 (2017-18)	-	-	-	-	-	-	#DIV/0!
Year 2 (2018-19)	-	-	-	-	-	-	#DIV/0!
Year 3 (2019-20)	-	-	-	-	-	-	#DIV/0!
Year 4 (2020-21)	-	-	-	-	-	-	#DIV/0!
Year 5 (2021-22)	-	-	-	-	-	-	#DIV/0!
DESCRIPTION OF SOURCE FOR PRIMARY DISTRICT'S OPERATING BUDGET:							
OTHER NOTES:							

R-21 – Letters of Commitment

Building Excellent Schools Commitment Letter



January 14, 2016

SUNY Charter Schools Institute

Re: Commitment of Start-Up Funds to Forte Preparatory Academy Charter School

To Whom It May Concern:

I am pleased to inform you that the Building Excellent Schools Post Authorization Fund, infused through funding provided by the Walton Family Foundation to Building Excellent Schools, will make available \$250,000 of start-up funds to Forte Preparatory Academy Charter School for the start-up year (fiscal year 2016-2017) upon charter authorization. These funds will be characterized as a \$250,000 grant.

The grant is given in support of the start-up needs of Forte Preparatory Academy Charter School and will be contingent upon authorization of Forte Preparatory Academy Charter School.

Sincerely,

Susan L. Walsh

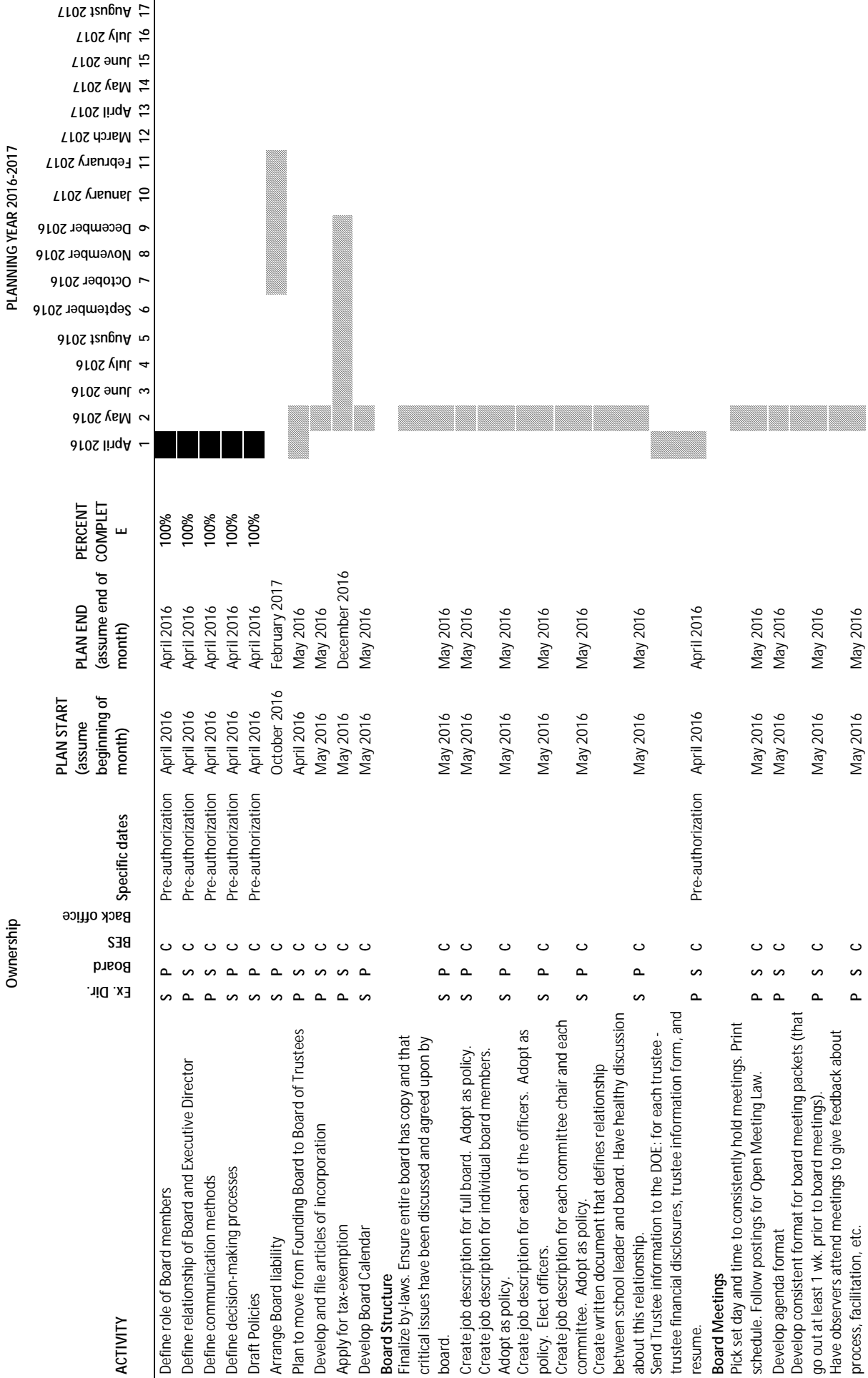
Susan L. Walsh
Senior Director, Fellowship and Leadership Development
Building Excellent Schools

R-21g – Non-SUNY Financials

Request is not applicable.

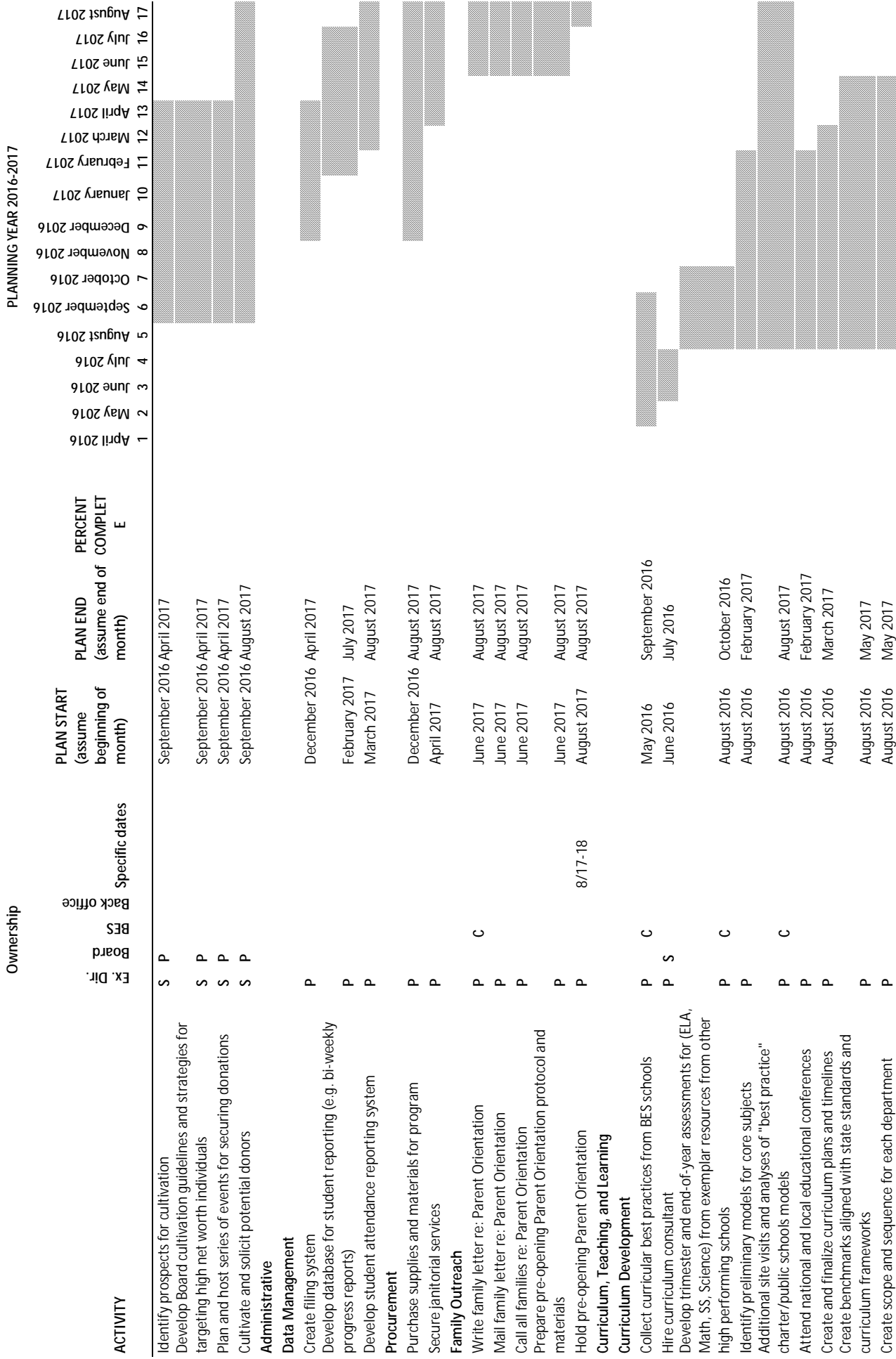
Forte Prep Action Plan - April 2016 through August 2017

Ownership key: P=primary, S=secondary, C=consultant



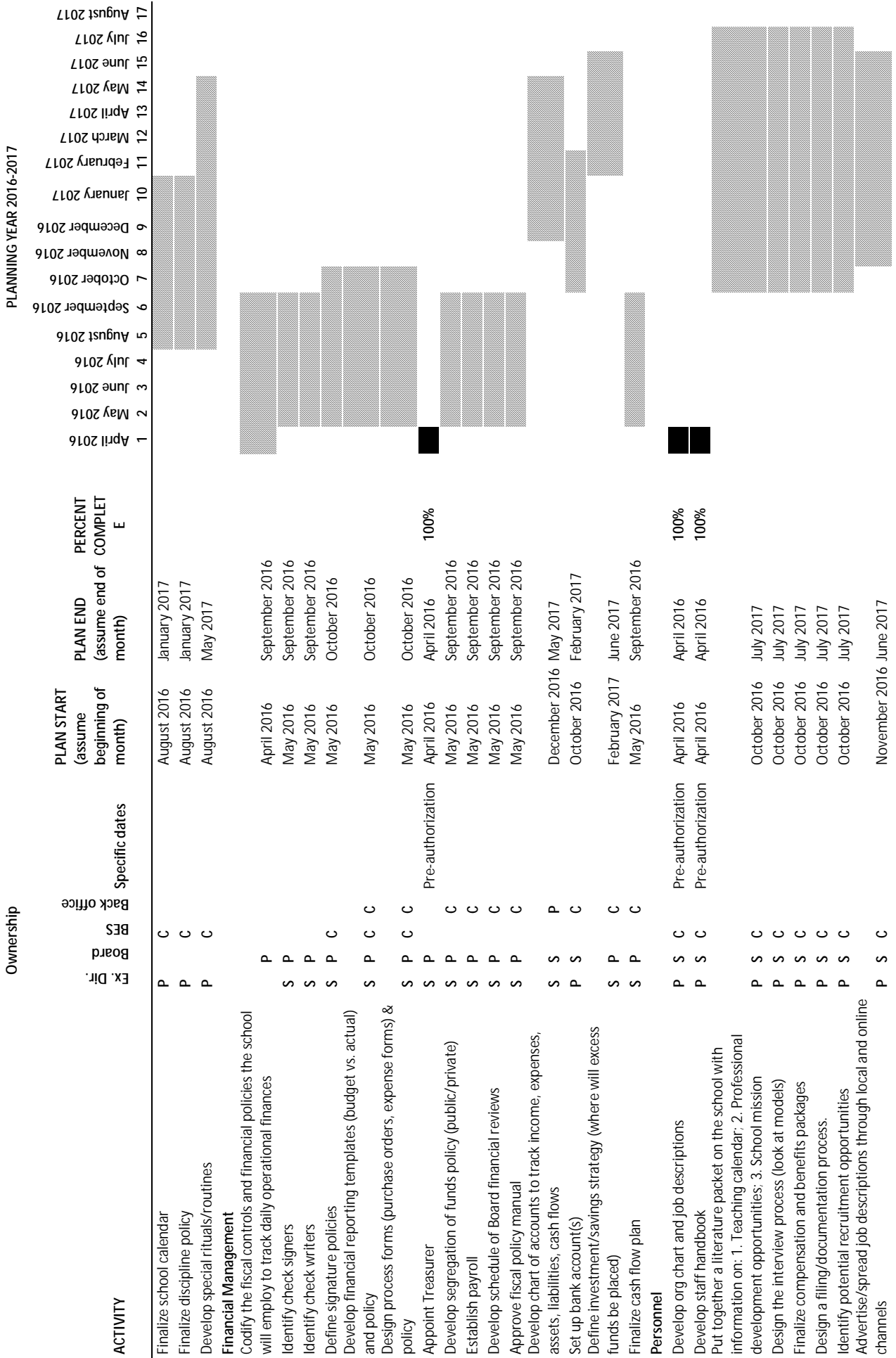
Forte Prep Action Plan - April 2016 through August 2017

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Forte Prep Action Plan - April 2016 through August 2017

Ownership key: P=primary, S=secondary, C=consultant



Forte Prep Action Plan - April 2016 through August 2017

Ownership key: P=primary, S=secondary, C=consultant

ACTIVITY	Ex. Dir.	Board	BFS	Back office	Specific dates	PLAN START (assume beginning of month)	PLAN END (assume end of month)	PERCENT COMPLETE	PLANNING YEAR 2016-2017
Define how information will flow within school (i.e. who's called when kid is sick, who's contacted about discipline infractions)	P					February 2017	June 2017		Plan
Define procedure for visitors entering building	P					March 2017	July 2017		Actual
Develop forms necessary to track and monitor visitors	P					March 2017	July 2017		Actual (beyond plan)
Select provider for Internet access (DSL, cable)	P					March 2017	July 2017		% Complete
Set up Intranet (so all computers are linked)	P					June 2017	August 2017		% Complete (beyond plan)
Define how staff will communicate (email, walkie talkie, phones)	P					June 2017	August 2017		
Set up phone systems and answering services	P					June 2017	August 2017		
Purchasing									
Create a comprehensive list of all items that need to be purchased through Dec. of your 1st year	P		C			March 2017	July 2017		
Purchase classroom equipment and furniture	P	S				April 2017	August 2017		
Purchase office equipment and furniture	P	S				April 2017	August 2017		
Purchase postage meter	P	S				April 2017	August 2017		
Purchase restroom supplies	P	S				June 2017	August 2017		
Purchase cleaning products	P	S				June 2017	August 2017		
Purchase library materials	P	S				June 2017	August 2017		
Purchase performing arts materials	P	S				June 2017	August 2017		
Purchase PE equipment	P	S				June 2017	August 2017		
Purchase medical supplies	P	S				June 2017	August 2017		
Purchase classroom technology	P	S				June 2017	August 2017		
Purchase office supplies	P	S				February 2017	August 2017		
Contract Personnel									
Hire janitorial services	P	S				April 2017	August 2017		
Line up electrician, plumber, & handyman	P	S				March 2017	August 2017		
Line up counselor, speech pathologist, et al.	P	S				April 2017	August 2017		
Technology									
Write tech plan	P	S				April 2017	August 2017		
Computers for teachers	P	S				April 2017	August 2017		
Cell phones for admin	P	S				April 2017	August 2017		
Uniforms									
Contract student uniforms	P					March 2017	August 2017		
Contract student PE uniforms	P					March 2017	August 2017		

R-23a – Supplemental Narrative

The Forte Preparatory Academy Charter School Founding Team is proud to submit this proposal for review by the SUNY Charter Schools Institute.

Through the process of defining and developing the vision for Forte Prep, we are even more resolute that this is the school that students in Northwest Queens have been waiting for. We intend to create, by design, and through diligence, thoughtfulness, and joy, a high quality public education for students that too many of our students receive by privilege or by chance. For members of our Founding Team, this narrative of quality education by chance resonates loudly through various vignettes: a mother, curious about an advertisement of a scholarship that seemed too good to be true; a young student who was in the right place (and was the right age) at the right time; a teacher who was able to finally connect with a randomly-assigned student who was slipping through the cracks; a second chance to attend an excellent school afforded due to a clerical error; a French African immigrant willing to risk an uncertain transatlantic journey for the prospect of better educational opportunities in the U.S.; a young college graduate in post-Katrina New Orleans witnessing the devastation of a city's public education system and the lucky few who were able to find refuge in good schools. We are driven by the potential that we, as a team, can work to change the odds of a high-quality education for a generation of students and, by extension, a community.

Forte, derived from the Latin *fortis*, means "one's strong point." We believe that all students at Forte Prep will find their strengths after the four years of their middle school experience: strength in critical thinking, strength in reading, strength in interpersonal dynamics, strength in algebraic thinking, strength in advocacy, strength in moving an audience. But most importantly, students will find their strength in and through their school community. A class of middle school graduates who believe in the power of community building and a collective responsibility for excellence will be tremendously beneficial to any future academic or social institution fortunate enough to receive them. Certainly, Queens, a borough of tremendous diversity and great potential, will be better for it, and we cannot wait for the opportunity to build it.

R-23b – Supplemental Attachments

Contents

R-23b – Supplemental Attachments.....	1
Colocation request letter	2
Paul Adler (BES Director of Leadership Development) resume	5

This section includes the text and shipment receipt of the colocation request letter to the NYC DOE and the resume of Paul Adler, BES Director of Leadership Development, who will be working closely with Lead Founder Graham Browne to support the launch of Forte Prep upon authorization.

Colocation request letter

Figure 1: Official request letter

January 7th, 2016
Office of the Chancellor
Tweed Courthouse
52 Chambers Street
New York, NY 10007

RE: **Written Request for Co-Location in a Public School Building**
Pursuant to Section 2853(3) (e) of the Education Law

Dear Sir/Madam:

Forte Preparatory Academy Charter School hereby submits its written request for co-location in a public school building pursuant to Section 2853(3) (e) of the Education Law, as of the data set forth above.

Forte Preparatory Academy Charter School is currently in the process of applying for authorization with the State University of New York Charter Schools Institute for the school years 2017-2022 to provide grades 5 through 8 in CSD 30.

Forte Prep intends to serve 90 students in each grade beginning with fifth grade in 2017. At the end of the five year charter our enrollment will be 360 students. Following the next Charter renewal which is scheduled for 2022, enrollment will remain at 360 students. Forte Preparatory Academy Charter School specifically requests at this time that its co-location be located in CSD 30; specifically in the zip codes 11369, 11370, 11372.


Please contact the following individual for further information or assistance:

Graham Browne
Proposed Executive Director and Lead Founder
Forte Preparatory Academy Charter School
Cell 347.709.1197
gbrowne@buildingexcellentschools.org

Thank you,
Forte Preparatory Academy Charter School

Figure 2: Colocation Letter Shipment Confirmation

1/18/2016 UPS: Tracking Information

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1Z8W1F320392801040 Updated: 01/18/2016 9:49 A.M. Eastern Time

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Mail Room

Signed By:
SOLOMON

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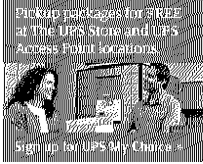
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Figure 3: Proof of Delivery

1/20/2016

UPS: Tracking Information



Proof of Delivery

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Tracking Number:	1Z8W1F320392801040
Service:	UPS Ground
Weight:	1.00 lb
Shipped/Billed On:	01/11/2016
Delivered On:	01/12/2016 10:37 A.M.
Delivered To:	NEW YORK, NY, US
Signed By:	SOLOMON
Left At:	Mail Room

Thank you for giving us this opportunity to serve you.

Sincerely,

UPS

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Paul Adler (BES Director of Leadership Development) resume

Paul Adler

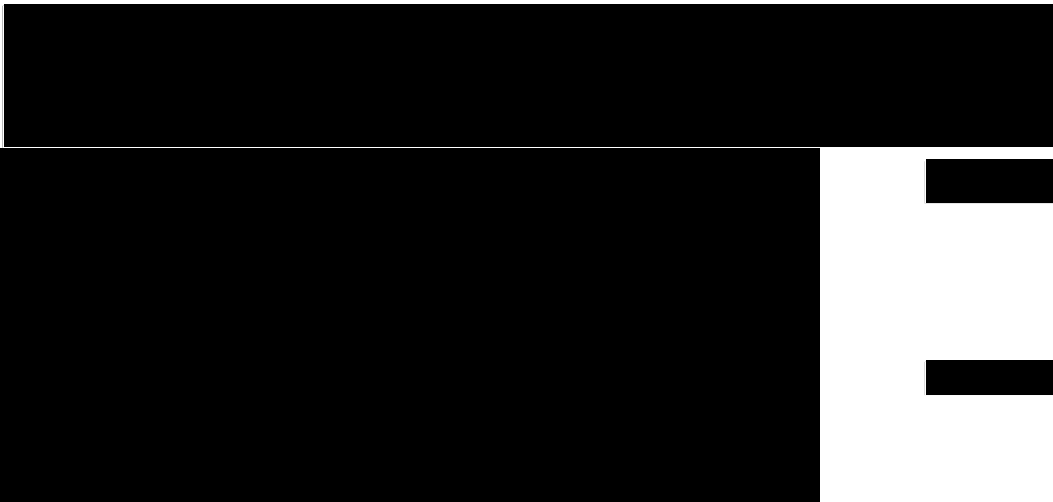
[REDACTED] Bedford, NY 10506
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WORK EXPERIENCE

[REDACTED]

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EDUCATION

TEACHERS COLLEGE, COLUMBIA UNIVERSITY New York, NY **2006-2007**
Masters in Educational Leadership, Summer Principals' Academy

- GPA: 4.0
- School Building Leader Certification for State of New York
- Served as an administrative intern at school site; duties included formally observing humanities instruction, shadowing district principals, implementing curricular initiatives, conducting action research, and codifying systems and policies
- Performed 450 hours of educational research

HARVARD UNIVERSITY, Cambridge, MA **2003-2004**
M.A.T. in Mathematics Education

- GPA: 3.7
- Researched urban educational issues at Edwards Middle School in Boston, Massachusetts

TUFTS UNIVERSITY **1996-2000**
Bachelor of Arts in Quantitative Economics

- Cum Laude; GPA of 3.58/3.7 in major
- Dean's List, 1997-2000

OTHER AWARDS, SKILLS & INTERESTS

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- Founder of young men's group for at-risk youth, Achievement First Brooklyn High School, 20012 – present
 - Men's basketball coach, Brooklyn Preparatory High School, 2004- 2006