

**New York State Education Department**

Request for Proposals to Establish Charter Schools

Authorized by the Board of Regents

**New Applicaton Budget(s) & Cash Flow(s) Template**

**Harlem Hebrew Language Academy Charter School**

Contact Name:	Eli Schaap
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Contact Phone:	212-279-6214
District of Location	CSD 3
	Examples
Pre-Opening Period	January 1, 2013-June 30, 2013
Operational Year ONE	July 1, 2013-June 30, 2014

**Harlem Hebrew Language Academy Charter School  
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD**

*January 1, 2013-June 30, 2013*

**Assumptions**

DESCRIPTION OF ASSUMPTIONS - Please reference section/page number in application if applicable. For example, student enrollment would reference the page in the application that states enrollment targets.

<b>Total Revenue</b>	281,667
<b>Total Expenses</b>	277,399
<b>Net Income</b>	4,268
<b>Actual Student Enrollment</b>	-
<b>Total Paid Student Enrollment</b>	-

**START-UP  
PERIOD**

**REVENUE**

**REVENUES FROM STATE SOURCES**

Per Pupil Revenue	CY Per Pupil Rate		
<b>District of Location</b>	13,527		
School District 2 (Enter Name)	-		-
School District 3 (Enter Name)	-		-
School District 4 (Enter Name)	-		-
School District 5 (Enter Name)	-		-
Special Education Revenue			
Grants			
Stimulus			-
Other			-
Other			-
<b>TOTAL REVENUE FROM STATE SOURCES</b>			-

**REVENUE FROM FEDERAL FUNDING**

IDEA Special Needs			
Title I			
Title Funding - Other			-
School Food Service (Free Lunch)			-
Grants			
Charter School Program (CSP) Planning & Implementation		166,667	CSP Grant, start up portion of total \$500,000 potential grant.
Other			-
Other			-
<b>TOTAL REVENUE FROM FEDERAL SOURCES</b>		166,667	

**LOCAL and OTHER REVENUE**

Contributions and Donations, Fundraising		115,000	Private Philanthropy from FOHLA from philanthropists who have made grants to FOHLA designated for support of HH. Section III.K. Budget and Cash Flow
Erate Reimbursement			-
Interest Income, Earnings on Investments,			-
NYC-DYCD (Department of Youth and Community Developmt.)			-
Food Service (Income from meals)			-
Text Book			-
OTHER			-
<b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b>		115,000	

**TOTAL REVENUE** 281,667

**EXPENSES**

**ADMINISTRATIVE STAFF PERSONNEL COSTS**

	No. of Positions		
Head of School	0.50	75,000	Head of School begins on January 1, 2013
Directors of Curriculum and Instruction (General Studies & Hebrew)	0.66	66,000	Director of General Studies Curriculum and Instruction and Director of Hebrew Curriculum and Instruction begin March 1, 2013.
Deans, Directors & Coordinators	-		
CFO / Director of Finance	-		
Operation / Business Manager	-		
Office Manager	0.50	22,500	Office Manager begins on January 1,2013.
<b>TOTAL ADMINISTRATIVE STAFF</b>	1.66	163,500	

*List exact titles included in the position category, if different from description, and staff FTE's ( Full time equivalent)*

**INSTRUCTIONAL PERSONNEL COSTS**

Teachers - Regular			
Teachers - SPED			
Substitute Teachers			
Teaching Assistants			
Specialty Teachers			
Aides			
Therapists & Counselors			
Other			
<b>TOTAL INSTRUCTIONAL</b>			

**NON-INSTRUCTIONAL PERSONNEL COSTS**

Nurse			
Librarian			
Custodian			
Security			
Other			
<b>TOTAL NON-INSTRUCTIONAL</b>			

**SUBTOTAL PERSONNEL SERVICE COSTS**

1.66      163,500

**PAYROLL TAXES AND BENEFITS**

Payroll Taxes		16,350	10% of gross salaries
Fringe / Employee Benefits		13,546	Health benefits: \$800 per month per employee.
Retirement / Pension		2,453	School matches up to 3% of employees salary that s/he puts in retirement plan, 50% of employees participate.
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>		32,349	

**TOTAL PERSONNEL SERVICE COSTS**

1.66      195,849

**CONTRACTED SERVICES**

Accounting / Audit	25,000	Contracted financial services to set up accounting systems includes contracted fee to cover FOHLA's financial consultant to set up school's accounting systems and day to day tasks related to financial operation of school. Additional fee to an independent auditor to form an opinion on the School's financial controls policies, procedures and systems and any additional work to formulate these policies, procedures and systems.
Legal	5,000	Legal counsel retainer fee
Management Company Fee	-	
Nurse Services	-	
Food Service / School Lunch	-	
Payroll Services	400	Payroll processing fee
Special Ed Services	-	
Titlement Services (i.e. Title I)	-	
Other Purchased / Professional / Consulting	-	
<b>TOTAL CONTRACTED SERVICES</b>	<b>30,400</b>	

**SCHOOL OPERATIONS**

Board Expenses	10,000	Board training related expenses (consultant providers, workshops)
Classroom / Teaching Supplies & Materials	-	
Special Ed Supplies & Materials	-	
Textbooks / Workbooks	-	
Supplies & Materials other	-	
Equipment / Furniture	-	
Telephone	1,000	Cell phone service
Technology	4,000	Computers for each staff person (4 @ \$ 1000)
Student Testing & Assessment	-	
Field Trips	-	
Transportation (student)	-	
Student Services - other	-	
Office Expense	3,750	Office supplies at \$625 per month)
	1,200	Travel expenses related to staff conferences and other workshops and seminars that are relevant to charter school start-up and implementation.
Staff Development	10,000	Advertisements and Recruiting Expenses for Staff Positions
Staff Recruitment	20,000	Advertisements and Recruiting and Marketing Expenses for Students
Student Recruitment / Marketing	-	
School Meals / Lunch	-	
Travel (Staff)	-	
Fundraising	-	
Other	-	
<b>TOTAL SCHOOL OPERATIONS</b>	<b>49,950</b>	

**FACILITY OPERATION & MAINTENANCE**

Insurance	1,200	Pro-rated D&O insurance based on Austin & Co. insurance quote to HH.
Janitorial	-	
Building and Land Rent / Lease	-	
Repairs & Maintenance	-	
Equipment / Furniture	-	
Security	-	
Utilities	-	
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>1,200</b>	

**DEPRECIATION & AMORTIZATION**

**DISSOLUTION ESCROW & RESERVES / CONTIGENCY**

-
-

**TOTAL EXPENSES**

<b>277,399</b>
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**NET INCOME**

<b>4,268</b>
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**ENROLLMENT - \*School Districts Are Linked To Above Entries\***

New York City	-
School District 2 (Enter Name)	-
School District 3 (Enter Name)	-
School District 4 (Enter Name)	-
School District 5 (Enter Name)	-
<b>TOTAL ENROLLMENT</b>	<b>-</b>

**REVENUE PER PUPIL**

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**EXPENSES PER PUPIL**

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**Harlem Hebrew Language Academy Charter School  
PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE**

July 1, 2013-June 30, 2014

**Assumptions**  
DESCRIPTION OF ASSUMPTIONS - Please reference section/page number in application *if applicable*. For example, student enrollment would reference the page in the application that states enrollment targets.

<b>Total Revenue</b>	2,912,052	86,987	54,912	-	-	3,053,951
<b>Total Expenses</b>	1,866,141	339,303	130,223	8,250	705,559	3,049,476
<b>Net Income</b>	1,045,911	(252,316)	(75,311)	(8,250)	(705,559)	4,475
<b>Actual Student Enrollment</b>	134	22				156
<b>Total Paid Student Enrollment</b>	-	-	-	-	-	-

Assume 14% of students are special education

	PROGRAM SERVICES			SUPPORT SERVICES		TOTAL
	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	

**REVENUE**

**REVENUES FROM STATE SOURCES**

Per Pupil Revenue	CY Per Pupil Rate	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL
New York City	13,527	2,110,212	-	-	-	-	2,110,212
School District 2 (Enter Name)		-	-	-	-	-	-
School District 3 (Enter Name)		-	-	-	-	-	-
School District 4 (Enter Name)		-	-	-	-	-	-
School District 5 (Enter Name)		-	-	-	-	-	-
		2,110,212	-	-	-	-	2,110,212
Special Education Revenue		-	86,987	-	-	-	86,987
Grants		-	-	-	-	-	-
Stimulus		-	-	-	-	-	-
Other		-	-	-	-	-	-
Other		-	-	-	-	-	-
<b>TOTAL REVENUE FROM STATE SOURCES</b>		2,110,212	86,987	-	-	-	2,197,199

We have 156 students in Year 1. See Enrollment Chart in I.C. Enrollment, Recruitment and Retention

Assume 20% of SpEd population is <20% and <60%, 10% is >60% services. SpEd reimbursement is \$10,390 per student <20% and <60% and \$19,049 per student for >60% services.

**REVENUE FROM FEDERAL FUNDING**

IDEA Special Needs	-	-	-	-	-	-	-
Title I	-	-	49,764	-	-	-	49,764
Title Funding - Other	-	-	5,148	-	-	-	5,148
School Food Service (Free Lunch)	73,473	-	-	-	-	-	73,473
Grants							
Charter School Program (CSP) Planning & Implementation	166,667	-	-	-	-	-	166,667
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>TOTAL REVENUE FROM FEDERAL SOURCES</b>	240,140	-	54,912	-	-	-	295,052

Assume 55% of population is Title I. \$580 per Title I student for Title IA, D. Assume 55% of population is Title I. \$60 per Title I student for Title IIA

**LOCAL and OTHER REVENUE**

Contributions and Donations, Fundraising	550,000	-	-	-	-	-	550,000
Erate Reimbursement	-	-	-	-	-	-	-
Interest Income, Earnings on Investments,	-	-	-	-	-	-	-
NYC-DYCD (Department of Youth and Community Developm.)	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-
Text Book	11,700	-	-	-	-	-	11,700
OTHER	-	-	-	-	-	-	-
<b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b>	561,700	-	-	-	-	-	561,700

Private Philanthropy from FOHLA from philanthropists who have made grants to FOHLA designated for support of HH. Section III.K. Budget and Cash Flow

\$75 per student for NYSSL, NYSTL and NYLB

<b>TOTAL REVENUE</b>	<b>2,912,052</b>	<b>86,987</b>	<b>54,912</b>	<b>-</b>	<b>-</b>	<b>3,053,951</b>
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**EXPENSES**

**ADMINISTRATIVE STAFF PERSONNEL COSTS**

	No. of Positions	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL
Head of School	1.00	90,000	22,500	7,500	7,500	22,500	150,000
Directors of Curriculum and Instruction (General Studies & Hebrew)	2.00	170,000	20,000	10,000	-	-	200,000
Bookkeeper	1.00	-	-	-	-	45,000	45,000
Operations Manager	1.00	-	-	-	-	75,000	75,000
Office Manager & School Aides	3.00	47,500	-	-	-	47,500	95,000
<b>TOTAL ADMINISTRATIVE STAFF</b>	<b>8.00</b>	<b>307,500</b>	<b>42,500</b>	<b>17,500</b>	<b>7,500</b>	<b>190,000</b>	<b>565,000</b>

List exact titles included in the position category, if different from description, and staff FTE's (Full time equivalent)

See staffing chart in Section III.C. Management and Staffing

Office Manager(@ \$45,000) and two full time School Aides (@ \$25,000)

**INSTRUCTIONAL PERSONNEL COSTS**

Teachers - General Studies and Hebrew	12.00	588,240	95,760	-	-	-	684,000
Teachers - SPED	1.00	-	62,000	-	-	-	62,000
Substitute Teachers	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-
Reading Specialist, ESL, Music, Phys Ed	4.00	187,480	30,520	-	-	-	218,000
Aides	-	-	-	-	-	-	-
Social Worker	1.00	49,020	7,980	-	-	-	57,000
Summer School Teachers	-	-	-	-	-	-	-
<b>TOTAL INSTRUCTIONAL</b>	<b>18.00</b>	<b>824,740</b>	<b>196,260</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,021,000</b>

6 General Studies Teachers, 6 Hebrew Teachers, average salary: \$57,000

Reading Specialist (\$57K), ESL Teacher (\$57K), Music and Phys Ed Teachers (\$52K each)

**NON-INSTRUCTIONAL PERSONNEL COSTS**

Nurse	1.00	50,000	-	-	-	-	50,000
Librarian	-	-	-	-	-	-	-
Custodian	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>TOTAL NON-INSTRUCTIONAL</b>	<b>1.00</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>

**SUBTOTAL PERSONNEL SERVICE COSTS**

	27.00	1,822,240	238,760	17,500	7,500	190,000	1,636,000
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**PAYROLL TAXES AND BENEFITS**

Payroll Taxes	118,224	23,876	1,750	750	19,000	-	163,600
Fringe / Employee Benefits	158,630	32,154	-	-	29,536	-	220,320
Performance-based Incentives	125,241	6,200	-	-	-	-	131,441
Retirement / Pension	17,669	3,581	-	-	3,290	-	24,540
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>	<b>419,764</b>	<b>65,811</b>	<b>1,750</b>	<b>750</b>	<b>51,826</b>	<b>-</b>	<b>539,901</b>

10% of gross pay (FICA, SUTA, Workers Comp and Medicare)

Health benefits: \$800 per month per employee, 85% of employees participate. All instructional staff, including Directors of Curriculum and Instruction are eligible to receive up to a 10% Performance based incentive (note: this line item also includes school's responsibility for FICA related to the PBI pay). See Section III.C. Management and Staffing.

School matches up to 3% of employees salary that s/he puts in retirement plan, 50% of employees participate.

**TOTAL PERSONNEL SERVICE COSTS**

	27.00	1,602,004	304,571	19,250	8,250	241,826	2,175,901
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**CONTRACTED SERVICES**

Accounting / Audit	-	-	-	-	76,000	-	76,000
Legal	-	-	-	-	5,000	-	5,000
Management Company Fee	-	-	-	-	-	-	-
Nurse Services	-	-	-	-	-	-	-
Food Service / School Lunch	-	-	-	-	-	-	-
Payroll Services	-	-	-	-	3,780	-	3,780
Special Ed Services	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-

\$26,000 for financial audit and \$50,000 for contracted CPA (such as Charter Schools Business Management) to provide financial services to the school.

Retainer for legal counsel

\$140 per employee annually for payroll processing fees.

**Other Purchased / Professional / Consulting**

	-	-	-	-	53,800	-	53,800
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Includes IT consultant ( \$25K ), substitute teachers (assume each instructional FTE is absent 7 days @ \$200 per day for a total of \$23,800 per year) hired through a temp agency, schoolwide planning consultant (\$5000).

**SCHOOL OPERATIONS**

Board Expenses	-	-	-	-	20,000	-	20,000
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Board Training (consultant providers, workshops)

Classroom / Teaching Supplies & Materials	28,174	4,586	-	-	-	32,760	Includes classroom supplies (\$150 per student), art and music supplies (\$35 per student), gym equipment & supplies \$25 per new student)
Special Ed Supplies & Materials	-	2,184	-	-	-	2,184	Special Education instructional supplies \$100 per special education student
Textbooks / Workbooks	73,788	12,012	-	-	-	85,800	Textbooks (\$250 per student), Library Books (\$100 per new student), Leveled Books (\$100 per new student), Hebrew Books (\$100 per new student)
Supplies & Materials other	-	-	-	-	-	-	
Equipment / Furniture	79,200	8,800	-	-	-	88,000	Classroom Furniture (\$8000 per new classroom) and Equipment (\$2500 per new classroom: Includes Mimeos and Mimeo projector), and other instructional equipment (\$500 per new classroom)
Telephone	-	-	-	-	8,652	8,652	Telephone \$721 per month)
Technology	32,900	4,700	-	-	9,400	47,000	Includes student computer workstations (\$3000 per new classroom: 5 laptops in each classroom and printer) and staff and administrative computers one per each staff member (\$1,000 per staff member).
Student Testing & Assessment	7,020	780	-	-	-	7,800	\$50 per student
Field Trips	1,000	-	-	-	-	1,000	Annual budgeted amount
Transportation (student)	14,400	-	-	-	-	14,400	10 days extended year, \$360 per bus per day: Yr 1=4 buses
Student Services - other	-	-	-	-	500	500	Allowance for school uniforms for families unable to pay for them.
Office Expense	-	-	-	-	36,100	36,100	Covers office supplies (\$2000 per month), copier lease (\$800 per month), postage and delivery (\$208 per month)
Staff Development	15,030	1,670	-	-	-	16,700	Includes staff travel for seminars and workshops (\$5000 per year), teambuilding and appreciation expenses (\$3000 per year) and professional development consultants (\$7,500 in year 1)
Staff Recruitment	-	-	7,500	-	-	7,500	Ads and recruiting for staff
Student Recruitment / Marketing	-	-	20,000	-	-	20,000	Student recruitment and marketing: marketing material, advertisements, mailings.
School Meals / Lunch	-	-	83,473	-	-	83,473	Food Program is a net loss for the school of \$10,000
Travel (Staff)	-	-	-	-	-	-	
Fundraising	-	-	-	-	-	-	
Other	-	-	-	-	-	-	
<b>TOTAL SCHOOL OPERATIONS</b>	<b>251,512</b>	<b>34,732</b>	<b>110,973</b>	<b>-</b>	<b>74,652</b>	<b>471,869</b>	
<b>FACILITY OPERATION &amp; MAINTENANCE</b>							
Insurance	-	-	-	-	18,806	18,806	D&O, Commercial and other insurance as per Austin & Co. quote (less workers compensation which is included in payroll taxes line)
Janitorial	-	-	-	-	-	-	
Building and Land Rent / Lease	-	-	-	-	-	-	
Repairs & Maintenance	-	-	-	-	56,580	56,580	Includes contracted maintenance service (\$3.50 per square foot, 80 sq ft per child), contracted handyman @ \$12,000 per year, and extermination services (\$75 per month)
Equipment / Furniture	12,625	-	-	-	37,875	50,500	Refrigeration and warming equipment for food service \$6,000; Administrative furniture \$6,000, phone equipment \$17,500, servers, firewall and backend hardware (\$15,000) and security equipment (\$6,000)
Security	-	-	-	-	46,720	46,720	Contracted security (\$46,000) plus monitoring fee (\$720)
Utilities	-	-	-	-	65,520	65,520	\$5.25 per square foot for gas, electric and water (12,480 sq ft building)
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>12,625</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225,501</b>	<b>238,126</b>	
<b>DEPRECIATION &amp; AMORTIZATION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DISSOLUTION ESCROW &amp; RESERVES / CONTINGENCY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	Escrow Fund for Dissolution--required
<b>TOTAL EXPENSES</b>	<b>1,866,141</b>	<b>339,303</b>	<b>130,223</b>	<b>8,250</b>	<b>705,559</b>	<b>3,049,476</b>	
<b>NET INCOME</b>	<b>1,045,911</b>	<b>(252,316)</b>	<b>(75,311)</b>	<b>(8,250)</b>	<b>(705,559)</b>	<b>4,475</b>	
<b>ENROLLMENT - *School Districts Are Linked To Above Entries*</b>							
New York City	134	22	-	-	-	156	
School District 2 (Enter Name)	-	-	-	-	-	-	
School District 3 (Enter Name)	-	-	-	-	-	-	
School District 4 (Enter Name)	-	-	-	-	-	-	
School District 5 (Enter Name)	-	-	-	-	-	-	
<b>TOTAL ENROLLMENT</b>	<b>134</b>	<b>22</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>156</b>	
<b>REVENUE PER PUPIL</b>	<b>21,732</b>	<b>3,954</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,577</b>	
<b>EXPENSES PER PUPIL</b>	<b>13,926</b>	<b>15,423</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,548</b>	



<b>PAYROLL TAXES AND BENEFITS</b>													
Payroll Taxes	4,708	14,445	14,445	14,445	14,445	14,445	14,445	14,445	14,445	14,445	14,445	14,445	163,600
Fringe / Employee Benefits	5,440	14,589	20,029	20,029	20,029	20,029	20,029	20,029	20,029	20,029	20,029	20,029	220,320
Performance Based Incentives													131,441
Retirement / Pension	2,045	2,045	2,045	2,045	2,045	2,045	2,045	2,045	2,045	2,045	2,045	2,045	24,540
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>	<b>12,193</b>	<b>31,079</b>	<b>36,519</b>	<b>36,519</b>	<b>539,901</b>								
<b>TOTAL PERSONNEL SERVICE COSTS</b>	<b>8.00</b>	<b>59,277</b>	<b>175,526</b>	<b>180,966</b>	<b>180,966</b>	<b>180,966</b>	<b>180,966</b>	<b>180,966</b>	<b>180,966</b>	<b>180,966</b>	<b>180,966</b>	<b>180,966</b>	<b>2,175,903</b>
<b>CONTRACTED SERVICES</b>													
Accounting / Audit	4,167	4,167	4,167	30,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	76,000
Legal	5,000	-	-	-	-	-	-	-	-	-	-	-	5,000
Management Company Fee	-	-	-	-	-	-	-	-	-	-	-	-	-
Nurse Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Services	315	315	315	315	315	315	315	315	315	315	315	315	3,780
Special Ed Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	53,800
<b>TOTAL CONTRACTED SERVICES</b>	<b>13,965</b>	<b>8,965</b>	<b>8,965</b>	<b>34,965</b>	<b>8,965</b>	<b>8,965</b>	<b>8,965</b>	<b>8,965</b>	<b>8,965</b>	<b>8,965</b>	<b>8,965</b>	<b>8,965</b>	<b>138,580</b>
<b>SCHOOL OPERATIONS</b>													
Board Expenses	-	-	5,000	-	-	-	-	5,000	-	5,000	-	5,000	20,000
Classroom / Teaching Supplies & Materials	-	29,484	328	328	328	328	328	328	328	328	328	328	32,760
Special Ed Supplies & Materials	-	-	1,500	684	-	-	-	-	-	-	-	-	2,184
Textbooks / Workbooks	-	77,220	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073	85,800
Supplies & Materials other	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	60,000	28,000	-	-	-	-	-	-	-	-	-	-	88,000
Telephone	721	721	721	721	721	721	721	721	721	721	721	721	8,652
Technology	20,000	27,000	-	-	-	-	-	-	-	-	-	-	47,000
Student Testing & Assessment	5,000	2,800	-	-	-	-	-	-	-	-	-	-	7,800
Field Trips	-	-	100	100	100	100	100	100	100	100	100	100	1,000
Transportation (student)	-	7,200	4,000	-	-	-	-	-	-	-	-	-	3,200
Student Services - other	-	-	500	-	-	-	-	-	-	-	-	-	500
Office Expense	3,008	3,008	3,008	3,008	3,008	3,008	3,008	3,008	3,008	3,008	3,008	3,008	36,100
Staff Development	3,000	6,000	-	-	4,000	-	-	-	-	-	-	-	16,700
Staff Recruitment	-	-	-	-	-	-	2,500	2,000	2,000	1,000	-	-	7,500
Student Recruitment / Marketing	-	-	-	-	-	-	10,000	7,500	2,500	-	-	-	20,000
School Meals / Lunch	-	2,087	6,260	8,347	8,347	8,347	8,347	8,347	8,347	8,347	8,347	8,347	83,473
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL SCHOOL OPERATIONS</b>	<b>91,729</b>	<b>183,520</b>	<b>22,490</b>	<b>14,261</b>	<b>17,577</b>	<b>13,577</b>	<b>26,077</b>	<b>28,077</b>	<b>18,077</b>	<b>19,577</b>	<b>12,504</b>	<b>24,404</b>	<b>471,869</b>
<b>FACILITY OPERATION &amp; MAINTENANCE</b>													
Insurance	18,806	-	-	-	-	-	-	-	-	-	-	-	18,806
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Land Rent / Lease	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance	4,715	4,715	4,715	4,715	4,715	4,715	4,715	4,715	4,715	4,715	4,715	4,715	56,580
Equipment / Furniture	30,000	20,500	-	-	-	-	-	-	-	-	-	-	50,500
Security	46,000	65	65	65	65	65	65	65	65	65	65	65	46,720
Utilities	5,460	5,460	5,460	5,460	5,460	5,460	5,460	5,460	5,460	5,460	5,460	5,460	65,520
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>104,981</b>	<b>30,740</b>	<b>10,240</b>	<b>10,240</b>	<b>238,126</b>								
<b>DEPRECIATION &amp; AMORTIZATION</b>													
<b>DISSOLUTION ESCROW &amp; RESERVES / CONTINGENCY</b>	-	-	-	-	-	5,000	5,000	5,000	5,000	5,000	-	-	25,000
<b>TOTAL EXPENSES</b>	<b>269,952</b>	<b>398,751</b>	<b>222,661</b>	<b>240,432</b>	<b>217,748</b>	<b>218,748</b>	<b>231,248</b>	<b>233,248</b>	<b>223,248</b>	<b>224,748</b>	<b>212,676</b>	<b>356,017</b>	<b>3,049,478</b>
<b>NET INCOME</b>	<b>562,306</b>	<b>(205,682)</b>	<b>209,342</b>	<b>(233,085)</b>	<b>164,189</b>	<b>(202,987)</b>	<b>145,199</b>	<b>(225,901)</b>	<b>165,937</b>	<b>(217,401)</b>	<b>191,227</b>	<b>(348,669)</b>	<b>4,474</b>
<b>CASH FLOW ADJUSTMENTS</b>													
<b>OPERATING ACTIVITIES</b>													
Example - Add Back Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>INVESTMENT ACTIVITIES</b>													
Example - Subtract Property and Equipment Expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Investment Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING ACTIVITIES</b>													
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash Flow Adjustments</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>NET INCOME</b>	<b>562,306</b>	<b>(205,682)</b>	<b>209,342</b>	<b>(233,085)</b>	<b>164,189</b>	<b>(202,987)</b>	<b>145,199</b>	<b>(225,901)</b>	<b>165,937</b>	<b>(217,401)</b>	<b>191,227</b>	<b>(348,669)</b>	<b>4,474</b>
<b>Beginning Cash Balance</b>	<b>4,268</b>	<b>566,574</b>	<b>360,891</b>	<b>570,233</b>	<b>337,148</b>	<b>501,337</b>	<b>298,350</b>	<b>443,549</b>	<b>217,649</b>	<b>383,585</b>	<b>166,184</b>	<b>357,411</b>	<b>4,268</b>
<b>ENDING CASH BALANCE</b>	<b>566,574</b>	<b>360,891</b>	<b>570,233</b>	<b>337,148</b>	<b>501,337</b>	<b>298,350</b>	<b>443,549</b>	<b>217,649</b>	<b>383,585</b>	<b>166,184</b>	<b>357,411</b>	<b>8,742</b>	<b>8,742</b>

**Harlem Hebrew Language Academy Charter School  
PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD**

\*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. **Projected Five Year Budget on this Tab Should Be For the First Five Years of Actual Operations.**

	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Total Revenue</b>	<b>3,053,951</b>	<b>3,708,900</b>	<b>4,677,631</b>	<b>5,763,264</b>	<b>6,771,460</b>
<b>Total Expenses</b>	<b>3,049,476</b>	<b>3,712,276</b>	<b>4,677,988</b>	<b>5,760,913</b>	<b>6,764,204</b>
<b>Net Income (Before Cash Flow Adjustments)</b>	<b>4,475</b>	<b>(3,376)</b>	<b>(357)</b>	<b>2,351</b>	<b>7,256</b>
<b>Actual Student Enrollment</b>	<b>156</b>	<b>234</b>	<b>308</b>	<b>380</b>	<b>446</b>
<b>Total Paid Student Enrollment</b>	<b>156</b>	<b>234</b>	<b>308</b>	<b>380</b>	<b>446</b>
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
	<b>*Year 1 should tie to Totals for Year 1 on Tabs 4 and 5</b>				
	<b>Per Pupil Revenue Percentage Increase</b>				
	<b>71.9%</b>	<b>88.9%</b>	<b>92.7%</b>	<b>92.9%</b>	<b>92.8%</b>
<b>REVENUE</b>					
<b>REVENUES FROM STATE SOURCES</b>					
Per Pupil Revenue					
New York City	13,527				
School District 2 (Enter Name)					
School District 3 (Enter Name)					
School District 4 (Enter Name)					
School District 5 (Enter Name)					
Special Education Revenue	86,987	130,480	171,743	211,890	248,692
Grants					
Stimulus					
Other					
Other					
<b>TOTAL REVENUE FROM STATE SOURCES</b>	<b>2,197,199</b>	<b>3,295,798</b>	<b>4,338,059</b>	<b>5,352,150</b>	<b>6,281,734</b>
<b>REVENUE FROM FEDERAL FUNDING</b>					
IDEA Special Needs		29,178	43,767	57,608	71,075
Title I	49,764	74,646	98,252	121,220	142,274
Title Funding - Other	5,148	7,722	10,164	12,540	14,718
School Food Service (Free Lunch)	73,473	110,210	146,946	183,683	220,419
Grants					
Charter School Program (CSP) Planning & Implementation	166,667	166,667	-	-	-
Other					
Other					
<b>TOTAL REVENUE FROM FEDERAL SOURCES</b>	<b>295,052</b>	<b>388,423</b>	<b>299,129</b>	<b>375,051</b>	<b>448,486</b>
<b>LOCAL and OTHER REVENUE</b>					
Contributions and Donations, Fundraising	550,000	-	10,000	-	-
Erate Reimbursement	-	7,129	7,343	7,563	7,790
Interest Income, Earnings on Investments	-	-	-	-	-
NYC-DYCD (Department of Youth and Community Developmt.)	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-
Text Book	11,700	17,550	23,100	28,500	33,450
OTHER	-	-	-	-	-
<b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b>	<b>561,700</b>	<b>24,679</b>	<b>40,443</b>	<b>36,063</b>	<b>41,240</b>
<b>TOTAL REVENUE</b>	<b>3,053,951</b>	<b>3,708,900</b>	<b>4,677,631</b>	<b>5,763,264</b>	<b>6,771,460</b>

**Assumptions**  
DESCRIPTION OF ASSUMPTIONS - Please reference section/page number in application if applicable. For example, student enrollment would reference the page in the application that states enrollment targets.

See student enrollment plan in Section I.C. Student Enrollment, Recruitment and Retention

Per Pupil Revenue remains constant at \$13,527

School assumes the same percentage of special education students in each range of services (less than 20%, between 20% and 60%, and greater than 60%) as in Year 1 and assumes no increase in reimbursement rates for services per special education pupil.

\$1,336 per SpEd student, remains flat  
\$580 per Title I student, remains flat  
\$60 per Title I student, remains flat  
School assumes same percentage of students receiving full price, reduced priced and free lunch as in Year 1 and assumes reimbursement rates for each category remains flat.

Implementation portion of the three-year CSP grant totalling \$500,000

Private Philanthropy from FOHLA from philanthropists who have made grants to FOHLA designated for support of HH. Section III.K. Budget and Cash Flow  
The School assumes 80% of its monthly telephone and internet usage costs reimbursed through E-rate during each of the last four years of operation.

Start up grant from NYC, flows through DYCD

\$75 per student, remains flat

	No. of Positions	2013-14	2014-15	2015-16	2016-17	2017-18
<b>EXPENSES</b>						
<b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>						
Head of School	1.00	150,000	154,500	159,135	163,909	168,826
Directors of Curriculum and Instruction (General Studies & Hebrew)	2.00	200,000	206,000	212,180	218,545	225,102
Special Education Coordinator	-	-	75,000	77,250	79,568	81,955
Bookkeeper	1.00	45,000	46,350	47,741	49,173	50,648
Operations Manager	1.00	75,000	77,250	79,568	81,955	84,413
Office Manager & School Aides	3.00	95,000	97,850	127,308	131,127	163,199
<b>TOTAL ADMINISTRATIVE STAFF</b>	<b>8.00</b>	<b>565,000</b>	<b>656,950</b>	<b>703,181</b>	<b>724,276</b>	<b>774,143</b>
<b>INSTRUCTIONAL PERSONNEL COSTS</b>						
Teachers - General Studies and Hebrew	12	684,000	1,056,780	1,451,311	1,868,563	2,309,544
Teachers - SPED	1.00	62,000	63,860	65,776	135,498	139,563
Substitute Teachers	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-
Reading Specialist, ESL, Music, Art, Phys Ed	4.00	218,000	224,540	314,026	408,680	420,940
Aides	-	-	-	-	-	-
Social Worker	1.00	57,000	58,710	60,471	62,285	64,154
Summer School Teachers	-	-	12,000	24,720	25,462	39,338
<b>TOTAL INSTRUCTIONAL</b>	<b>18.00</b>	<b>1,021,000</b>	<b>1,415,890</b>	<b>1,916,304</b>	<b>2,500,488</b>	<b>2,973,539</b>
<b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>						
Nurse	1.00	50,000	51,500	53,045	54,636	56,275
Librarian	-	-	-	-	-	-
Custodian	-	-	-	-	-	-
Security	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>TOTAL NON-INSTRUCTIONAL</b>	<b>1.00</b>	<b>50,000</b>	<b>51,500</b>	<b>53,045</b>	<b>54,636</b>	<b>56,275</b>
<b>SUBTOTAL PERSONNEL SERVICE COSTS</b>	<b>27.00</b>	<b>1,636,000</b>	<b>2,124,340</b>	<b>2,672,530</b>	<b>3,279,401</b>	<b>3,803,957</b>
<b>PAYROLL TAXES AND BENEFITS</b>						
Payroll Taxes		163,600	212,434	267,253	327,940	380,396
Fringe / Employee Benefits		220,320	301,398	408,315	503,893	591,711
Performance Based Incentives		131,441	181,378	234,786	298,528	348,921
Retirement / Pension		24,540	31,865	40,088	49,191	57,059
<b>TOTAL PAYROLL TAXES AND BENEFITS</b>		<b>539,901</b>	<b>727,075</b>	<b>950,442</b>	<b>1,179,552</b>	<b>1,378,087</b>
<b>TOTAL PERSONNEL SERVICE COSTS</b>	<b>27.00</b>	<b>2,175,901</b>	<b>2,851,415</b>	<b>3,622,972</b>	<b>4,458,953</b>	<b>5,182,044</b>
<b>CONTRACTED SERVICES</b>						
Accounting / Audit		76,000	74,160	76,385	78,676	81,037
Legal		5,000	5,000	5,000	5,000	5,000
Management Company Fee		-	-	-	-	-
Nurse Services		-	-	-	-	-
Food Service / School Lunch		-	-	-	-	-
Payroll Services		3,780	4,932	6,372	7,863	9,234
Special Ed Services		-	-	-	-	-
Titement Services (i.e. Title I)		-	-	-	-	-
Other Purchased / Professional / Consulting		53,800	64,344	74,764	92,617	104,774
<b>TOTAL CONTRACTED SERVICES</b>		<b>138,580</b>	<b>148,436</b>	<b>162,521</b>	<b>184,156</b>	<b>200,045</b>

List exact titles included in the position category, if different from description, and staff FTE's ( Full time equivalent)

State number of positions for years 2 thru 5 in assumptions if differ from year 1 see staffing chart in Section III.C. Management and Staffing for 1 FTE per personnel item over the five year charter term. Average salary per personnel item increases 3% per year.

Office Manager: 1 FTE throughout, School Aides: Yr 2-5: 2, 3, 3, 4 FTE

General Studies Teachers Yr2-5: 9,12,15,18 FTE. Hebrew Teachers Yr 2-5: 9, 12, 15, 18 FTE.  
Beginning Y4 4: 2 FTE

Music: Yr 3-5: 1.5, 2.2 FTE; Phys Ed Yr 3-5: 1.5, 2.2 FTE; Art begins Yr 3: .5 FTE, 1 FTE thereafter

Yr 2-5: 0.2, 0.4, 0.4, 0.6 FTE

10% of gross salaries  
Health Insurance: 80% per employee, 0.20 annual increase, raises set at 0.20 after \$933 per month cost is reached, 85% of employees participate. Costs reduce to 3% increase after \$933 per employee as Harlem Hebrew will secure lower cost health insurance products such as Health Savings Account High Deductible Plans which still provide quality medical coverage. In addition, Harlem Hebrew will slowly increase the employee's contribution to health care monthly premiums at this point. All instructional staff, including directors of curriculum and instruction are eligible to receive up to a 10% Performance based incentive (note: this line item also includes school's responsibility for FICA related to the PBI pay). See Section III.C. Management and Staffing.  
School matches up to 3% of employees salary that s/he puts in retirement plan, 50% of employees participate.

Includes Auditor for Annual Fiscal Audit (\$26,000 in year 1, \$22,600 in year 2, increasing 3% thereafter) and contractual financial consultant for ongoing accounting services (\$50,000 year 1, increasing 3% thereafter)  
Retainer with legal counsel

\$140 per employee annually, 3% increase in per employee cost thereafter.

Includes: IT consultant, contracted Substitute teachers, Schoolwide Planning consultants, e-rate consultant

<b>SCHOOL OPERATIONS</b>						
Board Expenses	20,000	10,000	5,000	5,000	5,000	Board Training-related expenses (consultants, workshops, etc.)
Classroom / Teaching Supplies & Materials	32,760	46,597	62,519	78,950	95,060	Includes classroom supplies (\$130 per student), art and music supplies (\$35 per student), gym equipment & supplies \$25 per new student), per student costs increase 3% annually
Special Ed Supplies & Materials	2,184	3,374	4,575	5,813	7,028	Special Education instructional supplies \$100 per special education student, per student cost increases 3% annually
Textbooks / Workbooks	85,800	84,357	106,514	129,379	151,831	Textbooks (\$250 per student), Library Books (\$100 per new student), Leveled Books (\$100 per new student), Hebrew Books (\$100 per new student)
Supplies & Materials other	-	-	-	-	-	
Equipment / Furniture	88,000	33,000	44,000	33,000	33,000	Classroom Furniture (\$8000 per new classroom) and Equipment (\$2500 per new classroom)
Telephone	8,652	8,912	9,179	9,454	9,738	\$721 per month, 3% annual increase in per month cost
Technology	47,000	16,200	20,700	17,500	16,200	Includes student computer workstations (\$3000 per new classroom: 5 laptops in each classroom and printer) and staff and administrative computers one per each staff member (\$1,000 per staff member)
Student Testing & Assessment	7,800	12,051	16,338	20,762	25,099	\$50 per student, 3% annual increase in per student cost
Field Trips	1,000	1,000	1,000	1,000	1,000	
Transportation (student)	14,400	22,248	30,554	39,338	48,622	10 days extended year, \$360 per bus per day, cost per bus increases 3% annually. Yr 1 5 need 4, 6, 7, 10, 12 buses
Student Services - other	500	500	500	500	500	Student uniforms for those families unable to cover the cost.
Office Expense	36,100	37,183	38,298	39,447	40,631	Covers office supplies (\$2000 per month), copier lease (\$800 per month), postage (\$208 per month), 3% annual increase.
Staff Development	16,700	16,925	17,157	17,395	17,641	Includes staff travel for seminars and workshops (\$5000 per year), teambuilding and appreciation expenses (\$3000 per year) and professional development consultants (\$7,500 in year 1, 3% annual increase for PD consultants).
Staff Recruitment	7,500	7,500	5,000	5,000	5,000	Ads, online job postings, job fairs.
Student Recruitment / Marketing	20,000	15,000	15,000	15,000	15,000	Student and family marketing materials, mailings, ads
School Meals / Lunch	83,473	120,210	156,946	193,683	230,419	School projects a \$10,000 net loss on school lunch program each year.
Travel (Staff)	-	-	-	-	-	
Fundraising	-	-	-	-	-	
Other	-	-	-	-	-	
<b>TOTAL SCHOOL OPERATIONS</b>	<b>471,869</b>	<b>435,057</b>	<b>533,280</b>	<b>611,221</b>	<b>701,769</b>	
<b>FACILITY OPERATION &amp; MAINTENANCE</b>						
Insurance	18,806	19,746	20,734	21,770	22,859	Insurance quote provided by Austin & Co. assume 5% annual increase
Janitorial	-	-	-	-	-	
Building and Land Rent / Lease	-	-	-	120,000	230,000	Rental Assumptions, see Section III.F. Facilities
Repairs & Maintenance	56,580	80,772	105,178	130,362	155,073	Includes contracted maintenance service (\$3.50 per square foot, 80 sq ft per child), contracted handyman @ \$12,000 per year, and extermination services (\$75 per month), all costs increase 3% annually.
Equipment / Furniture	50,500	2,500	21,500	9,000	9,000	Includes cafeteria equipment, furniture, server, firewall backend hardware, administration furniture, phone equipment, security equipment.
Security	46,720	48,122	49,565	51,052	52,584	Contracted security personnel (\$46,000 per year, 3% annual increase) and monthly security fee (\$40 per month, 3% annual increase)
Utilities	65,520	101,228	137,238	174,399	210,830	\$5.25 per square foot for gas, electric and water (12,480 sq ft building) 3% increase in cost per sq ft and increasing sq ft of building
<b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>	<b>238,126</b>	<b>252,368</b>	<b>334,215</b>	<b>506,583</b>	<b>680,346</b>	\$5.25 per square foot (80 sq. ft per child), 3% annual increase
<b>DEPRECIATION &amp; AMORTIZATION</b>						
<b>DISSOLUTION ESCROW &amp; RESERVES / CONTINGENCY</b>						
	-	-	-	-	-	
	25,000	25,000	25,000	-	-	\$25,000 per year for three years to reach \$75,000 in reserves set aside for this purpose
<b>TOTAL EXPENSES</b>	<b>3,049,476</b>	<b>3,712,276</b>	<b>4,677,988</b>	<b>5,760,913</b>	<b>6,764,204</b>	
<b>NET INCOME</b>	<b>4,475</b>	<b>(3,376)</b>	<b>(357)</b>	<b>2,351</b>	<b>7,256</b>	
<b>ENROLLMENT - *School Districts Are Linked To Above Entries*</b>						
New York City	156	234	308	380	446	Retention
School District 2 (Enter Name)	-	-	-	-	-	
School District 3 (Enter Name)	-	-	-	-	-	
School District 4 (Enter Name)	-	-	-	-	-	
School District 5 (Enter Name)	-	-	-	-	-	
<b>TOTAL ENROLLMENT</b>	<b>156</b>	<b>234</b>	<b>308</b>	<b>380</b>	<b>446</b>	
<b>REVENUE PER PUPIL</b>	<b>19,577</b>	<b>15,850</b>	<b>15,187</b>	<b>15,166</b>	<b>15,183</b>	
<b>EXPENSES PER PUPIL</b>	<b>19,548</b>	<b>15,864</b>	<b>15,188</b>	<b>15,160</b>	<b>15,166</b>	
<b>CASH FLOW ADJUSTMENTS</b>						
<b>OPERATING ACTIVITIES</b>						
Example - Add Back Depreciation	-	-	-	-	-	
Other	-	-	-	-	-	
Total Operating Activities	-	-	-	-	-	
<b>INVESTMENT ACTIVITIES</b>						
Example - Subtract Property and Equipment Expenditures	-	-	-	-	-	
Other	-	-	-	-	-	
Total Investment Activities	-	-	-	-	-	
<b>FINANCING ACTIVITIES</b>						
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-	
Other	-	-	-	-	-	
Total Financing Activities	-	-	-	-	-	
<b>Total Cash Flow Adjustments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>NET INCOME</b>	<b>4,475</b>	<b>(3,376)</b>	<b>(357)</b>	<b>2,351</b>	<b>7,256</b>	
<b>Beginning Cash Balance</b>	<b>4,268</b>	<b>8,743</b>	<b>5,367</b>	<b>5,010</b>	<b>7,360</b>	
<b>ENDING CASH BALANCE</b>	<b>8,743</b>	<b>5,367</b>	<b>5,010</b>	<b>7,360</b>	<b>14,617</b>	

