



# ADVANTAGEARTS

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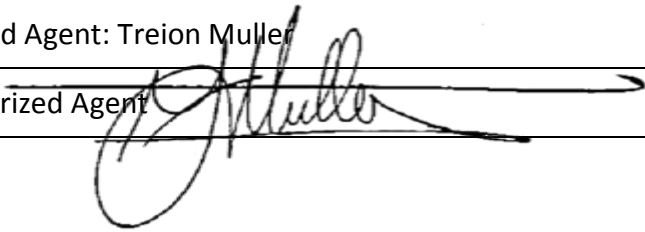
## Charter School Application

The mission of Advantage Arts Academy, in alignment with the Beverley Taylor Sorenson Arts Learning Program, is to effectively increase our students' performance in every subject, as well as improve students' core academic capacity, emotional well-being, arts awareness, and social skills.

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<p>12. Is this proposal seeking special treatment under <a href="#">UCA 53A-1a-501.9?</a> No</p>	<p>13. Is this proposal seeking priority consideration under <a href="#">UCA 53A-1a-502.5?</a> No</p>
<p>14. A charter school may apply to the State Board of Education for a waiver of any rule that inhibits or hinders the school from accomplishing its mission or educational goals set out in its charter. List any waiver requests here (i.e., Rule numbers and titles). N/A</p>	

<p>Signatures</p>
<p>WE, THE UNDERSIGNED, do hereby certify that, to the best of our knowledge and belief, the data in this proposal are true and correct. Therefore, this proposal for charter school status and funding is hereby submitted with the full approval and support of the governing body of the proposed charter school.</p>
<p>Name of Authorized Agent: Treion Muller</p>
<p>Signature of Authorized Agent </p>

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# Section 1: Executive Summary

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## Mission

The mission of Advantage Arts Academy (“AAA”), in alignment with the Beverley Taylor Sorenson Arts Learning Program (“BTSALP”), is to effectively increase our students’ performance in every subject, as well as improve students’ core academic capacity, emotional well-being, arts awareness, and social skills.

## Vision

The school’s mission incorporates the four components of the Beverley Taylor Sorenson Arts Learning Program. These components include: (i) arts integration with the core curriculum; (ii) collaborative planning time with the Arts Integration Specialist and classroom teacher; (iii) time for side-by-side teaching; and (iv) professional development provided by professional development partners. It is our proposal to have these four BTSALP components as the school’s focus. Advantage Arts Academy will be the only school in Utah that has the BTSALP model as their focus and not as a supplemental add-on program. By adopting the BTSALP components as the instructional model, arts integration would be in all core curriculum courses and be the language of the school.

In *Section 4: Program of Instruction*, AAA’s educational model is described. Part of this description includes reference to seven recommendations made by the University of Utah for the full and effective implementation of the BTSALP model.<sup>1</sup> Schools utilizing the Beverley Taylor Sorenson grant program are unable to address many of the study’s recommendations because the grant is only one component of their school or district programs. The Governing Board designed AAA’s program to meet all seven recommendations. AAA’s commitment to meet these recommendations is reflected in the following goals:

1. Define and refine expectations across BTSALP program implementation areas;
2. Develop infrastructure to support the implementation of the BTSALP model;
3. Align subject core and arts core to maximize use of the BTSALP model and provide resources for other schools;
4. Generate coherence between BTSALP model and other school organization and structures, teaching and learning expectations, reforms/initiatives, and school improvement efforts;
5. Develop leadership capacity for arts integration across the school and among stakeholders;
6. Ensure and share resources such as time, physical space, materials, curriculum, training

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<sup>1</sup> University of Utah, *Beverley Taylor Sorenson Executive Summary Interim Report 2008-2009*.

and development, and staff; and

7. Cultivate support among multiple stakeholders, including the school community, the district, the universities, and the state.

The culture of AAA will be established using the BTSALP as the instructional model “to effectively increase our students’ performance in every subject, as well as improve students’ core academic capacity, emotional well-being, arts awareness, and social skills” as stated in our mission.

### **School Purpose**

Considering the statutory purposes and emphasis on unique and effective instructional philosophies, AAA’s Governing Board has embraced the benefits associated with an instructional model that focuses on the four components of the BTSALP. The idea of introducing the BTSALP program to the charter community not only aligns with the statutory purposes of a Utah public charter school, but it also can be viewed as the next step in promoting the purposes behind the Beverley Taylor Sorenson grants that have benefited charter schools and school districts over the past ten years. The mission and vision of AAA specifically align with the mission and goals of the BTSALP model, which are to integrate arts teaching and learning into core subject areas as a strategy for improving the core academic, emotional, social, and arts learning of students.

Advantage Arts Academy’s purpose is to continue to improve student learning and increase choice of learning opportunities for students. The school will focus on engaging instruction that is aligned to the Utah Core Standards. Utilizing all of the elements of BTSALP model, AAA teachers will help students meet and exceed student achievement goals by engaging them through arts integration in the core curriculum. By having all teachers invested in the BTSALP model and receiving ongoing and targeted professional development, AAA will improve student learning and provide a unique choice of learning opportunities for Utah families.

Advantage Arts Academy’s model of arts integration is based on a growing field of research demonstrating both the academic and the whole child benefits associated with arts integration. A study conducted by the Kennedy Center in 2012-2013 demonstrated impressive results on the implementation of their CETA (Changing Education Through the Arts) program.<sup>2</sup> “Arts integration” is defined by the Kennedy Center as an approach to teaching in which students construct and demonstrate understanding through an art form. Under this approach, students engage in a creative process that connects an art form to another subject area and concurrently meet the objectives in both. This definition is consistent with the BTSALP model. The Kennedy Center study examined both improving student learning and increasing choice of learning opportunities, and it produced twelve key findings. Among the twelve key findings, the study

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<sup>2</sup> The Kennedy Center. “Arts in Education Research Study.” Artsedge.kennedy-center.org.

found students in arts-integrated classrooms are more creative, engaged, and effective at problem solving than their counterparts who are not in arts-integrated classrooms.<sup>3</sup>

These results highlight specific skills that improved in student performance as a result of arts-integrated instruction. Not only do students in the CETA program see the influence of the arts in non-arts subjects and produce more original and creative ideas, but their teachers also notice and encourage this creative ideation as evidenced by significant correlations between student and teacher responses. Teachers in CETA schools also report that their students display more intellectual curiosity, experience higher levels of excitement from their school work, and apply more effort and “grit” during their attempts to complete their school projects and assignments. Parents of these students identified their children as risk-takers, more comfortable solving ill-defined problems, and tolerant of the opinions and ideas of others. The student profile created by these results offers a perspective for creating confident, intellectually curious, and positively challenged citizens who may be better equipped to generate original ideas to improve their world and contribute to a creative global economy.<sup>4</sup>

*Section 4: Program of Instruction* provides additional detail on AAA’s academic program and an outline of the process AAA will follow in choosing research-based curriculum that will align to the Utah Core Standards and will enhance the school’s mission and vision.

## **Enrollment**

Advantage Arts Academy is requesting a total enrollment of 728 students in grades K-6 in its first operational year. We are requesting to open the school in Herriman, Utah. (See, *Section 3: Market Analysis*). AAA’s educational foundation will attract students and parents familiar with the BTSALP model as well as families wanting an instructional program that utilizes creative thinking skills in all areas of the curriculum. In addition, traditional arts programs have a history of success for meeting the needs of students with disabilities, at risk behaviors, and gifted and talented students. AAA will bring arts integration to all students, meeting their individual needs. Based on our program’s broad appeal, the population we serve will most likely reflect the target area’s population.

In addition to the four components of the BTSALP model, there are four art disciplines included in the program: music, dance, drama and visual arts. To ensure these art disciplines are effectively incorporated into the AAA program, the school will have a minimum of two full-time Arts Integration Specialists. Each specialist will have two of the art forms as their expertise in an effort to compliment their respective backgrounds and to cover all four disciplines at the school. This will allow the Arts Integration Specialists to work with AAA teachers in all four disciplines as well as model arts integration lessons. AAA will hire two full-time Arts Integration Specialists regardless of whether it receives a Beverley Taylor Sorenson grant. If grant monies are received, AAA will expand resources to enhance the BTSALP program.

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<sup>3</sup> Id.

<sup>4</sup> Id.

## **Partnerships**

AAA has spent significant time and effort establishing relationships that will result in enhanced professional development opportunities and lesson development resources for its staff. We have met multiple times with Kelby McIntyre-Martinez, Assistant Dean for Arts Education & Community Engagement at the University of Utah. Mrs. McIntyre-Martinez is also currently the Program Director of Professional Development at the University of Utah for the Beverley Taylor Sorenson Arts Learning Program. If AAA were to receive a Beverley Taylor Sorenson grant from the USBE, the school would work directly with Mrs. McIntyre-Martinez to develop opportunities for whole group and small group professional development for teachers focused on arts integration and discipline content. Whether AAA receives a grant or not, Kelby McIntyre-Martinez has agreed to be an advisor to the Governing Board. Her expertise will give the school a strong foundation in providing quality professional development for the school's teaching staff.

In addition, we have met with Lisa Cluff, CEO of Art Works for Kids Foundation, who has been instrumental in the development of the school's vision. The Governing Board envisions a long association with Ms. Cluff and the Art Works for Kids Foundation. Together, we share a common vision that focuses on providing students with an educational experience that is enhanced by arts integration.

## **Advantage Arts Academy Design**

The Governing Board's goal is to make Advantage Arts Academy a model BTSALP school within three years. Other schools receiving the BTSALP grant can then come and visit a school that is focused and dedicated to the BTSALP model. In addition to improving student instruction, this model will provide a means for action research for teachers, field experiences for graduate students, and an avenue for gathering consistent academic data on the value of arts integration in teaching and learning. Initially, we plan to have at least one complete model classroom in our facility that is designed after the model classroom at the University of Utah. Our goal is to add a model classroom annually. The model classroom components are outlined in *Section 4: Program of Instruction*.

All students at AAA will receive instruction delivered with fidelity to the BTSALP instructional strategies. Teacher professional development will be consistent and inclusive of the BTSALP model, and it will provide an emphasis on using data analysis to adjust instruction and delivering curriculum with fidelity. Staffing is designed to provide a multi-tiered system of supports. Special populations, such as special education and English Language Learners will be identified and receive accommodations and/or monitoring as outlined by the USBE. The use of technology will be a part of AAA's instructional supports.

Advantage Arts Academy will implement its mission with fidelity and enthusiasm, and we will provide a challenging and academically rigorous learning environment for all students and staff.



As a Governing Board, we have spent countless hours researching and fine-tuning the program outlined in this application, and we are hopefully optimistic that the USBE will recognize the value of our model, share our vision, and approve the state's first school dedicated to the Beverley Taylor Sorenson Arts Learning Program.

## Section 2: Charter Agreement Exhibit “A”

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1. Name: The name of the Charter School shall be Advantage Arts Academy.
2. Applicant: A Charter Agreement is granted to Advantage Arts Academy, which applied on November 22, 2016.
3. Location: The Charter School shall be established in Herriman, Utah, and located within the Jordan School District, which location is material to its authorization.
4. Mission Statement: The mission of Advantage Arts Academy, in alignment with the Beverley Taylor Sorenson Arts Learning Program, is to effectively increase our students’ performance in every subject, as well as improve students’ core academic capacity, emotional well-being, arts awareness, and social skills.
5. Purpose(s): The Charter School purposes are consistent with the following subsections of U.C.A. §53A-1a-503:
  - (1) To continue to improve student learning by providing instruction that is enhanced by the arts, by fidelity to the Beverley Taylor Sorenson Arts Learning Program (“BTSALP”), and by ongoing exposure to the four art disciplines within the program (visual arts, dance, drama and music).
  - (2) To encourage the use of different and innovative teaching methods by incorporating the four components of the Beverley Taylor Sorenson Arts Learning Program into the Charter School’s mission. These components include: (i) arts integration with the core curriculum; (ii) collaborative planning time with Arts Integration Specialists and classroom teachers; (iii) time for side-by-side teaching; and (iv) professional development provided by professional development partners. Advantage Arts Academy will be the only school in Utah that has the BTSALP model as its focus and not as a supplemental add-on program.
  - (4) To increase choice of learning opportunities for students by providing arts-integrated instruction that is aligned to the Utah Core Standards.
6. Key Elements: The key elements of the Charter School, as set forth in the application, are programs and processes that make this school unique. They will be included in the State Charter School Board annual reviews as assurances.
  - a. The school will implement the BTSALP model with fidelity.
  - b. The school will incorporate the following four components of the BTSALP model into the school design: (i) arts integration with the core curriculum; (ii) collaborative planning time with an Arts Integration Specialist and classroom teacher; (iii) time for side-by-side teaching; and (iv) professional development provided by professional

development partners.

- c. All students at the school will have ongoing exposure to the four art disciplines within the BTSALP model, namely: visual arts, dance, drama and music.
- d. Teachers at the school will develop arts integration plans in conjunction with the Arts Integration Specialists.
- e. The school will select and conduct an annual review of research-based curriculum for student outcome effectiveness. Appropriate changes in curriculum will be based on student data and teacher input.
- f. The school will establish professional development partnerships to meet the mission of Advantage Arts Academy.

7. Opening Date: The opening year of the Charter School is fall 2018.

8. Student Population: The grade levels served and maximum authorized enrollment by grade and school year is:

Grades Served: K-6

School Year	COMBINED/TOTAL Enrollment by Grade Band				Total Enrollment
	K	1 – 6	7 – 8	9 – 12	
Year 1: 2018-2019	112	616	0	0	728
Year 2: 2019-2020	112	672	0	0	784
Year 3: 2020-2021	112	672	0	0	784

9. Governing Board:

- a. Number of Board Members: 5 to 7
- b. Selection and removal of Board Members: Appointed by majority vote of current directors. Removed by two-thirds majority vote of current directors.
- c. Terms of Office: Initial directors’ terms staggered to provide board continuity. Subsequent term for appointed director is three (3) years. Board members cannot serve more than four (4) consecutive terms.
- d. Meetings: Regular board meetings, not less than six (6) per year.

10. Waivers from Board Rule: The Charter School is not seeking a waiver from Administrative Rules.

11. School Achievement Measures: The Charter School agrees to the following school-specific measures and targets, which will be evaluated through the SCSB’s annual review.

### State Accountability

Measure	Metric	Targets				Weighting
		Exceeds	Meets	Does Not Meet	Falls Far Below	
School Grade	The letter grade given to a school by the School Grading Accountability system	A	≥C	D	F	Equal
Federal Accountability	The overall score, used for Federal Accountability and reported on the PACE report card	≥395 for elementary	≥335 for elementary	≥235 for elementary	<235 for elementary	Equal

### School Accountability

Measure	Metric	Targets				Weighting
		Exceeds	Meets	Does Not Meet	Falls Far Below	
Student Performance in Language Arts & Math	Student performance will increase from baseline data established in year one on an assessment in language arts and math other than SAGE or other state-mandated assessments.	≥3%	≥1%	<1%	No growth	Equal
Student Awareness of Well Known & Recognized Arts	For grades 1-6 students will become acquainted with the works of at least two recognized artists per art discipline annually. Each grade will introduce new artists.	4	≥2	<2	0	Equal

AAA Arts Integration Lesson Development and Implementation	Increase of AAA arts integration new lesson plan implementation after baseline year one.	≥5%	≥3%	<3%	≤1	Equal
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### Student Engagement

Measure	Metric	Targets			
		Exceeds	Meets	Does Not Meet	Falls Far Below
Transfer Rate	Percentage of students enrolled at year end who returned to a school within the LEA by Oct. 1 of the following year	≤3%	≤7%	≤15%	>15%
Federal Accountability	Percentage of students enrolled at year-end who returned to a school within the LEA by Oct. 1 of the following year	≥90%	≥80%	≥65%	<65%

## Section 3: Market Analysis

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Advantage Arts Academy (“AAA”) is petitioning to open its school in the fall of 2018 and be located in the city of Herriman. The purpose of Section 3 is to provide a marketing and demographic analysis of the target location. The analysis will provide a description of the target area and an overview of the location’s demographics, trends, and the appeal of the Advantage Arts Academy program.

### **Distinguishing Characteristics**

The most appealing characteristic that distinguishes Advantage Arts Academy from surrounding schools is its school-wide emphasis on the four components of the Beverley Taylor Sorenson Arts Learning Program (“BTSALP”). These components include: (i) arts integration with the state core standards; (ii) collaborative planning time with an Arts Integration Specialists and classroom teachers; (iii) time for side-by-side teaching; and (iv) professional development provided by professional development partners. Advantage Arts Academy will be the only school in Utah that has the BTSALP model as their focus and not as a supplemental add-on program. By adopting the BTSALP components as the instructional model, arts integration will take place throughout the core curriculum courses and provide a shared language for the school.

### **Target Population & Appeal of Advantage Arts Academy**

As noted above, Advantage Arts Academy is seeking authorization to open in the fall of 2018 in Herriman. The school will serve up to 728 students in grades K-6 in its first year of operation.

The school’s educational foundation will attract students and parents familiar with the BTSALP model as well as families wanting an instructional program that utilizes creative thinking skills in all areas of the curriculum. A common misconception with arts integration schools is that their target population or appeal is limited to “arts families and students.” Inasmuch as the mission of the school is to utilize integration of the arts as a tool to improve student performance and academic capacity in every core subject area, AAA’s program is designed to target any family or student interested in public education options for improving performance through an enriched academic experience. While AAA will certainly concentrate a portion of its marketing on groups that have already demonstrated an appreciation for the arts, a significant component of its marketing efforts will be educating families on the benefits of an arts integrated program regardless of a student’s background or history with the arts. Traditional arts programs have been an attractive option for students with varying backgrounds and have been used for years to meet the needs of students with disabilities, students with at-risk behaviors, as well as gifted students. AAA will focus its marketing efforts on educating the community about the benefits of our program and will be diligent in its efforts to bring arts integration to all students, meeting a

wide variety of individual student needs. Due to the broad appeal of this educational program, we anticipate our student population to be an accurate reflection of the school's surrounding community.

The arts play an important role in the lives of many Utah residents and in communities throughout the state. According to a study sponsored by Americans for the Arts in 2015, Utah is home to over 7,000 arts-related businesses that employ approximately 27,210 people.<sup>5</sup> These numbers are likely underestimated due to the fact that the report only included data from creative industries that registered with a business data repository.<sup>6</sup> Few things illustrate the social prevalence, demand, and economic importance of the arts in Utah like the opening of Utah's two newest theaters: Eccles Theater in downtown Salt Lake City, and the Hale Centre Theatre in Sandy which represent a combined \$227 million investment in the arts by the community and individual donations and investments.<sup>7</sup>

The demand for arts in Utah is not limited to professional symphonies, operas, dance and theater. Charter schools that emphasize arts integration as their primary objective or as a key component of their program have experienced similar demand and growth. For example, Syracuse Arts Academy specializes in the integration of the arts and provides an instructional program that focuses on the arts to enhance instruction and demonstrate proficiency through performance. After experiencing years of academic success, requests for an expansion, and K-6 waitlists that exceeded the school's entire K-6 capacity, this charter school received authorization to open a K-6 satellite campus in 2015. The satellite was approved to serve 728 students in addition to the 1,026 students already enrolled at the school.<sup>8</sup> Despite this expansion to the school's authorized capacity, Syracuse Arts Academy is still unable to keep up with the demand for its program and currently operates with a waitlist that exceeds 600 students.

Another example of the demand for an educational program that offers arts integration, at least as a component of its program, is the recently opened Wasatch Charter School. While the mission of this charter school is to provide an academic program centered on the Waldorf curriculum and philosophy, its advertised approach is to develop students through an "artistic, hands-on, interdisciplinary approach to core academic subjects."<sup>9</sup> Prior to opening, this school presented enrollment data to the Utah State Charter School Board and sought authorization to increase its enrollment capacity to meet a growing enrollment demand. On September 8, 2016 school leaders indicated that as of June 2016 the school had already received over 1,300 applications for admission to the school. Applications for enrollment far exceeded the school's

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<sup>5</sup> Shumway, Randy. "Performing Arts a Vital Part of Utah's Economy." Utahpolicy.com. 09/22/2016.

<sup>6</sup> Id.

<sup>7</sup> Id.

<sup>8</sup> Utah State Office of Education. "Syracuse Arts Academy – satellite School." State Charter School Board – May 8, 2014 Board Meetings. <http://www.schools.utah.gov/charterschools/State-Charter-School-Board/2014-Board-Meetings/May-2014/Amendment-request---Syracuse-Arts-FINAL.aspx>.

<sup>9</sup> "Mission." Wasatchwaldorf.org. [http://wasatchwaldorf.org/?page\\_id=86](http://wasatchwaldorf.org/?page_id=86)

authorized capacity of 575 students.<sup>10</sup> Clearly, Wasatch Charter School’s efforts to inform their community about the benefits of blending art and movement into academics resonated with their audience and resulted in families making the choice to enroll in their program.

While Syracuse Arts Academy and Wasatch Charter School provide unique programs that are distinct from the program at AAA, their experience provides valuable insight into the appeal of programs that integrate the arts into instruction. They also serve as examples in support of AAA’s year one enrollment projections.

## **Recruitment Plan**

To better understand our recruitment challenges and needs, we met with multiple charter school leaders that have successfully opened schools along the Wasatch Front over the past three years. While no school followed the same plan, each school utilized a combination of social media and traditional marketing strategies to get information about their schools into their communities. More importantly, they all stressed the importance of maintaining constant and ongoing marketing strategies throughout the planning year.

The commonly recited marketing tenet “location, location, location” represents a position that has been embraced by the Governing Board as it relates to AAA’s search for a suitable school sites. Selecting a location that is visible, accessible, safe, inviting, and convenient for community members is key to generating awareness and interest in the school. This interest will assist our efforts to market the school’s program and meet its enrollment goals. The Governing Board intends to focus on providing residents in the target community with ample notification and substantive information regarding the academic program available at Advantage Arts Academy. This effort will utilize, but not be limited to, the general recruitment tools outlined below.

Upon approval, Advantage Arts Academy will launch a comprehensive website aimed at educating the public about the functions of charter schools in general, the school’s academic program and the school’s lottery/enrollment procedures. The website will also include a detailed “frequently asked questions” page, contact information, and all information required by Utah rule and/or law.

The Governing Board will schedule and conduct regular informational meetings or open houses to provide in-person presentations about the school and its program to the community. The school’s website, online ads and print materials will provide information on how to attend one of these regularly scheduled meetings. The administration, when hired, and/or members of the Governing Board will present at these open houses and will discuss the merits and functions of charter schools and explain the school’s mission and educational offering. The open houses will also provide interested parents and community members the opportunity to ask questions

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<sup>10</sup> Utah State Office of Education. “Wasatch Waldorf Charter School.” State Charter School Board September 8, 2016 Board Meetings. <http://www.schools.utah.gov/charterschools/state-board/2016/September/WasatchWaldorf.aspx>.



about the school.

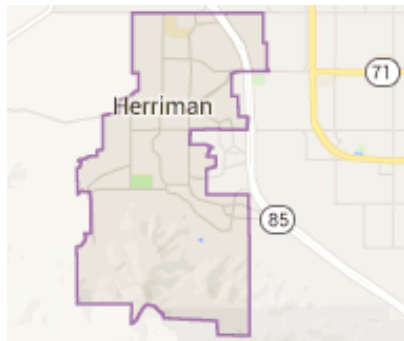
The school will maximize the use of online resources of communication to generate awareness and educate individuals about AAA's program. This online marketing campaign will be used to notify the community about school events, provide information about the school's academics and enrollment opportunities, and promote the school's program. Online resources include Facebook, Twitter, Google Ads, and other targeted online advertising. This effort may be supplemented by press releases and informing news organizations about the school.

While online marketing strategies can be very effective, the school will likely utilize various forms of outdoor advertising as well. Examples would likely include site signs and yard signs. Depending on resources and need, the school may also launch a grassroots campaign by knocking on doors and delivering flyers with relevant information. Active involvement in our target communities will also play an important role in our recruitment plan. We will make connections with local community groups and set up informational booths at local events, grocery stores, dance studios, karate studios, etc.

The Governing Board is confident that its approach to recruiting students will not only inform the community of a new choice in public education, but it will get parents excited about the opportunities available to their children.

### **School Location: Herriman**

Herriman is located in the southwest portion of Salt Lake County. By design, Herriman city leaders have sought to balance its small-town appeal with the aggressive pursuit of economic development. The city's scenic environment, abundant community amenities, and active/engaged residents have combined to make Herriman a natural fit for AAA's program.



The United States Census Bureau reported that Herriman was home to roughly 6,257 households and 21,705 residents in 2010, with an estimated population of 30,835 residents in 2015. Census data further indicates that roughly 44% of Herriman residents are under the age of 18. With an estimated increase of over 9,000 residents between 2010 and 2015, Herriman has been ranked as one of Utah's top five fastest growing cities in terms of *both* percentage of growth *and* raw numbers.<sup>11</sup>

Much of this population growth can be attributed to regional economic trends currently impacting multiple cities in the southern portion of Salt Lake County and the northern portion

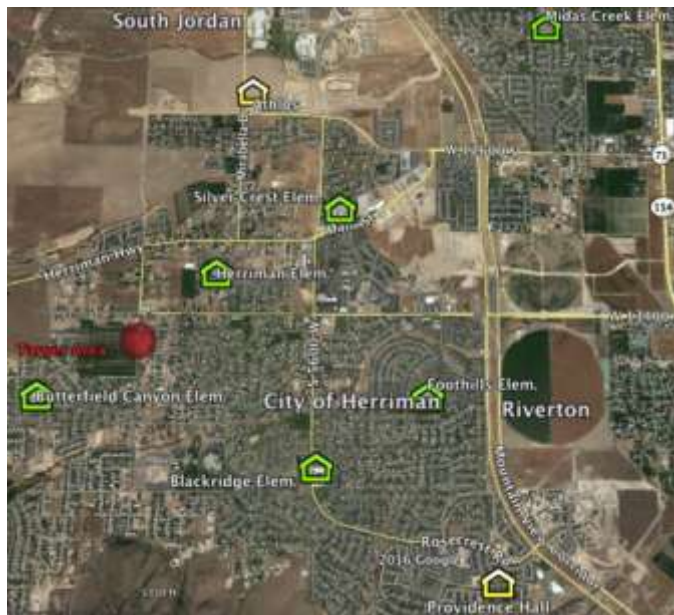
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<sup>11</sup> Semerad, Tony, "Utah Growing Twice as Fast as Nation as Whole." Salt Lake Tribune. 05/21/2015. Last updated 07/07/2015. Web.

of Utah County. These economic factors are bringing more and more families to Herriman, and therefore, public school enrollment has experienced a similar increase in population.

### *Educational Environment*

Herriman is located within the Jordan School District and is also home to two operational charter schools (Providence Hall and Athlos Academy). With a reported 2015 fall enrollment of



52,324 students, Jordan School District is the fourth largest school district in the State of Utah.<sup>12</sup> The district also contains some of the largest stand-alone school enrollments in the state. Specifically, the district is home to one third of the Utah elementary schools that have 1,000 students or more.<sup>13</sup> The district's 2015 fall enrollment data indicates that its schools enrolled approximately 27,999 students in grades K-6, and roughly 21% of the district's K-6 enrollment attended one of the six district elementary schools located within or near the border of Herriman city. (Referenced schools include: Herriman Elementary, Blackridge Elementary,

Butterfield Canyon Elementary, Silver Crest Elementary, Foothills Elementary [Riverton], Midas Creek Elementary [Riverton].) It is important to note that three of these six schools are counted among the 18 elementary schools across the state with enrollment exceeding 1,000.<sup>14</sup>

The district has worked diligently to meet the needs of its growing student population by constructing new facilities, adding portable classrooms, making school boundary adjustments, and implementing alternative learning schedules to accommodate growth.<sup>15</sup> Inasmuch as the district is anticipating an increase of 9,000 students in the next five years, it turned to the public for assistance in passing a \$245 million dollar bond in the fall of 2016.<sup>16</sup> While the recently passed bond calls for the construction of two new elementary schools in the district, only one elementary school facility is planned for construction in Herriman, and that facility will be located in the southern half of the city near its eastern border with Bluffdale and Riverton.<sup>17</sup> Notwithstanding the district's facility plans, the largest area of student population growth in

<sup>12</sup> Utah State Office of Education, "Fall Enrollment Summary, October 2015." *LEA by Grade Report*.

<sup>13</sup> "Needs and Growth." Jordanbond.org. <http://jordanbond.org/needs/>.

<sup>14</sup> Id.

<sup>15</sup> See, Jordan School District, "Comprehensive Annual Financial Report." *Fiscal Year Ended June 30, 2015*.

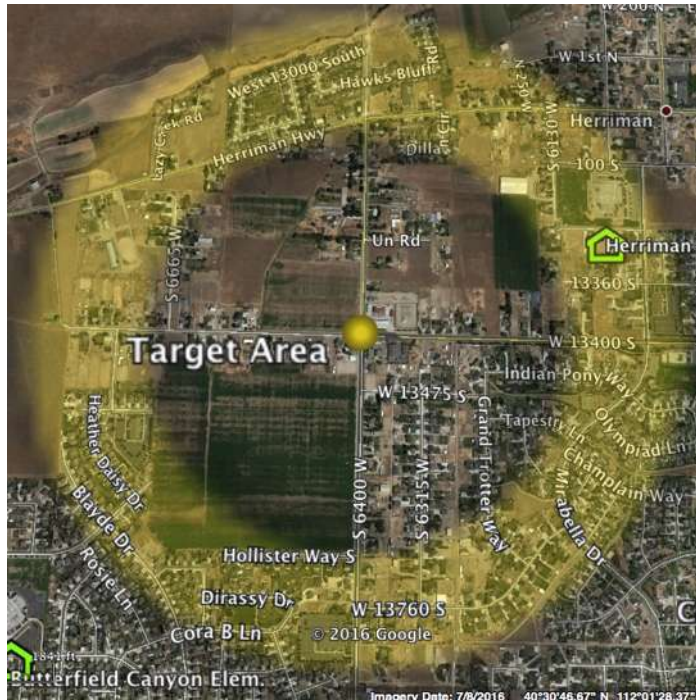
<sup>16</sup> "Needs and Growth." Jordanbond.org. <http://jordanbond.org/needs/>.

<sup>17</sup> "The Plan." Jordanbond.org. <http://jordanbond.org/plan/>.

Herriman is found in the western portion of its boundaries;<sup>18</sup> this is precisely the location AAA has identified as its target area.

## Target Area

Advantage Arts Academy has defined the crossroads of 13400 S. and 6400 W. in Herriman as the target area. This location fits squarely within the highest growth areas of the city and also



contains multiple locations that are viable options for the school. We met with city planners and discussed the school’s needs, plans and timeline. As a result of these meetings, we were able to identify a minimum of three separate locations within ½ mile of the above-referenced crossroads that are owned by individuals interested in selling or developing properties that would meet the school’s needs. While the Governing Board is confident that the merits of the school’s academic program are sufficient to attract and maintain enrollment at AAA, other factors, such as population growth in the area, the density of school-aged children, and the enrollment success of arts-related charter schools like Syracuse Arts

Academy and Wasatch Charter School provide added assurance that AAA’s enrollment projections are realistic and attainable.

The introduction of Advantage Arts Academy to Herriman presents a unique opportunity to blend instruction with the arts in a community that is known for blending the old with the new. The target area is nestled within a community comprised of multi-generational Herriman residents, new residents and young families actively seeking the best options for their children’s education. It is a vibrant community that boasts its own Fort Herriman PRCA Rodeo as well as an active city arts council, multiple theater productions, dance studios and community concerts. As we have met with city planners, visited potential sites, and spoken with residents in the community about our program, the appeal of AAA’s educational program has become more and more apparent.

Notwithstanding the population growth/density and availability of land in the target area, there are challenges associated with the introduction of a new charter school to the community. With the recent bond passed by Jordan School District, there will be a new district elementary school

<sup>18</sup> “Needs and Growth.” Jordanbond.org. <http://jordanbond.org/needs/>.

that will assist with the overcrowding of surrounding schools. AAA will also be required to spend considerable time and energy focused on informing the community about the school, marketing the school's academic model, and educating the community on the benefits of an arts integration model.

The Governing Board intends to meet these challenges head on. While a new district school will relieve some overcrowding issues and attract students and families, it will also result in boundary adjustments, staffing changes, scheduling conflicts, etc. We believe these changes create an opportunity to connect with parents who are more willing to look at other options (such as AAA) because their status quo will already be disrupted. Further, our target location is on the opposite side of the city. In discussing marketing efforts with other charter school leaders, most schools indicate that a significant percentage of students enrolled in their programs reside within one mile of the school's facility. Because our target area is densely populated with school-aged children and is roughly 3.5 miles away from the proposed location of the new elementary school, we believe that a new district school will not have a significant negative impact on our recruiting efforts.

## Section 4: Program of Instruction

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### Method of Instruction/Philosophy of Instructional Strategies

Advantage Arts Academy (“AAA”) is proposing a new charter school that will utilize the four components of the Beverley Taylor Sorenson Arts Learning Program (“BTSALP”) as the focus of its academic program. These components will be the foundation for instructional strategies and lessons on a daily basis. As noted in *Section 1: Executive Summary*, the four BTSALP components are: (i) arts integration with the core curriculum; (ii) collaborative planning time with the Arts Integration Specialists and classroom teachers; (iii) time for side-by-side teaching; and (iv) professional development provided by professional development partners. Advantage Arts Academy will be the only Local Education Agency (LEA) in Utah to have the BTSALP model as its identified focus and not as a supplemental add-on program. By adopting the BTSALP components as the instructional model, arts integration will be the language of the school.

The first goal of the BTSALP model is to integrate arts teaching and learning into core subject areas as a strategy for improving the core academic, emotional, social, and arts learning of students in elementary schools. The focus on arts integration is represented by its placement in the center of the diagram to the right.<sup>19</sup>



Second, to support arts integration, the BTSALP model includes planning time in which an Arts Integration Specialist and classroom teachers collaboratively design lessons that purposefully integrate the art core standards with other core subject matter to enhance understanding and mastery of both the art core curriculum (i.e., visual arts, dance, drama, or music) and the academic subject core curriculum (i.e., reading/language arts, mathematics, science, and social studies).

Side-by-side teaching is the third component of the BTSALP model. Side-by-side teaching occurs when the Arts Integration Specialist and the classroom teacher conduct lessons together. In this inclusive model, the arts specialist brings expertise in the art form and the classroom teacher brings expertise in the core subject areas. Together, they lead lessons aimed at improving student engagement and enhancing students’ access to and mastery of subject matter—both art subject matter and core subject matter. The BTSALP expectation is that side-by-side teaching happens at all grade levels and in all classrooms so that students have the opportunity

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<sup>19</sup> Rorrer, Groth. Executive Summary: Beverley Taylor Sorenson Arts Learning Program Year 1 Implementation Evaluation. 2009.

to engage in an arts integrated lesson at least weekly.<sup>20</sup>

The fourth component of the BTSALP model is professional development provided by professional development partners. Professional development partners may include Art Works for Kids, the University of Utah, Weber State University, ArtsEdge with the Kennedy Center, other schools, and the USBE. The express purpose of the school's professional development program is to expand teachers' knowledge base and skill set and lead towards an arts integration certificate or Masters in Fine Arts.

AAA will utilize arts integration as defined above by the BTSALP model to provide academic instruction that requires "collaboration, research, intentional alignment and practical application on behalf of the teachers. From the students, integration demands creativity, problem-solving, perseverance, collaboration and the ability to work through the rigorous demands of multiple ideas and concepts woven together to create a final product."<sup>21</sup>

AAA will provide the unique opportunity to develop afterschool programs around the four art disciplines with teachers and Arts Integration Specialists working with parents to help participating students deepen their expertise in the art form of their choice. Arts integration provides opportunities for significant improvement of classroom instruction due to its ability "to engage students in experiential learning, which is the process for making meaning directly from the learning experience as opposed to academic learning, the study of a subject without the direct learning from experiencing that subject. But there is a distinction between classrooms that use arts as a resource and classrooms that fully integrate art in the planning and implementation of curriculum."<sup>22</sup>

## Curriculum

Advantage Arts Academy's curriculum will be aligned to the Utah Core Standards and will be chosen based on the following criteria, including supplemental resources:

- Research based;
- Standards are outlined and aligned to the Utah Core Standards in each specific content area;
- Materials are available to students and parents in both electronic and written formats whenever possible;
- Curriculum based assessments are available;
- Supplemental resources support a tiered model of instruction with interventions outlined for each specific tier;
- Enhancement resources are available;

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<sup>20</sup> See, BTSALP goals, Rorrer, Groth. Executive Summary: Beverley Taylor Sorenson Arts Learning Program Year 1 Implementation Evaluation. 2009.

<sup>21</sup> Riley, S. "Use Arts Integration to Enhance Common Core." *Edutopia*, Nov. 2012.

<sup>22</sup> *Strategies for Arts Integration*, Scholastic, 2016.

- Instructional materials/teacher’s manuals, etc. support the resources provided for students; and
- Supports AAA’s mission and model.

Curriculum for the core subjects will be selected from already developed sources, such as textbooks, leveled reading libraries, and digital curriculum. Arts integration lessons that support and deliver the core subject standards will be developed in conjunction with the Arts Integration Specialists from open resources such as Art Works for Kids, and ArtsEdge Kennedy Center, and other online resources. These developed lessons will be delivered in conjunction with the core curriculum instructional materials.

AAA will use only research-based curriculum that aligns with the Utah Core Standards to best meet the needs of our student population. This curriculum will include a strong reading, mathematics, social studies and science curriculum. The administration, in collaboration with teacher committees, will review curriculum before choosing textbooks or digital curriculum, and will conduct an annual review of student curriculum to ensure it is meeting the needs of students. Student academic outcomes will be used in evaluating the effectiveness of the curriculum. Supplemental resources will be identified based on need and teacher input, and will be reviewed based on growth in student outcomes.

In reviewing curriculum appropriate for AAA students, in addition to the criteria listed above, the administration and curriculum committee will use resources such as Art Works for Kids, UEN, and ArtsEdge to review possible arts integration lessons and their alignment with the curriculum under consideration, as well as specific curriculum research showing the effectiveness on student achievement. The curriculum listed below serves as an example of the curriculum AAA might utilize to meet its goals, including supplemental resources.

Houghton Mifflin Language Arts (*StoryTown*), Science, Social Studies, and Math offers teachers, students, and parents research-based approaches in a highly accessible format so all students can reach grade-level success and beyond ([www.hmlt.hmco.com](http://www.hmlt.hmco.com)). The Houghton Mifflin program is available online for increased parent and student access. Houghton Mifflin curriculum is all research-based and integrates a data driven four-step instructional model as described below in the description of their Language Arts program *StoryTown*. This allows teachers to assess students, and based on performance data, make strategic instructional strategy adjustments.

*StoryTown* is a research-based language arts program which provides specific program materials to support instructional methods such as leveled reading, guided reading, writer’s workshops, reader’s theater, and other practices specific to individual student needs. *StoryTown*’s data-driven four-step instructional method includes pre-assessment, teach, differentiate, and assess with the purpose to remediate or extend. Using these four steps and the program’s “daily progress monitoring notes,” teachers are able to meet the needs of varied ability-leveled students who are below, on, or above reading level, students who have IEPs, and students who are English Language Learners.

Students are taught language, grammar, vocabulary, and composition with the thematic context of each unit. The program uses the “2 + 2, then review” technique to target key skills and/or strategies for two weeks at a time before incorporating a review activity such as reader’s theater. The emphasis on the teaching and practice of specific skills within a shared context supports the Utah Core standards.

Fountas and Pinnell *Guided Reading* is a research-based program with a specific phonics, spelling, and grammar curriculum that is correlated to the books at each student's reading level available in a *Guided Reading* library ([www.FountasandPinnell.com](http://www.FountasandPinnell.com)).

In addition to Houghton Mifflin curriculum, Glencoe/McGraw-Hill offers research-based curriculum in language arts, science, social studies and math. They have a broad curriculum base that aligns uniquely with the mission of AAA, such as *Arts Connections: Literature and Art*, as part of their Scholastic reading laboratory. *My Math* is a math program published by Glencoe/McGraw-Hill with the specific goal to align completely with the Utah Core Standards. All materials are organized by Utah Core Standard domains, and each lesson is correlated to a specific standard. The standards, as well as the standards for math practice, are woven into each lesson. The interactive text fosters interaction with mathematical concepts in a variety of ways. The tools of the program enable schools and teachers to customize the math content. This allows teachers to plan and deliver instruction in a way that works best for students. With this approach, teachers can meet the needs of varied learners, including gifted and talented, English Language Learners and special education students.

Spelling lessons and practice may be supported with the *Words Their Way* curriculum. This program aims to develop phonics, phonemic awareness, vocabulary, and spelling in just 15-20 minutes a day. It offers a balanced, hands-on approach to spelling and word study and meshes seamlessly with the guided reading method supported by *StoryTown*.

The *Holt Science and Technology Series* provides hands-on learning and activities, and it encourages students to get involved with the text and extend their understanding. It teaches students that science is part of their everyday lives, answering the "why" of science education.

All curriculum choices will be evaluated and selected upon approval of the charter. The Governing Board will ensure its curriculum selections meet the criteria specified above and align with Utah Core Standards and assessments. Professional development will be provided to teachers to ensure implementation of AAA’s curriculum is accomplished with fidelity.

## **Technology**

AAA will use technology in every classroom. Technology will be an instructional tool utilized by teachers to accomplish the mission and vision of the school and to increase access to content. Also, technology resources will be used to explore the art world and create digital



media art in many forms and to provide expanded professional development opportunities for AAA faculty.

### **Special Populations**

AAA will be established based on an approach that builds upon arts integration. Teachers and administrators at the school will facilitate and create learning experiences that are carefully matched to students' individual needs, interests, and developmental levels through utilizing all of the elements of BTSALP model.

AAA values each child's unique personality and strengths. We also recognize that each student learns in his or her own way, and we will differentiate instruction to the individual learning styles of each child. Instructional interventions will focus on individual achievement and academic progression. We believe the BTSALP model is an effective tool in meeting the needs of all students.

AAA will follow all the laws and guidelines for special populations including but not limited to special education, English Language Learners (ELL) and homeless children. All teachers at AAA will be trained and understand the provisions set forth in the Individuals with Disabilities Education Act (IDEA). AAA will uphold all laws to ensure that students receive a free and appropriate public education (FAPE). AAA adheres to the philosophy that students with disabilities should be educated in the *least restrictive environment* with their non-disabled peers to the maximum extent appropriate. Individualized Education Plan (IEP) Teams determine the educational service needs of each eligible student with a disability by considering a range of service programs/placements from least to most restrictive.

AAA will provide a variety of program options for students based on their individual needs and will have the full continuum of alternative placements available. The order of the continuum of alternative placement options, from least to most restrictive, offered the school is as follows:

- *General Education with Supports/Consultation*: a service pattern in which special educators or related service providers work with the general education classroom teacher offering specialized teaching techniques, support, and assistance for the student with a disability in the general education classroom.
- *Resource Program*: a service pattern within each school in which specialized instruction for students with disabilities in a pull-out type of a program. Students will receive instruction directly in a resource classroom for part of their school day.
- *Self-Contained Program*: a service pattern in which the majority, at least half, of instruction is provided by special educators and related service providers in a classroom specifically identified as the special education classroom.

- *Home and Hospital Program*: a service pattern in which the specialized instruction is provided within the home setting or is provided by an outside agency if the student is hospitalized. This option is available for students who are unable to attend school due to physical illness, injury or serious emotional problems.

Provisions for supplementary services (e.g., resource or speech services) will be provided in conjunction with general education classroom placement. Even when the IEP Team determines a more restrictive placement for a student with a disability is most appropriate, the student will participate with their non-disabled peers to the maximum extent that is appropriate such as meals, recess periods, athletics, transportation, recreational activities, and special interest groups.

ELL students will be identified through a Home Language Survey included in the school's registration materials. Students will be assessed and monitored according to USBE requirements utilizing WIDA (World-class Instructional Design and Assessment). Homeless students, once identified, through parents, social services, or the school, will receive the services necessary to maintain school attendance. AAA will meet the needs of all students including ELL and special education by utilizing the tiered model of instruction for reading and math as outlined by the USBE.

### **Assessment & MTSS**

In accordance with our mission and philosophy, the academic program will provide an academic foundation of core curriculum with arts integration as outlined by the BTSALP model. Students will participate in all Utah Performance Assessment Systems for Students as outlined on the USBE assessment website. AAA will also have a separate mathematics and language arts assessment, such as Zaner-Bloser for language arts and MobyMax Math. Assessment goals include providing individual student data for teachers to guide instructional adjustments, having longitudinal data to measure student progress, and utilizing school-wide data to help in evaluating teachers and programs. In support of improving student achievement and demonstrating academic growth, AAA will implement the Multi-Tiered System of Supports as outlined by USBE:

*Multi-Tiered System of Supports (MTSS) is a framework for implementing systemic, evidence-based practices to maximize student achievement in academics and behavior in preparation for and leading to College and Career Readiness. The MTSS model includes Universal, Targeted, and Intensive levels of support, which are defined below for identified critical components. Universal (Tier 1) represents those supports provided to all students. Tier 1 practices should be implemented with fidelity prior to addressing practices for Tier 2 or 3. Targeted (Tier 2) represents additional supports provided to remediate or accelerate student success. Intensive (Tier 3) represents individually-responsive supports intended to further remediate or accelerate student success and do not necessarily equate to special education services. Individually-responsive supports are developed based on individual need but may be provided in a small group or individual*

*format. Tier 2 and 3 supports are provided in addition to, not in place of, Tier 1 instruction.*<sup>23</sup>

## **Student Advancement**

It is the goal of Advantage Arts Academy for all students to perform at or above grade level and to advance through the elementary grades appropriate to their age. Academic and behavior interventions will be provided in order to move toward the goal of normal grade advancement. Enhancement programs/materials will be used to help all students reach their potential. Based on student assessments, teacher observation, and parent input, the administration will consider grade retention. Student attendance will be reviewed and evaluated as to the effect on student performance. Retaining a student will be an option only when the school, together with the parent, cannot in good conscious advance a student at the end of the school year to the next grade. If the school or a parent is considering retention, discussions should happen as early as possible, so both parties can more closely monitor student progress. Students with IEP's will follow the IEP goals.

## **Partnerships**

Advantage Arts Academy plans on applying for an Art Works for Kids Foundation grant that supports the components of the BTSALP model, however we have established relationships already with the University of Utah and Art Works for Kids Foundation, independent of receiving a grant. We have met multiple times with Kelby McIntyre-Martinez, Assistant Dean for Arts Education & Community Engagement at the University of Utah. Mrs. McIntyre-Martinez is also the current Program Director of Professional Development at the University of Utah for the Beverley Taylor Sorenson Arts Learning Program. These meetings have resulted in substantive discussions about the possibility of placing graduate students at AAA to conduct action research on the benefits of arts integration and the BTSALP model. In addition, we have discussed the possibilities of providing extended training for AAA faculty, independent of receiving a grant. If AAA were to receive a Beverley Taylor Sorenson grant from the USBE, the school would work directly with Ms. McIntyre-Martinez to develop opportunities for whole group and small group professional development for teachers focused on arts integration and discipline content. Whether AAA receives a grant or not, Ms. McIntyre-Martinez has agreed to be an advisor to the Governing Board. Her expertise will give our program a strong foundation in providing quality professional development for our faculty. In addition, we have met with the Beverley Taylor Sorenson Endowed Chair, Tamara Goldbogen, at Weber State University.

In developing Advantage Arts Academy's mission and vision, Lisa Cluff, Executive Director for Art Works for Kids, has been instrumental and has agreed to serve as an advisor to the Governing Board. We envision a long association with her and the Art Works for Kids Foundation, and we have valued her input.

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<sup>23</sup> Source: [Schools.utah.gov/MTSS](https://schools.utah.gov/MTSS).

We are confident that with Ms. McIntyre-Martinez and Ms. Cluff's guidance as advisors to the Governing Board, we will have a lasting relationship with both the Art Works for Kids Foundation and the University of Utah that will result in enhanced professional development as well as access to expertise in guiding AAA to accomplishing its mission and vision.

### **BTSALP Child Model Classroom**

Ms. McIntyre-Martinez has shared the importance of many tools for effective arts integration. One preliminary aspect of arts integration is enhancing the classroom environment through deliberate design. For example, we have visited and discussed the benefits of the William H. & Patricia W. Child Model Classroom located within the University of Utah's Beverley Taylor Sorenson Arts and Education Complex. The Child Model Classroom allows for an exciting and challenging environment where students can modify their space to meet the academic and social needs presented by the BTSALP model. The classroom does not require drastic changes to an existing classroom, has no permanent setup and can be adapted to fit a variety of activities and match instructional strategies. This classroom design takes everything into account from student desks to the walls of the room. In the Child Model Classroom, student desks are on wheels and can be easily moved throughout the classroom. The chair can swivel while keeping the base fixed. The desktop can be rotated side-to-side or moved out of the way. Teacher desks are not fixed and can function as tables that can be moved easily. Walls can be used as whiteboards, and projectors will be mounted so that the walls can be further utilized for projection or screens will be placed around the classroom. Multiple microphones will be placed overhead throughout the classroom, and speakers will be placed so all within a classroom can hear recordings. Even the cabinetry will be selected and located with the specific purpose of housing instructional materials and the technology tools used in our program.

After the first year of instruction at AAA, the Child Model Classrooms will be evaluated and updated. The goal is to add an additional model classroom each year, and adequate funding has been allocated in each year's budget to meet this goal. (See, Section 7: Business Plan.)

### **Advantage Arts Academy Design**

In the University of Utah's *Beverley Taylor Sorenson Executive Summary Interim Report 2008-2009*, the following seven recommendations were made which apply across the four program domains of arts integration, planning, side-by-side teaching, and professional development. These recommendations were based on research conducted at schools receiving Beverley Taylor Sorenson grants. The recommendations were as follows:

1. *Define and refine expectations* across BTSALP program implementation areas.
2. *Develop infrastructure* to support the implementation of the BTSALP model.
3. *Align subject core and arts core* to maximize use the BTSALP model and provide resources for other schools.
4. *Generate coherence* between BTSALP model and other school organization and structures, teaching and learning expectations, reforms/initiatives, and school improvement efforts.
5. *Develop leadership* capacity for arts integration across the school, district, and among

stakeholders.

6. *Ensure and share resources* such as time, physical space, materials, curriculum, training and development, and staff.
7. *Cultivate support* among multiple stakeholders, including the school community, the district, the universities, and the state.

With our mission and vision focused on the implementation of the BTSALP model and all its components within the four art disciplines, AAA has been designed to address all of these recommendations. For example, the fourth recommendation addresses the issue of BTSALP being an add-on program within a school organization – this issue is addressed by our specific focus. The fifth recommendation is addressed by opening a school with two full-time Arts Integration Specialists and focused BTSALP professional development for the administration and staff. The seventh recommendation speaks to support among stakeholders. Families choosing AAA will be committed to the BTSALP model from the beginning and partnerships are already being developed with the University of Utah and Art Works Foundation. AAA is removing any roadblocks to the full and successful implementation of the BTSALP model, allowing for an arts integration school focused on academics, student performance, arts awareness, students' emotional well-being, and the overall success of all students.

AAA's charter is a response to the research done by BTSALP, as stated above, as well as recent research documenting the benefits in student achievement when the arts are part of school. In the article *How Integrating Arts Into Other Subjects Makes Learning Come Alive*, written by Katrina Schwartz in January of 2015, Schwartz describes a public school that changed its focus to arts integration in Burlington, Vermont: "Before [the school] became an arts-integrated magnet school, only 17 percent of its third-graders were proficient in math on the NECAP test, Vermont's standardized test. After five years, 66 percent met and achieved the standards."

In the same article, Schwartz interviewed Elizabeth Peterson from Cashman Elementary School in Amesbury, Massachusetts. Schwartz noted that Ms. Peterson "doesn't have the benefit of a school-wide focus on arts integration to bolster her commitment to the practice. But she perseveres because she sees the approach making a difference for her fourth-grade students." She then quotes Ms. Peterson as saying: "[a]rts integration seems to be the best form of differentiation out there because it taps into so many different interests and abilities and forms of learning."

In addition, the August cover story in the *Christian Science Monitor* was entitled: "*The School that Art Saved: How music, dance, and painting helped revive a struggling school in Bridgeport, Connecticut - and how it could show others the way.*" The article's author, Stacy Teicher-Khadaroo, spotlighted Roosevelt Elementary School, which was one of eight of the nation's most challenged schools that were selected to pilot the Turnaround Arts initiative in 2011. The Turnaround Arts initiative utilized arts integration as a key strategy that resulted in significant improvement throughout Roosevelt and the other schools. Due to its success, by 2015-16, Turnaround Arts had expanded its influence to over 27,000 students in 49 schools. It is expanding this fall to include 68 schools around the country.

Teicher-Khandaroo goes on to point out that “[a]n outside evaluation in 2014 showed that the pilot schools made strong gains in student attendance and parent engagement. They fostered more positive cultures and showed significant declines in disciplinary issues. They also improved math and reading scores six percentage points more than did comparison schools receiving federal School Improvement Grants.”

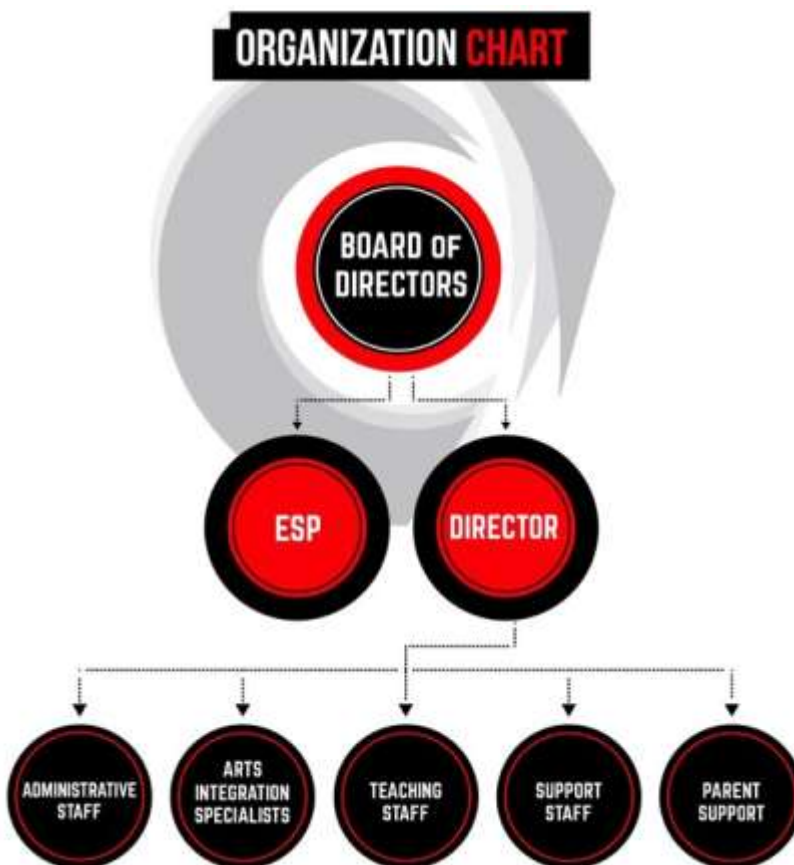
Rachel Goslins, former head of the President’s Committee on the Arts and the Humanities is quoted as saying “[a]rts education isn’t just a flower...it’s also a wrench, a tool that can tackle some of these persistent, pervasive problems.” Similarly, AAA’s instructional model is designed to utilize arts integration as a tool to be utilized in conjunction with the other tools outlined in this application to provide a platform for enhanced academics and high student performance outcomes.

# Section 5: Governance

## Entity Description & Governance

Advantage Arts Academy is organized and incorporated as a Utah non-profit corporation. It is the entity that will hold the charter and be responsible for the development and operations of the school. Advantage Arts Academy functions and exists for the sole purpose of operating the proposed charter school. It is recognized as a distinct and legally independent entity that is responsible for the financial decision-making and business operations of the school (see, Appendix C – Articles of Incorporation, Appendix D – Bylaws, and Appendix E – Governing Board Meeting Minutes).

Pursuant to its Articles of Incorporation, Advantage Arts Academy is governed by a board of five to seven directors. Currently, the Governing Board consists of five members. Each member possesses skills and experience in areas that are crucial for the successful implementation (start up) and ultimate governance of the school. While there is a difference in the expertise needed to “start up” and the expertise needed to govern the school, the Governing Board is comprised of individuals whose contributions will benefit the school in both phases.



Two of the primary responsibilities of the Governing Board are to protect the legal interests of the charter school and to ensure the school meets the commitments in its charter. Regarding protection of the legal interests of the school, the Governing Board has enumerated a host of responsibilities and powers in its articles of incorporation and throughout its charter (see, Appendix C, Articles of Incorporation, Articles III and IV). These powers and responsibilities range from things such as hiring and evaluating the school’s ESP and Director to the purchase, ownership and sale of real

and personal property. Its authority is to be exercised using sound legal and ethical practices and policies. In addition, the Governing Board is responsible for ensuring that the school meets the commitments contained in its charter. These responsibilities include setting the school's vision/mission and adopting policies that align with that mission; advocating for good external relations with the community, school districts, media, neighbors, parents, and students; hiring and evaluating an ESP and an administrator; practicing strategic planning; ensuring adequate resources and managing those resources effectively; and assessing the organization's performance.

### **Governing Board: Officers, Experience & Qualifications**

Treion Muller, board president, is the Vice President of Digital Solutions at TwentyEighty and the former Chief eLearning Architect and Director of Development at Franklin Covey. He is a published author, presenter, and corporate trainer. He holds a Masters in Instructional Design and a Bachelor of Arts in Communications and Management. He brings a wealth of knowledge and experience as it relates to developing learning programs and large-scale project management. He has experience in strategic hiring and a profound understanding of organizational governance and leadership. Further, Treion is passionate about the arts and is dedicated to improving public education through arts integration.

Jodi Hart Wilson, vice president, is a partner in RRJ Consulting. She joined RRJ in 1988 and has extensive experience in board governance, government relations, and lobbying. She received a Bachelor of Science degree in Interpersonal Communications and Political Science from Southern Utah University where she served as the first Student Lobbyist representing all nine Utah colleges/universities while working for the Utah State Board of Regents. Jodi currently serves on the National Advisory Board at Southern Utah University, is the President of Utah's Capitol Hill Association, and is a board member of the Alliance of the Boys and Girls Clubs of Utah. Jodi's years of service on non-profit boards have provided her with significant experience in budgeting, governance best practices, goal setting, hiring, and government relations. Jodi's relentless commitment to improving education in Utah can be seen through her years of service in this regard. She provides the board with a balanced and thoughtful perspective on governance and organizational duties and responsibilities.

Christopher Finley, board financial coordinator, is a practicing attorney and is passionate about improving public education in Utah. Christopher's practice areas include entity formation, asset protection, small business/corporate law, real estate law, and commercial litigation. He has donated his time to numerous non-profit organizations, currently serves on the Government Affairs Committee for the Northern Wasatch Association of Realtors, and previously served on the Legislative Affairs Committee through the Davis Chamber of Commerce. He has also provided legal assistance at the Housing Law Department and the Homelessness Division in New Orleans and regularly offers pro bono guardianship estate planning. Christopher will provide the Governing Board with valuable guidance as it navigates the issues that arise throughout the planning and operational phases of the school.



Kim Dohrer, board secretary, possesses a unique skill set that will provide valuable direction to the Governing Board as it implements and governs the school. Kim has 33 years of public education experience and holds a Masters in Counseling and a Bachelor of Science in Public Administration. In addition, she has teaching endorsements in Mathematics, English as a Second Language, and Reading. She has worked as a teacher, counselor, school administrator (elementary, middle and high school level), and as a district administrator. For the past ten years, Kim has worked with charter schools throughout the state as an Education Specialist for Academics West. She has provided guidance to schools in all levels of management from pre-application to day-to-day administration. She has significant experience in public school budgeting, management of public funds, and proper use of federal and state restricted funds. She provides regular board trainings on best practices, and she is dedicated to her own and others' professional development with the belief that modeling learning is the basis for quality education. Kim is a passionate supporter of the Beverley Taylor Sorenson Arts Learning Program and will provide a unique and well-informed voice on the Governing Board as it seeks to integrate the program into a school-wide offering.

Doug James, board member, brings a profound understanding of organizational logistics and government operations to the Governing Board, and he is a passionate advocate for the arts. Doug attended Utah State University on a full tuition scholarship for music and athletics, and received his Bachelor of Arts in Fine Arts. He has over 20 years of experience working for the federal government in logistics and public relations, and has developed a reputation for his professionalism with state and federal legislators and staff members. Currently, Doug works for the US Air Force at Hill Air Force Base as the Lead Program Analyst and Supervisory Program Support Specialist on the Commander's Support Staff. He specializes in program logistics, event coordination, and serves as a Protocol and Action Officer. His analytical capacity is complimented with his love for the arts and education. Doug is also a commercial photographer, graphic designer, and freelance musician. His professional background and commitment to the arts has made him a valued and trusted voice on the Governing Board.

### **Additional Board Members, Filling Board Vacancies & Continued Development**

The Governing Board will conduct, at a minimum, one self-evaluation each year on or around its annual meeting. One of the purposes of this evaluation is to determine whether the school is meeting the vision, mission and educational philosophy outlined in the charter. Another purpose will be to identify current/future school needs and to determine what additional experience and expertise is needed on the Governing Board. Additionally, this evaluation will help to identify the professional development needs of the existing Governing Board and serve as a tool to assist in the development of an annual professional development schedule. Examples of this professional development plan might include: attendance at USBE sponsored trainings, charter school association trainings, compliance with Governing Board Online Testing requirements, third party or staff trainings at board meetings, annual board retreat trainings, collaboration with stakeholders from other successfully governed charter schools, or group review of recognized board training literature (e.g. Brian Carpenter's *Charter School Board*

*University, Marci Cornell-Feist's Board Meetings: A Guide for Charter Schools, John Carver's Boards that Make a Difference).*

All Governing Board members are dedicated to providing their expertise to the school, but they acknowledge that the school's needs will change over time. The Governing Board is therefore committed to reviewing these needs and determining whether an additional or new board member(s) would be in the school's best interest. If such a determination is made or a vacancy on the board exists due to resignation, dismissal, or term expiration, the Governing Board will solicit applications from the school community or members of the community at large. The Governing Board may then elect an approved applicant to fill the vacancy. Board members will be elected by the vote of a majority of the remaining members of the Governing Board.

Note: Appendix B contains each Governing Board member's Background Information Sheet and Consent for a Background Check.

The Governing Board acknowledges and/or makes the following assurances:

In accordance with Utah Code Ann. § 53A-1a-511(8), the Governing Board acknowledges that the school will be subject to Title 52, Chapter 4, Open and Public Meetings Act; and Title 63G, Chapter 2, Government Records Access and Management Act. In connection therewith, the Governing Board will participate in any ongoing and required trainings in this regard.

Inasmuch as Advantage Arts Academy is recognized as a distinct and legally independent entity that is responsible for the financial decision-making and business operations of the school, the Governing Board specifically acknowledges its members' understanding of this responsibility and assures that these responsibilities cannot and will not be abdicated.

## Section 6: Staffing

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Advantage Arts Academy (“AAA”) firmly believes that hiring a qualified and effective staff is paramount to improving student performance in all core areas as well as enhancing students’ educational experience with passionate and caring instructional leaders who will drive our arts integration model.

Our anticipated enrollment is 728 students in grades K-6 in the first operational year. Kindergarten will have five half-day classes, while grades 1-5 will have four sections in each grade. Because it can be difficult to reach full capacity in the uppermost grade during the first operational year, we have only planned for two sections in grade 6. These enrollment figures are reflected in our year one operational budget, and the corresponding staffing needs are outlined below:

STAFFING PLAN	
POSITION	FTE’s
Director	1
Assistant Director	.5
Arts Integration Specialists	2
Special Education Teachers	2
Special Education Teacher Assistants	4
Teachers	24.5
Teacher Assistants	10
Counselor	Contracted
Media Specialist	1
Office Professionals	1.5
Food Service	4

Advantage Arts Academy will seek to recruit and hire a certified and licensed faculty that demonstrates a commitment to enriching students’ lives through arts integration. The anticipated staffing needs for the first operational year are outlined throughout this section and will allow for the full implementation of AAA’s academic program.

The Governing Board will directly oversee the hiring of the school’s director and will follow the applicable procurement process for the selection of an educational service provider (ESP). The school’s director and the ESP will work together to manage all the educational and business operations of the school as described below.

## ROLES & RESPONSIBILITIES

### Administration

Advantage Arts Academy will have a full-time director and a half-time assistant director. The director will be responsible for all staffing decisions at the school.

The Governing Board will actively recruit a director with the following qualifications as their guide:

- Bachelor's degree - *master's degree preferred*
- Administrative endorsement with prior administrative experience in leadership and demonstrated results working with a variety of stakeholders
- An understanding of the Beverley Taylor Sorenson Arts Learning Program (BTSALP), or a background in arts education
- A background in developing, implementing and monitoring curriculum
- Proficiency administering and interpreting assessments
- Leadership experience with a vision for creating a culture of accountability and achievement
- An understanding of the Utah educational system
- Experience in charter school operations and familiarity working with school budgets and finance

After the Advantage Arts Academy charter is approved and funds are available to hire the administration, the Governing Board will advertise for the director position. The Governing Board will utilize Teachers-Teachers.com, Utah Department of Workforce Services, university arts education programs, and a variety of job service boards and networking resources.

The director will be responsible for the day-to-day functions at the school. The director will establish best practices and improve procedures relating to the school's operation. These areas include, but are not limited to the following:

- Compliance with applicable federal and state laws, rules and regulations
- Meeting the mission and vision of the school as outlined in the charter application and as determined by the Governing Board
- Ensuring effective implementation of the four components of the Beverley Taylor Sorenson Arts Learning Program
- Implementing the school's curriculum, instructional methodologies, and assessments with fidelity
- Recruiting and hiring staff based on school need, providing professional development, and supervising and monitoring staff performance based on student achievement, satisfaction surveys, and evaluations
- Managing the student enrollment process, hosting informational meetings and open houses, and promoting enrollment at the school
- Communicating with stakeholders and the community effectively
- Completing all compliance reporting as required

- Working with the Governing Board and ESP to establish and administer a sound budget that supports the school’s obligation to meet its mission
- Establishing the assistant director’s job responsibilities and assessing and evaluating the assistant director’s performance

### **Educational Service Provider**

The Governing Board will be responsible for publishing an RFP, reviewing proposals, and selecting an ESP to be responsible for the services listed below. (Note: additional information regarding the ESP can be found in *Section 8: Education Service Provider*.) The director and the ESP will coordinate their efforts to ensure that the business and financial aspects of operating a successful charter school are covered so teaching staff can focus on the school’s educational program, professional development, and improving student performance. The Governing Board intends to solicit bids from ESPs that possess experience and expertise in human resources, accounting, accounts payable, reporting and compliance, law, administrator support, special education, facility management, governance, etc. An ESP with a strong track record of working with Utah charter schools and a demonstrated expertise in financial management and stability will be required. The Governing Board will follow applicable procurement rules, conduct an independent legal review of any proposed agreements, and ensure any agreement for the provision of ESP services specifies the parties’ roles and responsibilities, remedies for breach, term of the agreement, and other provisions deemed necessary or prudent by the school’s legal counsel.

### **Arts Integration Specialists**

The director will hire two full-time Arts Integration Specialists. As discussed in *Section 1: Executive Summary*, the director will seek Arts Integration Specialists with varying backgrounds and expertise in the four disciplines of art (music, dance, theatre, and visual arts) such that all four disciplines are collectively possessed between the two specialists.

The Arts Integration Specialists will focus on:

- Arts integration with the core standards through the BTSALP model
- Meeting the arts integration goals and commitments contained in the charter
- Engaging students in the various arts disciplines
- Providing classroom teachers with professional development in the four components of the BTSALP model and the corresponding four art disciplines
- Identifying development opportunities for teachers to collaborate and discuss instructional strategies
- Modeling arts instruction lessons
- Teaching side-by-side with classroom teachers

Hiring talented and enthusiastic Arts Integration Specialists that possess expertise in their disciplines is a critical component of the school’s academic program. The school will recruit

specialists in a manner that is similar to recruiting for the teaching staff, but it will take a more focused and strategic approach to working with university contacts and educational networks to identify and target potential candidates.

## **Teaching Staff**

The Governing Board's dedication to recruiting an effective teaching staff and the demands of integrating arts into instruction will drive hiring practices. In addition to hiring licensed and certified regular education teachers, the school will also hire special education teachers and other specialists to ensure the school meets the needs of every student regardless of ability level. Hiring a teaching staff that is invested in the BTSALP model, inclusive of its four instructional components and the four art disciplines will allow AAA to set teaching expectations focused on their mission.

Teachers will be responsible for their students and effectively managing their classrooms and providing instruction that focuses on accomplishing the mission of AAA. This responsibility includes, but is not limited to:

- Providing daily instruction that focuses on student outcomes
- Implementing the curriculum and BTSALP model with fidelity
- Providing appropriate interventions and enhancements for all students to be successful
- Helping students develop appropriate social behavior and providing opportunities for students to collaborate with their peers
- Enhancing students' understanding and appreciation of the arts
- Utilizing state-mandated and school-level assessments to ascertain student performance, drive instructional practices and implement interventions

Advantage Arts Academy will follow all applicable USBE standards in hiring highly qualified and licensed teachers. Preference will be given to teachers holding a bachelor's degree from an approved higher education institution with the appropriate areas of concentration and endorsements that meet the "highly qualified" requirements under NCLB and USBE standards. In addition to the technical hiring requirements, the director will focus on hiring teachers that genuinely care about the students and demonstrate a commitment to integration of the arts and the mission of AAA.

The school will utilize multiple resources to assist with its hiring goals. These resources include, but are not limited to, Teachers-Teachers.com, Utah Department of Workforce Services, teacher fairs, networking, and online recruitment tools. Additional information on teacher recruitment can be found below.

## **Support Staff**

To assist the faculty, the school will hire support staff to perform a variety of duties. Support staff will consist of teaching assistants, special education teaching assistants, media personnel,

food services staff, office professionals, and professional contracted services (e.g. counselor, additional arts specialists). The administrative team may form a hiring committee to review and interview applicants for support staff positions in order to enhance the school's capacity to recruit individuals that possess the desired experience and training needed to be qualified for the position.

Preferred qualifications for support staff include:

- Bachelor's degree in applicable field
- Valid licensure or endorsements in applicable field
- Experience working in a school environment
- Driven and self-motivated with great communication skills
- Demonstrated proficiency in specified area
- Commitment to the BTSALP model and the mission of the school

### **Recruitment & Retention**

With the increasing demand for certified and licensed teachers, Advantage Arts Academy will employ a variety of strategies to recruit and retain effective teachers. The director will lead the recruitment effort in combination with the Education Service Provider.

Employment opportunities will be posted on the school website, to Teachers-Teachers.com, to the Department of Workforce Services, and to other local employment websites. Active recruitment will take place through local colleges and universities, job fairs, and outreach efforts. Advantage Arts Academy will advertise and distribute materials such as brochures, flyers, and online media guides to provide interested candidates with details about arts integration as well as the expectations and benefits of working at AAA.

AAA will seek to recruit faculty with a background in arts education or a willingness and capacity to learn to enhance learning through the arts. As such, AAA will pursue partnerships with local colleges and universities that have strong educational programs to build a hiring pipeline.

As the executive of the school, the director will be expected to build mutually respectful relationships with the teaching and support staff. Healthy boundaries will be developed so staff understands the organizational structure of the school and care will be exercised to create a fair and supportive culture. The director will avoid favoritism and strive to have open communication where feedback is received and given. Staff input may be considered when making school decisions to keep employees actively engaged in the performance of the school and students.

The school's efforts to recruit effective teachers will be subsequently reinforced by its efforts to retain its effective teachers. As an organization, the school's goal is to work with teachers to determine their individual goals/needs and to provide them with the resources and

development opportunities needed to become the most effective teacher they can be. Focusing our efforts on improving each teacher will not only improve student performance, but it will promote retention of the school's teaching staff. Other factors that will encourage retention are listed below:

- Cultivating collaboration through Professional Learning Communities (PLC)
- Compensating and recognizing teachers for performance and growth
- Providing structured professional development to adequately prepare faculty to deliver Advantage Arts Academy's program of instruction
- Incentivizing advancement in ongoing education and endorsements
- Providing growth opportunities through leadership
- Evaluating teacher satisfaction and implementing supportive practices
- Providing adequate time for teacher preparation and encouraging a healthy work-life balance

### **Employer-Employee Relationship**

Advantage Arts Academy will be an "at-will" equal opportunity provider and employer.



## Section 7: Business Plan

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Advantage Arts Academy (“AAA”) understands that in order to accomplish the mission of the school, the Governing Board and the administration must be diligent in making sound financial decisions. This includes ensuring that the school is exercising discretion with its expenses, including, but not limited to, facilities, maintenance and operations, staffing and benefits, curriculum, materials, technology, and purchased services. AAA is committed to being a fiscally responsible non-profit charter school in compliance with all state and federal financial reporting requirements, and filing reports in a timely and accurate fashion. The Governing Board, as stewards of taxpayer dollars, will review monthly and yearly budgets for both state and federal funds, to ensure the monies spent advance AAA’s mission and vision.

### **PLANNING YEAR Key Budget Assumptions & Considerations**

With a scheduled 2018-2019 school opening, Advantage Arts Academy intends to hire one director for the final six (6) months of the 2017-2018 fiscal year. In addition, the Governing Board has set aside funds to hire a secretary for the final four (4) months of the fiscal year. The director will be hired in January 2018 and will be assigned to perform pre-opening duties in conjunction with the pre-opening checklist provided by the Utah State Board of Education, as well as pre-opening duties assigned by the Governing Board. It is anticipated that these start-up activities will include: recruiting and registration of students, recruiting and hiring faculty and staff with the skills to help Advantage Arts Academy fulfill its mission and vision; procurement of textbooks, library books and materials; outfitting the various classrooms and office space with furnishings; implementing the technology plan; writing the Teacher Handbook and preparing a Parent and Student Handbook. The secretary will assist in these duties under the direction of the director.

Both of these positions will be subject to available funding from the Utah Charter School Revolving Loan. The Governing Board understands that under Utah Admin. Code R277-480, a school may request the lesser of \$1,000 per “pupil based on approved enrollment capacity of the first year” or \$300,000. Advantage Arts Academy intends to petition the Charter School Revolving Account Committee for the full \$300,000 of funding and has included this amount in the planning year budget, along with the principal and interest payments back to the state beginning in the first year of operation. In addition, the school anticipates receiving funds from the Utah State Charter School Implementation and Start Up Grant. The \$100,000 amount budgeted is based on the amount recommended in the budget application instructions.

It is anticipated that the director will work the last six months of the 2017-2018 fiscal year at an annual rate of \$90,000 (pro-rated on the budget at \$45,000 to cover six (6) months of employment during the planning year). It is anticipated that the school will provide the director

with access to benefits and retirement options during this planning year. Such benefits are listed in more detail in paragraph #4 *Payroll & Benefits* on the following page.

Advantage Arts Academy plans on purchasing computers for the director's and secretary's use to complete the necessary tasks during the planning year, but it is not anticipated that any space will be leased or rented during the planning year to accomplish this work prior to occupying the completed school buildings. A small amount of money (\$2,500) has been allocated to provide the director and secretary with supplies (filing cabinet, printer, office supplies, etc.) for the initial planning phase.

The school has also set aside funds during the planning year for purchased services and insurance. With the forethought of accomplishing the goals set out in the school's facility plan, Advantage Arts Academy has budgeted \$4,000 for legal fees (300 – Purchased Professional Services under the Building Acquisitions section). These fees will be used to retain an attorney to review contracts, assist with RFPs, leases or purchase agreements for facilities, etc. Another \$2,500 has been allocated for website development and \$12,500 for marketing, for a total of \$15,000 allocated to Advertising.

Advantage Arts Academy will secure a fidelity bond in the amount consistent with Utah Admin. Code R628-4-4. The Governing Board will ensure that the bond it receives is issued by a corporate surety licensed to do business in the State of Utah and having a current A.M. Best Rating of "A" or better. The Governing Board has budgeted \$1,500 to purchase insurance during the planning year. This bond will be renewed annually to remain in compliance with the applicable rules.

**2018-2019 SCHOOL YEAR  
FIRST OPERATIONAL YEAR  
Key Budget Assumptions & Considerations**

1. *Enrollment.* Advantage Arts Academy has applied to open its doors in August 2018 in Herriman. The Governing Board is requesting authorization for a first year enrollment of 728 students in grades K-6.
2. *Revenue Projections.* During the 2018-2019 fiscal year, Advantage Arts Academy has budgeted to receive \$4,579,952 (for the 728 students) from the State of Utah's WPU and non-WPU funding programs. In determining this amount, the Governing Board has used the charter school funding worksheet provided by in the application packet on the charter school section of the USBE's website: <http://www.schools.utah.gov/charterschools/Funding>. In addition, the Governing Board has included an extra \$75,000 in the first year of operations as an awarded amount from the charter school start-up grant established with HB397 in the 2012 Utah legislative session. The Governing Board has based the award on their review of second year awards to charter schools over the past few years, but it understands there is no guarantee of the award or the amount. The Governing Board also acknowledges that such awards are capped at \$300,000 for any LEA over the first three

years of existence (planning year, year one of operations, and year two of operations). If changes to the amount or other yearly amounts occur, the Governing Board will make the necessary increases or decreases to both the revenue amount and related expenses to account for the proper expenditure of grant funds as well as to maintain a viable budget.

The Governing Board has estimated the amount of IDEA and Title Funds it may receive in the 2018-2019 school year by using the formula found within the USBE funding worksheet referenced above. The school also compared these amounts to existing charter schools of similar size and located in similar municipalities, and found the estimates comparable. Local revenue for the school consists mainly of Child Nutrition Program (CNP) sales with a very small amount of revenue stemming from student activities and other local revenue such as field trip donations, Parent-Teacher Organizations (PTO) fundraisers, fines, and other sources. These amounts are minimal and the Governing Board acknowledges that it cannot levy student fees under applicable state law as an elementary education agency.

### 3. *First Year Major Expenses (excluding payroll)*

- a. Classroom Furnishings – \$205,000 has been budgeted in 2018-2019 to allow Advantage Arts Academy to equip the school with student and teacher desks, library tables and bookcases, front office furniture, computer desks, etc. This has been divided to provide the school with \$175,000 for general furnishing needs and an additional \$30,000 for creating a Beverley Taylor Sorenson Arts Learning Program Child Model Classroom in the first year. In addition, smaller amounts have been set aside for additional property needed in each function of the school. An extra \$50,000 has been allocated for additional property needs in instruction, student support, school administration, and operations and maintenance of the building.
- b. Computer Equipment – Advantage Arts Academy has budgeted a combined \$350,000 for the purchase and setup of computer and networking equipment in the planning year and first year of operation. \$250,000 of these purchases are set to occur within the planning year (2017-2018) with the remaining balance of \$100,000 to occur in school year 2018-2019. Because these purchases will occur in the final days of the 2017-2018 fiscal year and the first days of the 2018-2019 fiscal year, the Governing Board acknowledges the timing of these purchases may vary slightly. Things that could affect this timing include the availability and facility construction timelines, procurement and pricing, student enrollment, funding availability, and other factors. The amount budgeted will provide for student computers, staff computers, administrative computers, suite licenses, and network infrastructure.
- c. Text, Curriculum, & Library Materials– \$218,400 (\$300 per student) has been allocated for the purchase of classroom textbooks. An additional \$17,500 has been budgeted for library books, periodicals, and audio-visual materials for the school’s media center.

4. *Payroll & Benefits.* The projected salaries shown on the budget are based on expected averages for the positions listed.
  - a. Teachers - While some teachers will be paid more or less based on levels of experience, education, and area of instruction, it is anticipated that the average teacher salary will be \$40,000. The Governing Board anticipates a total payroll expenditure of \$1,140,000 for 28.5 Full Time Equivalencies (FTE). It is anticipated that of these 28.5 FTEs, two will be Special Education teachers, serving the needs of Special Education students as the school strives to provide all students with the free and appropriate education required by law. In addition, the school will have two full-time Arts Integration Specialists to ensure effective integration of arts into the school's program.

The budget also provides sufficient funds to ensure each benefits-eligible teacher will receive the opportunity to enroll in health, dental, life, and other benefits. To meet this goal and provide a benefits package competitive with surrounding schools and districts, the Governing Board has set aside 15% of salary costs for eligible employees (teachers and administrative staff). It is undecided if the school will provide benefits in a traditional, employer contribution manner, or if the school will provide each benefits-eligible employee with a benefit stipend. At the time of opening for the 2018-2019 school year, Advantage Arts Academy will examine the environment, contact brokers, advertise necessary RFPs, and consult current law to ensure the best insurance options for the staff and the school are selected. The school does not anticipate participating in the Utah State Retirement System, but does plan to provide a 401(k) match up to 3% for all eligible employees who choose to contribute. The amount of the match will be evaluated in future years to ensure the school is providing a competitive package of benefits that will help it recruit and retain its teachers.

- b. Staff Support Services – The school plans on hiring one (1) non-certified hourly media personnel to staff the library.
  - c. Administration – The Governing Board plans to hire one (1) full-time director, as well as one (1) half-time vice principal. The school will be staffed with one (1) full-time secretary as well as one (1) part-time hourly secretary to assist in the front office.
5. *Food Service:* Advantage Arts Academy plans on providing its student population with a school lunch program that meets the requirements of the National School Lunch Program. In order to meet this goal, the Governing Board has set aside \$70,000 for the necessary food service equipment. This amount was based on information provided by charter schools that opened during the 2015-2016 school year and are running a National School Lunch Program. The school will staff the program with a lunch manager, along with three (3) hourly food service assistants. It is anticipated that the lunch manager will be familiar with the requirements of the National School Lunch Program, will attend required state meetings, file required state reports, and meet all federal guidelines as well as local health regulations.

6. *Audit and Controls.* Advantage Arts Academy recognizes that the Governing Board is responsible to ensure the school complies with all state-mandated reports and deadlines and instituting proper controls to mitigate risk factors that exist in a business environment. The school will adhere to Utah Code Ann. § 51-2a-201. With this in mind, the Governing Board will contract with an independent CPA firm to conduct an annual independent audit at the end of each fiscal year as required by state law.

For the planning year, it is anticipated that revenues and expenditures of the school will be less than \$500,000. As such, the school will contract with an independent CPA firm to create a financial report “in the manner prescribed by the state auditor” in accordance with Utah Code Ann. § 51-2a-201. For each subsequent year of operation, the school plans on receiving more than \$500,000 in revenues and expenditures and will thus engage an independent CPA firm to conduct an audit of the school’s finances and produce the required report. The audit report will be delivered to both the USBE and the Utah State Auditors’ Office by November 30th of each year in compliance with state requirements.

The school will submit required monthly financial reports in the planning year, followed by required quarterly financial reports beginning in the first operational year. The school will also ensure that all other reports including the Annual Financial Report, Annual Program Report, October 1<sup>st</sup> Enrollment Count and Membership Reporting, and annual IRS Form 990 preparation and filing are created and submitted in accordance with the methods and deadlines prescribed by the state and federal government.

On a school governance level, the Governing Board will comply with all the rules and regulations outlined and passed in SB239 of the 2016 Utah legislative session. In accordance with Utah Code Ann. § 53A-19-106, the budget officer of the Governing Board will not draw warrants on funds except in accordance with and within the limits of the budget passed. The school’s procedures for approving initial and amended budgets will be discussed in more detail in paragraph 9 below. In addition, each member of the Governing Board will be provided with monthly budget reports as outlined in Utah Code Ann. § 53A-19-108. The report will include the following information: (a) the amounts of all budget appropriations; (b) the disbursements from the appropriations as of the date of the report; and (c) the percentage of the disbursements as of the date of the report. Within five (5) days of providing the monthly report, the budget officer shall make a copy available for public inspection.

7. *Contract Services.* Advantage Arts Academy intends to contract with a full-service education service provider to perform many of the finance and business functions of an operating charter school. These services are discussed in detail in other sections, but may include: initial and on-going board training, state and federal compliance, Special Education consulting, director mentoring, finance training, monthly and annual budget preparation, bookkeeping, employee recruitment, human resource management, payroll, UCA and grant application preparation, building maintenance, and other special projects and research as

directed by the school's Governing Board and director. The amount budgeted for this service is estimated based on information obtained from other Utah charter schools using a full-service education service provider. The amount budgeted is \$218,400 for 2018-2019. Additional information regarding education service providers can be found below in *Section 8: Education Service Provider*.

An additional \$40,000 has been budgeted to purchase IT support services above and beyond the cost of initial network and device configuration and set up. Other services such as snow removal, landscaping, custodial, special education services such as speech and occupational therapy, web development, etc. may also be handled on a contract basis.

8. *Fundraising*. It is anticipated that any fundraising will be done by a parent organization for the direct benefit of the school. Any donations that are given directly to the school will be considered additional revenue and will supplement, not replace, regularly budgeted funds. Any restricted donations will be used in accordance with the donor's request. Any unrestricted donations may be used at the discretion of the Governing Board and/or director.
  
9. *Balanced Budget*. In accordance with Utah Code Ann. § 53A-19-101, Advantage Arts Academy will appoint a budget officer. Before June 1st of each year, the budget officer will prepare a tentative budget, with supporting documentation, and submit it to the Governing Board. This will include: (a) the revenues and expenditures of the preceding fiscal year; (b) the estimated revenues and expenditures of the current fiscal year; (c) a detailed estimate of the essential expenditures for all purposes for the next succeeding fiscal year; and (d) the estimated financial condition of the school by funds at the close of the current fiscal year. This tentative budget will be properly filed and made available for public inspection at least fifteen (15) days before the date of adoption. Any budget amendments will require notice to all Governing Board members at least one (1) week in advance.

In addition to the monthly budget reports noted in paragraph 6 above, the Governing Board and the director will review the budget and reports on a consistent basis. To this end, the Governing Board will appoint a board member (Financial Coordinator) to review and report on the ongoing financial activities of the school. The Financial Coordinator and the Governing Board will ensure that the director is adhering to the approved budget and that the individuals charged with the school's business activities are properly reporting the school's activities to the USBE and the State of Utah in a timely manner. Discussions about the budget and expenditures will take place in regular finance committee meetings as well as in regularly noticed open and public board meetings.

Examples of financial reports that will be submitted in accordance with state statute or USBE requirements include: Annual Financial Report and Annual Program Reports by October 1<sup>st</sup> of each year, Monthly Financial and Enrollment Summary reports for the first year and quarterly for each year thereafter; Negotiations Report; and reports made in

accordance with all necessary laws relating to transparency and end-of-year certifications indicating these requirements have been met.

The Governing Board's financial oversight will provide checks and balances to ensure the proper expenditure of school funds and oversee the cash flow activities of the school. The school will work toward building an adequate cash reserve in the first year of operation. This reserve will be used for future unexpected events, decreases in state and/or federal funds or targeted future expenditures.

10. *Cash Flow.* Cash flow is a critical element of a first-year charter school's financial stability. With increased demands on cash at the beginning of the year, the school needs to make sure that it can meet its obligations. The Governing Board understands that the school needs to purchase the majority of its furniture, computers, textbooks, supplies, and food service equipment early in the fiscal year. Even with favorable terms from vendors, the school will have a large outlay of cash in the first quarter of the fiscal year. In addition, the school will not have access to most, if not all, of its federal funds until after the Utah Consolidated Application is approved and made available for reimbursement. In response to these concerns, the school has put together a cash flow analysis of its needs for the first three (3) years of operation. Revenues and expenses have been placed in the month in which the cash inflow or outflow will likely occur. A copy of the cash flow analysis is included in this charter application. According to this analysis, the school is able to maintain a positive cash flow throughout the year, with a high of \$581,920 at the end of June 2019, and a low of \$90,385 at the end of September 2018. The school will manage its relationships with vendors, service providers, landlords, and others to ensure that the school negotiates favorable payment terms and meets its cash obligations.

11. *Other Major Expenses.* In addition to the salaries and benefits outlined in paragraph 4 above, the school anticipates hiring other staff, including:

Fourteen (14) teacher aides and paraprofessionals (encompassing both regular education and special education) at a total of \$151,200 annually.

To support the school's staff in implementing the mission and vision of the charter, the Governing Board has budgeted line items for instructional and operating supplies, materials, and professional development. \$40,000 has been budgeted for professional development activities in 2018-2019. These activities include workshops and in-school training, all consultant fees and travel expenses, and teacher resource materials. For the first year of operations, \$190,200 has been budgeted for instructional and administrative supplies for students, administrators, and teachers. Included in this amount is the state-mandated allotment for standard classroom materials and supplies, general supplies for the teacher workroom, art specific classroom materials, front office supplies, and other necessary items.

12. As outlined in the *Facility Plan* section below, the Governing Board anticipates leasing a facility consisting of approximately 60,368 square feet each. The Governing Board has estimated the lease rate at \$15.85 per square foot. In addition to this lease expense (anticipated being \$851,974 in its first operational year based on its occupation of 325 days of the 365 days in the fiscal year), the Governing Board has budgeted additional amounts to ensure that the facility maintains an environment that is conducive to learning. These allocated amounts include \$60,000 for custodial services. It has not been determined whether or not the school will contract with third parties or hire employees to provide these services, but for budget purposes, it has been listed as a purchased service. It also includes \$65,000 (\$1.08 per square foot) for utilities such as electricity, natural gas, water, sewage, garbage collection, etc. An additional \$38,640 for general liability insurance which is sufficient to cover the premiums for all of the school's insurance needs, including general liability, property, educators' legal liability, sexual abuse and molestation, and directors and officers liability coverages and property insurance (including the building and contents owned by the school). And also, \$10,000 for janitorial and operational supplies which includes bathroom products, cleaners, brooms, mops, towels, and other items.

**2019-2020 SCHOOL YEAR  
SECOND OPERATIONAL YEAR  
Key Budget Assumptions & Considerations**

1. *Enrollment.* Enrollment will increase by 56 students in the 2019-2020 school year with 784 students enrolled in grades K-6.
2. *Revenue Projections.* The Governing Board anticipates \$4,939,288 in State Regular WPU and Non-WPU funding year two. The school has budgeted no additional start-up funds as discussed in the previous years, but the base state funding includes an estimated 2% total increase in funding between the base year (2018-2019 funding worksheet described in the revenue section of year one) and the 2019-2020 school year.
3. *Year Two Major Expenses (excluding payroll)*
  - a. Classroom Furnishings & Equipment – The Governing Board has budgeted \$85,000 to allow for additional items in the classroom, including the establishment of an additional BTSALP Child Model Classroom. The school has budgeted an additional \$81,000 for function-specific property needs.
  - b. Computer Equipment – \$120,000 has been budgeted for technology in year two. This is mainly targeted at additional devices for student use as well as additional equipment for teaching and administrative use.
  - c. Textbooks, Curriculum, & Library Materials – \$78,400 (\$100 per student) has been budgeted for additional textbooks and classroom sets for students. \$17,500 has also been budgeted for library books, periodicals, and audio-visual materials.



4. *Payroll & Benefits.* An increase of 7.5% in the cost of insurance has been budgeted beginning in the second operational year. According to the National Conference of State Legislatures, health care insurance premiums increased by 5% between 2014 and 2015 and increased by another 22% between 2015 and 2016 in Utah. (“Health Insurance: Premiums and Increases.” NCLS.org. <http://www.ncsl.org/research/health/health-insurance-premiums.aspx>.) While the Governing Board cannot predict future increases, it is hopeful that a 7.5% increase in benefits will help employees offset increases. Increases to the amount the school contributes will be evaluated annually to ensure a competitive workplace with other employers.

Staffing for the school is anticipated for the following areas:

- a. Teachers – The school has budgeted \$1,244,400 in salaries for an estimated 30.5 Full Time Equivalencies (FTE). As in the 2018-2019 year, it is anticipated that of these 30.5 FTEs, 2 will be special education teachers, serving the needs of students with disabilities as the school strives to provide all students with the free and appropriate education required by law, and 2 will be Arts Integration Specialists, working to further the mission of the school.
  - b. Administration – Administrative staffing at the Advantage Arts Academy will continue as scheduled from the first operational year, and budgeted amounts reflect a slight increases in salaries and cost of benefits.
  - c. Teacher Aides and Paraprofessionals – The number of teacher aides and paraprofessionals, for both the regular classroom and special education, will be increased to 16 and estimated to cost \$184,224 for the school year. Additional teacher aides and specialists will be evaluated yearly. Factors that will affect the number of these individuals include: individual student needs, net asset balances, state funding changes, and federal grant funding.
5. *Audit and Controls.* The Governing Board will continue to follow the procedures contained in Utah Code Ann. § 51-2a-201 as well as review the annual audit performed by the independent CPA firm. Upon receipt and review of the annual audit report, the Governing Board will ensure that its education service provider acts upon and addresses all comments that arise from the independent audit. The director and the education service provider will be requested to report on the progress of these items regularly in board meetings and other correspondence with the Governing Board, in particular with the board member appointed to oversee finances (Financial Coordinator).

The Governing Board will continue to comply with all state rules regarding budget reporting and public availability as outlined previously.

6. *Balanced Budget.* The Governing Board will continue to follow the budgeting procedures adopted in the planning year and first year of operation. The Governing Board will approve

an annual budget in compliance with state law before the beginning of each fiscal year, and the Governing Board and the school's director will continue to review the budget at least monthly to ensure financial stability.

The Governing Board's Financial Coordinator will also continue to review and report the ongoing financial activities of the school, measuring and reporting on items related to the budget, the school's cash flow, and any additional items deemed necessary. The Financial Coordinator, in conjunction with the Governing Board, will continue to ensure that the administration is adhering to the approved budget and that the individuals charged with the school's business activities are properly reporting its activities to the Governing Board and the State of Utah.

7. *Cash Flow.* The Governing Board has put together a cash flow analysis of its needs for the first three (3) years of operation. Revenues and expenses have been placed in the month in which the cash inflow or outflow will likely occur. According to the analysis, the school is able to maintain a positive cash flow throughout the second year of operation, with a high of \$1,130,671 at the end of June 2020, and a low of \$419,213 at the end of October 2019. The school will continue to manage its relationships with vendors, independent contractors, landlords, and others to ensure that the school negotiates favorable payment terms and meets its cash obligations.

**2020-2021 SCHOOL YEAR  
THIRD OPERATIONAL YEAR  
Key Budget Assumptions & Considerations**

1. *Enrollment.* Enrollment will remain the same as 2019-2020 with 784 students enrolled in grades K-6.
2. *Revenue Projections.* The Governing Board anticipates \$5,038,074 in State Regular WPU and Non-WPU funding year three. The school has not relied on additional start-up funds as discussed in the previous year, but it has estimated a 2% total increase in state funding between the 2019-2020 and 2020-2021 school year.
3. *Year Three Major Expenses (excluding payroll).*
  - a. Classroom Furnishings & Equipment – The Governing Board has budgeted \$85,000 to allow for additional items in the classroom, including another Beverly Taylor Sorenson Arts Learning Program Child Model Classroom. This will bring the total number of model classrooms up to three. \$82,420 has been budgeted for additional, functional specific property needs.
  - b. Computer Equipment - \$120,000 has been allocated for year three technology expenses. The school will invest in additional student devices and teacher devices to meet the charter goals and school mission.

- c. Text, Curriculum, & Library Materials - \$79,968 has been budgeted for additional textbooks and classroom sets for students. \$17,850 has also been budgeted for library books, periodicals, and audio-visual materials; these funds have been allocated in an effort to establish a robust media center with a catalog of continuously expanding titles and materials.
4. *Payroll & Benefits.* An increase of 7.5% in the cost of insurance has been budgeted for the third operational year, again with the expectation that the school will contribute more than half of the anticipated increase in insurance costs.

Staffing for the school is anticipated at the following levels:

- a. Teachers – The Governing Board has budgeted a 2% increase in salaries for \$1,269,288 in salaries for the estimated 30.5 Full Time Equivalencies (FTE). This arbitrary 2% increase will be evaluated each year by the school to ensure a competitive work environment that attracts and retains top educators.
  - b. Administration – There is no change in the number of staff, but a small amount has been allocated for staff salary increases.
  - c. Teacher Aides and Paraprofessionals – There is no change in the number of staff, but a small amount has been allocated for staff salary increases.
5. *Audit and Controls.* The Governing Board will continue to follow procedures established in previous years.
6. *Balanced Budget.* The Governing Board will continue to follow procedures adopted in the planning year and first two years of operation.

### **Budget & Cash Flow Shortages – School Closure Funds**

The Governing Board worked to ensure that Advantage Arts Academy can operate in the face of budget shortfalls and lower than capacity enrollment levels. The Governing Board has prepared an alternative budget to demonstrate the school’s viability and its ability to meet school obligations and further its mission at 73% of projected enrollment. The low enrollment budgets reflect the understanding that some costs, such as a facility lease, will most likely not change due to enrollment numbers. As such, the 73% budget shows the entire amount of the estimate lease payment being paid. Other items kept consistent include benefit and payroll tax costs, as well as average salaries.

The Governing Board acknowledges that it would have to operate with fewer teachers but has worked to maintain a teacher-student ratio that is as low as possible. Other items that are variable include instructional supplies and materials, hourly employees, additional administrative help, furniture, and technology.

Within each year, the school is able to serve the needs of the students at 73% enrollment while also keeping in reserves a percentage of total revenues greater than 5%. In addition, in case of either voluntary or involuntary closure, the Governing Board has ensured that its net fund balance is greater than the necessary closure amount as determined by the USBE's formula. The Governing Board understands that these funds are needed to fund Purchased Property, Debt Service, and Other Items during the approximately two (2) months it may take to wind up operations of the school at the end of any given year.

### **Financial Management Duties, Responsibilities & Obligations**

The Governing Board acknowledges and understands that will be a steward over financial resources and assets entrusted to them by the State of Utah. As such, AAA commits to ensure that sound fiscal procedures are in place before the school opens.

The Governing Board assures that it will comply with all applicable laws and regulations, including the assurances set forth in Utah Code Ann. § 53A-1a-508, and makes the following acknowledgements: (i) fiscal procedures will be consistent with generally accepted financial management standards; and (ii) neither the chartering entity nor the state, including an agency of the state, is liable for the debts or financial obligations of AAA or persons or entities who operate the school.

The Governing Board assures that it will follow all purchasing requirements applicable to qualifying goods and services as outlined in the Utah State Procurement Code. As noted in *Section 8: Education Service Provider*, the Governing Board intends to procure the services of an experienced education service provider that will provide guidance and expertise in the areas of accounting, auditing, bookkeeping, and proven internal controls that are designed to protect the school's resources. However, the Governing Board further understands that it is recognized as a distinct and legally independent entity that is responsible for the financial decision-making of the school, and these responsibilities cannot and will not be relinquished to any individual or third party. Any agreements executed for the provision of services will clearly identify the Governing Board's financial and operational authority over the school.

As noted in the year-by-year analysis of the budget, the Governing Board will comply with all the rules and regulations regarding financial reporting and budgeting. These requirements include the additional responsibilities set forth in the recently amended sections of Utah Code Ann. § 53A-19-101 through -108. Accordingly, the Governing Board will appoint a budget officer and ensure that before June 1 of each year, the budget officer has prepared a tentative budget, with supporting documentation, and submitted it to the Governing Board; this will include: (a) the revenues and expenditures of the preceding fiscal year; (b) the estimated revenues and expenditures of the current fiscal year; (c) a detailed estimate of the essential expenditures for all purposes for the next succeeding fiscal year; and (d) the estimated financial condition of the school by funds at the close of the current fiscal year. The Governing Board will ensure that the tentative budget is filed with the school's director and is available for public inspection at least

15 days before the date of adoption, and, in accordance with state law, AAA will, prior to June 30<sup>th</sup> of the current fiscal year, approve the annual operating budget for the next fiscal year. Any budget amendments will be noticed to all governing board members at least one week in advance.

The Governing Board assures that the school will adhere to Generally Accepted Accounting Principles as constituted by the Financial Accounting Standards Board.

The Governing Board assures that the school will comply with all applicable areas of the Utah Money Management Act. Therefore, cash collected at the school will be reconciled daily in the presence of two authorized individuals, sealed in tamperproof envelopes, and deposited daily, whenever practicable, but not later than three days or as otherwise required by applicable rules governing the school's cash management.

The Governing Board assures that it will adhere to a balanced budget, such that anticipated revenues exceed anticipated appropriations. The budget will be designed so that the school's priorities, as established by the Governing Board, are met. All budgets and budget amendments will be voted upon in a public meeting in accordance with the Utah Open and Public Meetings Act. Subject to appropriation limits with object codes and other restrictions, Advantage Arts Academy reserves the right to reallocate funds from one line item in the budget to another as prescribed by the Governing Board if purchasing practices or conservation result in an expenditure different from the budgeted amount. The Governing Board may choose to add undistributed reserves from the school's operational budget to the following year and/or may reallocate them to the current fiscal year's budget at its discretion.

The Governing Board understands and assures compliance with all applicable fiscal rules/regulations, including completion and submission of an annual financial audit of the current fiscal year conducted by an independent certified public accounting firm by November 30<sup>th</sup> of the following fiscal year, submission of October and December student counts in accordance with state mandated deadlines, Utah Money Management reports, wages and benefits negotiation reports, Utah Transparency Act reports and updates, October 1<sup>st</sup> AFR and APR submissions, and any other regular enrollment and financial reports as required by the USBE.

### **Grants & Federal Programs**

As noted in the budget section, Advantage Arts Academy plans on receiving a State Implementation and Start-Up Grant, as well as federal awards for Title and IDEA funds. The school will comply with all state and federal guidelines regarding any awards they pursue and are granted. These include: limitations on students who can be served with the funding, attending required trainings, tracking student achievement, financial reporting on the Annual Program Report (APR), identifying and tracking assets purchased with grant funds, audit requirements, reimbursement timelines and deadlines, and all other items required by the details of the grant or program.

## **Tracking Student Enrollment, Attendance, F&R Lunch, SWD and EL**

The Governing Board recognizes the financial implications of proper and accurate tracking of student enrollment, attendance, free and reduced lunch eligibility, students with disabilities and English learners. Stated differently, the Governing Board understands the financial risks associated with improper tracking and reporting in the aforementioned categories. Therefore, the school will have procedures that will guide staff on best practices in these areas. The process for obtaining preliminary student information will begin immediately following each student's selection and invitation to attend the school. Students will then be required to complete a registration packet that solicits information concerning the student's eligibility for free and reduced lunch, special education needs, and language background. This information will be entered into the school's student information system ("SIS") (such as Power School or Aspire). The SIS selected by the school will be SIF compliant to ensure accurate reporting to the USBE's data collector and Utah Transcript and Record Exchange ("UTREX"). The school's director will be specifically charged with the responsibility to ensure staff members are adequately trained in the procedures involved in the input and reporting of this student enrollment information.

## **Facility Plan**

The Governing Board recognizes the challenges associated with securing a facility that meets the needs of the school's mission and stakeholders' needs. Advantage Arts Academy will not require a specialized facility design to deliver its program, but the school will utilize and equip the building with specialized resources. Specifically, the Governing Board has allocated funds in each of its first three years to equip and/or upgrade at least one classroom per year to become a Beverley Taylor Sorenson Art Learning Program ("BTSALP") Child Model Classroom. An example of the Child Model Classroom is displayed at the University of Utah Beverley Taylor Sorenson Arts and Education Complex. The classroom's design is characterized by its unique use of technology, space, furniture, and storage.

*Purchase, Lease or Renovation.* The Governing Board began the analysis of its facility needs by first assessing whether it was possible and would be in the school's best interest to purchase or lease its facility. Inasmuch as the school lacks a credit history, operational history and sufficient funding, it became apparent that leasing is the most realistic option. The Governing Board has not ruled out a purchase option, but due to the size of the school and the existing market, it is very unlikely that it could secure traditional financing or make an outright purchase. Therefore, our focus shifted to lease options.

The Governing Board reviewed leasing options and identified several potential approaches that included new construction, modular classrooms, remodeled commercial space, or any combination thereof. Our research has led us to the conclusion that construction of a new facility would be the school's most realistic option if certain important conditions can be satisfied. We arrived at this conclusion after reviewing the process that over 20 Utah charter schools followed in securing a facility following approval of their charter and after

acknowledging the lack of existing commercial buildings in our target area. We recognize that this will be a serious undertaking. The school will need to identify a qualified and reputable developer, secure property that meets the school’s needs, and negotiate a lease that is financially viable and legally favorable to the school. It is our intent to utilize the landlord/tenant relationship to build a strong financial track record in preparation for securing long-term financing as soon as it is possible and is in the school’s best financial interest. As the school moves forward through this process, we will keep all options open with the intent of securing the best facility for the most reasonable cost.

*Facility Needs & Location Considerations.* In order to make this facility plan a reality, the Governing Board understands that several key steps must be taken. First, the Governing Board must define the school’s actual facility needs; and second, the Governing Board must select a site that can accommodate the desired building and improvements. The Governing Board has identified the relevant facility components Advantage Arts Academy will need to deliver its educational program. We have looked at charter schools of similar size, and we have determined that the facility should consist of the following:

	Qty	Sq. Ft.	Totals
Reg Ed Classrooms	27	840	22680
SpEd Classrooms	2	840	1680
Restroom Facilities	1	3000	3000
Teacher Workspace/Lounge	1	1200	1200
Storage	1	3000	3000
Library & Media Center	1	3200	3200
Common Areas	1	6400	6400
Kitchen Area	1	2700	2700
Additional Tech Breakout Rooms	4	600	2400
Cafeteria	1	5208	5208
Gymnasium	1	8900	8900
<u>Building Square Footage:</u>			<u>60368</u>

A facility containing all of the preceding components would require approximately 60,368 sq/ft or 77 square feet per student. The Governing Board acknowledges that any facility design must be in strict compliance with the provisions of the Americans with Disabilities Act (ADA) as well as other applicable state and local rules and ordinances. We are confident that the facility described above will meet the needs of our educational program and will provide the facility space/design needed to achieve our yearly goal to upgrade additional rooms to become BTSALP Model Child Classrooms.

*Projected Facility Costs.* The Governing Board reviewed specific lease rate terms of 17 Utah charter schools in an effort to forecast a realistic lease rate. These schools are located across the state in Weber, Davis, Salt Lake, Utah and Washington counties. The lease rates ranged from \$13.35 to \$18.87 per square foot, with an average lease rate of \$15.75 per square foot. In light of our review, the availability of land, and the current market in Herriman, the Governing

Board estimated a lease rate of \$15.85 per square foot. This rate reflects a slight increase from the average rate included in the 17 lease agreements we reviewed. We believe this rate is realistic and gives us room to adjust for a lower rate, smaller parcel or a slightly smaller building if necessary. More importantly, this rate is financially viable as evidenced by the budgets included in this section.

Regarding site selection, the Governing Board began evaluating potential locations as early as 2015. AAA board member, Jodi Hart-Wilson, resides in Riverton and has been actively involved with city officials in Riverton and Herriman for years. She has assisted city leaders on transportation and other economic development issues, and she is familiar with the community and its needs. We have met with city planners, landowners, and real estate agents to discuss available properties, unlisted properties, future developments, potential concerns, and the school's needs. Our analysis has been based on many additional factors as well. For example, we continue to review community demographics and the educational atmosphere of each area – including consideration of proximity to other schools (traditional public, charter, or private); proximity to neighborhoods; convenience for students and staff; nearby traffic levels; types of surrounding developments; visibility; accessibility to public transportation; the location's ability to accommodate a site plan including the building's footprint in the event the site is unimproved; sufficient space for traffic ingress/egress, parking and stacking, playground areas, open space; restrictions imposed by the local municipality for use as a public charter school; review of topographical features and assessment of storm drainage capacity or soil issues; assessment of need for significant excavation, demolition, or construction of retaining walls, retrofitting options, or other site-based structures; and thoughtful consideration into safety concerns (safe walking routes, proximity to busy roads, neighborhood crime rate, proximity of bars or alcohol distributors, general safety of property attributes [streams, canals, lakes, etc.]). For more information on our location and target area, please see *Section 3: Market Analysis, Target Area*.

The Governing Board is confident that following this measured approach will result in successfully identifying the best location for the school. Following approval of its charter, the Governing Board's top priority is to secure a facility in the manner described above.

### **Pre-Opening Plan/Timeline**

Advantage Arts Academy understands that opening a new charter school is a monumental task, and therefore, the Governing Board assures it will remain diligent in its efforts to complete start up tasks in a timely manner. The Governing Board intends to follow checklists recommended by the USBE as well as utilize the following timeline to create a framework to complete start-up activities. The Governing Board acknowledges that the following timeline is non-exhaustive and must be flexible to meet actual needs, and therefore, it anticipates constant monitoring and revisions to the following list.



	Completion Date	Responsible Individual(s)	Special Resources Needed
<b>UPON APPROVAL</b>			
Charter School Agreement finalized and signed.	ASAP	Board	Approved from USBE
Board Member background checks completed.	ASAP	Board Secretary	Register with Bureau of Criminal Investigation
GBOT logins received & start modules.	ASAP	Board Secretary	Register and Test through UCAP Portal
Apply for 501(c)(3) status.	July 2018	Board Financial Coordinator	Legal Review
Land & location search and procurement process starts.	Sept 2017	Facility Committee	Legal Review
RFP for Educational Service Provider (ESP).	July 2017	Hiring Committee	Legal Review
<b>June - 2017</b>			
Board Members and terms approved.	June 2017	Board	Bylaws
2017-2018 Budget reviewed and approved.	June 2017	Board Financial Coordinator	Comply with § 53A-19-106
School Website	Sept 2017	Outreach Committee	Web & Graphic Designer. Requires USBE Approval
<b>July - 2017</b>			
Board Meeting calendar created with policy approvals and reports deadlines included.	July 2017	Board Secretary	Set up with Utah Public Notice Website
Board Member annual Open Meetings Act Training.	July 2017	Board	Presenter
Advertise for a Director/Principal.	Until filled	Hiring Committee	Set up teachers-teachers.com account
Create strategies to accomplish Charter School Agreement goals.	Dec 2017	Board	
Startup/Implementation Grant created and submitted.	TBD	Board Financial Coordinator	
Marketing Plan creation	Sept 2017	Outreach Committee	
<b>August - 2017</b>			
Procedures for enrollment applications, student registrations, and student transfer procedures created.	Jan 2018	Outreach Committee	Must comply with charter and applicable rules
<b>September - 2017</b>			
Marketing begins and website approved and posted.	Aug 2018	Outreach Committee	USBE Approval
Director/Principal application review and interviews begin.	Dec 2017	Hiring Committee	
<b>October - 2017</b>			
Facility Financing Contract submitted to USBE for review.	Prior to Executing	Board Chair	Legal Review
Post notification of enrollment timelines.	Oct 2017	Outreach Committee	
Schedule groundbreaking on school location.	Dec 2017	Board	No later than Dec. 31
<b>November - 2017</b>			
Procedure for screening and hiring faculty, staff, and volunteers created.	Dec 2017	Hiring Committee	
Employment agreement created.	Dec 2017	Hiring Committee	
Attend Fall Finance Training.	TBD	Board Financial Coordinator	
Director hired with determined start date according to funding.	Dec 2017	Hiring Committee	
RFP for IT services.	Jan 2018	Board	Legal Review
<b>December - 2017</b>			
Parent meetings start being held monthly.	Aug 2018	Director/Outreach Comm	Print materials, floor plans, and presentation materials
<b>January - 2018</b>			
Facility Financing Contract finalized and signed.	Jan 2018	Board	USBE & Legal Review
Enrollment opens and registration begins.	Jan 2018	Director	
Insurance procured.	Jan 2018	Board Financial Coordinator	Solicit bids
<b>February - 2018</b>			
Furnishing and Equipment needs RFP.	Mar 2018	Director	
Curriculum needs determined.	Mar 2018	Director	
Hiring for faculty and staff begins.	Until filled	Director	
<b>March - 2018</b>			
School Calendar and Bell Schedule reviewed and approved.	Mar 2018	Director/Board	
Enrollment reports start being submitted monthly to local districts.	Mar 2018	Director	
Procedure for administering state assessments created along with the calendar and analysis schedule.	Mar 2018	Director	

<b>April - 2018</b>			
Attend 504 Training.	TBD	Director	
Attend Spring Finance Training.	TBD	Board Financial Coordinator	
Accreditation application submitted.	Apr 2018	Director	
<b>May - 2018</b>			
Attend CACTUS Training.	TBD	Director/Head Secretary	
SNAP plan and parking lot traffic plan created and coordination with city starts.	Aug 2018	Director	
Request records from transferring schools.	Ongoing	Director	
<b>June - 2018</b>			
Parent Teacher Organization created and volunteer groups prepped for school start.	Aug 2018	Director	
Board Members and terms approved.	June 2018	Board	Bylaws
2016-2017 Budget reviewed and approved.	June 2018	Financial Coordinator/Director	Comply with § 53A-19-106
Attended SIS Training.	June 2018	Director/Head Secretary	
RFP for grounds care.	Aug 2018	Director	
RFP for cleaning services.	Aug-18	Director	
<b>July - 2018</b>			
Board Member annual Open Meetings Act Training.	July 2018	Board	Presenter
Final order for curriculum materials.	July 2018	Director	
Approve Founding Member list.	July 2018	Board	
Facilities finalized and building deliveries begin.	Aug 2018	Director/Facilities Comm	
<b>August - 2018</b>			
Teacher preparation and professional development.	Aug 2018	Director	
Facility occupancy	Aug 2018	Facility Committee	
Ribbon Cutting Ceremony and school tours.	Aug 2018	Board/Director	
First day of school.	Aug 2018	Director	

# Planning Year Budget

Charter Name: Advantage Arts Academy		Fiscal Year: 2018		
Revenue		Planning Year		
Charter School Revolving Loan <sup>(1)</sup>		\$300,000		
Start Up and Implementation Award <sup>(2)</sup>		\$100,000		
<b>Total Revenue from State Sources (3000)</b>		<b>\$400,000</b>		
Private Grants & Donations :		\$0		
Source(s) (specify):				
Loans:				
Commercial		\$0		
Other (specify)		\$0		
<b>Total Revenue from Other Sources (5000)</b>		<b>\$0</b>		
<b>Total Revenue</b>		<b>\$400,000</b>		
Expenditures		Number	Salary/Cost	Total
<b>--- SALARIES ---</b>				
24.121	Salaries - Principals and Assistants	0.50	\$90,000	\$45,000
24.152	Salaries - Secretarial and Clerical	0.33	\$33,000	\$10,890
24.100	Salaries - Other School Administration	0.00	\$0	\$0
Total - School Administration Salaries (100)				<b>\$55,890</b>
26.182	Salaries - Operation & Maintenance of Facilities	0.00	\$0	\$0
Total 2600 - Operation & Maintenance of Facilities Salaries (100)				<b>\$0</b>
<b>TOTAL ALL SALARIES (100)</b>				<b>\$55,890</b>
<b>--- BENEFITS ---</b>				
24.210	Retirement - School Administration	3%	\$55,890	\$1,677
26.210	Retirement - Operation & Maintenance of Facilities	0%	\$0	\$0
Total - All Retirement				<b>\$1,677</b>
24.220	Social Security/FICA/Unemployment/Workers Comp - School Administration	10%	\$55,890	\$5,589
26.220	Social Security/FICA/Unemployment/Workers Comp - Operation & Maintenance of Facilities	10%	\$0	\$0
Total - All Social Security/FICA/Unemployment/Workers Compensation				<b>\$5,589</b>
24.240	Insurance (Health/Dental/Life) - School Administration	15%	\$55,890	\$8,104
26.240	Insurance (Health/Dental/Life) - Operation & Maintenance of Facilities	0%	\$0	\$0
Total - All Insurance (Health/Dental/Life)				<b>\$8,104</b>
24.290	Other Benefits (specify) - School Administration	0%	\$55,890	\$0
26.290	Other Benefits (specify) - Operation & Maintenance of Facilities	0%	\$0	\$0
Total - All other benefits (specify)				<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>				<b>\$15,370</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>				
24.300	Purchased Professional & Technical Services - School Administration			\$0
26.300	Purchased Professional & Technical Services - Operation & Maintenance of Facilities			\$0
45.300	Purchased Professional & Technical Services - Building Acquisition & Construction Services			\$4,000
<b>TOTAL ALL PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES (300)</b>				<b>\$4,000</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>				
26.400	Purchased Property Services			\$0
26.441	Rental of Land & Buildings			\$0
26.450	Construction and Remodeling			\$0
<b>TOTAL ALL PURCHASED PROPERTY SERVICES (400)</b>				<b>\$0</b>
<b>--- OTHER PURCHASED SERVICES ---</b>				
24.520	Insurance(other than employee benefits - e.g. D&O)			\$0
45.521	Property Insurance			\$0
45.522	Liability Insurance			\$1,500
24.530	Communication(telephone and other) - School Administration			\$1,000
26.530	Communication(telephone and other) - Operation & Maintenance of Facilities			\$0
24.540	Advertising			\$15,000
24.550	Printing and Binding			\$0
24.580	Travel/Per Diem- School Administration			\$0
26.580	Travel/Per Diem - Operation & Maintenance of Facilities			\$0
<b>TOTAL OTHER PURCHASED SERVICES (500)</b>				<b>\$17,500</b>
<b>--- SUPPLIES ---</b>				
10.600	Instructional Supplies			\$0
10.641	Textbooks			\$0
21.600	Supplies - Student Support Services			\$0
22.600	Supplies - Instructional Staff Support Services			\$0
22.644	Library Books			\$0
22.650	Periodicals			\$0
22.660	Audio Visual Materials - Instructional Support Staff			\$0
24.600	Supplies - School Administration			\$2,500
31.600	Supplies - Food Service			\$0
31.630	Food - Food Service			\$0
<b>TOTAL ALL SUPPLIES (600)</b>				<b>\$2,500</b>
<b>--- PROPERTY ---</b>				

--- PROPERTY ---			
10.700	Property (Instructional Equipment) - Instruction		\$0
21.700	Property - Student Support Services		\$0
22.700	Property - Instructional Staff Support		\$0
24.700	Property - School Administration		\$0
26.700	Property - Operation & Maintenance of Facilities		\$0
31.700	Property - Food Services		\$0
31.780	Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	7
49.710	Land and Improvements		\$0
49.720	Buildings		\$0
27.732	School Buses		\$0
10.733	Furniture and Fixtures - Instruction		\$0
24.733	Furniture and Fixtures - School Administration		\$0
22.733	Furniture and Fixtures - Instructional Support Staff		\$0
21.733	Furniture and Fixtures - Student Support Services		\$0
10.734	Technology Equipment - Instruction		\$250,000
24.734	Technology Equipment - School Administration		\$2,000
22.734	Technology Equipment - Instructional Support Staff		\$0
21.734	Technology Equipment - Student Support Services		\$0
27.735	Non-Bus Vehicles		\$0
10.739	Other Equipment - Instruction		\$0
24.739	Other Equipment - School Administration		\$0
22.739	Other Equipment - Instructional Support Staff		\$0
21.739	Other Equipment - Instruction		\$0
<b>TOTAL - ALL PROPERTY (700)</b>			<b>\$252,000</b>
--- OTHER OBJECTS ---			
10.800	Other Objects- Instruction		\$0
21.800	Other Objects- Student Support		\$0
22.800	Other Objects- Instructional Staff		\$0
24.800	Other Objects- School Administration		\$0
26.800	Other Objects - Operation & Maintenance of Facilities		\$0
31.800	Other Objects - Food Services		\$0
10.800	Other Objects - Building Acquisition		\$0
	Total - All Other Objects		<b>\$0</b>
10.810	Dues and Fees - Instruction		\$0
21.810	Dues and Fees - Student Support		\$0
22.810	Dues and Fees - Instructional Staff		\$0
24.810	Dues and Fees -School Administration		\$0
26.810	Dues and Fees - Operation & Maintenance of Facilities		\$0
	Total - All Dues and Fees		<b>\$0</b>
<b>TOTAL - OTHER OBJECTS (800)</b>			<b>\$0</b>
3000	Total State		\$400,000
<b>TOTAL REVENUES</b>			<b>\$400,000</b>
100	Salaries		\$55,890
200	Employee Benefits		\$15,370
300	Purchased Professional and Technical Services		\$4,000
400	Purchased Property Services		\$0
500	Other Purchased Services		\$17,500
600	Supplies		\$2,500
700	Property		\$252,000
800	Other Objects		\$0
<b>TOTAL EXPENDITURES</b>			<b>\$347,260</b>
<b>Excess or Deficiency of Revenues over Expenditures</b>			<b>\$52,740</b>
<b>Other Sources of Funding (5000)</b>			<b>\$0</b>
<b>Net Asset Balance (Fund Balance)</b>			<b>\$52,740</b>
<b>Reserves as Percentage of Total Revenue (Net Assets / Total Revenue)</b>			<b>13%</b>
<b>Percentage of Funding Contributed to Reserve Balance (Total Rev - Total Exp / Total Rev = &gt;5%)</b>			<b>0.131850625</b>
<b>Necessary Closure Fund (2 months Purchased Prop Serv + Other)</b>			<b>\$0</b>

**First Operational Year – Revenue at Full Enrollment**

**CHARTER SCHOOL WORKSHEET**

\*\*\*\*\*PROJECTION ONLY\*\*\*\*\*

Charter Name: Advantage Arts Academy

	Enrollment	Rating Factor	WPU Generated
Estimated enrollment (K)	112	0.55	61.6
Estimated enrollment (1-3)	336	0.9	302.4
Estimated enrollment (4-6)	280	0.9	252
Estimated enrollment (7-8)		0.99	0
Estimated enrollment (9-12)		1.2	0
Special Ed enrollment (K)	11.2		
Special Ed enrollment (1-12)	61.6		
Special Ed (Self-Contained)	7.28		
Number of Teachers (K-6)			
Number of Teachers (7-12)			
WPU Value	\$3,280		
No. of Teachers (FTE) (CACTUS)	28.5		
School Administrators (CACTUS)	2		

Program Name	Rate	WPU Generated	Amount Generated
<b>WPU Programs</b>			
<b>Regular Basic School:</b>			
Regular WPU - K-12	See above	616.0000	\$ 2,020,184
Professional Staff	0.059507	36.6563	120,215
<b>Restricted Basic School:</b>			
Special Ed--Add-on	1.0000	75.0400	246,095
Spec. Ed. Self-Contained	1.0000	7.2800	23,875
Special Ed-State Programs	Based on Programs		
Career and Technical Ed.	Based on Programs		
Class Size Reduction (K-8)	\$276.33 per K-8 ADM		201,168
<b>Total WPU Programs</b>		734.9763	\$ 2,611,538
<b>Non-WPU Programs</b>			
<b>Related to Basic Programs:</b>			
Flexible Allocation-WPU Distribution	\$10.57 per WPU		\$ 7,769
<b>Special Populations</b>			
Enhancement for At-Risk Students	\$31.43 per student		22,881
Enhancement for Accelerated Students	\$5.64 per student		4,106
<b>Other</b>			
School Land Trust Program	\$53.29 per student		38,795
Reading Achievement Program	\$15.81 per student-Guarantee Program		7,083
Charter Administrative Costs	\$100 per student		72,800
Educator Salary Adjustment (ESA)	\$5,215 per qualified educator plus benefits		148,628
ESA-School Administrators	\$3,104 per qualified administrator		6,208
Library Books and Resources	\$1.006 per student	735.28	740
<b>Charter School Local Replacements</b>	\$2001 per student		1,654,380
<b>Total Non-WPU</b>			\$ 1,963,389
<b>One Time</b>			
Teacher Materials/Supplies <sup>1,2</sup>	\$176.33 per eligible F.T.E.	28.5	5,025
<b>Total One Time</b>			\$ 5,025
<b>ESTIMATED Total All State Funding</b>			<b>\$ 4,579,952</b>
<sup>1</sup> Steps one through three get \$250; steps four or higher get \$175			
<sup>2</sup> Steps one through three get \$200; steps four or higher get \$150			

**First Operational Year – Revenue at 75% Enrollment**

**CHARTER SCHOOL WORKSHEET**

**\*\*\*\*\*PROJECTION ONLY\*\*\*\*\***

Charter Name: Advantage Arts Academy

	Enrollment	Rating Factor	WPU Generated
Estimated enrollment (K)	84	0.55	46.2
Estimated enrollment (1-3)	252	0.9	226.8
Estimated enrollment (4-6)	196	0.9	176.4
Estimated enrollment (7-8)		0.99	0
Estimated enrollment (9-12)		1.2	0
Special Ed enrollment (K)	8.4		
Special Ed enrollment (1-12)	44.8		
Special Ed (Self-Contained)	5.32		
Number of Teachers (K-6)			
Number of Teachers (7-12)			
WPU Value FY 17	\$3,280		
No. of Teachers (FTE) (CACTUS)	21		
School Administrators (CACTUS)	3		

Program Name	Rate	WPU Generated	Amount Generated
<b>WPU Programs</b>			
<b>Regular Basic School:</b>			
Regular WPU - K-12	See above	449.4000	\$ 1,473,816
Professional Staff	0.059507	26.7424	87,702
<b>Restricted Basic School:</b>			
Special Ed--Add-on	1.0000	54.7400	179,521
Spec. Ed. Self-Contained	1.0000	5.3200	17,447
Special Ed-State Programs	Based on Programs		
Career and Technical Ed.	Based on Programs		
Class Size Reduction (K-8)	\$276.33 per K-8 ADM		147,008
<b>Total WPU Programs</b>		536.2024	\$ 1,905,494
<b>Non-WPU Programs</b>			
<b>Related to Basic Programs:</b>			
Flexible Allocation-WPU Distribution	\$10.57 per WPU		\$ 5,668
<b>Special Populations</b>			
Enhancement for At-Risk Students	\$31.43 per student		16,721
Enhancement for Accelerated Students	\$5.64 per student		3,000
<b>Other</b>			
School Land Trust Program	\$53.29 per student		28,350
Reading Achievement Program	\$15.81 per student-Guarantee Program		5,312
Charter Administrative Costs	\$100 per student		53,200
Educator Salary Adjustment (ESA)	\$5,215 per qualified educator plus benefits		109,515
ESA-School Administrators	\$3,104 per qualified administrator		9,312
Library Books and Resources	\$1.006 per student	537.32	541
<b>Charter School Local Replacement</b>	\$2001 per student		1,208,970
<b>Total Non-WPU</b>			\$ 1,440,589
<b>One Time</b>			
Teacher Materials/Supplies <sup>1,2</sup>	\$176.33 per eligible F.T.E.	21	3,703
<b>Total One Time</b>			\$ 3,703
<b>ESTIMATED Total All State Funding</b>			<b>\$ 3,349,786</b>

<sup>1</sup> Steps one through three get \$250; steps four or higher get \$175

<sup>2</sup> Steps one through three get \$200; steps four or higher get \$150

# First Operational Year Budgets

Charter Name: Advantage Arts Academy		FY19			FY19		
First Operational Year		100% Enrollment			Breakeven Enrollment		
Number of Students:		728			532		
Grade Configuration:		Grades K-12			Grades K-12		
<b>Revenue</b>							
Child Nutrition Program (CNP) and Lunchroom Sales		437	\$177,690		319	\$129,851	
Student Activities			\$7,500			\$5,625	
Other			\$7,500			\$5,625	
<b>Total Revenue From Local Sources (1000)</b>			<b>\$192,690</b>			<b>\$141,101</b>	
Start Up and Implementation Award			\$75,000			\$75,000	
State Educational Funding			\$4,579,952			\$3,349,786	
<b>Total Revenue from State Sources (3000)</b>			<b>\$4,654,952</b>			<b>\$3,424,786</b>	
Lunch and Breakfast Reimbursement		87	\$35,538		64	\$25,970	
Restricted Federal Through State			\$0			\$0	
Programs for the Disabled (IDEA)			\$105,997			\$77,459	
Elementary and Secondary Education Act (ESEA)			\$98,892			\$72,267	
<b>Total Revenue from Federal Sources (4000)</b>			<b>\$240,426</b>			<b>\$175,696</b>	
Private Grants & Donations:			\$0			\$0	
Source(s) (specify)							
Loans:			\$0			\$0	
Commercial			\$0			\$0	
Other (specify)			\$0			\$0	
Prior Year Carryforward			\$52,740			\$52,740	
<b>Total Revenue from Other Sources (5000)</b>			<b>\$52,740</b>			<b>\$52,740</b>	
<b>Total Revenue</b>			<b>\$5,140,809</b>			<b>\$3,794,323</b>	
<b>Expenditures</b>							
--- SALARIES ---							
10.131	Salaries - Teachers	28.50	\$40,000	\$1,140,000	21.00	\$40,000	\$840,000
10.132	Salaries - Substitute Teachers	285.00	\$90	\$25,650	210.00	\$90	\$18,900
10.161	Salaries - Teacher Aides and Paraprofessionals	14.00	\$10,800	\$151,200	9.00	\$10,800	\$97,200
10.100	Salaries - Other 1000-Instruction	0.00	\$0	\$0	0.00	\$0	\$0
<b>Total 10 (1000)-INSTRUCTION Salaries (100)</b>				<b>\$1,316,850</b>			<b>\$956,100</b>
21.141	Salaries - Attendance and Social Work Personnel	0.00	\$0	\$0	0.00	\$0	\$0
21.142	Salaries - Guidance Personnel	0.00	\$0	\$0	0.00	\$0	\$0
21.143	Salaries - Health Services Personnel	0.00	\$0	\$0	0.00	\$0	\$0
21.144	Salaries - Psychological Personnel	0.00	\$0	\$0	0.00	\$0	\$0
21.152	Salaries - Secretarial and Clerical	0.00	\$0	\$0	0.00	\$0	\$0
21.100	Salaries - Other 2100-Student Support	0.00	\$0	\$0	0.00	\$0	\$0
<b>Total - STUDENT SUPPORT Salaries (100)</b>				<b>\$0</b>			<b>\$0</b>
22.145	Salaries - Media Personnel - Certified	0.00	\$0	\$0	0.00	\$0	\$0
22.162	Salaries - Media Personnel - Noncertified	1.00	\$13,500	\$13,500	1.00	\$13,500	\$13,500
22.100	Salaries - Other 2200-Instructional Staff Support	0.00	\$0	\$0	0.00	\$0	\$0
<b>Total - INSTRUCTIONAL STAFF SUPPORT Salaries (100)</b>				<b>\$13,500</b>			<b>\$13,500</b>
24.121	Salaries - Principals and Assistants	1.50	\$83,333	\$125,000	1.50	\$83,333	\$125,000
24.152	Salaries - Secretarial and Clerical	1.50	\$33,000	\$49,500	1.50	\$33,000	\$49,500
24.100	Salaries - Other 2400-School Administration	0.00	\$0	\$0	0.00	\$0	\$0
<b>Total -SCHOOL ADMINISTRATION Salaries (100)</b>				<b>\$174,500</b>			<b>\$174,500</b>
26.100	Salaries - Operation & Maintenance of Facilities	0.00	\$0	\$0	0.00	\$0	\$0
<b>Total -OPERATION &amp; MAINT OF FACILITIES Salaries (100)</b>				<b>\$0</b>			<b>\$0</b>
31.100	Salaries - Food Services	4.00	\$9,000	\$36,000	3.00	\$9,000	\$27,000
<b>Total -FOOD SERVICES Salaries (100)</b>				<b>\$36,000</b>			<b>\$27,000</b>
<b>TOTAL -ALL SALARIES (100)</b>				<b>\$1,540,850</b>			<b>\$1,171,100</b>
--- BENEFITS ---							
10.210	Retirement - Instruction	3%	\$1,316,850	\$39,506	3%	\$956,100	\$28,683
21.210	Retirement - Student Support	3%	\$0	\$0	3%	\$0	\$0
22.210	Retirement - Instructional Staff Support	3%	\$13,500	\$405	3%	\$13,500	\$405
24.210	Retirement - School Administration	3%	\$174,500	\$5,235	3%	\$174,500	\$5,235
26.210	Retirement - Operation & Main of Facilities	3%	\$0	\$0	3%	\$0	\$0
31.210	Retirement - Food Services	3%	\$36,000	\$1,080	3%	\$27,000	\$810
<b>Total - All Retirement</b>				<b>\$46,225</b>			<b>\$35,133</b>
10.220	Social Security/FICA/Unemployment/Workers Comp - Instruction	10%	\$1,316,850	\$131,685	10%	\$956,100	\$95,610
21.220	Social Security/FICA/Unemployment/Workers Comp - Student Support	10%	\$0	\$0	10%	\$0	\$0
24.220	Social Security/FICA/Unemployment/Workers Comp -School Administration	10%	\$174,500	\$17,450	10%	\$174,500	\$17,450
26.220	Social Security/FICA/Unemployment/Workers Comp - Operation & Maintenance of Facilities	10%	\$0	\$0	10%	\$0	\$0
31.220	Social Security/FICA/Unemployment/Workers Comp - Food Services	10%	\$36,000	\$3,600	10%	\$27,000	\$2,700
<b>Total - Social Security/FICA/Unemployment/Workers Comp</b>				<b>\$152,735</b>			<b>\$115,760</b>
10.240	Insurance (Health/Dental/Life) - Instruction	15%	\$1,316,850	\$190,943	15%	\$956,100	\$138,635
21.240	Insurance (Health/Dental/Life) - Student Support	15%	\$0	\$0	15%	\$0	\$0
24.240	Insurance (Health/Dental/Life) - School Administration	15%	\$174,500	\$25,302	15%	\$174,500	\$25,302
26.240	Insurance (Health/Dental/Life) - Operation & Maintenance of Facilities	15%	\$0	\$0	15%	\$0	\$0
31.240	Insurance (Health/Dental/Life) - Food Services	15%	\$36,000	\$5,220	15%	\$27,000	\$3,915
<b>Total- All Insurance(Health/Dental/Life)</b>				<b>\$221,466</b>			<b>\$167,852</b>
10.200	Other Benefits (specify) - Instruction	0%	\$1,316,850	\$0	0%	\$956,100	\$0
21.200	Other Benefits (specify) - Student Support	0%	\$0	\$0	0%	\$0	\$0
24.200	Other Benefits (specify) - School Administration	0%	\$174,500	\$0	0%	\$174,500	\$0
26.200	Other Benefits (specify) - Operation & Maintenance of Facilities	0%	\$0	\$0	0%	\$0	\$0
31.200	Other Benefits (specify) - Food Services	0%	\$36,000	\$0	0%	\$27,000	\$0
<b>Total - All Other Insurance</b>				<b>\$0</b>			<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>				<b>\$420,426</b>			<b>\$318,745</b>

--- PURCHASED PROFESSIONAL & TECHNICAL SERVICES ---				
10.300	Purchased Prof & Tech Services - Instruction		\$50,000	\$36,000
21.300	Purchased Prof & Tech Services - Student Support		\$20,000	\$14,400
22.300	Purchased Prof & Tech Services - Instructional Staff Support		\$40,000	\$28,800
24.300	Purchased Prof & Tech Services - School Administration		\$218,400	\$133,000
26.300	Purchased Prof & Tech Services - Operation & Maintenance of Facilities		\$40,000	\$28,800
31.300	Purchased Prof & Tech Services - Food Services		\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>			<b>\$368,400</b>	<b>\$241,000</b>
--- PURCHASED PROPERTY SERVICES ---				
26.400	Purchased Property Services		\$155,000	\$139,500
26.441	Rental of Land & Buildings		\$851,974	\$851,974
26.450	Construction and Remodeling		\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>			<b>\$1,006,974</b>	<b>\$991,474</b>
--- OTHER PURCHASED SERVICES ---				
27.510	Student Transportation services		\$16,800	\$12,096
24.520	Insurance(other than employee benefits - e.g. D&O)		\$0	\$0
45.521	Property Insurance		\$35,000	\$35,000
45.522	Liability Insurance		\$3,640	\$2,660
10.530	Communication(telephone and other)		\$0	\$0
21.530	Communication(telephone and other)		\$0	\$0
24.530	Communication(telephone and other)		\$2,400	\$2,400
26.530	Communication(telephone and other)		\$21,600	\$21,600
24.540	Advertising		\$10,000	\$10,000
10.550	Printing and Binding		\$0	\$0
21.550	Printing and Binding		\$0	\$0
24.550	Printing and Binding		\$0	\$0
10.560	Tuition		\$0	\$0
21.570	Food Service Management		\$0	\$0
21.580	Travel/Per Diem		\$2,000	\$1,440
24.580	Travel/Per Diem		\$4,000	\$2,880
26.580	Travel/Per Diem		\$0	\$0
10.590	Inter-educational, Interagency Purchased Services		\$0	\$0
<b>TOTAL - OTHER PURCHASED SERVICES (500)</b>			<b>\$95,440</b>	<b>\$88,076</b>
--- SUPPLIES ---				
10.600	Instructional Supplies		\$109,200	\$79,800
10.641	Textbooks		\$218,400	\$159,600
21.600	Supplies - Student Support Services		\$5,000	\$3,600
22.644	Library Books		\$15,000	\$10,800
22.650	Periodicals		\$2,500	\$1,800
24.600	Supplies - School Administration		\$10,000	\$7,200
26.600	Supplies - Operation & Maintenance of Facilities		\$10,000	\$7,200
31.600	Supplies - Food Service		\$15,000	\$10,800
31.630	Food - Food Service		\$175,000	\$126,000
<b>TOTAL - ALL SUPPLIES (600)</b>			<b>\$560,100</b>	<b>\$406,800</b>
--- PROPERTY ---				
10.700	Property (Instructional Equipment) - Instruction		\$25,000	\$17,500
21.700	Property - Student Support Services		\$5,000	\$3,500
24.700	Property - School Administration		\$10,000	\$7,000
26.700	Property - Operation & Maintenance of Facilities		\$10,000	\$7,000
31.700	Property - Food Services		\$70,000	\$70,000
31.780	Depreciation - Kitchen Equipment Depreciation		\$0	\$0
49.710	Land and Improvements		\$0	\$0
49.720	Buildings		\$0	\$0
27.732	School Buses		\$0	\$0
10.733	Furniture and Fixtures - Instruction		\$205,000	\$147,600
24.733	Furniture and Fixtures - School Administration		\$10,000	\$7,200
21.733	Furniture and Fixtures - Student Support Services		\$0	\$0
10.734	Technology Equipment - Instruction		\$100,000	\$12,500
24.734	Technology Equipment - School Administration		\$16,000	\$11,520
21.734	Technology Equipment - Student Support Services		\$0	\$0
27.735	Non-Bus Vehicles		\$0	\$0
10.739	Other Equipment - Instruction		\$0	\$0
21.739	Other Equipment - Student Support Services		\$0	\$0
24.739	Other Equipment - School Administration		\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>			<b>\$451,000</b>	<b>\$283,820</b>
--- OTHER OBJECTS ---				
10.800	Other Objects- Instruction		\$10,000	\$5,000
21.800	Other Objects- Student Support		\$100	\$70
24.800	Other Objects- School Administration		\$8,000	\$5,500
26.800	Other Objects - Operation & Maintenance of Facilities		\$4,000	\$3,000
31.800	Other Objects - Food Services		\$3,000	\$2,100
45.800	Other Objects - Building Acquisition		\$0	\$0
Total - All Other Objects			\$25,100	\$15,670
10.810	Dues and Fees - Instruction		\$5,000	\$3,500
21.810	Dues and Fees - Student Support		\$2,500	\$1,750
24.810	Dues and Fees -School Administration		\$5,000	\$3,500
26.810	Dues and Fees - Operation & Maintenance of Facilities		\$15,000	\$15,000
Total - All Dues and Fees			\$27,500	\$23,750
<b>TOTAL - OTHER OBJECTS (800)</b>			<b>\$52,600</b>	<b>\$39,420</b>



Total Building Acquisition & Instruction (4500)				
45.830	Interest		\$5,585	\$5,585
45.840	Redemption of Principal		\$57,514	\$57,514
<b>Total other financing sources (uses) and other items</b>			<b>\$63,099</b>	<b>\$63,099</b>
<b>TOTAL REVENUES</b>				
1000	Total Local		\$192,690	\$141,101
3000	Total State		\$4,654,952	\$3,424,786
4000	Total Federal		\$240,426	\$175,696
<b>TOTAL REVENUES</b>			<b>\$5,088,069</b>	<b>\$3,741,583</b>
100	Salaries		\$1,540,850	\$1,171,100
200	Employee Benefits		\$420,426	\$318,745
300	Purchased Professional and Technical Services		\$368,400	\$241,000
400	Purchased Property Services		\$1,006,974	\$991,474
500	Other Purchased Services		\$95,440	\$88,076
600	Supplies		\$560,100	\$406,800
700	Property		\$451,000	\$283,820
800	Other Objects		\$115,699	\$102,519
<b>TOTAL EXPENDITURES</b>			<b>\$4,558,889</b>	<b>\$3,603,534</b>
<b>Excess or Deficiency of Revenues over Expenditures</b>			<b>\$529,180</b>	<b>\$138,049</b>
<b>Other Sources of Funding (5000)</b>			<b>\$52,740</b>	<b>\$52,740</b>
<b>Net Asset Balance (Fund Balance)</b>			<b>\$581,920</b>	<b>\$190,789</b>
Reserves as Percentage of Total Revenue (Net Assets / Total Revenue)			11.44%	5.10%
Percentage of Funding Contributed to Reserve Balance (Ttl Rev - Ttl Exp / Ttl Rev =>5%)			10.40%	3.69%
<b>Necessary Closure Fund (2 months Purch Prop Serv + Other)</b>			<b>\$187,112</b>	<b>\$182,332</b>

# 10-Year Operational Budgets

Charter Name: Advantage Arts Academy		Planning	One - 100%	One - BrkEven	Two
Number of Students		X	728	532	784
<b>Revenue</b>					
Child Nutrition Program (CNP) and Lunchroom Sales		X	\$177,690	\$129,851	\$181,244
Student Activities		X	\$7,500	\$5,625	\$7,650
Other		X	\$7,500	\$5,625	\$7,650
<b>Total Revenue From Local Sources (1000)</b>		X	<b>\$192,690</b>	<b>\$141,101</b>	<b>\$196,544</b>
State Educational Funding		X	\$4,654,952	\$3,424,786	\$4,939,288
<b>Total Revenue from State Sources (3000)</b>		<b>\$400,000</b>	<b>\$4,654,952</b>	<b>\$3,424,786</b>	<b>\$4,939,288</b>
Lunch and Breakfast Reimbursement		X	\$35,538	\$25,970	\$36,249
Restricted Federal Through State		X	\$0	\$0	\$0
Programs for the Disabled (IDEA)		X	\$105,997	\$77,459	\$108,117
Elementary and Secondary Education Act (ESEA)		X	\$98,892	\$72,267	\$100,869
<b>Total Revenue from Federal Sources (4000)</b>		X	<b>\$240,426</b>	<b>\$175,696</b>	<b>\$245,235</b>
Private Grants & Donations:		\$0	\$0	\$0	\$0
Loans:		\$0	\$0	\$0	\$0
Prior Year Carryforward		X	\$52,740	\$52,740	\$581,920
<b>Total Revenue from Other Sources (5000)</b>		<b>\$0</b>	<b>\$52,740</b>	<b>\$52,740</b>	<b>\$581,920</b>
<b>Total Revenue</b>		<b>\$400,000</b>	<b>\$5,140,809</b>	<b>\$3,794,323</b>	<b>\$5,962,987</b>
<b>Expenditures</b>					
<b>--- SALARIES ---</b>					
10.131	Salaries - Teachers	X	\$1,140,000	\$840,000	\$1,244,400
10.132	Salaries - Substitute Teachers	X	\$25,650	\$18,900	\$27,963
10.161	Salaries - Teacher Aides and Paraprofessionals	X	\$151,200	\$97,200	\$184,224
10.100	Salaries - Other 1000-INSTRUCTION	X	\$0	\$0	\$0
<b>Total 10 (1000)-INSTRUCTION Salaries (100)</b>		X	<b>\$1,316,850</b>	<b>\$956,100</b>	<b>\$1,456,587</b>
21.141	Salaries - Attendance and Social Work Personnel	X	\$0	\$0	\$0
21.142	Salaries - Guidance Personnel	X	\$0	\$0	\$0
21.143	Salaries - Health Services Personnel	X	\$0	\$0	\$0
21.144	Salaries - Psychological Personnel	X	\$0	\$0	\$0
21.152	Salaries - Secretarial and Clerical	X	\$0	\$0	\$0
21.100	Salaries - Other 2100-STUDENT SUPPORT	X	\$0	\$0	\$0
<b>Total 21 (2100)-STUDENT SUPPORT Salaries (100)</b>		X	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
22.145	Salaries - Media Personnel - Certified	X	\$0	\$0	\$0
22.162	Salaries - Media Personnel - Noncertified	X	\$13,500	\$13,500	\$13,770
22.100	Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT	X	\$0	\$0	\$0
<b>Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)</b>		X	<b>\$13,500</b>	<b>\$13,500</b>	<b>\$13,770</b>
24.121	Salaries - Principals and Assistants	\$45,000	\$125,000	\$125,000	\$127,499
24.152	Salaries - Secretarial and Clerical	\$10,890	\$49,500	\$49,500	\$50,490
24.100	Salaries - Other 2400-SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0
<b>Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)</b>		<b>\$55,890</b>	<b>\$174,500</b>	<b>\$174,500</b>	<b>\$177,989</b>
26.100	Salaries - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
<b>Total 26 (2600)-OPERATION &amp; MAINT OF FACILITIES Salaries (100)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
31.100	Salaries - FOOD SERVICES	X	\$36,000	\$27,000	\$36,720
<b>Total 31 (3100)-FOOD SERVICES Salaries (100)</b>		X	<b>\$36,000</b>	<b>\$27,000</b>	<b>\$36,720</b>
<b>TOTAL - ALL SALARIES (100)</b>		<b>\$55,890</b>	<b>\$1,540,850</b>	<b>\$1,171,100</b>	<b>\$1,685,066</b>
<b>--- BENEFITS ---</b>					
10.210	Retirement - Instruction	X	\$39,506	\$28,683	\$43,698
21.210	Retirement - Student Support	X	\$0	\$0	\$0
22.210	Retirement - Instructional Staff Support	X	\$405	\$405	\$413
24.210	Retirement - School Administration	\$1,677	\$5,235	\$5,235	\$5,340
26.210	Retirement - Operation & Main of Facilities	\$0	\$0	\$0	\$0
31.210	Retirement - Food Services	X	\$1,080	\$810	\$1,102
<b>TOTAL - ALL RETIREMENT</b>		<b>\$1,677</b>	<b>\$46,225</b>	<b>\$35,133</b>	<b>\$50,552</b>
10.220	Social Security/FICA/UNEMP/WCF - Instruction	X	\$131,685	\$95,610	\$145,659
21.220	Social Security/FICA/UNEMP/WCF - Student Support	X	\$0	\$0	\$0
24.220	Social Security/FICA/Unemployment/Workers Comp -School Administration	\$5,589	\$17,450	\$17,450	\$17,799
26.220	Social Security/FICA/UNEMP/WCF - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
31.220	Social Security - Food Services	X	\$3,600	\$2,700	\$3,672
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>		<b>\$5,589</b>	<b>\$152,735</b>	<b>\$115,760</b>	<b>\$167,130</b>
10.240	Insurance (Health/Dental/Life) - Instruction	X	\$190,943	\$138,635	\$234,875
21.240	Insurance (Health/Dental/Life) - Student Support	X	\$0	\$0	\$0
24.240	Insurance (Health/Dental/Life) - School Administration	\$8,104	\$25,302	\$25,302	\$27,200
26.240	Insurance (Health/Dental/Life) - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
31.240	Insurance (Health/Dental/Life) - Food Services	X	\$5,220	\$3,915	\$5,612
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>		<b>\$8,104</b>	<b>\$221,466</b>	<b>\$167,852</b>	<b>\$267,686</b>
10.200	Other Benefits (specify) - Instruction	X	\$0	\$0	\$0
21.200	Other Benefits (specify) - Student Support	X	\$0	\$0	\$0
24.200	Other Benefits (specify) - School Administration	\$0	\$0	\$0	\$0
26.200	Other Benefits (specify) - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
31.200	Other Benefits (specify) - Food Services	X	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>		<b>\$15,370</b>	<b>\$420,426</b>	<b>\$318,745</b>	<b>\$485,368</b>

Charter Name: Advantage Arts Academy		Planning	One - 100%	One - BrkEven	Two
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>					
10.300	Purchased Prof & Tech Services - Instruction	X	\$50,000	\$36,000	\$52,500
21.300	Purchased Prof & Tech Services - Student Support	X	\$20,000	\$14,400	\$21,000
22.300	Purchased Prof & Tech Services - Instructional Staff Support	X	\$40,000	\$28,800	\$60,000
24.300	Purchased Prof & Tech Services - School Administration	\$0	\$218,400	\$133,000	\$235,200
26.300	Purchased Prof & Tech Services - Operation & Maintenance of Facilities	\$0	\$40,000	\$28,800	\$40,000
31.300	Purchased Prof & Tech Services - Food Services	X	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>		<b>\$0</b>	<b>\$368,400</b>	<b>\$241,000</b>	<b>\$408,700</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>					
26.400	Purchased Property Services	\$0	\$155,000	\$139,500	\$158,100
26.441	Rental of Land & Buildings	\$0	\$851,974	\$851,974	\$975,969
26.450	Construction and Remodeling	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>		<b>\$0</b>	<b>\$1,006,974</b>	<b>\$991,474</b>	<b>\$1,134,069</b>
<b>--- OTHER PURCHASED SERVICES ---</b>					
27.510	Student Transportation services	X	\$16,800	\$12,096	\$17,136
24.520	Insurance(other than employee benefits - e.g. D&O)	0.00	\$0	\$0	\$0
45.521	Property Insurance	0.00	\$35,000	\$35,000	\$35,700
45.522	Liability Insurance	1500.00	\$3,640	\$2,660	\$3,713
10.530	Communication(telephone and other)	X	\$0	\$0	\$0
21.530	Communication(telephone and other)	X	\$0	\$0	\$0
24.530	Communication(telephone and other)	1000.00	\$2,400	\$2,400	\$2,448
26.530	Communication(telephone and other)	0.00	\$21,600	\$21,600	\$22,032
24.540	Advertising	15000.00	\$10,000	\$10,000	\$10,000
10.550	Printing and Binding	X	\$0	\$0	\$0
21.550	Printing and Binding	X	\$0	\$0	\$0
24.550	Printing and Binding	0.00	\$0	\$0	\$0
10.560	Tuition	X	\$0	\$0	\$0
21.570	Food Service Management	X	\$0	\$0	\$0
21.580	Travel/Per Diem	X	\$2,000	\$1,440	\$2,040
24.580	Travel/Per Diem	0.00	\$4,000	\$2,880	\$4,080
26.580	Travel/Per Diem	0.00	\$0	\$0	\$0
10.590	Inter-educational, Interagency Purchased Services	X	\$0	\$0	\$0
<b>TOTAL - OTHER PURCHASED SERVICES (500)</b>		<b>\$17,500</b>	<b>\$95,440</b>	<b>\$88,076</b>	<b>\$97,349</b>
<b>--- SUPPLIES ---</b>					
10.600	Instructional Supplies	\$0	\$109,200	\$79,800	\$111,384
10.641	Textbooks	\$0	\$218,400	\$159,600	\$78,400
21.600	Supplies - Student Support Services	\$0	\$5,000	\$3,600	\$5,100
22.644	Library Books	\$0	\$15,000	\$10,800	\$15,000
22.650	Periodicals	\$0	\$2,500	\$1,800	\$2,500
24.600	Supplies - School Administration	\$2,500	\$10,000	\$7,200	\$10,000
26.600	Supplies - Operation & Maintenance of Facilities	\$0	\$10,000	\$7,200	\$10,000
31.600	Supplies - Food Service	\$0	\$15,000	\$10,800	\$15,300
31.630	Food - Food Service	\$0	\$175,000	\$126,000	\$195,000
<b>TOTAL - ALL SUPPLIES (600)</b>		<b>\$2,500</b>	<b>\$560,100</b>	<b>\$406,800</b>	<b>\$442,684</b>
<b>--- PROPERTY ---</b>					
10.700	Property (Instructional Equipment) - Instruction	\$0	\$25,000	\$17,500	\$25,500
21.700	Property - Student Support Services	\$0	\$5,000	\$3,500	\$5,100
22.700	Property - Instructional Staff Support	\$0	\$0	\$0	\$0
24.700	Property - School Administration	\$0	\$10,000	\$7,000	\$10,200
26.700	Property - Operation & Maintenance of Facilities	\$0	\$10,000	\$7,000	\$10,200
31.700	Property - Food Services	\$0	\$70,000	\$70,000	\$20,000
31.780	Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0	\$0
49.710	Land and Improvements	\$0	\$0	\$0	\$0
49.720	Buildings	\$0	\$0	\$0	\$0
27.732	School Buses	\$0	\$0	\$0	\$0
10.733	Furniture and Fixtures - Instruction	\$0	\$205,000	\$147,600	\$85,000
24.733	Furniture and Fixtures - School Administration	\$0	\$10,000	\$7,200	\$10,000
22.733	Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0	\$0
21.733	Furniture and Fixtures - Student Support Services	\$0	\$0	\$0	\$0
10.734	Technology Equipment - Instruction	\$250,000	\$100,000	\$12,500	\$120,000
24.734	Technology Equipment - School Administration	\$2,000	\$16,000	\$11,520	\$10,000
22.734	Technology Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0
21.734	Technology Equipment - Student Support Services	\$0	\$0	\$0	\$0
27.735	Non-Bus Vehicles	\$0	\$0	\$0	\$0
10.739	Other Equipment - Instruction	\$0	\$0	\$0	\$0
24.739	Other Equipment - School Administration	\$0	\$0	\$0	\$0
22.739	Other Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0
21.739	Other Equipment - Instruction	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>		<b>\$252,000</b>	<b>\$451,000</b>	<b>\$283,820</b>	<b>\$296,000</b>
<b>--- OTHER Objects ---</b>					

Charter Name: Advantage Arts Academy		Planning	One - 100%	One - BrkEven	Two
10.800	Other Objects- Instruction	\$0	\$10,000	\$5,000	\$10,200
21.800	Other Objects- Student Support	\$0	\$100	\$70	\$102
22.800	Other Objects- Instructional Staff	\$0	\$0	\$0	\$0
24.800	Other Objects- School Administration	\$0	\$8,000	\$5,500	\$8,160
26.800	Other Objects - Operation & Maintenance of Facilities	\$0	\$4,000	\$3,000	\$4,080
31.800	Other Objects - Food Services	\$0	\$3,000	\$2,100	\$3,060
10.800	Other Objects - Building Acquisition	\$0	\$0	\$0	\$0
	Total - All Other Objects	\$0	\$25,100	\$15,670	\$25,602
10.810	Dues and Fees - Instruction	\$0	\$5,000	\$3,500	\$5,100
21.810	Dues and Fees - Student Support	\$0	\$2,500	\$1,750	\$2,550
22.810	Dues and Fees - Instructional Staff	\$0	\$0	\$0	\$0
24.810	Dues and Fees -School Administration	\$0	\$5,000	\$3,500	\$5,100
26.810	Dues and Fees - Operation & Maintenance of Facilities	\$0	\$15,000	\$15,000	\$160,000
	Total - All Dues and Fees	\$0	\$27,500	\$23,750	\$172,750
	<b>TOTAL - OTHER Objects (800)</b>	<b>\$0</b>	<b>\$52,600</b>	<b>\$39,420</b>	<b>\$198,352</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>					
830	Interest	X	\$5,585	\$5,585	\$3,691
840	Redemption of Principal	X	\$57,514	\$57,514	\$81,236
	<b>Total other financing sources (uses) and other items</b>	<b>\$0</b>	<b>\$63,099</b>	<b>\$63,099</b>	<b>\$84,927</b>
1000	Total Local	X	\$192,690	\$141,101	\$196,544
3000	Total State		\$400,000	\$4,654,952	\$4,939,288
4000	Total Federal	X	\$240,426	\$175,696	\$245,235
	<b>TOTAL REVENUES</b>	<b>\$400,000</b>	<b>\$5,088,069</b>	<b>\$3,741,583</b>	<b>\$5,381,067</b>
100	Salaries		\$55,890	\$1,540,850	\$1,171,100
200	Employee Benefits		\$15,370	\$420,426	\$318,745
300	Purchased Professional and Technical Services		\$4,000	\$368,400	\$241,000
400	Purchased Property Services		\$0	\$1,006,974	\$991,474
500	Other Purchased Services		\$17,500	\$95,440	\$88,076
600	Supplies		\$2,500	\$560,100	\$406,800
700	Property		\$252,000	\$451,000	\$283,820
800	Other Objects		\$0	\$115,699	\$102,519
	<b>TOTAL EXPENDITURES</b>	<b>\$347,260</b>	<b>\$4,558,889</b>	<b>\$3,603,534</b>	<b>\$4,832,316</b>
	<b>Excess or Deficiency of Revenues over Expenditures</b>	<b>\$52,740</b>	<b>\$529,180</b>	<b>\$138,049</b>	<b>\$548,751</b>
	<b>Other Sources of Funding (5000)</b>	<b>\$0</b>	<b>\$52,740</b>	<b>\$52,740</b>	<b>\$581,920</b>
	<b>Net Asset Balance (Fund Balance)</b>	<b>\$52,740</b>	<b>\$581,920</b>	<b>\$190,789</b>	<b>\$1,130,671</b>
	<b>Reserves as Percentage of Total Revenue (Net Assets / Total Revenue)</b>	<b>13%</b>	<b>11%</b>	<b>5%</b>	<b>21%</b>
	<b>Percentage of Funding Contributed to Reserve Balance (Ttl Rev - Ttl Exp / Ttl Rev = &gt;5%)</b>	<b>13%</b>	<b>10%</b>	<b>4%</b>	<b>10%</b>
	<b>Necessary Closure Fund (2 months Purch Prop Serv + Other)</b>	<b>\$0</b>	<b>\$187,112</b>	<b>\$182,332</b>	<b>\$236,225</b>

Charter Name: Advantage Arts Academy		Three	Four	Five	Six
Number of Students		784	784	784	784
Grade Configuration:		0	0	0	0
<b>Revenue</b>					
Child Nutrition Program (CNP) and Lunchroom Sales		\$184,869	\$188,566	\$192,338	\$196,184
Student Activities		\$7,803	\$7,959	\$8,118	\$8,281
Other		\$7,803	\$7,959	\$8,118	\$8,281
		<b>\$200,475</b>	<b>\$204,484</b>	<b>\$208,574</b>	<b>\$212,746</b>
State Educational Funding		\$5,038,074	\$5,138,835	\$5,241,612	\$5,346,444
		<b>\$5,038,074</b>	<b>\$5,138,835</b>	<b>\$5,241,612</b>	<b>\$5,346,444</b>
Lunch and Breakfast Reimbursement		\$36,974	\$37,713	\$38,468	\$39,237
Restricted Federal Through State		\$0	\$0	\$0	\$0
Programs for the Disabled (IDEA)		\$110,279	\$112,485	\$114,734	\$117,029
Elementary and Secondary Education Act (ESEA)		\$102,887	\$104,944	\$107,043	\$109,184
		<b>\$250,140</b>	<b>\$255,142</b>	<b>\$260,245</b>	<b>\$265,450</b>
Private Grants & Donations:		\$0	\$0	\$0	\$0
Loans:		\$0	\$0	\$0	\$0
Prior Year Carryforward		\$1,130,671	\$1,686,202	\$2,247,476	\$2,898,244
		<b>\$1,130,671</b>	<b>\$1,686,202</b>	<b>\$2,247,476</b>	<b>\$2,898,244</b>
		<b>\$6,619,359</b>	<b>\$7,284,664</b>	<b>\$7,957,907</b>	<b>\$8,722,884</b>
<b>Expenditures</b>		<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>
<b>--- SALARIES ---</b>					
10.131	Salaries - Teachers	\$1,269,288	\$1,294,674	\$1,320,567	\$1,346,979
10.132	Salaries - Substitute Teachers	\$28,522	\$29,093	\$29,675	\$30,268
10.161	Salaries - Teacher Aides and Paraprofessionals	\$187,908	\$191,667	\$195,500	\$199,410
10.100	Salaries - Other 1000-INSTRUCTION	\$0	\$0	\$0	\$0
<b>Total 10 (1000)-INSTRUCTION Salaries (100)</b>		<b>\$1,485,719</b>	<b>\$1,515,433</b>	<b>\$1,545,742</b>	<b>\$1,576,657</b>
21.141	Salaries - Attendance and Social Work Personnel	\$0	\$0	\$0	\$0
21.142	Salaries - Guidance Personnel	\$0	\$0	\$0	\$0
21.143	Salaries - Health Services Personnel	\$0	\$0	\$0	\$0
21.144	Salaries - Psychological Personnel	\$0	\$0	\$0	\$0
21.152	Salaries - Secretarial and Clerical	\$0	\$0	\$0	\$0
21.100	Salaries - Other 2100-STUDENT SUPPORT	\$0	\$0	\$0	\$0
<b>Total 21 (2100)-STUDENT SUPPORT Salaries (100)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
22.145	Salaries - Media Personnel - Certified	\$0	\$0	\$0	\$0
22.162	Salaries - Media Personnel - Noncertified	\$14,045	\$14,326	\$14,613	\$14,905
22.100	Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0
<b>Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)</b>		<b>\$14,045</b>	<b>\$14,326</b>	<b>\$14,613</b>	<b>\$14,905</b>
24.121	Salaries - Principals and Assistants	\$130,049	\$132,650	\$135,303	\$138,010
24.152	Salaries - Secretarial and Clerical	\$51,500	\$52,530	\$53,580	\$54,652
24.100	Salaries - Other 2400-SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0
<b>Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)</b>		<b>\$181,549</b>	<b>\$185,180</b>	<b>\$188,884</b>	<b>\$192,662</b>
26.100	Salaries - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
<b>Total 26 (2600)-OPERATION &amp; MAINT OF FACILITIES Salaries (100)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
31.100	Salaries - FOOD SERVICES	\$37,454	\$38,203	\$38,968	\$39,747
<b>Total 31 (3100)-FOOD SERVICES Salaries (100)</b>		<b>\$37,454</b>	<b>\$38,203</b>	<b>\$38,968</b>	<b>\$39,747</b>
<b>TOTAL - ALL SALARIES (100)</b>		<b>\$1,718,768</b>	<b>\$1,753,143</b>	<b>\$1,788,206</b>	<b>\$1,823,970</b>
<b>--- BENEFITS ---</b>					
10.210	Retirement - Instruction	\$44,572	\$45,463	\$46,372	\$47,300
21.210	Retirement - Student Support	\$0	\$0	\$0	\$0
22.210	Retirement - Instructional Staff Support	\$421	\$430	\$438	\$447
24.210	Retirement - School Administration	\$5,446	\$5,555	\$5,667	\$5,780
26.210	Retirement - Operation & Main of Facilities	\$0	\$0	\$0	\$0
31.210	Retirement - Food Services	\$1,124	\$1,146	\$1,169	\$1,192
<b>TOTAL - ALL RETIREMENT</b>		<b>\$51,563</b>	<b>\$52,594</b>	<b>\$53,646</b>	<b>\$54,719</b>
10.220	Social Security/FICA/UNEMP/WCF - Instruction	\$148,572	\$151,543	\$154,574	\$157,666
21.220	Social Security/FICA/UNEMP/WCF - Student Support	\$0	\$0	\$0	\$0
24.220	Social Security/FICA/Unemployment/Workers Comp -School Administration	\$18,155	\$18,518	\$18,888	\$19,266
26.220	Social Security/FICA/UNEMP/WCF - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
31.220	Social Security - Food Services	\$3,745	\$3,820	\$3,897	\$3,975
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>		<b>\$170,472</b>	<b>\$173,882</b>	<b>\$177,359</b>	<b>\$180,907</b>
10.240	Insurance (Health/Dental/Life) - Instruction	\$252,490	\$271,427	\$291,784	\$313,668
21.240	Insurance (Health/Dental/Life) - Student Support	\$0	\$0	\$0	\$0
24.240	Insurance (Health/Dental/Life) - School Administration	\$29,240	\$31,433	\$33,791	\$36,325
26.240	Insurance (Health/Dental/Life) - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
31.240	Insurance (Health/Dental/Life) - Food Services	\$6,032	\$6,485	\$6,971	\$7,494
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>		<b>\$287,763</b>	<b>\$309,345</b>	<b>\$332,546</b>	<b>\$357,487</b>
10.200	Other Benefits (specify) - Instruction	\$0	\$0	\$0	\$0
21.200	Other Benefits (specify) - Student Support	\$0	\$0	\$0	\$0
24.200	Other Benefits (specify) - School Administration	\$0	\$0	\$0	\$0
26.200	Other Benefits (specify) - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
31.200	Other Benefits (specify) - Food Services	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>		<b>\$509,798</b>	<b>\$535,821</b>	<b>\$563,551</b>	<b>\$593,112</b>

Charter Name: Advantage Arts Academy		Three	Four	Five	Six
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>					
10.300	Purchased Prof & Tech Services - Instruction	\$55,125	\$57,881	\$60,775	\$63,814
21.300	Purchased Prof & Tech Services - Student Support	\$21,420	\$21,848	\$22,285	\$22,731
22.300	Purchased Prof & Tech Services - Instructional Staff Support	\$60,000	\$60,000	\$60,000	\$60,000
24.300	Purchased Prof & Tech Services - School Administration	\$235,200	\$235,200	\$235,200	\$235,200
26.300	Purchased Prof & Tech Services - Operation & Maintenance of Facilities	\$40,800	\$41,616	\$42,448	\$43,297
31.300	Purchased Prof & Tech Services - Food Services	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>		<b>\$412,545</b>	<b>\$416,546</b>	<b>\$420,709</b>	<b>\$425,042</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>					
26.400	Purchased Property Services	\$161,262	\$164,487	\$167,777	\$171,133
26.441	Rental of Land & Buildings	\$995,489	\$1,015,399	\$1,035,707	\$1,056,421
26.450	Construction and Remodeling	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>		<b>\$1,156,751</b>	<b>\$1,179,886</b>	<b>\$1,203,484</b>	<b>\$1,227,553</b>
<b>--- OTHER PURCHASED SERVICES ---</b>					
27.510	Student Transportation services	\$17,479	\$17,828	\$18,185	\$18,549
24.520	Insurance(other than employee benefits - e.g. D&O)	\$0	\$0	\$0	\$0
45.521	Property Insurance	\$36,414	\$37,142	\$37,885	\$38,643
45.522	Liability Insurance	\$3,787	\$3,863	\$3,940	\$4,019
10.530	Communication(telephone and other)	\$0	\$0	\$0	\$0
21.530	Communication(telephone and other)	\$0	\$0	\$0	\$0
24.530	Communication(telephone and other)	\$2,497	\$2,547	\$2,598	\$2,650
26.530	Communication(telephone and other)	\$22,473	\$22,922	\$23,381	\$23,848
24.540	Advertising	\$10,200	\$10,404	\$10,612	\$10,824
10.550	Printing and Binding	\$0	\$0	\$0	\$0
21.550	Printing and Binding	\$0	\$0	\$0	\$0
24.550	Printing and Binding	\$0	\$0	\$0	\$0
10.560	Tuition	\$0	\$0	\$0	\$0
21.570	Food Service Management	\$0	\$0	\$0	\$0
21.580	Travel/Per Diem	\$2,081	\$2,122	\$2,165	\$2,208
24.580	Travel/Per Diem	\$4,162	\$4,245	\$4,330	\$4,416
26.580	Travel/Per Diem	\$0	\$0	\$0	\$0
10.590	Inter-educational, Interagency Purchased Services	\$0	\$0	\$0	\$0
<b>TOTAL - OTHER PURCHASED SERVICES (500)</b>		<b>\$99,092</b>	<b>\$101,074</b>	<b>\$103,095</b>	<b>\$105,157</b>
<b>--- SUPPLIES ---</b>					
10.600	Instructional Supplies	\$113,612	\$115,884	\$118,202	\$120,566
10.641	Textbooks	\$79,968	\$81,567	\$83,199	\$84,863
21.600	Supplies - Student Support Services	\$5,202	\$5,306	\$5,412	\$5,520
22.644	Library Books	\$15,300	\$15,606	\$15,918	\$16,236
22.650	Periodicals	\$2,550	\$2,601	\$2,653	\$2,706
24.600	Supplies - School Administration	\$10,200	\$10,404	\$10,612	\$10,824
26.600	Supplies - Operation & Maintenance of Facilities	\$10,200	\$10,404	\$10,612	\$10,824
31.600	Supplies - Food Service	\$15,606	\$15,918	\$16,236	\$16,561
31.630	Food - Food Service	\$198,900	\$202,878	\$206,936	\$211,074
<b>TOTAL - ALL SUPPLIES (600)</b>		<b>\$451,538</b>	<b>\$460,568</b>	<b>\$469,780</b>	<b>\$479,175</b>
<b>--- PROPERTY ---</b>					
10.700	Property (Instructional Equipment) - Instruction	\$26,010	\$26,530	\$27,061	\$27,602
21.700	Property - Student Support Services	\$5,202	\$5,306	\$5,412	\$5,520
22.700	Property - Instructional Staff Support	\$0	\$0	\$0	\$0
24.700	Property - School Administration	\$10,404	\$10,612	\$10,824	\$11,041
26.700	Property - Operation & Maintenance of Facilities	\$10,404	\$10,612	\$10,824	\$11,041
31.700	Property - Food Services	\$20,400	\$20,808	\$21,224	\$21,649
31.780	Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0	\$0
49.710	Land and Improvements	\$0	\$0	\$0	\$0
49.720	Buildings	\$0	\$0	\$0	\$0
27.732	School Buses	\$0	\$0	\$0	\$0
10.733	Furniture and Fixtures - Instruction	\$85,000	\$85,000	\$85,000	\$85,000
24.733	Furniture and Fixtures - School Administration	\$10,000	\$10,000	\$10,000	\$10,000
22.733	Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0	\$0
21.733	Furniture and Fixtures - Student Support Services	\$0	\$0	\$0	\$0
10.734	Technology Equipment - Instruction	\$120,000	\$120,000	\$120,000	\$120,000
24.734	Technology Equipment - School Administration	\$10,000	\$10,000	\$10,000	\$10,000
22.734	Technology Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0
21.734	Technology Equipment - Student Support Services	\$0	\$0	\$0	\$0
27.735	Non-Bus Vehicles	\$0	\$0	\$0	\$0
10.739	Other Equipment - Instruction	\$0	\$0	\$0	\$0
24.739	Other Equipment - School Administration	\$0	\$0	\$0	\$0
22.739	Other Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0
21.739	Other Equipment - Instruction	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>		<b>\$297,420</b>	<b>\$298,868</b>	<b>\$300,346</b>	<b>\$301,853</b>

Charter Name: Advantage Arts Academy		Three	Four	Five	Six
<b>--- OTHER Objects ---</b>					
10.800	Other Objects- Instruction	\$10,404	\$10,612	\$10,824	\$11,041
21.800	Other Objects- Student Support	\$104	\$106	\$108	\$110
22.800	Other Objects- Instructional Staff	\$0	\$0	\$0	\$0
24.800	Other Objects- School Administration	\$8,323	\$8,490	\$8,659	\$8,833
26.800	Other Objects - Operation & Maintenance of Facilities	\$4,162	\$4,245	\$4,330	\$4,416
31.800	Other Objects - Food Services	\$3,121	\$3,184	\$3,247	\$3,312
10.800	Other Objects - Building Acquisition	\$0	\$0	\$0	\$0
	Total - All Other Objects	\$26,114	\$26,636	\$27,169	\$27,712
10.810	Dues and Fees - Instruction	\$5,202	\$5,306	\$5,412	\$5,520
21.810	Dues and Fees - Student Support	\$2,601	\$2,653	\$2,706	\$2,760
22.810	Dues and Fees - Instructional Staff	\$0	\$0	\$0	\$0
24.810	Dues and Fees -School Administration	\$5,202	\$5,306	\$5,412	\$5,520
26.810	Dues and Fees - Operation & Maintenance of Facilities	\$163,200	\$166,464	\$169,793	\$173,189
	Total - All Dues and Fees	\$176,205	\$179,729	\$183,324	\$186,990
	<b>TOTAL - OTHER Objects (800)</b>	<b>\$202,319</b>	<b>\$206,365</b>	<b>\$210,493</b>	<b>\$214,703</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>					
830	Interest	\$2,258	\$800	\$0	\$0
840	Redemption of Principal	\$82,669	\$84,117	\$0	\$0
	<b>Total other financing sources (uses) and other items</b>	<b>\$84,927</b>	<b>\$84,917</b>	<b>\$0</b>	<b>\$0</b>
1000	Total Local	\$200,475	\$204,484	\$208,574	\$212,746
3000	Total State	\$5,038,074	\$5,138,835	\$5,241,612	\$5,346,444
4000	Total Federal	\$250,140	\$255,142	\$260,245	\$265,450
	<b>TOTAL REVENUES</b>	<b>\$5,488,688</b>	<b>\$5,598,462</b>	<b>\$5,710,431</b>	<b>\$5,824,640</b>
100	Salaries	\$1,718,768	\$1,753,143	\$1,788,206	\$1,823,970
200	Employee Benefits	\$509,798	\$535,821	\$563,551	\$593,112
300	Purchased Professional and Technical Services	\$412,545	\$416,546	\$420,709	\$425,042
400	Purchased Property Services	\$1,156,751	\$1,179,886	\$1,203,484	\$1,227,553
500	Other Purchased Services	\$99,092	\$101,074	\$103,095	\$105,157
600	Supplies	\$451,538	\$460,568	\$469,780	\$479,175
700	Property	\$297,420	\$298,868	\$300,346	\$301,853
800	Other Objects	\$287,246	\$291,282	\$210,493	\$214,703
	<b>TOTAL EXPENDITURES</b>	<b>\$4,933,157</b>	<b>\$5,037,188</b>	<b>\$5,059,663</b>	<b>\$5,170,566</b>
	<b>Excess or Deficiency of Revenues over Expenditures</b>	<b>\$555,531</b>	<b>\$561,274</b>	<b>\$650,768</b>	<b>\$654,074</b>
	<b>Other Sources of Funding (5000)</b>	<b>\$1,130,671</b>	<b>\$1,686,202</b>	<b>\$2,247,476</b>	<b>\$2,898,244</b>
	<b>Net Asset Balance (Fund Balance)</b>	<b>\$1,686,202</b>	<b>\$2,247,476</b>	<b>\$2,898,244</b>	<b>\$3,552,318</b>
	<b>Reserves as Percentage of Total Revenue (Net Assets / Total Revenue)</b>	<b>31%</b>	<b>40%</b>	<b>51%</b>	<b>61%</b>
	<b>Percentage of Funding Contributed to Reserve Balance (Ttl Rev - Ttl Exp / Ttl Rev = &gt;5%)</b>	<b>10%</b>	<b>10%</b>	<b>11%</b>	<b>11%</b>
	<b>Necessary Closure Fund (2 months Purch Prop Serv + Other)</b>	<b>\$240,666</b>	<b>\$245,195</b>	<b>\$235,663</b>	<b>\$240,376</b>

Charter Name: Advantage Arts Academy		Seven	Eight	Nine	Ten
Number of Students		784	784	784	784
Grade Configuration:		0	0	0	0
<b>Revenue</b>					
Child Nutrition Program (CNP) and Lunchroom Sales		\$200,108	\$204,110	\$208,192	\$212,356
Student Activities		\$8,446	\$8,615	\$8,787	\$8,963
Other		\$8,446	\$8,615	\$8,787	\$8,963
		<b>\$217,001</b>	<b>\$221,341</b>	<b>\$225,767</b>	<b>\$230,283</b>
State Educational Funding		\$5,453,373	\$5,562,440	\$5,673,689	\$5,787,163
		<b>\$5,453,373</b>	<b>\$5,562,440</b>	<b>\$5,673,689</b>	<b>\$5,787,163</b>
Lunch and Breakfast Reimbursement		\$40,022	\$40,822	\$41,638	\$42,471
Restricted Federal Through State		\$0	\$0	\$0	\$0
Programs for the Disabled (IDEA)		\$119,370	\$121,757	\$124,192	\$126,676
Elementary and Secondary Education Act (ESEA)		\$111,368	\$113,595	\$115,867	\$118,185
		<b>\$270,759</b>	<b>\$276,174</b>	<b>\$281,698</b>	<b>\$287,332</b>
Private Grants & Donations:		\$0	\$0	\$0	\$0
Loans:		\$0	\$0	\$0	\$0
Prior Year Carryforward		\$3,552,318	\$4,208,301	\$4,864,661	\$5,519,721
		<b>\$3,552,318</b>	<b>\$4,208,301</b>	<b>\$4,864,661</b>	<b>\$5,519,721</b>
		<b>\$9,493,450</b>	<b>\$10,268,256</b>	<b>\$11,045,816</b>	<b>\$11,824,498</b>
<b>Expenditures</b>		<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>
--- SALARIES ---					
10.131	Salaries - Teachers	\$1,373,918	\$1,401,397	\$1,429,424	\$1,458,013
10.132	Salaries - Substitute Teachers	\$30,873	\$31,491	\$32,121	\$32,763
10.161	Salaries - Teacher Aides and Paraprofessionals	\$203,398	\$207,466	\$211,615	\$215,848
10.100	Salaries - Other 1000-INSTRUCTION	\$0	\$0	\$0	\$0
<b>Total 10 (1000)-INSTRUCTION Salaries (100)</b>		<b>\$1,608,190</b>	<b>\$1,640,354</b>	<b>\$1,673,161</b>	<b>\$1,706,624</b>
21.141	Salaries - Attendance and Social Work Personnel	\$0	\$0	\$0	\$0
21.142	Salaries - Guidance Personnel	\$0	\$0	\$0	\$0
21.143	Salaries - Health Services Personnel	\$0	\$0	\$0	\$0
21.144	Salaries - Psychological Personnel	\$0	\$0	\$0	\$0
21.152	Salaries - Secretarial and Clerical	\$0	\$0	\$0	\$0
21.100	Salaries - Other 2100-STUDENT SUPPORT	\$0	\$0	\$0	\$0
<b>Total 21 (2100)-STUDENT SUPPORT Salaries (100)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
22.145	Salaries - Media Personnel - Certified	\$0	\$0	\$0	\$0
22.162	Salaries - Media Personnel - Noncertified	\$15,203	\$15,507	\$15,817	\$16,134
22.100	Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0
<b>Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)</b>		<b>\$15,203</b>	<b>\$15,507</b>	<b>\$15,817</b>	<b>\$16,134</b>
24.121	Salaries - Principals and Assistants	\$140,770	\$143,585	\$146,457	\$149,386
24.152	Salaries - Secretarial and Clerical	\$55,745	\$56,860	\$57,997	\$59,157
24.100	Salaries - Other 2400-SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0
<b>Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)</b>		<b>\$196,515</b>	<b>\$200,445</b>	<b>\$204,454</b>	<b>\$208,543</b>
26.100	Salaries - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
<b>Total 26 (2600)-OPERATION &amp; MAINT OF FACILITIES Salaries (100)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
31.100	Salaries - FOOD SERVICES	\$40,542	\$41,353	\$42,180	\$43,023
<b>Total 31 (3100)-FOOD SERVICES Salaries (100)</b>		<b>\$40,542</b>	<b>\$41,353</b>	<b>\$42,180</b>	<b>\$43,023</b>
<b>TOTAL - ALL SALARIES (100)</b>		<b>\$1,860,450</b>	<b>\$1,897,659</b>	<b>\$1,935,612</b>	<b>\$1,974,324</b>
--- BENEFITS ---					
10.210	Retirement - Instruction	\$48,246	\$49,211	\$50,195	\$51,199
21.210	Retirement - Student Support	\$0	\$0	\$0	\$0
22.210	Retirement - Instructional Staff Support	\$456	\$465	\$475	\$484
24.210	Retirement - School Administration	\$5,895	\$6,013	\$6,134	\$6,256
26.210	Retirement - Operation & Main of Facilities	\$0	\$0	\$0	\$0
31.210	Retirement - Food Services	\$1,216	\$1,241	\$1,265	\$1,291
<b>TOTAL - ALL RETIREMENT</b>		<b>\$55,813</b>	<b>\$56,930</b>	<b>\$58,068</b>	<b>\$59,230</b>
10.220	Social Security/FICA/UNEMP/WCF - Instruction	\$160,819	\$164,035	\$167,316	\$170,662
21.220	Social Security/FICA/UNEMP/WCF - Student Support	\$0	\$0	\$0	\$0
24.220	Social Security/FICA/Unemployment/Workers Comp - School Administration	\$19,651	\$20,045	\$20,445	\$20,854
26.220	Social Security/FICA/UNEMP/WCF - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
31.220	Social Security - Food Services	\$4,054	\$4,135	\$4,218	\$4,302
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>		<b>\$184,525</b>	<b>\$188,215</b>	<b>\$191,979</b>	<b>\$195,819</b>
10.240	Insurance (Health/Dental/Life) - Instruction	\$337,193	\$362,482	\$389,669	\$418,894
21.240	Insurance (Health/Dental/Life) - Student Support	\$0	\$0	\$0	\$0
24.240	Insurance (Health/Dental/Life) - School Administration	\$39,049	\$41,978	\$45,126	\$48,511
26.240	Insurance (Health/Dental/Life) - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
31.240	Insurance (Health/Dental/Life) - Food Services	\$8,056	\$8,660	\$9,310	\$10,008
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>		<b>\$384,298</b>	<b>\$413,121</b>	<b>\$444,105</b>	<b>\$477,413</b>
10.200	Other Benefits (specify) - Instruction	\$0	\$0	\$0	\$0
21.200	Other Benefits (specify) - Student Support	\$0	\$0	\$0	\$0
24.200	Other Benefits (specify) - School Administration	\$0	\$0	\$0	\$0
26.200	Other Benefits (specify) - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
31.200	Other Benefits (specify) - Food Services	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>		<b>\$624,636</b>	<b>\$658,266</b>	<b>\$694,352</b>	<b>\$732,461</b>



Charter Name: Advantage Arts Academy		Seven	Eight	Nine	Ten
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>					
10.300	Purchased Prof & Tech Services - Instruction	\$67,005	\$70,355	\$73,873	\$77,566
21.300	Purchased Prof & Tech Services - Student Support	\$23,186	\$23,649	\$24,122	\$24,605
22.300	Purchased Prof & Tech Services - Instructional Staff Support	\$60,000	\$60,000	\$60,000	\$60,000
24.300	Purchased Prof & Tech Services - School Administration	\$235,200	\$235,200	\$235,200	\$235,200
26.300	Purchased Prof & Tech Services - Operation & Maintenance of Facilities	\$44,163	\$45,046	\$45,947	\$46,866
31.300	Purchased Prof & Tech Services - Food Services	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>		<b>\$429,554</b>	<b>\$434,251</b>	<b>\$439,143</b>	<b>\$444,238</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>					
26.400	Purchased Property Services	\$174,555	\$178,046	\$181,607	\$185,239
26.441	Rental of Land & Buildings	\$1,077,549	\$1,099,100	\$1,121,082	\$1,143,504
26.450	Construction and Remodeling	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>		<b>\$1,252,104</b>	<b>\$1,277,146</b>	<b>\$1,302,689</b>	<b>\$1,328,743</b>
<b>--- OTHER PURCHASED SERVICES ---</b>					
27.510	Student Transportation services	\$18,920	\$19,298	\$19,684	\$20,078
24.520	Insurance(other than employee benefits - e.g. D&O)	\$0	\$0	\$0	\$0
45.521	Property Insurance	\$39,416	\$40,204	\$41,008	\$41,828
45.522	Liability Insurance	\$4,099	\$4,181	\$4,265	\$4,350
10.530	Communication(telephone and other)	\$0	\$0	\$0	\$0
21.530	Communication(telephone and other)	\$0	\$0	\$0	\$0
24.530	Communication(telephone and other)	\$2,703	\$2,757	\$2,812	\$2,868
26.530	Communication(telephone and other)	\$24,325	\$24,812	\$25,308	\$25,814
24.540	Advertising	\$11,041	\$11,262	\$11,487	\$11,717
10.550	Printing and Binding	\$0	\$0	\$0	\$0
21.550	Printing and Binding	\$0	\$0	\$0	\$0
24.550	Printing and Binding	\$0	\$0	\$0	\$0
10.560	Tuition	\$0	\$0	\$0	\$0
21.570	Food Service Management	\$0	\$0	\$0	\$0
21.580	Travel/Per Diem	\$2,252	\$2,297	\$2,343	\$2,390
24.580	Travel/Per Diem	\$4,505	\$4,595	\$4,687	\$4,780
26.580	Travel/Per Diem	\$0	\$0	\$0	\$0
10.590	Inter-educational, Interagency Purchased Services	\$0	\$0	\$0	\$0
<b>TOTAL - OTHER PURCHASED SERVICES (500)</b>		<b>\$107,260</b>	<b>\$109,405</b>	<b>\$111,593</b>	<b>\$113,825</b>
<b>--- SUPPLIES ---</b>					
10.600	Instructional Supplies	\$122,977	\$125,436	\$127,945	\$130,504
10.641	Textbooks	\$86,560	\$88,291	\$90,057	\$91,858
21.600	Supplies - Student Support Services	\$5,631	\$5,743	\$5,858	\$5,975
22.644	Library Books	\$16,561	\$16,892	\$17,230	\$17,575
22.650	Periodicals	\$2,760	\$2,815	\$2,872	\$2,929
24.600	Supplies - School Administration	\$11,041	\$11,262	\$11,487	\$11,717
26.600	Supplies - Operation & Maintenance of Facilities	\$11,041	\$11,262	\$11,487	\$11,717
31.600	Supplies - Food Service	\$16,892	\$17,230	\$17,575	\$17,926
31.630	Food - Food Service	\$215,296	\$219,602	\$223,994	\$228,474
<b>TOTAL - ALL SUPPLIES (600)</b>		<b>\$488,759</b>	<b>\$498,534</b>	<b>\$508,505</b>	<b>\$518,675</b>
<b>--- PROPERTY ---</b>					
10.700	Property (Instructional Equipment) - Instruction	\$28,154	\$28,717	\$29,291	\$29,877
21.700	Property - Student Support Services	\$5,631	\$5,743	\$5,858	\$5,975
22.700	Property - Instructional Staff Support	\$0	\$0	\$0	\$0
24.700	Property - School Administration	\$11,262	\$11,487	\$11,717	\$11,951
26.700	Property - Operation & Maintenance of Facilities	\$11,262	\$11,487	\$11,717	\$11,951
31.700	Property - Food Services	\$22,082	\$22,523	\$22,974	\$23,433
31.780	Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0	\$0
49.710	Land and Improvements	\$0	\$0	\$0	\$0
49.720	Buildings	\$0	\$0	\$0	\$0
27.732	School Buses	\$0	\$0	\$0	\$0
10.733	Furniture and Fixtures - Instruction	\$85,000	\$85,000	\$85,000	\$85,000
24.733	Furniture and Fixtures - School Administration	\$10,000	\$10,000	\$10,000	\$10,000
22.733	Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0	\$0
21.733	Furniture and Fixtures - Student Support Services	\$0	\$0	\$0	\$0
10.734	Technology Equipment - Instruction	\$120,000	\$120,000	\$120,000	\$120,000
24.734	Technology Equipment - School Administration	\$10,000	\$10,000	\$10,000	\$10,000
22.734	Technology Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0
21.734	Technology Equipment - Student Support Services	\$0	\$0	\$0	\$0
27.735	Non-Bus Vehicles	\$0	\$0	\$0	\$0
10.739	Other Equipment - Instruction	\$0	\$0	\$0	\$0
24.739	Other Equipment - School Administration	\$0	\$0	\$0	\$0
22.739	Other Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0
21.739	Other Equipment - Instruction	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>		<b>\$303,390</b>	<b>\$304,958</b>	<b>\$306,557</b>	<b>\$308,188</b>

Charter Name: Advantage Arts Academy		Seven	Eight	Nine	Ten
<b>--- OTHER Objects ---</b>					
10.800	Other Objects- Instruction	\$11,262	\$11,487	\$11,717	\$11,951
21.800	Other Objects- Student Support	\$113	\$115	\$117	\$120
22.800	Other Objects- Instructional Staff	\$0	\$0	\$0	\$0
24.800	Other Objects- School Administration	\$9,009	\$9,189	\$9,373	\$9,561
26.800	Other Objects - Operation & Maintenance of Facilities	\$4,505	\$4,595	\$4,687	\$4,780
31.800	Other Objects - Food Services	\$3,378	\$3,446	\$3,515	\$3,585
10.800	Other Objects - Building Acquisition	\$0	\$0	\$0	\$0
	<b>Total - All Other Objects</b>	<b>\$28,267</b>	<b>\$28,832</b>	<b>\$29,409</b>	<b>\$29,997</b>
10.810	Dues and Fees - Instruction	\$5,631	\$5,743	\$5,858	\$5,975
21.810	Dues and Fees - Student Support	\$2,815	\$2,872	\$2,929	\$2,988
22.810	Dues and Fees - Instructional Staff	\$0	\$0	\$0	\$0
24.810	Dues and Fees -School Administration	\$5,631	\$5,743	\$5,858	\$5,975
26.810	Dues and Fees - Operation & Maintenance of Facilities	\$176,653	\$180,186	\$183,790	\$187,466
	<b>Total - All Dues and Fees</b>	<b>\$190,730</b>	<b>\$194,545</b>	<b>\$198,435</b>	<b>\$202,404</b>
	<b>TOTAL - OTHER Objects (800)</b>	<b>\$218,997</b>	<b>\$223,377</b>	<b>\$227,844</b>	<b>\$232,401</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>					
830	Interest	\$0	\$0	\$0	\$0
840	Redemption of Principal	\$0	\$0	\$0	\$0
	<b>Total other financing sources (uses) and other items</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
1000	Total Local	\$217,001	\$221,341	\$225,767	\$230,283
3000	Total State	\$5,453,373	\$5,562,440	\$5,673,689	\$5,787,163
4000	Total Federal	\$270,759	\$276,174	\$281,698	\$287,332
	<b>TOTAL REVENUES</b>	<b>\$5,941,133</b>	<b>\$6,059,955</b>	<b>\$6,181,154</b>	<b>\$6,304,778</b>
100	Salaries	\$1,860,450	\$1,897,659	\$1,935,612	\$1,974,324
200	Employee Benefits	\$624,636	\$658,266	\$694,152	\$732,461
300	Purchased Professional and Technical Services	\$429,554	\$434,251	\$439,143	\$444,238
400	Purchased Property Services	\$1,252,104	\$1,277,146	\$1,302,689	\$1,328,743
500	Other Purchased Services	\$107,260	\$109,405	\$111,593	\$113,825
600	Supplies	\$488,759	\$498,534	\$508,505	\$518,675
700	Property	\$303,390	\$304,958	\$306,557	\$308,188
800	Other Objects	\$218,997	\$223,377	\$227,844	\$232,401
	<b>TOTAL EXPENDITURES</b>	<b>\$5,285,149</b>	<b>\$5,403,595</b>	<b>\$5,526,095</b>	<b>\$5,652,855</b>
	<b>Excess or Deficiency of Revenues over Expenditures</b>	<b>\$655,983</b>	<b>\$656,360</b>	<b>\$655,059</b>	<b>\$651,923</b>
	<b>Other Sources of Funding (5000)</b>	<b>\$3,552,318</b>	<b>\$4,208,301</b>	<b>\$4,864,661</b>	<b>\$5,519,721</b>
	<b>Net Asset Balance (Fund Balance)</b>	<b>\$4,208,301</b>	<b>\$4,864,661</b>	<b>\$5,519,721</b>	<b>\$6,171,643</b>
	<b>Reserves as Percentage of Total Revenue (Net Assets / Total Revenue)</b>	<b>71%</b>	<b>80%</b>	<b>89%</b>	<b>98%</b>
	<b>Percentage of Funding Contributed to Reserve Balance (Ttl Rev - Ttl Exp / Ttl Rev =&gt;5%)</b>	<b>11%</b>	<b>11%</b>	<b>11%</b>	<b>10%</b>
	<b>Necessary Closure Fund (2 months Purch Prop Serv + Other)</b>	<b>\$245,183</b>	<b>\$250,087</b>	<b>\$255,089</b>	<b>\$260,191</b>

## Cash Flow 2018-2019 (Year One – Full Enrollment)

Charter School Name: Advantage Arts Academy		Fiscal Year: 2018-2019			
First Operational Year		100% Enrollment			
Number of Students:		728			
Grade Configuration:					
		<b>STARTING CASH ON HAND</b>			<b>\$52,740</b>
<b>Revenue</b>					
Child Nutrition Program (CNP) and Lunchroom Sales				\$177,690	\$0
Student Activities				\$7,500	\$0
Other				\$7,500	\$0
<b>Total Revenue From Local Sources (1000)</b>				<b>\$192,690</b>	<b>\$0</b>
State Educational Funding				\$4,579,952	\$381,663
Implementation Grant				\$75,000	\$0
<b>Total Revenue from State Sources (3000)</b>				<b>\$4,654,952</b>	<b>\$381,663</b>
Lunch and Breakfast Reimbursement				\$35,538	\$0
Donated Commodities (CNP)				\$0	\$0
Restricted Federal Through State				\$0	\$0
Programs for the Disabled (IDEA)				\$105,997	\$0
No Child Left Behind (NCLB)				\$98,892	\$0
<b>Total Revenue from Federal Sources (4000)</b>				<b>\$240,426</b>	<b>\$0</b>
Private Grants & Donations:				\$0	\$0
Source(s) (specify)				\$0	\$0
Loans:				\$0	\$0
Commercial				\$0	\$0
Contributions and Donations from Private Sources				\$0	\$0
Other (specify)				\$0	\$0
Prior Year Carryforward				\$52,740	\$0
<b>Total Revenue from Other Sources (5000)</b>				<b>\$52,740</b>	<b>\$0</b>
<b>Total Available Cash</b>				<b>\$527,400</b>	<b>\$343,403</b>
<b>Expenditures</b>					
<b>--- SALARIES ---</b>					
10.131	Salaries - Teachers	28.50	\$40,000	\$1,140,000	\$0
10.132	Salaries - Substitute Teachers	285.00	\$90	\$25,650	\$0
10.161	Salaries - Teacher Aides and Paraprofessionals	14.00	\$10,800	\$151,200	\$0
10.100	Salaries - Other 1000-INSTRUCTION	0.00	\$0	\$0	\$0
Total 10 (1000)-INSTRUCTION Salaries (100)				<b>\$1,316,850</b>	<b>\$0</b>
21.141	Salaries - Attendance and Social Work Personnel			\$0	\$0
21.142	Salaries - Guidance Personnel	0.00	\$0	\$0	\$0
21.143	Salaries - Health Services Personnel			\$0	\$0
21.144	Salaries - Psychological Personnel			\$0	\$0
21.152	Salaries - Secretarial and Clerical			\$0	\$0
21.100	Salaries - Other 2100-STUDENT SUPPORT			\$0	\$0
Total 21 (2100)-STUDENT SUPPORT Salaries (100)				<b>\$0</b>	<b>\$0</b>
22.145	Salaries - Media Personnel - Certified			\$0	\$0
22.162	Salaries - Media Personnel - Noncertified	1.00	\$13,500	\$13,500	\$0
22.100	Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT			\$0	\$0
Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)				<b>\$13,500</b>	<b>\$0</b>
24.121	Salaries - Principals and Assistants	1.50	\$83,333	\$125,000	\$10,417
24.152	Salaries - Secretarial and Clerical	1.50	\$33,000	\$49,500	\$4,125
24.100	Salaries - Other 2400-SCHOOL ADMINISTRATION	0.00	\$0	\$0	\$0
Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)				<b>\$174,500</b>	<b>\$14,542</b>
26.100	Salaries - Operation & Maintenance of Facilities			\$0	\$0
Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)				<b>\$0</b>	<b>\$0</b>
31.100	Salaries - FOOD SERVICES	4.00	\$9,000	\$36,000	\$0
Total 31 (3100)-FOOD SERVICES Salaries (100)				<b>\$36,000</b>	<b>\$0</b>
<b>TOTAL - ALL SALARIES (100)</b>				<b>\$1,540,850</b>	<b>\$14,542</b>
<b>--- BENEFITS ---</b>					
10.210	Retirement - INSTRUCTION	3%		\$39,506	\$0
21.210	Retirement - STUDENT SUPPORT	3%		\$0	\$0
22.210	Retirement - INSTRUCTIONAL STAFF SUPPORT	3%		\$405	\$0
24.210	Retirement - SCHOOL ADMINISTRATION	3%		\$5,235	\$436
26.210	Retirement - OPERATION & MAINT OF FACILITIES	3%		\$0	\$0
31.210	Retirement - FOOD SERVICES	3%		\$1,080	\$0
<b>TOTAL - ALL RETIREMENT</b>				<b>\$46,225</b>	<b>\$436</b>
10.220	Social Security/FICA/UNEMP/WCF - INSTRUCTION	10%		\$131,685	\$0
21.220	Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT	10%		\$0	\$0
22.220	Social Security/FICA/UNEMP/WCF - INSTRUCTIONAL STAFF SUPPORT	10%		\$0	\$0
24.220	Social Security/FICA/UNEMP/WCF -SCHOOL ADMINISTRATION	10%		\$17,450	\$1,454
26.220	Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES	10%		\$0	\$0
31.220	Social Security - FOOD SERVICES	10%		\$3,600	\$0
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>				<b>\$152,735</b>	<b>\$1,454</b>

Charter School Name: Advantage Arts Academy		Fiscal Year: 2018-2019		
First Operational Year		100% Enrollment		Jul-18
10.240	Insurance (Health/Dental/Life) - INSTRUCTION	15%	\$190,943	
21.240	Insurance (Health/Dental/Life) - STUDENT SUPPORT	15%	\$0	\$0
22.240	Insurance (Health/Dental/Life) - INSTRUCTIONAL STAFF SUPPORT	15%	\$0	\$0
24.240	Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	15%	\$25,302	\$2,109
26.240	Insurance (Health/Dental/Life) - OPERATION & MAINT OF FACILITIES	15%	\$0	\$0
31.240	Insurance (Health/Dental/Life) - FOOD SERVICES	15%	\$5,220	\$0
	<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>		<b>\$221,466</b>	<b>\$2,109</b>
10.200	Other Benefits (specify) - INSTRUCTION	0%	\$0	\$0
21.200	Other Benefits (specify) - STUDENT SUPPORT	0%	\$0	\$0
22.200	Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	0%	\$0	\$0
24.200	Other Benefits (specify) - SCHOOL ADMINISTRATION	0%	\$0	\$0
26.200	Other Benefits (specify) - OPERATION & MAINT OF FACILITIES	0%	\$0	\$0
31.200	Other Benefits (specify) - FOOD SERVICES	0%	\$0	\$0
	<b>TOTAL - ALL OTHER BENEFITS (specify)</b>		<b>\$0</b>	<b>\$0</b>
	<b>TOTAL ALL BENEFITS (200)</b>		<b>\$420,426</b>	<b>\$3,999</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>				
10.300	Purchased Prof & Tech Services - INSTRUCTION		\$50,000	\$0
21.300	Purchased Prof & Tech Services - STUDENT SUPPORT		\$20,000	\$0
22.300	Purchased Prof & Tech Services - INSTRUCTIONAL STAFF SUPPORT		\$40,000	\$0
24.300	Purchased Prof & Tech Services - SCHOOL ADMINISTRATION		\$218,400	\$0
26.300	Purchased Prof & Tech Services - OPERATION & MAINT OF FACILITIES		\$40,000	\$0
31.300	Purchased Prof & Tech Services - FOOD SERVICES		\$0	\$0
	<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>		<b>\$368,400</b>	<b>\$0</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>				
26.400	Purchased Property Services		\$155,000	\$0
26.441	Rental of Land and Buildings		\$851,974	\$0
26.450	Construction and Remodeling		\$0	\$0
	<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>		<b>\$1,006,974</b>	<b>\$0</b>
<b>--- OTHER PURCHASED SERVICES ---</b>				
27.510	Student Transportation services		\$16,800	\$0
24.520	Insurance (other than employee benefits - e.g. D&O)		\$0	\$0
45.521	Property Insurance		\$35,000	\$0
45.522	Liability Insurance		\$3,640	\$0
10.530	Communication (telephone and other)		\$0	\$0
21.530	Communication (telephone and other)		\$0	\$0
24.530	Communication (telephone and other)		\$2,400	\$200
26.530	Communication (telephone and other)		\$21,600	\$0
24.540	Advertising		\$10,000	\$5,000
10.550	Printing and Binding		\$0	\$0
21.550	Printing and Binding		\$0	\$0
24.550	Printing and Binding		\$0	\$0
10.560	Tuition		\$0	\$0
21.570	Food Service Management		\$0	\$0
21.580	Travel/Per Diem		\$2,000	\$0
24.580	Travel/Per Diem		\$4,000	\$0
26.580	Travel/Per Diem		\$0	\$0
10.590	Inter-educational, Interagency Purchased Services		\$0	\$0
	<b>TOTAL - ALL OTHER PURCHASED SERVICES (500)</b>		<b>\$95,440</b>	<b>\$5,200</b>
<b>--- SUPPLIES ---</b>				
10.600	Instructional Supplies		\$109,200	\$16,380
10.641	Textbooks		\$218,400	\$54,600
21.600	Supplies - Student Support Services		\$5,000	\$0
22.644	Library Books		\$15,000	\$0
22.650	Periodicals		\$2,500	\$0
24.600	Supplies - School Administration		\$10,000	\$0
26.600	Supplies - Operation & Maintenance of Facilities		\$10,000	\$0
31.600	Supplies - Food Service		\$15,000	\$0
31.630	Food - Food Service		\$175,000	\$0
	<b>TOTAL - ALL SUPPLIES (600)</b>		<b>\$560,100</b>	<b>\$70,980</b>
<b>--- PROPERTY ---</b>				
10.700	Property (Instructional Equipment) - Instruction		\$25,000	\$0
21.700	Property - Student Support Services		\$5,000	\$0
22.700	Property - Instructional Staff Support		\$0	\$0
24.700	Property - School Administration		\$10,000	\$0
26.700	Property - Operation & Maintenance of Facilities		\$10,000	\$0
31.700	Property - Food Services		\$70,000	\$35,000
31.780	Depreciation - Kitchen Equipment Depreciation - Food Services		\$0	\$0
49.710	Land and Improvements		\$0	\$0
49.720	Buildings		\$0	\$0
27.732	School Buses		\$0	\$0
10.733	Furniture and Fixtures - Instruction		\$205,000	\$102,500

Charter School Name: Advantage Arts Academy		Fiscal Year: 2018-2019		
First Operational Year		100% Enrollment		Jul-18
24.733	Furniture and Fixtures - School Administration		\$10,000	\$5,000
22.733	Furniture and Fixtures - Instructional Support Staff		\$0	\$0
21.733	Furniture and Fixtures - Student Support Services		\$0	\$0
10.734	Technology Equipment - Instruction		\$100,000	\$50,000
24.734	Technology Equipment - School Administration		\$16,000	\$8,000
22.734	Technology Equipment - Instructional Support Staff		\$0	\$0
21.734	Technology Equipment - Student Support Services		\$0	\$0
27.735	Non-Bus Vehicles		\$0	\$0
10.739	Other Equipment - Instruction		\$0	\$0
24.739	Other Equipment - School Administration		\$0	\$0
22.739	Other Equipment - Instructional Support Staff		\$0	\$0
21.739	Other Equipment - Instruction		\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>			<b>\$451,000</b>	<b>\$200,500</b>
<b>--- OTHER OBJECTS ---</b>				
10.800	Other Objects- Instruction		\$10,000	\$833
21.800	Other Objects- Student Support		\$100	\$8
22.800	Other Objects- Instructional Staff		\$0	\$0
24.800	Other Objects- School Administration		\$8,000	\$667
26.800	Other Objects - Operation & Maintenance of Facilities		\$4,000	\$333
31.800	Other Objects - Food Services		\$3,000	\$250
10.800	Other Objects - Building Acquisition		\$0	\$0
10.810	Dues and Fees - Instruction		\$5,000	\$417
21.810	Dues and Fees - Student Support		\$2,500	\$208
22.810	Dues and Fees - Instructional Staff		\$0	\$0
24.810	Dues and Fees -School Administration		\$5,000	\$417
26.810	Dues and Fees - Operation & Maintenance of Facilities		\$15,000	\$0
<b>TOTAL - OTHER OBJECTS (800)</b>			<b>\$52,600</b>	<b>\$3,133</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>				
830	Interest		\$5,585	\$465
840	Redemption of Principal		\$57,514	\$4,793
<b>Total other financing sources (uses) and other items</b>			<b>\$63,099</b>	<b>\$5,258</b>

Projected Month End Cash      \$130,791

Charter School Name: Advantage Arts Academy		Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
<b>STARTING CASH ON HAND</b>		\$52,740	\$130,791	\$106,161	\$90,385	\$114,459	\$153,533
Child Nutrition Program (CNP) and Lunchroom Sales		\$0	\$16,154	\$16,154	\$16,154	\$16,154	\$16,154
Student Activities		\$0	\$3,750	\$375	\$375	\$375	\$375
Other		\$0	\$0	\$750	\$750	\$750	\$750
<b>Total Revenue From Local Sources (1000)</b>		<b>\$0</b>	<b>\$19,904</b>	<b>\$17,279</b>	<b>\$17,279</b>	<b>\$17,279</b>	<b>\$17,279</b>
State Educational Funding		\$381,663	\$381,663	\$381,663	\$381,663	\$381,663	\$381,663
Implementation Grant		\$0	\$75,000	\$0	\$0	\$0	\$0
<b>Total Revenue from State Sources (3000)</b>		<b>\$381,663</b>	<b>\$456,663</b>	<b>\$381,663</b>	<b>\$381,663</b>	<b>\$381,663</b>	<b>\$381,663</b>
Lunch and Breakfast Reimbursement		\$0	\$0	\$0	\$3,949	\$3,949	\$3,949
Donated Commodities (CNP)		\$0	\$0	\$0	\$0	\$0	\$0
Restricted Federal Through State		\$0	\$0	\$0	\$0	\$0	\$0
Programs for the Disabled (IDEA)		\$0	\$0	\$0	\$0	\$0	\$15,142
No Child Left Behind (NCLB)		\$0	\$0	\$0	\$0	\$0	\$14,127
<b>Total Revenue from Federal Sources (4000)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,949</b>	<b>\$3,949</b>	<b>\$33,218</b>
Private Grants & Donations:		\$0	\$0	\$0	\$0	\$0	\$0
Source(s) (specify)		\$0	\$0	\$0	\$0	\$0	\$0
Loans:		\$0	\$0	\$0	\$0	\$0	\$0
Commercial		\$0	\$0	\$0	\$0	\$0	\$0
Contributions and Donations from Private Sources		\$0	\$0	\$0	\$0	\$0	\$0
Other (specify)		\$0	\$0	\$0	\$0	\$0	\$0
Prior Year Carryforward		\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from Other Sources (5000)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Cash</b>		<b>\$434,403</b>	<b>\$607,357</b>	<b>\$505,102</b>	<b>\$493,275</b>	<b>\$517,349</b>	<b>\$585,692</b>
<b>Expenditures</b>							
<b>--- SALARIES ---</b>							
Salaries - Teachers		\$0	\$51,818	\$103,636	\$103,636	\$103,636	\$103,636
Salaries - Substitute Teachers		\$0	\$0	\$2,565	\$2,565	\$2,565	\$2,565
Salaries - Teacher Aides and Paraprofessionals		\$0	\$0	\$15,120	\$15,120	\$15,120	\$15,120
Salaries - Other 1000-INSTRUCTION		\$0	\$0	\$0	\$0	\$0	\$0
Total 10 (1000)-INSTRUCTION Salaries (100)		<b>\$0</b>	<b>\$51,818</b>	<b>\$121,321</b>	<b>\$121,321</b>	<b>\$121,321</b>	<b>\$121,321</b>
Salaries - Attendance and Social Work Personnel		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Guidance Personnel		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Health Services Personnel		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Psychological Personnel		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Secretarial and Clerical		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Other 2100-STUDENT SUPPORT		\$0	\$0	\$0	\$0	\$0	\$0
Total 21 (2100)-STUDENT SUPPORT Salaries (100)		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - Media Personnel - Certified		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Media Personnel - Noncertified		\$0	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227
Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT		\$0	\$0	\$0	\$0	\$0	\$0
Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)		<b>\$0</b>	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>
Salaries - Principals and Assistants		\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417
Salaries - Secretarial and Clerical		\$4,125	\$4,125	\$4,125	\$4,125	\$4,125	\$4,125
Salaries - Other 2400-SCHOOL ADMINISTRATION		\$0	\$0	\$0	\$0	\$0	\$0
Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)		<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>
Salaries - Operation & Maintenance of Facilities		\$0	\$0	\$0	\$0	\$0	\$0
Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - FOOD SERVICES		\$0	\$0	\$3,600	\$3,600	\$3,600	\$3,600
Total 31 (3100)-FOOD SERVICES Salaries (100)		<b>\$0</b>	<b>\$0</b>	<b>\$3,600</b>	<b>\$3,600</b>	<b>\$3,600</b>	<b>\$3,600</b>
<b>TOTAL - ALL SALARIES (100)</b>		<b>\$14,542</b>	<b>\$67,587</b>	<b>\$140,690</b>	<b>\$140,690</b>	<b>\$140,690</b>	<b>\$140,690</b>
<b>--- BENEFITS ---</b>							
Retirement - INSTRUCTION		\$0	\$3,591	\$3,591	\$3,591	\$3,591	\$3,591
Retirement - STUDENT SUPPORT		\$0	\$0	\$0	\$0	\$0	\$0
Retirement - INSTRUCTIONAL STAFF SUPPORT		\$0	\$37	\$37	\$37	\$37	\$37
Retirement - SCHOOL ADMINISTRATION		\$436	\$436	\$436	\$436	\$436	\$436
Retirement - OPERATION & MAINT OF FACILITIES		\$0	\$0	\$0	\$0	\$0	\$0
Retirement - FOOD SERVICES		\$0	\$98.18	\$98.18	\$98.18	\$98.18	\$98.18
<b>TOTAL - ALL RETIREMENT</b>		<b>\$436</b>	<b>\$4,163</b>	<b>\$4,163</b>	<b>\$4,163</b>	<b>\$4,163</b>	<b>\$4,163</b>
Social Security/FICA/UNEMP/WCF - INSTRUCTION		\$0	\$11,971	\$11,971	\$11,971	\$11,971	\$11,971
Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT		\$0	\$0	\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - INSTRUCTIONAL STAFF SUPPORT		\$0	\$0	\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - SCHOOL ADMINISTRATION		\$1,454	\$1,454	\$1,454	\$1,454	\$1,454	\$1,454
Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES		\$0	\$0	\$0	\$0	\$0	\$0
Social Security - FOOD SERVICES		\$0	\$327	\$327	\$327	\$327	\$327
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>		<b>\$1,454</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>

	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Insurance (Health/Dental/Life) - INSTRUCTION		\$17,358	\$17,358	\$17,358	\$17,358	\$17,358
Insurance (Health/Dental/Life) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - INSTRUCTIONAL STAFF SU	\$0	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	\$2,109	\$2,109	\$2,109	\$2,109	\$2,109	\$2,109
Insurance (Health/Dental/Life) - OPERATION & MAINT OF FA	\$0	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - FOOD SERVICES	\$0	\$474,55	\$474,55	\$474,55	\$474,55	\$474,55
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>	<b>\$2,109</b>	<b>\$19,942</b>	<b>\$19,942</b>	<b>\$19,942</b>	<b>\$19,942</b>	<b>\$19,942</b>
Other Benefits (specify) - INSTRUCTION	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPOR	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - OPERATION & MAINT OF FACILI	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>	<b>\$3,999</b>	<b>\$37,857</b>	<b>\$37,857</b>	<b>\$37,857</b>	<b>\$37,857</b>	<b>\$37,857</b>
<b>PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES</b>						
Purchased Prof & Tech Services - INSTRUCTION	\$0	\$4,545	\$4,545	\$4,545	\$4,545	\$4,545
Purchased Prof & Tech Services - STUDENT SUPPORT	\$0	\$1,818	\$1,818	\$1,818	\$1,818	\$1,818
Purchased Prof & Tech Services - INSTRUCTIONAL STAFF S	\$0	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636
Purchased Prof & Tech Services - SCHOOL ADMINISTRATIO	\$0	\$19,855	\$19,855	\$19,855	\$19,855	\$19,855
Purchased Prof & Tech Services - OPERATION & MAINT OF I	\$0	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636
Purchased Prof & Tech Services - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES</b>	<b>\$0</b>	<b>\$33,491</b>	<b>\$33,491</b>	<b>\$33,491</b>	<b>\$33,491</b>	<b>\$33,491</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>						
Purchased Property Services	\$0	\$14,091	\$14,091	\$14,091	\$14,091	\$14,091
Rental of Land and Buildings	\$0	\$54,613	\$79,736	\$79,736	\$79,736	\$79,736
Construction and Remodeling	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (4</b>	<b>\$0</b>	<b>\$68,704</b>	<b>\$93,827</b>	<b>\$93,827</b>	<b>\$93,827</b>	<b>\$93,827</b>
<b>--- OTHER PURCHASED SERVICES ---</b>						
Student Transportation services	\$0	\$1,527	\$1,527	\$1,527	\$1,527	\$1,527
Insurance(other than employee benefits - e.g. D&O)	\$0	\$0	\$0	\$0	\$0	\$0
Property Insurance	\$0	\$35,000	\$0	\$0	\$0	\$0
Liability Insurance	\$0	\$3,640	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$200	\$200	\$200	\$200	\$200	\$200
Communication(telephone and other)	\$0	\$1,964	\$1,964	\$1,964	\$1,964	\$1,964
Advertising	\$5,000	\$3,000	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0	\$0	\$0
Food Service Management	\$0	\$0	\$0	\$0	\$0	\$0
Travel/Per Diem	\$0	\$182	\$182	\$182	\$182	\$182
Travel/Per Diem	\$0	\$364	\$364	\$364	\$364	\$364
Travel/Per Diem	\$0	\$0	\$0	\$0	\$0	\$0
Inter-educational, Interagency Purchased Services	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER PURCHASED SERVICES (500)</b>	<b>\$5,200</b>	<b>\$45,876</b>	<b>\$4,236</b>	<b>\$4,236</b>	<b>\$4,236</b>	<b>\$4,236</b>
<b>--- SUPPLIES ---</b>						
Instructional Supplies	\$16,380	\$16,380	\$10,920	\$7,280	\$7,280	\$7,280
Textbooks	\$54,600	\$54,600	\$10,920	\$10,920	\$10,920	\$10,920
Supplies - Student Support Services	\$0	\$2,500	\$250	\$250	\$250	\$250
Library Books	\$0	\$7,500	\$750	\$750	\$750	\$750
Periodicals	\$0	\$1,250	\$125	\$125	\$125	\$125
Supplies - School Administration	\$0	\$4,000	\$600	\$600	\$600	\$600
Supplies - Operation & Maintenance of Facilities	\$0	\$4,000	\$600	\$600	\$600	\$600
Supplies - Food Service	\$0	\$4,000	\$1,100	\$1,100	\$1,100	\$1,100
Food - Food Service	\$0	\$15,909	\$15,909	\$15,909	\$15,909	\$15,909
<b>TOTAL - ALL SUPPLIES (600)</b>	<b>\$70,980</b>	<b>\$110,139</b>	<b>\$41,174</b>	<b>\$37,534</b>	<b>\$37,534</b>	<b>\$37,534</b>
<b>--- PROPERTY ---</b>						
Property (Instructional Equipment) - Instruction	\$0	\$10,000	\$3,000	\$3,000	\$3,000	\$3,000
Property - Student Support Services	\$0	\$2,000	\$600	\$600	\$600	\$600
Property - Instructional Staff Support	\$0	\$0	\$0	\$0	\$0	\$0
Property - School Administration	\$0	\$6,000	\$800	\$800	\$800	\$800
Property - Operation & Maintenance of Facilities	\$0	\$5,000	\$1,000	\$1,000	\$1,000	\$1,000
Property - Food Services	\$35,000	\$35,000	\$0	\$0	\$0	\$0
Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0	\$0	\$0	\$0
Land and Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$0	\$0	\$0	\$0	\$0	\$0
School Buses	\$0	\$0	\$0	\$0	\$0	\$0
Furniture and Fixtures - Instruction	\$102,500	\$51,250	\$30,750	\$2,278	\$2,278	\$2,278

	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Furniture and Fixtures - School Administration	\$5,000	\$2,500	\$1,500	\$111	\$111	\$111
Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0	\$0
Furniture and Fixtures - Student Support Services	\$0	\$0	\$0	\$0	\$0	\$0
Technology Equipment - Instruction	\$50,000	\$15,000	\$15,000	\$0	\$0	\$5,000
Technology Equipment - School Administration	\$8,000	\$2,400	\$2,400	\$0	\$0	\$800
Technology Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0	\$0
Technology Equipment - Student Support Services	\$0	\$0	\$0	\$0	\$0	\$0
Non-Bus Vehicles	\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - School Administration	\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>	<b>\$200,500</b>	<b>\$129,150</b>	<b>\$55,050</b>	<b>\$7,789</b>	<b>\$7,789</b>	<b>\$13,589</b>
<b>--- OTHER OBJECTS ---</b>						
Other Objects- Instruction	\$833	\$833	\$833	\$833	\$833	\$833
Other Objects- Student Support	\$8	\$8	\$8	\$8	\$8	\$8
Other Objects- Instructional Staff	\$0	\$0	\$0	\$0	\$0	\$0
Other Objects- School Administration	\$667	\$667	\$667	\$667	\$667	\$667
Other Objects - Operation & Maintenance of Facilities	\$333	\$333	\$333	\$333	\$333	\$333
Other Objects - Food Services	\$250	\$250	\$250	\$250	\$250	\$250
Other Objects - Building Acquisition	\$0	\$0	\$0	\$0	\$0	\$0
Dues and Fees - Instruction	\$417	\$417	\$417	\$417	\$417	\$417
Dues and Fees - Student Support	\$208	\$208	\$208	\$208	\$208	\$208
Dues and Fees - Instructional Staff	\$0	\$0	\$0	\$0	\$0	\$0
Dues and Fees -School Administration	\$417	\$417	\$417	\$417	\$417	\$417
Dues and Fees - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$15,000	\$0	\$0
<b>TOTAL - OTHER OBJECTS (800)</b>	<b>\$3,133</b>	<b>\$3,133</b>	<b>\$3,133</b>	<b>\$18,133</b>	<b>\$3,133</b>	<b>\$3,133</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>						
Interest	\$465	\$465	\$465	\$465	\$465	\$465
Redemption of Principal	\$4,793	\$4,793	\$4,793	\$4,793	\$4,793	\$4,793
<b>Total other financing sources (uses) and other items</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>

Projected Month End Cash      \$130,791      \$106,161      \$90,385      \$114,459      \$153,533      \$216,076



<b>Charter School Name: Advantage Arts Academy</b>		Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
<b>STARTING CASH ON HAND</b>		\$216,076	\$277,620	\$344,564	\$412,507	\$486,251	\$559,995
Child Nutrition Program (CNP) and Lunchroom Sales		\$16,154	\$16,154	\$16,154	\$16,154	\$16,154	\$16,154
Student Activities		\$375	\$375	\$375	\$375	\$375	\$375
Other		\$750	\$750	\$750	\$750	\$750	\$750
<b>Total Revenue From Local Sources (1000)</b>		<b>\$17,279</b>	<b>\$17,279</b>	<b>\$17,279</b>	<b>\$17,279</b>	<b>\$17,279</b>	<b>\$17,279</b>
State Educational Funding		\$381,663	\$381,663	\$381,663	\$381,663	\$381,663	\$381,663
Implementation Grant		\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from State Sources (3000)</b>		<b>\$381,663</b>	<b>\$381,663</b>	<b>\$381,663</b>	<b>\$381,663</b>	<b>\$381,663</b>	<b>\$381,663</b>
Lunch and Breakfast Reimbursement		\$3,949	\$3,949	\$3,949	\$3,949	\$3,949	\$3,949
Donated Commodities (CNP)		\$0	\$0	\$0	\$0	\$0	\$0
Restricted Federal Through State		\$0	\$0	\$0	\$0	\$0	\$0
Programs for the Disabled (IDEA)		\$15,142	\$15,142	\$15,142	\$15,142	\$15,142	\$15,142
No Child Left Behind (NCLB)		\$14,127	\$14,127	\$14,127	\$14,127	\$14,127	\$14,127
<b>Total Revenue from Federal Sources (4000)</b>		<b>\$33,218</b>	<b>\$33,218</b>	<b>\$33,218</b>	<b>\$33,218</b>	<b>\$33,218</b>	<b>\$33,218</b>
Private Grants & Donations:		\$0	\$0	\$0	\$0	\$0	\$0
Source(s) (specify)		\$0	\$0	\$0	\$0	\$0	\$0
Loans:		\$0	\$0	\$0	\$0	\$0	\$0
Commercial		\$0	\$0	\$0	\$0	\$0	\$0
Contributions and Donations from Private Sources		\$0	\$0	\$0	\$0	\$0	\$0
Other (specify)		\$0	\$0	\$0	\$0	\$0	\$0
Prior Year Carryforward		\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from Other Sources (5000)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Cash</b>		<b>\$648,236</b>	<b>\$709,780</b>	<b>\$776,723</b>	<b>\$844,667</b>	<b>\$918,411</b>	<b>\$992,154</b>
<b>Expenditures</b>							
<b>--- SALARIES ---</b>							
Salaries - Teachers		\$103,636	\$103,636	\$103,636	\$103,636	\$103,636	\$155,455
Salaries - Substitute Teachers		\$2,565	\$2,565	\$2,565	\$2,565	\$2,565	\$2,565
Salaries - Teacher Aides and Paraprofessionals		\$15,120	\$15,120	\$15,120	\$15,120	\$15,120	\$15,120
Salaries - Other 1000-INSTRUCTION		\$0	\$0	\$0	\$0	\$0	\$0
Total 10 (1000)-INSTRUCTION Salaries (100)		<b>\$121,321</b>	<b>\$121,321</b>	<b>\$121,321</b>	<b>\$121,321</b>	<b>\$121,321</b>	<b>\$173,140</b>
Salaries - Attendance and Social Work Personnel		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Guidance Personnel		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Health Services Personnel		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Psychological Personnel		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Secretarial and Clerical		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Other 2100-STUDENT SUPPORT		\$0	\$0	\$0	\$0	\$0	\$0
Total 21 (2100)-STUDENT SUPPORT Salaries (100)		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - Media Personnel - Certified		\$0	\$0	\$0	\$0	\$0	\$0
Salaries - Media Personnel - Noncertified		\$1,227	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227
Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT		\$0	\$0	\$0	\$0	\$0	\$0
Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)		<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>
Salaries - Principals and Assistants		\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417
Salaries - Secretarial and Clerical		\$4,125	\$4,125	\$4,125	\$4,125	\$4,125	\$4,125
Salaries - Other 2400-SCHOOL ADMINISTRATION		\$0	\$0	\$0	\$0	\$0	\$0
Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)		<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>
Salaries - Operation & Maintenance of Facilities		\$0	\$0	\$0	\$0	\$0	\$0
Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - FOOD SERVICES		\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Total 31 (3100)-FOOD SERVICES Salaries (100)		<b>\$3,600</b>	<b>\$3,600</b>	<b>\$3,600</b>	<b>\$3,600</b>	<b>\$3,600</b>	<b>\$3,600</b>
<b>TOTAL - ALL SALARIES (100)</b>		<b>\$140,690</b>	<b>\$140,690</b>	<b>\$140,690</b>	<b>\$140,690</b>	<b>\$140,690</b>	<b>\$192,508</b>
<b>--- BENEFITS ---</b>							
Retirement - INSTRUCTION		\$3,591	\$3,591	\$3,591	\$3,591	\$3,591	\$3,591
Retirement - STUDENT SUPPORT		\$0	\$0	\$0	\$0	\$0	\$0
Retirement - INSTRUCTIONAL STAFF SUPPORT		\$37	\$37	\$37	\$37	\$37	\$37
Retirement - SCHOOL ADMINISTRATION		\$436	\$436	\$436	\$436	\$436	\$436
Retirement - OPERATION & MAINT OF FACILITIES		\$0	\$0	\$0	\$0	\$0	\$0
Retirement - FOOD SERVICES		\$98.18	\$98.18	\$98.18	\$98.18	\$98.18	\$98.18
<b>TOTAL - ALL RETIREMENT</b>		<b>\$4,163</b>	<b>\$4,163</b>	<b>\$4,163</b>	<b>\$4,163</b>	<b>\$4,163</b>	<b>\$4,163</b>
Social Security/FICA/UNEMP/WCF - INSTRUCTION		\$11,971	\$11,971	\$11,971	\$11,971	\$11,971	\$11,971
Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT		\$0	\$0	\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - INSTRUCTIONAL STA		\$0	\$0	\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - SCHOOL ADMINISTRA		\$1,454	\$1,454	\$1,454	\$1,454	\$1,454	\$1,454
Social Security/FICA/UNEMP/WCF - OPERATION & MAINT		\$0	\$0	\$0	\$0	\$0	\$0
Social Security - FOOD SERVICES		\$327	\$327	\$327	\$327	\$327	\$327
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>		<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>	<b>\$13,753</b>

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Insurance (Health/Dental/Life) - INSTRUCTION	\$17,358	\$17,358	\$17,358	\$17,358	\$17,358	\$17,358
Insurance (Health/Dental/Life) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - INSTRUCTIONAL STAFF SU	\$0	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	\$2,109	\$2,109	\$2,109	\$2,109	\$2,109	\$2,109
Insurance (Health/Dental/Life) - OPERATION & MAINT OF F	\$0	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - FOOD SERVICES	\$474.55	\$474.55	\$474.55	\$474.55	\$474.55	\$474.55
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>	<b>\$19,942</b>	<b>\$19,942</b>	<b>\$19,942</b>	<b>\$19,942</b>	<b>\$19,942</b>	<b>\$19,942</b>
Other Benefits (specify) - INSTRUCTION	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - OPERATION & MAINT OF FACILIT	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>	<b>\$37,857</b>	<b>\$37,857</b>	<b>\$37,857</b>	<b>\$37,857</b>	<b>\$37,857</b>	<b>\$37,857</b>
<b>PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES</b>						
Purchased Prof & Tech Services - INSTRUCTION	\$4,545	\$4,545	\$4,545	\$4,545	\$4,545	\$4,545
Purchased Prof & Tech Services - STUDENT SUPPORT	\$1,818	\$1,818	\$1,818	\$1,818	\$1,818	\$1,818
Purchased Prof & Tech Services - INSTRUCTIONAL STAFF S	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636
Purchased Prof & Tech Services - SCHOOL ADMINISTRATIO	\$19,855	\$19,855	\$19,855	\$19,855	\$19,855	\$19,855
Purchased Prof & Tech Services - OPERATION & MAINT OF	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636	\$3,636
Purchased Prof & Tech Services - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ALL PURCHASED PROF &amp; TECH SERVICES</b>	<b>\$33,491</b>	<b>\$33,491</b>	<b>\$33,491</b>	<b>\$33,491</b>	<b>\$33,491</b>	<b>\$33,491</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>						
Purchased Property Services	\$14,091	\$14,091	\$14,091	\$14,091	\$14,091	\$14,091
Rental of Land and Buildings	\$79,736	\$79,736	\$79,736	\$79,736	\$79,736	\$79,736
Construction and Remodeling	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ALL PURCHASED PROPERTY SERVICES (4</b>	<b>\$93,827</b>	<b>\$93,827</b>	<b>\$93,827</b>	<b>\$93,827</b>	<b>\$93,827</b>	<b>\$93,827</b>
<b>--- OTHER PURCHASED SERVICES ---</b>						
Student Transportation services	\$1,527	\$1,527	\$1,527	\$1,527	\$1,527	\$1,527
Insurance(other than employee benefits - e.g. D&O)	\$0	\$0	\$0	\$0	\$0	\$0
Property Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Liability Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$200	\$200	\$200	\$200	\$200	\$200
Communication(telephone and other)	\$1,964	\$1,964	\$1,964	\$1,964	\$1,964	\$1,964
Advertising	\$1,000	\$1,000	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0	\$0	\$0
Food Service Management	\$0	\$0	\$0	\$0	\$0	\$0
Travel/Per Diem	\$182	\$182	\$182	\$182	\$182	\$182
Travel/Per Diem	\$364	\$364	\$364	\$364	\$364	\$364
Travel/Per Diem	\$0	\$0	\$0	\$0	\$0	\$0
Inter-educational, Interagency Purchased Services	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ALL OTHER PURCHASED SERVICES (500)</b>	<b>\$5,236</b>	<b>\$5,236</b>	<b>\$4,236</b>	<b>\$4,236</b>	<b>\$4,236</b>	<b>\$4,236</b>
<b>--- SUPPLIES ---</b>						
Instructional Supplies	\$7,280	\$7,280	\$7,280	\$7,280	\$7,280	\$7,280
Textbooks	\$10,920	\$10,920	\$10,920	\$10,920	\$10,920	\$10,920
Supplies - Student Support Services	\$250	\$250	\$250	\$250	\$250	\$250
Library Books	\$750	\$750	\$750	\$750	\$750	\$750
Periodicals	\$125	\$125	\$125	\$125	\$125	\$125
Supplies - School Administration	\$600	\$600	\$600	\$600	\$600	\$600
Supplies - Operation & Maintenance of Facilities	\$600	\$600	\$600	\$600	\$600	\$600
Supplies - Food Service	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100
Food - Food Service	\$15,909	\$15,909	\$15,909	\$15,909	\$15,909	\$15,909
<b>TOTAL ALL SUPPLIES (600)</b>	<b>\$37,534</b>	<b>\$37,534</b>	<b>\$37,534</b>	<b>\$37,534</b>	<b>\$37,534</b>	<b>\$37,534</b>
<b>--- PROPERTY ---</b>						
Property (Instructional Equipment) - Instruction	\$3,000	\$0	\$0	\$0	\$0	\$0
Property - Student Support Services	\$600	\$0	\$0	\$0	\$0	\$0
Property - Instructional Staff Support	\$0	\$0	\$0	\$0	\$0	\$0
Property - School Administration	\$800	\$0	\$0	\$0	\$0	\$0
Property - Operation & Maintenance of Facilities	\$1,000	\$0	\$0	\$0	\$0	\$0
Property - Food Services	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0	\$0	\$0	\$0
Land and Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$0	\$0	\$0	\$0	\$0	\$0
School Buses	\$0	\$0	\$0	\$0	\$0	\$0
Furniture and Fixtures - Instruction	\$2,278	\$2,278	\$2,278	\$2,278	\$2,278	\$2,278

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Furniture and Fixtures - School Administration	\$111	\$111	\$111	\$111	\$111	\$111
Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0	\$0
Furniture and Fixtures - Student Support Services	\$0	\$0	\$0	\$0	\$0	\$0
Technology Equipment - Instruction	\$5,000	\$5,000	\$5,000	\$0	\$0	\$0
Technology Equipment - School Administration	\$800	\$800	\$800	\$0	\$0	\$0
Technology Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0	\$0
Technology Equipment - Student Support Services	\$0	\$0	\$0	\$0	\$0	\$0
Non-Bus Vehicles	\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - School Administration	\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>	<b>\$13,589</b>	<b>\$8,189</b>	<b>\$8,189</b>	<b>\$2,389</b>	<b>\$2,389</b>	<b>\$2,389</b>
<b>--- OTHER OBJECTS ---</b>						
Other Objects- Instruction	\$833	\$833	\$833	\$833	\$833	\$833
Other Objects- Student Support	\$8	\$8	\$8	\$8	\$8	\$8
Other Objects- Instructional Staff	\$0	\$0	\$0	\$0	\$0	\$0
Other Objects- School Administration	\$667	\$667	\$667	\$667	\$667	\$667
Other Objects - Operation & Maintenance of Facilities	\$333	\$333	\$333	\$333	\$333	\$333
Other Objects - Food Services	\$250	\$250	\$250	\$250	\$250	\$250
Other Objects - Building Acquisition	\$0	\$0	\$0	\$0	\$0	\$0
Dues and Fees - Instruction	\$417	\$417	\$417	\$417	\$417	\$417
Dues and Fees - Student Support	\$208	\$208	\$208	\$208	\$208	\$208
Dues and Fees - Instructional Staff	\$0	\$0	\$0	\$0	\$0	\$0
Dues and Fees -School Administration	\$417	\$417	\$417	\$417	\$417	\$417
Dues and Fees - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - OTHER OBJECTS (800)</b>	<b>\$3,133</b>	<b>\$3,133</b>	<b>\$3,133</b>	<b>\$3,133</b>	<b>\$3,133</b>	<b>\$3,133</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>						
Interest	\$465	\$465	\$465	\$465	\$465	\$465
Redemption of Principal	\$4,793	\$4,793	\$4,793	\$4,793	\$4,793	\$4,793
<b>Total other financing sources (uses) and other items</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>

**Projected Month End Cash**      \$277,620      \$344,564      \$412,507      \$486,251      \$559,995      \$581,920

## Cash Flow 2018-2019 (Year One – 75% Capacity)

Charter School Name: Advantage Arts Academy		Fiscal Year: 2018-2019					
		75% Enrollment		Jul-18	Aug-18	Sep-18	
		532					
		STARTING CASH ON HAND		\$52,740	\$174,545	\$116,050	
REVENUE							
Child Nutrition Program (CNP) and Lunchroom Sales		\$129,851	\$0	\$11,805	\$11,805		
Student Activities		\$5,625	\$0	\$2,813	\$281		
Other		\$5,625	\$0	\$0	\$563		
<b>Total Revenue From Local Sources (1000)</b>		<b>\$141,101</b>	<b>\$0</b>	<b>\$14,617</b>	<b>\$12,648</b>		
State Educational Funding		\$3,349,786	\$279,149	\$279,149	\$279,149		
Implementation Grant		\$75,000	\$0	\$75,000	\$0		
<b>Total Revenue from State Sources (3000)</b>		<b>\$3,424,786</b>	<b>\$279,149</b>	<b>\$354,149</b>	<b>\$279,149</b>		
Lunch and Breakfast Reimbursement		\$25,970	\$0	\$0	\$0		
Donated Commodities (CNP)		\$0	\$0	\$0	\$0		
Restricted Federal Through State		\$0	\$0	\$0	\$0		
Programs for the Disabled (IDEA)		\$77,459	\$0	\$0	\$0		
No Child Left Behind (NCLB)		\$72,267	\$0	\$0	\$0		
<b>Total Revenue from Federal Sources (4000)</b>		<b>\$175,696</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		
Private Grants & Donations:		\$0	\$0	\$0	\$0		
<i>Source(s) (specify)</i>		\$0	\$0	\$0	\$0		
Loans:		\$0	\$0	\$0	\$0		
Commercial		\$0	\$0	\$0	\$0		
Contributions and Donations from Private Sources		\$0	\$0	\$0	\$0		
Other (specify)		\$0	\$0	\$0	\$0		
Prior Year Carryforward		\$52,740	\$0	\$0	\$0		
<b>Total Revenue from Other Sources (5000)</b>		<b>\$52,740</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		
<b>Total Available Cash</b>			<b>\$331,889</b>	<b>\$543,311</b>	<b>\$407,847</b>		
Expenditures							
--- SALARIES ---							
Salaries - Teachers		21.00	\$40,000	\$840,000	\$0	\$38,182	\$76,364
Salaries - Substitute Teachers		210.00	\$90	\$18,900	\$0	\$0	\$1,890
Salaries - Teacher Aides and Paraprofessionals		9.00	\$10,800	\$97,200	\$0	\$0	\$9,720
Salaries - Other 1000-INSTRUCTION		0.00	\$0	\$0	\$0	\$0	\$0
Total 10 (1000)-INSTRUCTION Salaries (100)				<b>\$956,100</b>	<b>\$0</b>	<b>\$38,182</b>	<b>\$87,974</b>
Salaries - Attendance and Social Work Personnel				\$0	\$0	\$0	\$0
Salaries - Guidance Personnel		0.00	\$0	\$0	\$0	\$0	\$0
Salaries - Health Services Personnel				\$0	\$0	\$0	\$0
Salaries - Psychological Personnel				\$0	\$0	\$0	\$0
Salaries - Secretarial and Clerical				\$0	\$0	\$0	\$0
Salaries - Other 2100-STUDENT SUPPORT				\$0	\$0	\$0	\$0
Total 21 (2100)-STUDENT SUPPORT Salaries (100)				<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - Media Personnel - Certified				\$0	\$0	\$0	\$0
Salaries - Media Personnel - Noncertified		1.00	\$13,500	\$13,500	\$0	\$1,227	\$1,227
Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT				\$0	\$0	\$0	\$0
Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)				<b>\$13,500</b>	<b>\$0</b>	<b>\$1,227</b>	<b>\$1,227</b>
Salaries - Principals and Assistants		1.50	\$83,333	\$125,000	\$10,417	\$10,417	\$10,417
Salaries - Secretarial and Clerical		1.50	\$33,000	\$49,500	\$4,125	\$4,125	\$4,125
Salaries - Other 2400-SCHOOL ADMINISTRATION		0.00	\$0	\$0	\$0	\$0	\$0
Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)				<b>\$174,500</b>	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>
Salaries - Operation & Maintenance of Facilities				\$0	\$0	\$0	\$0
Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)				<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - FOOD SERVICES		3.00	\$9,000	\$27,000	\$0	\$0	\$2,700
Total 31 (3100)-FOOD SERVICES Salaries (100)				<b>\$27,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,700</b>
<b>TOTAL - ALL SALARIES (100)</b>				<b>\$1,171,100</b>	<b>\$14,542</b>	<b>\$53,951</b>	<b>\$106,443</b>
--- BENEFITS ---							
Retirement - INSTRUCTION		3%		\$28,683	\$0	\$2,608	\$2,608
Retirement - STUDENT SUPPORT		3%		\$0	\$0	\$0	\$0
Retirement - INSTRUCTIONAL STAFF SUPPORT		3%		\$405	\$0	\$37	\$37
Retirement - SCHOOL ADMINISTRATION		3%		\$5,235	\$436	\$436	\$436
Retirement - OPERATION & MAINT OF FACILITIES		3%		\$0	\$0	\$0	\$0
Retirement - FOOD SERVICES		3%		\$810	\$0	\$73.64	\$73.64
<b>TOTAL - ALL RETIREMENT</b>				<b>\$35,133</b>	<b>\$436</b>	<b>\$3,154</b>	<b>\$3,154</b>
Social Security/FICA/UNEMP/WCF - INSTRUCTION		10%		\$95,610	\$0	\$8,692	\$8,692
Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT		10%		\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - SCHOOL ADMINISTRATION		10%		\$17,450	\$1,454	\$1,454	\$1,454
Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES		10%		\$0	\$0	\$0	\$0
Social Security - FOOD SERVICES		10%		\$2,700	\$0	\$245	\$245
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>				<b>\$115,760</b>	<b>\$1,454</b>	<b>\$10,391</b>	<b>\$10,391</b>
Insurance (Health/Dental/Life) - INSTRUCTION		15%		\$138,635	\$12,603.14	\$12,603.14	\$12,603.14
Insurance (Health/Dental/Life) - STUDENT SUPPORT		15%		\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION		15%		\$25,302	\$2,109	\$2,109	\$2,109
Insurance (Health/Dental/Life) - OPERATION & MAINT OF FACILITIES		15%		\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - FOOD SERVICES		15%		\$3,915	\$0	\$355.91	\$355.91
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>				<b>\$167,852</b>	<b>\$2,109</b>	<b>\$15,068</b>	<b>\$15,068</b>

	75% Enrollment		Jul-18	Aug-18	Sep-18
Other Benefits (specify) - INSTRUCTION	0%	\$0	\$0	\$0	\$0
Other Benefits (specify) - STUDENT SUPPORT	0%	\$0	\$0	\$0	\$0
Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	0%	\$0	\$0	\$0	\$0
Other Benefits (specify) - SCHOOL ADMINISTRATION	0%	\$0	\$0	\$0	\$0
Other Benefits (specify) - OPERATION & MAINT OF FACILITIES	0%	\$0	\$0	\$0	\$0
Other Benefits (specify) - FOOD SERVICES	0%	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>		<b>\$318,745</b>	<b>\$3,999</b>	<b>\$28,613</b>	<b>\$28,613</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>					
Purchased Prof & Tech Services - INSTRUCTION		\$36,000	\$0	\$3,273	\$3,273
Purchased Prof & Tech Services - STUDENT SUPPORT		\$14,400	\$0	\$1,309	\$1,309
Purchased Prof & Tech Services - INSTRUCTIONAL STAFF SUPPORT		\$28,800	\$0	\$2,618	\$2,618
Purchased Prof & Tech Services - SCHOOL ADMINISTRATION		\$133,000	\$0	\$12,091	\$12,091
Purchased Prof & Tech Services - OPERATION & MAINT OF FACILITIES		\$28,800	\$0	\$2,618.18	\$2,618.18
Purchased Prof & Tech Services - FOOD SERVICES		\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>		<b>\$241,000</b>	<b>\$0</b>	<b>\$21,909</b>	<b>\$21,909</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>					
Purchased Property Services		\$139,500	\$0	\$12,682	\$12,682
Rental of Land and Buildings		\$851,974	\$0	\$54,613	\$79,736
Construction and Remodeling		\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>		<b>\$991,474</b>	<b>\$0</b>	<b>\$67,295</b>	<b>\$92,418</b>
<b>--- OTHER PURCHASED SERVICES ---</b>					
Student Transportation services		\$12,096	\$0	\$1,100	\$1,100
Insurance(other than employee benefits - e.g. D&O)		\$0	\$0	\$0	\$0
Property Insurance		\$35,000	\$0	\$35,000	\$0
Liability Insurance		\$2,660	\$0	\$2,660	\$0
Communication(telephone and other)		\$0	\$0	\$0	\$0
Communication(telephone and other)		\$0	\$0	\$0	\$0
Communication(telephone and other)		\$2,400	\$200	\$200	\$200
Communication(telephone and other)		\$21,600	\$0	\$1,964	\$1,964
Advertising		\$10,000	\$5,000	\$3,000	\$0
Printing and Binding		\$0	\$0	\$0	\$0
Printing and Binding		\$0	\$0	\$0	\$0
Printing and Binding		\$0	\$0	\$0	\$0
Tuition		\$0	\$0	\$0	\$0
Food Service Management		\$0	\$0	\$0	\$0
Travel/Per Diem		\$1,440	\$0	\$131	\$131
Travel/Per Diem		\$2,880	\$0	\$262	\$262
Travel/Per Diem		\$0	\$0	\$0	\$0
Inter-educational, Interagency Purchased Services		\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER PURCHASED SERVICES (500)</b>		<b>\$88,076</b>	<b>\$5,200</b>	<b>\$44,316</b>	<b>\$3,656</b>
<b>--- SUPPLIES ---</b>					
Instructional Supplies		\$79,800	\$11,970	\$11,970	\$7,980
Textbooks		\$159,600	\$39,900	\$39,900	\$7,980
Supplies - Student Support Services		\$3,600	\$0	\$1,800	\$180
Library Books		\$10,800	\$0	\$5,400	\$540
Periodicals		\$1,800	\$0	\$900	\$90
Supplies - School Administration		\$7,200	\$0	\$4,000	\$320
Supplies - Operation & Maintenance of Facilities		\$7,200	\$0	\$4,000	\$320
Supplies - Food Service		\$10,800	\$0	\$4,000	\$680
Food - Food Service		\$126,000	\$0	\$11,455	\$11,455
<b>TOTAL - ALL SUPPLIES (600)</b>		<b>\$406,800</b>	<b>\$51,870</b>	<b>\$83,425</b>	<b>\$29,545</b>
<b>--- PROPERTY ---</b>					
Property (Instructional Equipment) - Instruction		\$17,500	\$0	\$10,000	\$1,500
Property - Student Support Services		\$3,500	\$0	\$2,000	\$300
Property - Instructional Staff Support		\$0	\$0	\$0	\$0
Property - School Administration		\$7,000	\$0	\$5,000	\$400
Property - Operation & Maintenance of Facilities		\$7,000	\$0	\$5,000	\$400
Property - Food Services		\$70,000	\$28,000	\$28,000	\$0
Depreciation - Kitchen Equipment Depreciation - Food Services		\$0	\$0	\$0	\$0
Land and Improvements		\$0	\$0	\$0	\$0
Buildings		\$0	\$0	\$0	\$0
School Buses		\$0	\$0	\$0	\$0
Furniture and Fixtures - Instruction		\$147,600	\$44,280	\$44,280	\$36,900
Furniture and Fixtures - School Administration		\$7,200	\$2,160	\$2,160	\$1,800
Furniture and Fixtures - Instructional Support Staff		\$0	\$0	\$0	\$0
Furniture and Fixtures - Student Support Services		\$0	\$0	\$0	\$0
Technology Equipment - Instruction		\$12,500	\$0	\$12,500	\$0
Technology Equipment - School Administration		\$11,520	\$0	\$11,520	\$0
Technology Equipment - Instructional Support Staff		\$0	\$0	\$0	\$0
Technology Equipment - Student Support Services		\$0	\$0	\$0	\$0
Non-Bus Vehicles		\$0	\$0	\$0	\$0
Other Equipment - Instruction		\$0	\$0	\$0	\$0
Other Equipment - School Administration		\$0	\$0	\$0	\$0
Other Equipment - Instructional Support Staff		\$0	\$0	\$0	\$0
Other Equipment - Instruction		\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>		<b>\$283,820</b>	<b>\$74,440</b>	<b>\$120,460</b>	<b>\$41,300</b>

		75% Enrollment	Jul-18	Aug-18	Sep-18
<b>--- OTHER OBJECTS ---</b>					
Other Objects- Instruction		\$5,000	\$417	\$417	\$417
Other Objects- Student Support		\$70	\$6	\$6	\$6
Other Objects- Instructional Staff		\$0	\$0	\$0	\$0
Other Objects- School Administration		\$5,500	\$458	\$458	\$458
Other Objects - Operation & Maintenance of Facilities		\$3,000	\$250	\$250	\$250
Other Objects - Food Services		\$2,100	\$175	\$175	\$175
Other Objects - Building Acquisition		\$0	\$0	\$0	\$0
Dues and Fees - Instruction		\$3,500	\$292	\$292	\$292
Dues and Fees - Student Support		\$1,750	\$146	\$146	\$146
Dues and Fees - Instructional Staff		\$0	\$0	\$0	\$0
Dues and Fees -School Administration		\$3,500	\$292	\$292	\$292
Dues and Fees - Operation & Maintenance of Facilities		\$15,000	\$0	\$0	\$0
<b>TOTAL - OTHER OBJECTS (300)</b>		<b>\$39,420</b>	<b>\$2,035</b>	<b>\$2,035</b>	<b>\$2,035</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>					
Interest		\$5,585	\$465	\$465	\$465
Redemption of Principal		\$57,514	\$4,793	\$4,793	\$4,793
<b>Total other financing sources (uses) and other items</b>		<b>\$63,099</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>
<b>Projected Month-End Cash</b>			<b>\$174,545</b>	<b>\$116,050</b>	<b>\$76,670</b>

<b>Charter School Name: Advantage Arts Academy</b>					
	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
<b>STARTING CASH ON HAND</b>					
	\$76,670	\$66,536	\$71,402	\$90,658	\$85,694
<b>REVENUE</b>					
Child Nutrition Program (CNP) and Lunchroom Sales	\$11,805	\$11,805	\$11,805	\$11,805	\$11,805
Student Activities	\$281	\$281	\$281	\$281	\$281
Other	\$563	\$563	\$563	\$563	\$563
<b>Total Revenue from Local Sources (3000)</b>	<b>\$12,648</b>	<b>\$12,648</b>	<b>\$12,648</b>	<b>\$12,648</b>	<b>\$12,648</b>
State Educational Funding	\$279,149	\$279,149	\$279,149	\$279,149	\$279,149
Implementation Grant	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from State Sources (3000)</b>	<b>\$279,149</b>	<b>\$279,149</b>	<b>\$279,149</b>	<b>\$279,149</b>	<b>\$279,149</b>
Lunch and Breakfast Reimbursement	\$2,886	\$2,886	\$2,886	\$2,886	\$2,886
Donated Commodities (CNP)	\$0	\$0	\$0	\$0	\$0
Restricted Federal Through State	\$0	\$0	\$0	\$0	\$0
Programs for the Disabled (IDEA)	\$0	\$0	\$11,066	\$11,066	\$11,066
No Child Left Behind (NCLB)	\$0	\$0	\$10,324	\$10,324	\$10,324
<b>Total Revenue from Federal Sources (4000)</b>	<b>\$2,886</b>	<b>\$2,886</b>	<b>\$24,275</b>	<b>\$24,275</b>	<b>\$24,275</b>
Private Grants & Donations:	\$0	\$0	\$0	\$0	\$0
Source(s) (specify)	\$0	\$0	\$0	\$0	\$0
Loans:	\$0	\$0	\$0	\$0	\$0
Commercial	\$0	\$0	\$0	\$0	\$0
Contributions and Donations from Private Sources	\$0	\$0	\$0	\$0	\$0
Other (specify)	\$0	\$0	\$0	\$0	\$0
Prior Year Carryforward	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from Other Sources (5000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Cash</b>	<b>\$371,353</b>	<b>\$361,219</b>	<b>\$387,475</b>	<b>\$406,730</b>	<b>\$401,766</b>
<b>Expenditures</b>					
<b>-- SALARIES --</b>					
Salaries - Teachers	\$76,364	\$76,364	\$76,364	\$76,364	\$76,364
Salaries - Substitute Teachers	\$1,890	\$1,890	\$1,890	\$1,890	\$1,890
Salaries - Teacher Aides and Paraprofessionals	\$9,720	\$9,720	\$9,720	\$9,720	\$9,720
Salaries - Other 1000-INSTRUCTION	\$0	\$0	\$0	\$0	\$0
Total 10 (1000)-INSTRUCTION Salaries (100)	<b>\$87,974</b>	<b>\$87,974</b>	<b>\$87,974</b>	<b>\$87,974</b>	<b>\$87,974</b>
Salaries - Attendance and Social Work Personnel	\$0	\$0	\$0	\$0	\$0
Salaries - Guidance Personnel	\$0	\$0	\$0	\$0	\$0
Salaries - Health Services Personnel	\$0	\$0	\$0	\$0	\$0
Salaries - Psychological Personnel	\$0	\$0	\$0	\$0	\$0
Salaries - Secretarial and Clerical	\$0	\$0	\$0	\$0	\$0
Salaries - Other 2100-STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
Total 21 (2100)-STUDENT SUPPORT Salaries (100)	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - Media Personnel - Certified	\$0	\$0	\$0	\$0	\$0
Salaries - Media Personnel - Noncertified	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227
Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>
Salaries - Principals and Assistants	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417
Salaries - Secretarial and Clerical	\$4,125	\$4,125	\$4,125	\$4,125	\$4,125
Salaries - Other 2400-SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0	\$0
Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>
Salaries - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0	\$0
Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - FOOD SERVICES	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700
Total 31 (3100)-FOOD SERVICES Salaries (100)	<b>\$2,700</b>	<b>\$2,700</b>	<b>\$2,700</b>	<b>\$2,700</b>	<b>\$2,700</b>
<b>TOTAL - ALL SALARIES (100)</b>	<b>\$106,443</b>	<b>\$106,443</b>	<b>\$106,443</b>	<b>\$106,443</b>	<b>\$106,443</b>
<b>-- BENEFITS --</b>					
Retirement - INSTRUCTION	\$2,608	\$2,608	\$2,608	\$2,608	\$2,608
Retirement - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
Retirement - INSTRUCTIONAL STAFF SUPPORT	\$37	\$37	\$37	\$37	\$37
Retirement - SCHOOL ADMINISTRATION	\$436	\$436	\$436	\$436	\$436
Retirement - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
Retirement - FOOD SERVICES	\$73.64	\$73.64	\$73.64	\$73.64	\$73.64
<b>TOTAL - ALL RETIREMENT</b>	<b>\$3,154</b>	<b>\$3,154</b>	<b>\$3,154</b>	<b>\$3,154</b>	<b>\$3,154</b>
Social Security/FICA/UNEMP/WCF - INSTRUCTION	\$8,692	\$8,692	\$8,692	\$8,692	\$8,692
Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - SCHOOL ADMINISTRATION	\$1,454	\$1,454	\$1,454	\$1,454	\$1,454
Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
Social Security - FOOD SERVICES	\$245	\$245	\$245	\$245	\$245
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>	<b>\$10,391</b>	<b>\$10,391</b>	<b>\$10,391</b>	<b>\$10,391</b>	<b>\$10,391</b>
Insurance (Health/Dental/Life) - INSTRUCTION	\$12,603.14	\$12,603.14	\$12,603.14	\$12,603.14	\$12,603.14
Insurance (Health/Dental/Life) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	\$2,109	\$2,109	\$2,109	\$2,109	\$2,109
Insurance (Health/Dental/Life) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - FOOD SERVICES	\$355.91	\$355.91	\$355.91	\$355.91	\$355.91
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>	<b>\$15,068</b>	<b>\$15,068</b>	<b>\$15,068</b>	<b>\$15,068</b>	<b>\$15,068</b>

<b>Charter School Name: Advantage Arts Academy</b>					
	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
Other Benefits (specify) - INSTRUCTION	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>	<b>\$28,613</b>	<b>\$28,613</b>	<b>\$28,613</b>	<b>\$28,613</b>	<b>\$28,613</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>					
Purchased Prof & Tech Services - INSTRUCTION	\$3,273	\$3,273	\$3,273	\$3,273	\$3,273
Purchased Prof & Tech Services - STUDENT SUPPORT	\$1,309	\$1,309	\$1,309	\$1,309	\$1,309
Purchased Prof & Tech Services - INSTRUCTIONAL STAFF SUPPORT	\$2,618	\$2,618	\$2,618	\$2,618	\$2,618
Purchased Prof & Tech Services - SCHOOL ADMINISTRATION	\$12,091	\$12,091	\$12,091	\$12,091	\$12,091
Purchased Prof & Tech Services - OPERATION & MAINT OF FACILITIES	\$2,618.18	\$2,618.18	\$2,618.18	\$2,618.18	\$2,618.18
Purchased Prof & Tech Services - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>	<b>\$21,909</b>	<b>\$21,909</b>	<b>\$21,909</b>	<b>\$21,909</b>	<b>\$21,909</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>					
Purchased Property Services	\$12,682	\$12,682	\$12,682	\$12,682	\$12,682
Rental of Land and Buildings	\$79,736	\$79,736	\$79,736	\$79,736	\$79,736
Construction and Remodeling	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>	<b>\$92,418</b>	<b>\$92,418</b>	<b>\$92,418</b>	<b>\$92,418</b>	<b>\$92,418</b>
<b>--- OTHER PURCHASED SERVICES ---</b>					
Student Transportation services	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100
Insurance(other than employee benefits - e.g. D&O)	\$0	\$0	\$0	\$0	\$0
Property Insurance	\$0	\$0	\$0	\$0	\$0
Liability Insurance	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$200	\$200	\$200	\$200	\$200
Communication(telephone and other)	\$1,964	\$1,964	\$1,964	\$1,964	\$1,964
Advertising	\$0	\$0	\$0	\$1,000	\$1,000
Printing and Binding	\$0	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0	\$0
Food Service Management	\$0	\$0	\$0	\$0	\$0
Travel/Per Diem	\$131	\$131	\$131	\$131	\$131
Travel/Per Diem	\$262	\$262	\$262	\$262	\$262
Travel/Per Diem	\$0	\$0	\$0	\$0	\$0
Inter-educational, Interagency Purchased Services	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER PURCHASED SERVICES (500)</b>	<b>\$3,656</b>	<b>\$3,656</b>	<b>\$3,656</b>	<b>\$4,656</b>	<b>\$4,656</b>
<b>--- SUPPLIES ---</b>					
Instructional Supplies	\$5,320	\$5,320	\$5,320	\$5,320	\$5,320
Textbooks	\$7,980	\$7,980	\$7,980	\$7,980	\$7,980
Supplies - Student Support Services	\$180	\$180	\$180	\$180	\$180
Library Books	\$540	\$540	\$540	\$540	\$540
Periodicals	\$90	\$90	\$90	\$90	\$90
Supplies - School Administration	\$320	\$320	\$320	\$320	\$320
Supplies - Operation & Maintenance of Facilities	\$320	\$320	\$320	\$320	\$320
Supplies - Food Service	\$680	\$680	\$680	\$680	\$680
Food - Food Service	\$11,455	\$11,455	\$11,455	\$11,455	\$11,455
<b>TOTAL - ALL SUPPLIES (600)</b>	<b>\$26,885</b>	<b>\$26,885</b>	<b>\$26,885</b>	<b>\$26,885</b>	<b>\$26,885</b>
<b>--- PROPERTY ---</b>					
Property (Instructional Equipment) - Instruction	\$1,500	\$1,500	\$1,500	\$1,500	\$0
Property - Student Support Services	\$300	\$300	\$300	\$300	\$0
Property - Instructional Staff Support	\$0	\$0	\$0	\$0	\$0
Property - School Administration	\$400	\$400	\$400	\$400	\$0
Property - Operation & Maintenance of Facilities	\$400	\$400	\$400	\$400	\$0
Property - Food Services	\$0	\$0	\$7,000	\$7,000	\$0
Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0	\$0	\$0
Land and Improvements	\$0	\$0	\$0	\$0	\$0
Buildings	\$0	\$0	\$0	\$0	\$0
School Buses	\$0	\$0	\$0	\$0	\$0
Furniture and Fixtures - Instruction	\$0	\$0	\$0	\$22,140	\$0



<b>Charter School Name: Advantage Arts Academy</b>						
	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	
Furniture and Fixtures - School Administration	\$0	\$0	\$0	\$1,080	\$0	
Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0	
Furniture and Fixtures - Student Support Services	\$0	\$0	\$0	\$0	\$0	
Technology Equipment - Instruction	\$0	\$0	\$0	\$0	\$0	
Technology Equipment - School Administration	\$0	\$0	\$0	\$0	\$0	
Technology Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0	
Technology Equipment - Student Support Services	\$0	\$0	\$0	\$0	\$0	
Non-Bus Vehicles	\$0	\$0	\$0	\$0	\$0	
Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0	
Other Equipment - School Administration	\$0	\$0	\$0	\$0	\$0	
Other Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0	
Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0	
<b>TOTAL - ALL PROPERTY (700)</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$9,600</b>	<b>\$32,820</b>	<b>\$0</b>	
<b>--- OTHER OBJECTS ---</b>						
Other Objects- Instruction	\$417	\$417	\$417	\$417	\$417	
Other Objects- Student Support	\$6	\$6	\$6	\$6	\$6	
Other Objects- Instructional Staff	\$0	\$0	\$0	\$0	\$0	
Other Objects- School Administration	\$458	\$458	\$458	\$458	\$458	
Other Objects - Operation & Maintenance of Facilities	\$250	\$250	\$250	\$250	\$250	
Other Objects - Food Services	\$175	\$175	\$175	\$175	\$175	
Other Objects - Building Acquisition	\$0	\$0	\$0	\$0	\$0	
Dues and Fees - Instruction	\$292	\$292	\$292	\$292	\$292	
Dues and Fees - Student Support	\$146	\$146	\$146	\$146	\$146	
Dues and Fees - Instructional Staff	\$0	\$0	\$0	\$0	\$0	
Dues and Fees -School Administration	\$292	\$292	\$292	\$292	\$292	
Dues and Fees - Operation & Maintenance of Facilities	\$15,000	\$0	\$0	\$0	\$0	
<b>TOTAL - OTHER OBJECTS (800)</b>	<b>\$17,035</b>	<b>\$2,035</b>	<b>\$2,035</b>	<b>\$2,035</b>	<b>\$2,035</b>	
<b>Total Building Acquisition &amp; Instruction (4500)</b>						
Interest	\$465	\$465	\$465	\$465	\$465	
Redemption of Principal	\$4,793	\$4,793	\$4,793	\$4,793	\$4,793	
<b>Total other financing sources (uses) and other items</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>	
<b>Projected Month End Cash</b>	<b>\$66,536</b>	<b>\$71,402</b>	<b>\$90,658</b>	<b>\$85,694</b>	<b>\$113,549</b>	

<b>Charter School Name: Advantage Arts Academy</b>				
	Mar-19	Apr-19	May-19	Jun-19
<b>STARTING CASH ON HAND</b>				
	\$113,549	\$142,405	\$171,261	\$200,116
<b>REVENUE</b>				
Child Nutrition Program (CNP) and Lunchroom Sales	\$11,805	\$11,805	\$11,805	\$11,805
Student Activities	\$281	\$281	\$281	\$281
Other	\$563	\$563	\$563	\$563
<b>Total Revenue From Local Sources (1000)</b>	<b>\$12,648</b>	<b>\$12,648</b>	<b>\$12,648</b>	<b>\$12,648</b>
State Educational Funding	\$279,149	\$279,149	\$279,149	\$279,149
Implementation Grant	\$0	\$0	\$0	\$0
<b>Total Revenue from State Sources (3000)</b>	<b>\$279,149</b>	<b>\$279,149</b>	<b>\$279,149</b>	<b>\$279,149</b>
Lunch and Breakfast Reimbursement	\$2,886	\$2,886	\$2,886	\$2,886
Donated Commodities (CNP)	\$0	\$0	\$0	\$0
Restricted Federal Through State	\$0	\$0	\$0	\$0
Programs for the Disabled (IDEA)	\$11,066	\$11,066	\$11,066	\$11,066
No Child Left Behind (NCLB)	\$10,324	\$10,324	\$10,324	\$10,324
<b>Total Revenue from Federal Sources (4000)</b>	<b>\$24,275</b>	<b>\$24,275</b>	<b>\$24,275</b>	<b>\$24,275</b>
Private Grants & Donations:	\$0	\$0	\$0	\$0
Source(s) (specify)	\$0	\$0	\$0	\$0
Loans:	\$0	\$0	\$0	\$0
Commercial	\$0	\$0	\$0	\$0
Contributions and Donations from Private Sources	\$0	\$0	\$0	\$0
Other (specify)	\$0	\$0	\$0	\$0
Prior Year Carryforward	\$0	\$0	\$0	\$0
<b>Total Revenue from Other Sources (5000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Cash</b>	<b>\$429,622</b>	<b>\$458,477</b>	<b>\$487,333</b>	<b>\$516,188</b>
<b>Expenditures</b>				
<b>--- SALARIES ---</b>				
Salaries - Teachers	\$76,364	\$76,364	\$76,364	\$114,545
Salaries - Substitute Teachers	\$1,890	\$1,890	\$1,890	\$1,890
Salaries - Teacher Aides and Paraprofessionals	\$9,720	\$9,720	\$9,720	\$9,720
Salaries - Other 1000-INSTRUCTION	\$0	\$0	\$0	\$0
Total 10 (1000)-INSTRUCTION Salaries (100)	<b>\$87,974</b>	<b>\$87,974</b>	<b>\$87,974</b>	<b>\$126,155</b>
Salaries - Attendance and Social Work Personnel	\$0	\$0	\$0	\$0
Salaries - Guidance Personnel	\$0	\$0	\$0	\$0
Salaries - Health Services Personnel	\$0	\$0	\$0	\$0
Salaries - Psychological Personnel	\$0	\$0	\$0	\$0
Salaries - Secretarial and Clerical	\$0	\$0	\$0	\$0
Salaries - Other 2100-STUDENT SUPPORT	\$0	\$0	\$0	\$0
Total 21 (2100)-STUDENT SUPPORT Salaries (100)	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - Media Personnel - Certified	\$0	\$0	\$0	\$0
Salaries - Media Personnel - Noncertified	\$1,227	\$1,227	\$1,227	\$1,227
Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0
Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>	<b>\$1,227</b>
Salaries - Principals and Assistants	\$10,417	\$10,417	\$10,417	\$10,417
Salaries - Secretarial and Clerical	\$4,125	\$4,125	\$4,125	\$4,125
Salaries - Other 2400-SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0
Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>	<b>\$14,542</b>
Salaries - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - FOOD SERVICES	\$2,700	\$2,700	\$2,700	\$2,700
Total 31 (3100)-FOOD SERVICES Salaries (100)	<b>\$2,700</b>	<b>\$2,700</b>	<b>\$2,700</b>	<b>\$2,700</b>
<b>TOTAL - ALL SALARIES (100)</b>	<b>\$106,443</b>	<b>\$106,443</b>	<b>\$106,443</b>	<b>\$144,624</b>
<b>--- BENEFITS ---</b>				
Retirement - INSTRUCTION	\$2,608	\$2,608	\$2,608	\$2,608
Retirement - STUDENT SUPPORT	\$0	\$0	\$0	\$0
Retirement - INSTRUCTIONAL STAFF SUPPORT	\$37	\$37	\$37	\$37
Retirement - SCHOOL ADMINISTRATION	\$436	\$436	\$436	\$436
Retirement - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0
Retirement - FOOD SERVICES	\$73.64	\$73.64	\$73.64	\$73.64
<b>TOTAL - ALL RETIREMENT</b>	<b>\$3,154</b>	<b>\$3,154</b>	<b>\$3,154</b>	<b>\$3,154</b>
Social Security/FICA/UNEMP/WCF - INSTRUCTION	\$8,692	\$8,692	\$8,692	\$8,692
Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT	\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - SCHOOL ADMINISTRATION	\$1,454	\$1,454	\$1,454	\$1,454
Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0
Social Security - FOOD SERVICES	\$245	\$245	\$245	\$245
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>	<b>\$10,391</b>	<b>\$10,391</b>	<b>\$10,391</b>	<b>\$10,391</b>

<b>Charter School Name: Advantage Arts Academy</b>				
	Mar-19	Apr-19	May-19	Jun-19
Insurance (Health/Dental/Life) - INSTRUCTION	\$12,603.14	\$12,603.14	\$12,603.14	\$12,603.14
Insurance (Health/Dental/Life) - STUDENT SUPPORT	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	\$2,109	\$2,109	\$2,109	\$2,109
Insurance (Health/Dental/Life) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - FOOD SERVICES	\$355.91	\$355.91	\$355.91	\$355.91
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>	<b>\$15,068</b>	<b>\$15,068</b>	<b>\$15,068</b>	<b>\$15,068</b>
Other Benefits (specify) - INSTRUCTION	\$0	\$0	\$0	\$0
Other Benefits (specify) - STUDENT SUPPORT	\$0	\$0	\$0	\$0
Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0
Other Benefits (specify) - SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0
Other Benefits (specify) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0
Other Benefits (specify) - FOOD SERVICES	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>	<b>\$28,613</b>	<b>\$28,613</b>	<b>\$28,613</b>	<b>\$28,613</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>				
Purchased Prof & Tech Services - INSTRUCTION	\$3,273	\$3,273	\$3,273	\$3,273
Purchased Prof & Tech Services - STUDENT SUPPORT	\$1,309	\$1,309	\$1,309	\$1,309
Purchased Prof & Tech Services - INSTRUCTIONAL STAFF SUPPORT	\$2,618	\$2,618	\$2,618	\$2,618
Purchased Prof & Tech Services - SCHOOL ADMINISTRATION	\$12,091	\$12,091	\$12,091	\$12,091
Purchased Prof & Tech Services - OPERATION & MAINT OF FACILITIES	\$2,618.18	\$2,618.18	\$2,618.18	\$2,618.18
Purchased Prof & Tech Services - FOOD SERVICES	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>	<b>\$21,909</b>	<b>\$21,909</b>	<b>\$21,909</b>	<b>\$21,909</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>				
Purchased Property Services	\$12,682	\$12,682	\$12,682	\$12,682
Rental of Land and Buildings	\$79,736	\$79,736	\$79,736	\$79,736
Construction and Remodeling	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>	<b>\$92,418</b>	<b>\$92,418</b>	<b>\$92,418</b>	<b>\$92,418</b>
<b>--- OTHER PURCHASED SERVICES ---</b>				
Student Transportation services	\$1,100	\$1,100	\$1,100	\$1,100
Insurance(other than employee benefits - e.g. D&O)	\$0	\$0	\$0	\$0
Property Insurance	\$0	\$0	\$0	\$0
Liability Insurance	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$200	\$200	\$200	\$200
Communication(telephone and other)	\$1,964	\$1,964	\$1,964	\$1,964
Advertising	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0
Food Service Management	\$0	\$0	\$0	\$0
Travel/Per Diem	\$131	\$131	\$131	\$131
Travel/Per Diem	\$262	\$262	\$262	\$262
Travel/Per Diem	\$0	\$0	\$0	\$0
Inter-educational, Interagency Purchased Services	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER PURCHASED SERVICES (500)</b>	<b>\$3,656</b>	<b>\$3,656</b>	<b>\$3,656</b>	<b>\$3,656</b>
<b>--- SUPPLIES ---</b>				
Instructional Supplies	\$5,320	\$5,320	\$5,320	\$5,320
Textbooks	\$7,980	\$7,980	\$7,980	\$7,980
Supplies - Student Support Services	\$180	\$180	\$180	\$180
Library Books	\$540	\$540	\$540	\$540
Periodicals	\$90	\$90	\$90	\$90
Supplies - School Administration	\$320	\$320	\$320	\$320
Supplies - Operation & Maintenance of Facilities	\$320	\$320	\$320	\$320
Supplies - Food Service	\$680	\$680	\$680	\$680
Food - Food Service	\$11,455	\$11,455	\$11,455	\$11,455
<b>TOTAL - ALL SUPPLIES (600)</b>	<b>\$26,885</b>	<b>\$26,885</b>	<b>\$26,885</b>	<b>\$26,885</b>
<b>--- PROPERTY ---</b>				
Property (Instructional Equipment) - Instruction	\$0	\$0	\$0	\$0
Property - Student Support Services	\$0	\$0	\$0	\$0
Property - Instructional Staff Support	\$0	\$0	\$0	\$0
Property - School Administration	\$0	\$0	\$0	\$0
Property - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
Property - Food Services	\$0	\$0	\$0	\$0
Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0	\$0
Land and Improvements	\$0	\$0	\$0	\$0
Buildings	\$0	\$0	\$0	\$0
School Buses	\$0	\$0	\$0	\$0
Furniture and Fixtures - Instruction	\$0	\$0	\$0	\$0

<b>Charter School Name: Advantage Arts Academy</b>				
	Mar-19	Apr-19	May-19	Jun-19
Furniture and Fixtures - School Administration	\$0	\$0	\$0	\$0
Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0	\$0
Furniture and Fixtures - Student Support Services	\$0	\$0	\$0	\$0
Technology Equipment - Instruction	\$0	\$0	\$0	\$0
Technology Equipment - School Administration	\$0	\$0	\$0	\$0
Technology Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0
Technology Equipment - Student Support Services	\$0	\$0	\$0	\$0
Non-Bus Vehicles	\$0	\$0	\$0	\$0
Other Equipment - Instruction	\$0	\$0	\$0	\$0
Other Equipment - School Administration	\$0	\$0	\$0	\$0
Other Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0
Other Equipment - Instruction	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>--- OTHER OBJECTS ---</b>				
Other Objects- Instruction	\$417	\$417	\$417	\$417
Other Objects- Student Support	\$6	\$6	\$6	\$6
Other Objects- Instructional Staff	\$0	\$0	\$0	\$0
Other Objects- School Administration	\$458	\$458	\$458	\$458
Other Objects - Operation & Maintenance of Facilities	\$250	\$250	\$250	\$250
Other Objects - Food Services	\$175	\$175	\$175	\$175
Other Objects - Building Acquisition	\$0	\$0	\$0	\$0
Dues and Fees - Instruction	\$292	\$292	\$292	\$292
Dues and Fees - Student Support	\$146	\$146	\$146	\$146
Dues and Fees - Instructional Staff	\$0	\$0	\$0	\$0
Dues and Fees -School Administration	\$292	\$292	\$292	\$292
Dues and Fees - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0
<b>TOTAL - OTHER OBJECTS (800)</b>	<b>\$2,035</b>	<b>\$2,035</b>	<b>\$2,035</b>	<b>\$2,035</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>				
Interest	\$465	\$465	\$465	\$465
Redemption of Principal	\$4,793	\$4,793	\$4,793	\$4,793
<b>Total other financing sources (uses) and other items</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>	<b>\$5,258</b>

**Projected Month End Cash**      \$142,405      \$171,261      \$200,116      \$190,790

## Cash Flow 2019-2020 (Year Two)

Charter School Name: Advantage Arts Academy		Fiscal Year: 2019-2020		
Second Operational Year		100% Enrollment		
Number of Students:			Jul-19	Aug-19
Grade Configuration:				
<b>STARTING CASH ON HAND</b>			\$581,920	\$584,351
<b>Revenue</b>				
Child Nutrition Program (CNP) and Lunchroom Sales		\$181,244	\$0	\$16,477
Student Activities		\$7,650	\$0	\$3,825
Other		\$7,650	\$0	\$0
<b>Total Revenue From Local Sources (1000)</b>		<b>\$196,544</b>	<b>\$0</b>	<b>\$20,302</b>
State Educational Funding		\$4,939,288	\$411,607	\$411,607
Implementation Grant		\$0	\$0	\$0
<b>Total Revenue from State Sources (3000)</b>		<b>\$4,939,288</b>	<b>\$411,607</b>	<b>\$411,607</b>
Lunch and Breakfast Reimbursement		\$36,249	\$0	\$0
Donated Commodities (CNP)		\$0	\$0	\$0
Restricted Federal Through State		\$0	\$0	\$0
Programs for the Disabled (IDEA)		\$108,117	\$0	\$0
No Child Left Behind (NCLB)		\$100,869	\$0	\$0
<b>Total Revenue from Federal Sources (4000)</b>		<b>\$245,235</b>	<b>\$0</b>	<b>\$0</b>
Private Grants & Donations:		\$0	\$0	\$0
Source(s) (specify)		\$0	\$0	\$0
Loans:		\$0	\$0	\$0
Commercial		\$0	\$0	\$0
Contributions and Donations from Private Sources		\$0	\$0	\$0
Other (specify)		\$0	\$0	\$0
Prior Year Carryforward		\$581,920	\$0	\$0
<b>Total Revenue from Other Sources (5000)</b>		<b>\$581,920</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Cash</b>			<b>\$993,527</b>	<b>\$1,016,260</b>
<b>Expenditures</b>				
		<b>Number</b>	<b>Total</b>	
<b>--- SALARIES ---</b>				
10.131	Salaries - Teachers		\$1,244,400	\$103,700
10.132	Salaries - Substitute Teachers		\$27,963	\$0
10.161	Salaries - Teacher Aides and Paraprofessionals		\$184,224	\$0
10.100	Salaries - Other 1000-INSTRUCTION		\$0	\$0
	Total 10 (1000)-INSTRUCTION Salaries (100)		<b>\$1,456,587</b>	<b>\$103,700</b>
21.141	Salaries - Attendance and Social Work Personnel		\$0	\$0
21.142	Salaries - Guidance Personnel		\$0	\$0
21.143	Salaries - Health Services Personnel		\$0	\$0
21.144	Salaries - Psychological Personnel		\$0	\$0
21.152	Salaries - Secretarial and Clerical		\$0	\$0
21.100	Salaries - Other 2100-STUDENT SUPPORT		\$0	\$0
	Total 21 (2100)-STUDENT SUPPORT Salaries (100)		<b>\$0</b>	<b>\$0</b>
22.145	Salaries - Media Personnel - Certified		\$0	\$0
22.162	Salaries - Media Personnel - Noncertified		\$13,770	\$0
22.100	Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT		\$0	\$0
	Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)		<b>\$13,770</b>	<b>\$0</b>
24.121	Salaries - Principals and Assistants		\$127,499	\$10,625
24.152	Salaries - Secretarial and Clerical		\$50,490	\$4,208
24.100	Salaries - Other 2400-SCHOOL ADMINISTRATION		\$0	\$0
	Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)		<b>\$177,989</b>	<b>\$14,832</b>
26.100	Salaries - Operation & Maintenance of Facilities		\$0	\$0
	Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)		<b>\$0</b>	<b>\$0</b>
31.100	Salaries - FOOD SERVICES		\$36,720	\$0
	Total 31 (3100)-FOOD SERVICES Salaries (100)		<b>\$36,720</b>	<b>\$0</b>
	<b>TOTAL - ALL SALARIES (100)</b>		<b>\$1,685,066</b>	<b>\$118,532</b>
<b>--- BENEFITS ---</b>				
10.210	Retirement - INSTRUCTION	3%	\$43,698	\$0
21.210	Retirement - STUDENT SUPPORT	3%	\$0	\$0
22.210	Retirement - INSTRUCTIONAL STAFF SUPPORT	3%	\$413	\$0
24.210	Retirement - SCHOOL ADMINISTRATION	3%	\$5,340	\$445
26.210	Retirement - OPERATION & MAINT OF FACILITIES	3%	\$0	\$0
31.210	Retirement - FOOD SERVICES	3%	\$1,102	\$0
	<b>TOTAL - ALL RETIREMENT</b>		<b>\$50,552</b>	<b>\$445</b>
10.220	Social Security/FICA/UNEMP/WCF - INSTRUCTION	10%	\$145,659	\$0
21.220	Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT	10%	\$0	\$0
22.220	Social Security/FICA/UNEMP/WCF - INSTRUCTIONAL STAFF SUPPORT	10%	\$0	\$0
24.220	Social Security/FICA/UNEMP/WCF - SCHOOL ADMINISTRATION	10%	\$17,799	\$1,483
26.220	Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES	10%	\$0	\$0
31.220	Social Security - FOOD SERVICES	10%	\$3,672	\$0
	<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>		<b>\$167,130</b>	<b>\$1,483</b>

<b>Charter School Name: Advantage Arts Academy</b>		<b>Fiscal Year: 2019-2020</b>		
<b>Second Operational Year</b>		<b>100% Enrollment</b>	<b>Jul-19</b>	<b>Aug-19</b>
10.240	Insurance (Health/Dental/Life) - INSTRUCTION	\$234,875		\$21,352.24
21.240	Insurance (Health/Dental/Life) - STUDENT SUPPORT	\$0	\$0	\$0
22.240	Insurance (Health/Dental/Life) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0
24.240	Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	\$27,200	\$2,267	\$2,267
26.240	Insurance (Health/Dental/Life) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0
31.240	Insurance (Health/Dental/Life) - FOOD SERVICES	\$5,612	\$0	\$510.14
	<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>	<b>\$267,686</b>	<b>\$2,267</b>	<b>\$24,129</b>
10.200	Other Benefits (specify) - INSTRUCTION	\$0	\$0	\$0
21.200	Other Benefits (specify) - STUDENT SUPPORT	\$0	\$0	\$0
22.200	Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0
24.200	Other Benefits (specify) - SCHOOL ADMINISTRATION	\$0	\$0	\$0
26.200	Other Benefits (specify) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0
31.200	Other Benefits (specify) - FOOD SERVICES	\$0	\$0	\$0
	<b>TOTAL - ALL OTHER BENEFITS (specify)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>TOTAL ALL BENEFITS (200)</b>	<b>\$485,368</b>	<b>\$4,195</b>	<b>\$43,743</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>				
10.300	Purchased Prof & Tech Services - INSTRUCTION	\$52,500	\$0	\$4,773
21.300	Purchased Prof & Tech Services - STUDENT SUPPORT	\$21,000	\$0	\$1,909
22.300	Purchased Prof & Tech Services - INSTRUCTIONAL STAFF SUPPORT	\$60,000	\$0	\$5,455
24.300	Purchased Prof & Tech Services - SCHOOL ADMINISTRATION	\$235,200	\$0	\$21,382
26.300	Purchased Prof & Tech Services - OPERATION & MAINT OF FACILITIES	\$40,000	\$3,333.33	\$3,333.33
31.300	Purchased Prof & Tech Services - FOOD SERVICES	\$0	\$0	\$0
	<b>TOTAL ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>	<b>\$408,700</b>	<b>\$3,333</b>	<b>\$36,852</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>				
26.400	Purchased Property Services	\$158,100	\$0	\$14,373
26.441	Rental of Land and Buildings	\$975,969	\$81,331	\$81,331
26.450	Construction and Remodeling	\$0	\$0	\$0
	<b>TOTAL ALL PURCHASED PROPERTY SERVICES (400)</b>	<b>\$1,134,069</b>	<b>\$81,331</b>	<b>\$95,704</b>
<b>--- OTHER PURCHASED SERVICES ---</b>				
27.510	Student Transportation services	\$17,136	\$0	\$1,558
24.520	Insurance(other than employee benefits - e.g. D&O)	\$0	\$0	\$0
45.521	Property Insurance	\$35,700	\$0	\$35,700
45.522	Liability Insurance	\$3,713	\$0	\$3,713
10.530	Communication(telephone and other)	\$0	\$0	\$0
21.530	Communication(telephone and other)	\$0	\$0	\$0
24.530	Communication(telephone and other)	\$2,448	\$204	\$204
26.530	Communication(telephone and other)	\$22,032	\$0	\$2,003
24.540	Advertising	\$10,000	\$5,000	\$3,000
10.550	Printing and Binding	\$0	\$0	\$0
21.550	Printing and Binding	\$0	\$0	\$0
24.550	Printing and Binding	\$0	\$0	\$0
10.560	Tuition	\$0	\$0	\$0
21.570	Food Service Management	\$0	\$0	\$0
21.580	Travel/Per Diem	\$2,040	\$0	\$185
24.580	Travel/Per Diem	\$4,080	\$0	\$371
26.580	Travel/Per Diem	\$0	\$0	\$0
10.590	Inter-educational, Interagency Purchased Services	\$0	\$0	\$0
	<b>TOTAL ALL OTHER PURCHASED SERVICES (500)</b>	<b>\$97,149</b>	<b>\$5,204</b>	<b>\$46,734</b>
<b>--- SUPPLIES ---</b>				
10.600	Instructional Supplies	\$111,384	\$16,708	\$16,708
10.641	Textbooks	\$78,400	\$19,600	\$19,600
21.600	Supplies - Student Support Services	\$5,100	\$0	\$2,550
22.644	Library Books	\$15,000	\$0	\$7,500
22.650	Periodicals	\$2,500	\$0	\$1,250
24.600	Supplies - School Administration	\$10,000	\$0	\$4,000
26.600	Supplies - Operation & Maintenance of Facilities	\$10,000	\$0	\$4,000
31.600	Supplies - Food Service	\$15,300	\$0	\$4,000
31.630	Food - Food Service	\$195,000	\$0	\$17,727
	<b>TOTAL ALL SUPPLIES (600)</b>	<b>\$442,684</b>	<b>\$36,308</b>	<b>\$77,335</b>
<b>--- PROPERTY ---</b>				
10.700	Property (Instructional Equipment) - Instruction	\$25,500	\$0	\$10,000
21.700	Property - Student Support Services	\$5,100	\$0	\$2,000
22.700	Property - Instructional Staff Support	\$0	\$0	\$0
24.700	Property - School Administration	\$10,200	\$0	\$6,000
26.700	Property - Operation & Maintenance of Facilities	\$10,200	\$0	\$5,000
31.700	Property - Food Services	\$20,000	\$15,000	\$5,000
31.780	Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0
49.710	Land and Improvements	\$0	\$0	\$0
49.720	Buildings	\$0	\$0	\$0
27.732	School Buses	\$0	\$0	\$0

Charter School Name: Advantage Arts Academy		Fiscal Year: 2019-2020		
Second Operational Year		100% Enrollment	Jul-19	Aug-19
10.733	Furniture and Fixtures - Instruction	\$85,000	\$51,000	\$21,250
24.733	Furniture and Fixtures - School Administration	\$10,000	\$6,000	\$2,500
22.733	Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0
21.733	Furniture and Fixtures - Student Support Services	\$0	\$0	\$0
10.734	Technology Equipment - Instruction	\$120,000	\$72,000	\$30,000
24.734	Technology Equipment - School Administration	\$10,000	\$6,000	\$2,500
22.734	Technology Equipment - Instructional Support Staff	\$0	\$0	\$0
21.734	Technology Equipment - Student Support Services	\$0	\$0	\$0
27.735	Non-Bus Vehicles	\$0	\$0	\$0
10.739	Other Equipment - Instruction	\$0	\$0	\$0
24.739	Other Equipment - School Administration	\$0	\$0	\$0
22.739	Other Equipment - Instructional Support Staff	\$0	\$0	\$0
21.739	Other Equipment - Instruction	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>		<b>\$296,000</b>	<b>\$150,000</b>	<b>\$84,250</b>
<b>--- OTHER OBJECTS ---</b>				
10.800	Other Objects- Instruction	\$10,200	\$850	\$850
21.800	Other Objects- Student Support	\$102	\$9	\$9
22.800	Other Objects- Instructional Staff	\$0	\$0	\$0
24.800	Other Objects- School Administration	\$8,160	\$680	\$680
26.800	Other Objects - Operation & Maintenance of Facilities	\$4,080	\$340	\$340
31.800	Other Objects - Food Services	\$3,060	\$255	\$255
10.800	Other Objects - Building Acquisition	\$0	\$0	\$0
10.810	Dues and Fees - Instruction	\$5,100	\$425	\$425
21.810	Dues and Fees - Student Support	\$2,550	\$213	\$213
22.810	Dues and Fees - Instructional Staff	\$0	\$0	\$0
24.810	Dues and Fees -School Administration	\$5,100	\$425	\$425
26.810	Dues and Fees - Operation & Maintenance of Facilities	\$160,000	\$0	\$0
<b>TOTAL - OTHER OBJECTS (800)</b>		<b>\$198,352</b>	<b>\$3,196</b>	<b>\$3,196</b>
<b>Total Building Acquisition &amp; Instruction: (4500)</b>				
830	Interest	\$3,691	\$308	\$308
840	Redemption of Principal	\$81,236	\$6,770	\$6,770
<b>Total other financing sources (uses) and other items</b>		<b>\$84,927</b>	<b>\$7,077</b>	<b>\$7,077</b>

Projected Month End Cash      \$584,351      \$501,586

<b>Charter School Name: Advantage Arts Academy</b>						
<b>Second Operational Year</b>		Sep-19	Oct-19	Nov-19	Dec-19	Jan-20
Number of Students:						
Grade Configuration:						
<b>STARTING CASH ON HAND</b>		\$501,586	\$519,654	\$419,213	\$478,772	\$568,186
<b>Revenue</b>						
Child Nutrition Program (CNP) and Lunchroom Sales		\$16,477	\$16,477	\$16,477	\$16,477	\$16,477
Student Activities		\$383	\$383	\$383	\$383	\$383
Other		\$765	\$765	\$765	\$765	\$765
<b>Total Revenue From Local Sources (1000)</b>		<b>\$17,624</b>	<b>\$17,624</b>	<b>\$17,624</b>	<b>\$17,624</b>	<b>\$17,624</b>
State Educational Funding		\$411,607	\$411,607	\$411,607	\$411,607	\$411,607
Implementation Grant		\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from State Sources (3000)</b>		<b>\$411,607</b>	<b>\$411,607</b>	<b>\$411,607</b>	<b>\$411,607</b>	<b>\$411,607</b>
Lunch and Breakfast Reimbursement		\$0	\$4,028	\$4,028	\$4,028	\$4,028
Donated Commodities (CNP)		\$0	\$0	\$0	\$0	\$0
Restricted Federal Through State		\$0	\$0	\$0	\$0	\$0
Programs for the Disabled (IDEA)		\$0	\$0	\$0	\$15,445	\$15,445
No Child Left Behind (NCLB)		\$0	\$0	\$0	\$14,410	\$14,410
<b>Total Revenue from Federal Sources (4000)</b>		<b>\$0</b>	<b>\$4,028</b>	<b>\$4,028</b>	<b>\$33,883</b>	<b>\$33,883</b>
Private Grants & Donations:		\$0	\$0	\$0	\$0	\$0
Source(s) (specify)		\$0	\$0	\$0	\$0	\$0
Loans:		\$0	\$0	\$0	\$0	\$0
Commercial		\$0	\$0	\$0	\$0	\$0
Contributions and Donations from Private Sources		\$0	\$0	\$0	\$0	\$0
Other (specify)		\$0	\$0	\$0	\$0	\$0
Prior Year Carryforward		\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from Other Sources (5000)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Cash</b>		<b>\$930,817</b>	<b>\$952,913</b>	<b>\$852,472</b>	<b>\$941,886</b>	<b>\$1,031,301</b>
<b>Expenditures</b>						
<b>--- SALARIES ---</b>						
10.131	Salaries - Teachers	\$103,700	\$103,700	\$103,700	\$103,700	\$103,700
10.132	Salaries - Substitute Teachers	\$2,796	\$2,796	\$2,796	\$2,796	\$2,796
10.161	Salaries - Teacher Aides and Paraprofessionals	\$18,422	\$18,422	\$18,422	\$18,422	\$18,422
10.100	Salaries - Other 1000-INSTRUCTION	\$0	\$0	\$0	\$0	\$0
	Total 10 (1000)-INSTRUCTION Salaries (100)	<b>\$124,919</b>	<b>\$124,919</b>	<b>\$124,919</b>	<b>\$124,919</b>	<b>\$124,919</b>
21.141	Salaries - Attendance and Social Work Personnel	\$0	\$0	\$0	\$0	\$0
21.142	Salaries - Guidance Personnel	\$0	\$0	\$0	\$0	\$0
21.143	Salaries - Health Services Personnel	\$0	\$0	\$0	\$0	\$0
21.144	Salaries - Psychological Personnel	\$0	\$0	\$0	\$0	\$0
21.152	Salaries - Secretarial and Clerical	\$0	\$0	\$0	\$0	\$0
21.100	Salaries - Other 2100-STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
	Total 21 (2100)-STUDENT SUPPORT Salaries (100)	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
22.145	Salaries - Media Personnel - Certified	\$0	\$0	\$0	\$0	\$0
22.162	Salaries - Media Personnel - Noncertified	\$1,252	\$1,252	\$1,252	\$1,252	\$1,252
22.100	Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
	Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)	<b>\$1,252</b>	<b>\$1,252</b>	<b>\$1,252</b>	<b>\$1,252</b>	<b>\$1,252</b>
24.121	Salaries - Principals and Assistants	\$10,625	\$10,625	\$10,625	\$10,625	\$10,625
24.152	Salaries - Secretarial and Clerical	\$4,208	\$4,208	\$4,208	\$4,208	\$4,208
24.100	Salaries - Other 2400-SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0	\$0
	Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)	<b>\$14,832</b>	<b>\$14,832</b>	<b>\$14,832</b>	<b>\$14,832</b>	<b>\$14,832</b>
26.100	Salaries - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0	\$0
	Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
31.100	Salaries - FOOD SERVICES	\$3,672	\$3,672	\$3,672	\$3,672	\$3,672
	Total 31 (3100)-FOOD SERVICES Salaries (100)	<b>\$3,672</b>	<b>\$3,672</b>	<b>\$3,672</b>	<b>\$3,672</b>	<b>\$3,672</b>
<b>TOTAL - ALL SALARIES (100)</b>		<b>\$144,675</b>	<b>\$144,675</b>	<b>\$144,675</b>	<b>\$144,675</b>	<b>\$144,675</b>
<b>--- BENEFITS ---</b>						
10.210	Retirement - INSTRUCTION	\$3,973	\$3,973	\$3,973	\$3,973	\$3,973
21.210	Retirement - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
22.210	Retirement - INSTRUCTIONAL STAFF SUPPORT	\$38	\$38	\$38	\$38	\$38
24.210	Retirement - SCHOOL ADMINISTRATION	\$445	\$445	\$445	\$445	\$445
26.210	Retirement - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
31.210	Retirement - FOOD SERVICES	\$100.15	\$100.15	\$100.15	\$100.15	\$100.15
	<b>TOTAL - ALL RETIREMENT</b>	<b>\$4,555</b>	<b>\$4,555</b>	<b>\$4,555</b>	<b>\$4,555</b>	<b>\$4,555</b>
10.220	Social Security/FICA/UNEMP/WCF - INSTRUCTION	\$13,242	\$13,242	\$13,242	\$13,242	\$13,242
21.220	Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
22.220	Social Security/FICA/UNEMP/WCF - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
24.220	Social Security/FICA/UNEMP/WCF -SCHOOL ADMINISTRATION	\$1,483	\$1,483	\$1,483	\$1,483	\$1,483
26.220	Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
31.220	Social Security - FOOD SERVICES	\$334	\$334	\$334	\$334	\$334
	<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>	<b>\$15,059</b>	<b>\$15,059</b>	<b>\$15,059</b>	<b>\$15,059</b>	<b>\$15,059</b>



<b>Second Operational Year</b>		Sep-19	Oct-19	Nov-19	Dec-19	Jan-20
10.240	Insurance (Health/Dental/Life) - INSTRUCTION	\$21,352.24	\$21,352.24	\$21,352.24	\$21,352.24	\$21,352.24
21.240	Insurance (Health/Dental/Life) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
22.240	Insurance (Health/Dental/Life) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
24.240	Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	\$2,267	\$2,267	\$2,267	\$2,267	\$2,267
26.240	Insurance (Health/Dental/Life) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
31.240	Insurance (Health/Dental/Life) - FOOD SERVICES	\$510.14	\$510.14	\$510.14	\$510.14	\$510.14
	<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>	<b>\$24,129</b>	<b>\$24,129</b>	<b>\$24,129</b>	<b>\$24,129</b>	<b>\$24,129</b>
10.200	Other Benefits (specify) - INSTRUCTION	\$0	\$0	\$0	\$0	\$0
21.200	Other Benefits (specify) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
22.200	Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
24.200	Other Benefits (specify) - SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0	\$0
26.200	Other Benefits (specify) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
31.200	Other Benefits (specify) - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0
	<b>TOTAL - ALL OTHER BENEFITS (specify)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>TOTAL ALL BENEFITS (200)</b>	<b>\$43,743</b>	<b>\$43,743</b>	<b>\$43,743</b>	<b>\$43,743</b>	<b>\$43,743</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>						
10.300	Purchased Prof & Tech Services - INSTRUCTION	\$4,773	\$4,773	\$4,773	\$4,773	\$4,773
21.300	Purchased Prof & Tech Services - STUDENT SUPPORT	\$1,909	\$1,909	\$1,909	\$1,909	\$1,909
22.300	Purchased Prof & Tech Services - INSTRUCTIONAL STAFF SUPPORT	\$5,455	\$5,455	\$5,455	\$5,455	\$5,455
24.300	Purchased Prof & Tech Services - SCHOOL ADMINISTRATION	\$21,382	\$21,382	\$21,382	\$21,382	\$21,382
26.300	Purchased Prof & Tech Services - OPERATION & MAINT OF FACILITIES	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33
31.300	Purchased Prof & Tech Services - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0
	<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>	<b>\$36,852</b>	<b>\$36,852</b>	<b>\$36,852</b>	<b>\$36,852</b>	<b>\$36,852</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>						
26.400	Purchased Property Services	\$14,373	\$14,373	\$14,373	\$14,373	\$14,373
26.441	Rental of Land and Buildings	\$81,331	\$81,331	\$81,331	\$81,331	\$81,331
26.450	Construction and Remodeling	\$0	\$0	\$0	\$0	\$0
	<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>	<b>\$95,704</b>	<b>\$95,704</b>	<b>\$95,704</b>	<b>\$95,704</b>	<b>\$95,704</b>
<b>--- OTHER PURCHASED SERVICES ---</b>						
27.510	Student Transportation services	\$1,558	\$1,558	\$1,558	\$1,558	\$1,558
24.520	Insurance(other than employee benefits - e.g. D&O)	\$0	\$0	\$0	\$0	\$0
45.521	Property Insurance	\$0	\$0	\$0	\$0	\$0
45.522	Liability Insurance	\$0	\$0	\$0	\$0	\$0
10.530	Communication(telephone and other)	\$0	\$0	\$0	\$0	\$0
21.530	Communication(telephone and other)	\$0	\$0	\$0	\$0	\$0
24.530	Communication(telephone and other)	\$204	\$204	\$204	\$204	\$204
26.530	Communication(telephone and other)	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003
24.540	Advertising	\$0	\$0	\$0	\$0	\$1,000
10.550	Printing and Binding	\$0	\$0	\$0	\$0	\$0
21.550	Printing and Binding	\$0	\$0	\$0	\$0	\$0
24.550	Printing and Binding	\$0	\$0	\$0	\$0	\$0
10.560	Tuition	\$0	\$0	\$0	\$0	\$0
21.570	Food Service Management	\$0	\$0	\$0	\$0	\$0
21.580	Travel/Per Diem	\$185	\$185	\$185	\$185	\$185
24.580	Travel/Per Diem	\$371	\$371	\$371	\$371	\$371
26.580	Travel/Per Diem	\$0	\$0	\$0	\$0	\$0
10.590	Inter-educational, Interagency Purchased Services	\$0	\$0	\$0	\$0	\$0
	<b>TOTAL - ALL OTHER PURCHASED SERVICES (500)</b>	<b>\$4,321</b>	<b>\$4,321</b>	<b>\$4,321</b>	<b>\$4,321</b>	<b>\$5,321</b>
<b>--- SUPPLIES ---</b>						
10.600	Instructional Supplies	\$11,138	\$7,426	\$7,426	\$7,426	\$7,426
10.641	Textbooks	\$3,920	\$3,920	\$3,920	\$3,920	\$3,920
21.600	Supplies - Student Support Services	\$255	\$255	\$255	\$255	\$255
22.644	Library Books	\$750	\$750	\$750	\$750	\$750
22.650	Periodicals	\$125	\$125	\$125	\$125	\$125
24.600	Supplies - School Administration	\$600	\$600	\$600	\$600	\$600
26.600	Supplies - Operation & Maintenance of Facilities	\$600	\$600	\$600	\$600	\$600
31.600	Supplies - Food Service	\$1,130	\$1,130	\$1,130	\$1,130	\$1,130
31.630	Food - Food Service	\$17,727	\$17,727	\$17,727	\$17,727	\$17,727
	<b>TOTAL - ALL SUPPLIES (600)</b>	<b>\$36,246</b>	<b>\$32,533</b>	<b>\$32,533</b>	<b>\$32,533</b>	<b>\$32,533</b>
<b>--- PROPERTY ---</b>						
10.700	Property (Instructional Equipment) - Instruction	\$3,100	\$3,100	\$3,100	\$3,100	\$3,100
21.700	Property - Student Support Services	\$620	\$620	\$620	\$620	\$620
22.700	Property - Instructional Staff Support	\$0	\$0	\$0	\$0	\$0
24.700	Property - School Administration	\$840	\$840	\$840	\$840	\$840
26.700	Property - Operation & Maintenance of Facilities	\$1,040	\$1,040	\$1,040	\$1,040	\$1,040
31.700	Property - Food Services	\$0	\$0	\$0	\$0	\$0
31.780	Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0	\$0	\$0
49.710	Land and Improvements	\$0	\$0	\$0	\$0	\$0
49.720	Buildings	\$0	\$0	\$0	\$0	\$0
27.732	School Buses	\$0	\$0	\$0	\$0	\$0

Second Operational Year		Sep-19	Oct-19	Nov-19	Dec-19	Jan-20
10.733	Furniture and Fixtures - Instruction	\$12,750	\$0	\$0	\$0	\$0
24.733	Furniture and Fixtures - School Administration	\$1,500	\$0	\$0	\$0	\$0
22.733	Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0
21.733	Furniture and Fixtures - Student Support Services	\$0	\$0	\$0	\$0	\$0
10.734	Technology Equipment - Instruction	\$18,000	\$0	\$0	\$0	\$0
24.734	Technology Equipment - School Administration	\$1,500	\$0	\$0	\$0	\$0
22.734	Technology Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0
21.734	Technology Equipment - Student Support Services	\$0	\$0	\$0	\$0	\$0
27.735	Non-Bus Vehicles	\$0	\$0	\$0	\$0	\$0
10.739	Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0
24.739	Other Equipment - School Administration	\$0	\$0	\$0	\$0	\$0
22.739	Other Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0
21.739	Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>		<b>\$39,350</b>	<b>\$5,600</b>	<b>\$5,600</b>	<b>\$5,600</b>	<b>\$5,600</b>
<b>--- OTHER OBJECTS ---</b>						
10.800	Other Objects- Instruction	\$850	\$850	\$850	\$850	\$850
21.800	Other Objects- Student Support	\$9	\$9	\$9	\$9	\$9
22.800	Other Objects- Instructional Staff	\$0	\$0	\$0	\$0	\$0
24.800	Other Objects- School Administration	\$680	\$680	\$680	\$680	\$680
26.800	Other Objects - Operation & Maintenance of Facilities	\$340	\$340	\$340	\$340	\$340
31.800	Other Objects - Food Services	\$255	\$255	\$255	\$255	\$255
10.800	Other Objects - Building Acquisition	\$0	\$0	\$0	\$0	\$0
10.810	Dues and Fees - Instruction	\$425	\$425	\$425	\$425	\$425
21.810	Dues and Fees - Student Support	\$213	\$213	\$213	\$213	\$213
22.810	Dues and Fees - Instructional Staff	\$0	\$0	\$0	\$0	\$0
24.810	Dues and Fees -School Administration	\$425	\$425	\$425	\$425	\$425
26.810	Dues and Fees - Operation & Maintenance of Facilities	\$0	\$160,000	\$0	\$0	\$0
<b>TOTAL - OTHER OBJECTS (800)</b>		<b>\$3,196</b>	<b>\$163,196</b>	<b>\$3,196</b>	<b>\$3,196</b>	<b>\$3,196</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>						
830	Interest	\$308	\$308	\$308	\$308	\$308
840	Redemption of Principal	\$6,770	\$6,770	\$6,770	\$6,770	\$6,770
<b>Total other financing sources (uses) and other items</b>		<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>

Projected Month-End Cash      \$519,654      \$419,213      \$478,772      \$568,186      \$656,600

Second Operational Year		Feb-20	Mar-20	Apr-20	May-20	Jun-20
Number of Students:						
Grade Configuration:						
<b>STARTING CASH ON HAND</b>		\$656,600	\$750,615	\$845,629	\$940,643	\$1,035,657
<b>Revenue</b>						
Child Nutrition Program (CNP) and Lunchroom Sales		\$16,477	\$16,477	\$16,477	\$16,477	\$16,477
Student Activities		\$383	\$383	\$383	\$383	\$383
Other		\$765	\$765	\$765	\$765	\$765
<b>Total Revenue From Local Sources (1000)</b>		<b>\$17,624</b>	<b>\$17,624</b>	<b>\$17,624</b>	<b>\$17,624</b>	<b>\$17,624</b>
State Educational Funding		\$411,607	\$411,607	\$411,607	\$411,607	\$411,607
Implementation Grant		\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from State Sources (3000)</b>		<b>\$411,607</b>	<b>\$411,607</b>	<b>\$411,607</b>	<b>\$411,607</b>	<b>\$411,607</b>
Lunch and Breakfast Reimbursement		\$4,028	\$4,028	\$4,028	\$4,028	\$4,028
Donated Commodities (CNP)		\$0	\$0	\$0	\$0	\$0
Restricted Federal Through State		\$0	\$0	\$0	\$0	\$0
Programs for the Disabled (IDEA)		\$15,445	\$15,445	\$15,445	\$15,445	\$15,445
No Child Left Behind (NCLB)		\$14,410	\$14,410	\$14,410	\$14,410	\$14,410
<b>Total Revenue from Federal Sources (4000)</b>		<b>\$33,883</b>	<b>\$33,883</b>	<b>\$33,883</b>	<b>\$33,883</b>	<b>\$33,883</b>
Private Grants & Donations:		\$0	\$0	\$0	\$0	\$0
<i>Source(s) (specify)</i>		\$0	\$0	\$0	\$0	\$0
Loans:		\$0	\$0	\$0	\$0	\$0
Commercial		\$0	\$0	\$0	\$0	\$0
Contributions and Donations from Private Sources		\$0	\$0	\$0	\$0	\$0
Other (specify)		\$0	\$0	\$0	\$0	\$0
Prior Year Carryforward		\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from Other Sources (5000)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Cash</b>		<b>\$1,119,715</b>	<b>\$1,213,729</b>	<b>\$1,308,743</b>	<b>\$1,403,757</b>	<b>\$1,498,771</b>
<b>Expenditures</b>						
<b>--- SALARIES ---</b>						
10.131	Salaries - Teachers	\$103,700	\$103,700	\$103,700	\$103,700	\$103,700
10.132	Salaries - Substitute Teachers	\$2,796	\$2,796	\$2,796	\$2,796	\$2,796
10.161	Salaries - Teacher Aides and Paraprofessionals	\$18,422	\$18,422	\$18,422	\$18,422	\$18,422
10.100	Salaries - Other 1000-INSTRUCTION	\$0	\$0	\$0	\$0	\$0
	Total 10 (1000)-INSTRUCTION Salaries (100)	<b>\$124,919</b>	<b>\$124,919</b>	<b>\$124,919</b>	<b>\$124,919</b>	<b>\$124,919</b>
21.141	Salaries - Attendance and Social Work Personnel	\$0	\$0	\$0	\$0	\$0
21.142	Salaries - Guidance Personnel	\$0	\$0	\$0	\$0	\$0
21.143	Salaries - Health Services Personnel	\$0	\$0	\$0	\$0	\$0
21.144	Salaries - Psychological Personnel	\$0	\$0	\$0	\$0	\$0
21.152	Salaries - Secretarial and Clerical	\$0	\$0	\$0	\$0	\$0
21.100	Salaries - Other 2100-STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
	Total 21 (2100)-STUDENT SUPPORT Salaries (100)	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
22.145	Salaries - Media Personnel - Certified	\$0	\$0	\$0	\$0	\$0
22.162	Salaries - Media Personnel - Noncertified	\$1,252	\$1,252	\$1,252	\$1,252	\$1,252
22.100	Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
	Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)	<b>\$1,252</b>	<b>\$1,252</b>	<b>\$1,252</b>	<b>\$1,252</b>	<b>\$1,252</b>
24.121	Salaries - Principals and Assistants	\$10,625	\$10,625	\$10,625	\$10,625	\$10,625
24.152	Salaries - Secretarial and Clerical	\$4,208	\$4,208	\$4,208	\$4,208	\$4,208
24.100	Salaries - Other 2400-SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0	\$0
	Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)	<b>\$14,832</b>	<b>\$14,832</b>	<b>\$14,832</b>	<b>\$14,832</b>	<b>\$14,832</b>
26.100	Salaries - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0	\$0
	Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
31.100	Salaries - FOOD SERVICES	\$3,672	\$3,672	\$3,672	\$3,672	\$3,672
	Total 31 (3100)-FOOD SERVICES Salaries (100)	<b>\$3,672</b>	<b>\$3,672</b>	<b>\$3,672</b>	<b>\$3,672</b>	<b>\$3,672</b>
<b>TOTAL - ALL SALARIES (100)</b>		<b>\$144,675</b>	<b>\$144,675</b>	<b>\$144,675</b>	<b>\$144,675</b>	<b>\$144,675</b>
<b>--- BENEFITS ---</b>						
10.210	Retirement - INSTRUCTION	\$3,973	\$3,973	\$3,973	\$3,973	\$3,973
21.210	Retirement - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
22.210	Retirement - INSTRUCTIONAL STAFF SUPPORT	\$38	\$38	\$38	\$38	\$38
24.210	Retirement - SCHOOL ADMINISTRATION	\$445	\$445	\$445	\$445	\$445
26.210	Retirement - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
31.210	Retirement - FOOD SERVICES	\$100.15	\$100.15	\$100.15	\$100.15	\$100.15
	<b>TOTAL - ALL RETIREMENT</b>	<b>\$4,555</b>	<b>\$4,555</b>	<b>\$4,555</b>	<b>\$4,555</b>	<b>\$4,555</b>
10.220	Social Security/FICA/UNEMP/WCF - INSTRUCTION	\$13,242	\$13,242	\$13,242	\$13,242	\$13,242
21.220	Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
22.220	Social Security/FICA/UNEMP/WCF - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
24.220	Social Security/FICA/UNEMP/WCF - SCHOOL ADMINISTRATION	\$1,483	\$1,483	\$1,483	\$1,483	\$1,483
26.220	Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
31.220	Social Security - FOOD SERVICES	\$334	\$334	\$334	\$334	\$334
	<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>	<b>\$15,059</b>	<b>\$15,059</b>	<b>\$15,059</b>	<b>\$15,059</b>	<b>\$15,059</b>

Second Operational Year		Feb-20	Mar-20	Apr-20	May-20	Jun-20
10.240	Insurance (Health/Dental/Life) - INSTRUCTION	\$21,352.24	\$21,352.24	\$21,352.24	\$21,352.24	\$21,352.24
21.240	Insurance (Health/Dental/Life) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
22.240	Insurance (Health/Dental/Life) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
24.240	Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	\$2,267	\$2,267	\$2,267	\$2,267	\$2,267
26.240	Insurance (Health/Dental/Life) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
31.240	Insurance (Health/Dental/Life) - FOOD SERVICES	\$510.14	\$510.14	\$510.14	\$510.14	\$510.14
	<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>	<b>\$24,129</b>	<b>\$24,129</b>	<b>\$24,129</b>	<b>\$24,129</b>	<b>\$24,129</b>
10.200	Other Benefits (specify) - INSTRUCTION	\$0	\$0	\$0	\$0	\$0
21.200	Other Benefits (specify) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
22.200	Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
24.200	Other Benefits (specify) - SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0	\$0
26.200	Other Benefits (specify) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
31.200	Other Benefits (specify) - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0
	<b>TOTAL - ALL OTHER BENEFITS (specify)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>TOTAL ALL BENEFITS (200)</b>	<b>\$43,743</b>	<b>\$43,743</b>	<b>\$43,743</b>	<b>\$43,743</b>	<b>\$43,743</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>						
10.300	Purchased Prof & Tech Services - INSTRUCTION	\$4,773	\$4,773	\$4,773	\$4,773	\$4,773
21.300	Purchased Prof & Tech Services - STUDENT SUPPORT	\$1,909	\$1,909	\$1,909	\$1,909	\$1,909
22.300	Purchased Prof & Tech Services - INSTRUCTIONAL STAFF SUPPORT	\$5,455	\$5,455	\$5,455	\$5,455	\$5,455
24.300	Purchased Prof & Tech Services - SCHOOL ADMINISTRATION	\$21,382	\$21,382	\$21,382	\$21,382	\$21,382
26.300	Purchased Prof & Tech Services - OPERATION & MAINT OF FACILITIES	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33
31.300	Purchased Prof & Tech Services - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0
	<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>	<b>\$36,852</b>	<b>\$36,852</b>	<b>\$36,852</b>	<b>\$36,852</b>	<b>\$36,852</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>						
26.400	Purchased Property Services	\$14,373	\$14,373	\$14,373	\$14,373	\$14,373
26.441	Rental of Land and Buildings	\$81,331	\$81,331	\$81,331	\$81,331	\$81,331
26.450	Construction and Remodeling	\$0	\$0	\$0	\$0	\$0
	<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>	<b>\$95,704</b>	<b>\$95,704</b>	<b>\$95,704</b>	<b>\$95,704</b>	<b>\$95,704</b>
<b>--- OTHER PURCHASED SERVICES ---</b>						
27.510	Student Transportation services	\$1,558	\$1,558	\$1,558	\$1,558	\$1,558
24.520	Insurance (other than employee benefits - e.g. D&O)	\$0	\$0	\$0	\$0	\$0
45.521	Property Insurance	\$0	\$0	\$0	\$0	\$0
45.522	Liability Insurance	\$0	\$0	\$0	\$0	\$0
10.530	Communication (telephone and other)	\$0	\$0	\$0	\$0	\$0
21.530	Communication (telephone and other)	\$0	\$0	\$0	\$0	\$0
24.530	Communication (telephone and other)	\$204	\$204	\$204	\$204	\$204
26.530	Communication (telephone and other)	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003
24.540	Advertising	\$1,000	\$0	\$0	\$0	\$0
10.550	Printing and Binding	\$0	\$0	\$0	\$0	\$0
21.550	Printing and Binding	\$0	\$0	\$0	\$0	\$0
24.550	Printing and Binding	\$0	\$0	\$0	\$0	\$0
10.560	Tuition	\$0	\$0	\$0	\$0	\$0
21.570	Food Service Management	\$0	\$0	\$0	\$0	\$0
21.580	Travel/Per Diem	\$185	\$185	\$185	\$185	\$185
24.580	Travel/Per Diem	\$371	\$371	\$371	\$371	\$371
26.580	Travel/Per Diem	\$0	\$0	\$0	\$0	\$0
10.590	Inter-educational, Interagency Purchased Services	\$0	\$0	\$0	\$0	\$0
	<b>TOTAL - ALL OTHER PURCHASED SERVICES (500)</b>	<b>\$5,321</b>	<b>\$4,321</b>	<b>\$4,321</b>	<b>\$4,321</b>	<b>\$4,321</b>
<b>--- SUPPLIES ---</b>						
10.600	Instructional Supplies	\$7,426	\$7,426	\$7,426	\$7,426	\$7,426
10.641	Textbooks	\$3,920	\$3,920	\$3,920	\$3,920	\$3,920
21.600	Supplies - Student Support Services	\$255	\$255	\$255	\$255	\$255
22.644	Library Books	\$750	\$750	\$750	\$750	\$750
22.650	Periodicals	\$125	\$125	\$125	\$125	\$125
24.600	Supplies - School Administration	\$600	\$600	\$600	\$600	\$600
26.600	Supplies - Operation & Maintenance of Facilities	\$600	\$600	\$600	\$600	\$600
31.600	Supplies - Food Service	\$1,130	\$1,130	\$1,130	\$1,130	\$1,130
31.630	Food - Food Service	\$17,727	\$17,727	\$17,727	\$17,727	\$17,727
	<b>TOTAL - ALL SUPPLIES (600)</b>	<b>\$32,533</b>	<b>\$32,533</b>	<b>\$32,533</b>	<b>\$32,533</b>	<b>\$32,533</b>
<b>--- PROPERTY ---</b>						
10.700	Property (Instructional Equipment) - Instruction	\$0	\$0	\$0	\$0	\$0
21.700	Property - Student Support Services	\$0	\$0	\$0	\$0	\$0
22.700	Property - Instructional Staff Support	\$0	\$0	\$0	\$0	\$0
24.700	Property - School Administration	\$0	\$0	\$0	\$0	\$0
26.700	Property - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0	\$0
31.700	Property - Food Services	\$0	\$0	\$0	\$0	\$0
31.780	Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0	\$0	\$0
49.710	Land and Improvements	\$0	\$0	\$0	\$0	\$0
49.720	Buildings	\$0	\$0	\$0	\$0	\$0
27.732	School Buses	\$0	\$0	\$0	\$0	\$0

Second Operational Year		Feb-20	Mar-20	Apr-20	May-20	Jun-20
10.733	Furniture and Fixtures - Instruction	\$0	\$0	\$0	\$0	\$0
24.733	Furniture and Fixtures - School Administration	\$0	\$0	\$0	\$0	\$0
22.733	Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0
21.733	Furniture and Fixtures - Student Support Services	\$0	\$0	\$0	\$0	\$0
10.734	Technology Equipment - Instruction	\$0	\$0	\$0	\$0	\$0
24.734	Technology Equipment - School Administration	\$0	\$0	\$0	\$0	\$0
22.734	Technology Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0
21.734	Technology Equipment - Student Support Services	\$0	\$0	\$0	\$0	\$0
27.735	Non-Bus Vehicles	\$0	\$0	\$0	\$0	\$0
10.739	Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0
24.739	Other Equipment - School Administration	\$0	\$0	\$0	\$0	\$0
22.739	Other Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0
21.739	Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>--- OTHER OBJECTS ---</b>						
10.800	Other Objects- Instruction	\$850	\$850	\$850	\$850	\$850
21.800	Other Objects- Student Support	\$9	\$9	\$9	\$9	\$9
22.800	Other Objects- Instructional Staff	\$0	\$0	\$0	\$0	\$0
24.800	Other Objects- School Administration	\$680	\$680	\$680	\$680	\$680
26.800	Other Objects - Operation & Maintenance of Facilities	\$340	\$340	\$340	\$340	\$340
31.800	Other Objects - Food Services	\$255	\$255	\$255	\$255	\$255
10.800	Other Objects - Building Acquisition	\$0	\$0	\$0	\$0	\$0
10.810	Dues and Fees - Instruction	\$425	\$425	\$425	\$425	\$425
21.810	Dues and Fees - Student Support	\$213	\$213	\$213	\$213	\$213
22.810	Dues and Fees - Instructional Staff	\$0	\$0	\$0	\$0	\$0
24.810	Dues and Fees -School Administration	\$425	\$425	\$425	\$425	\$425
26.810	Dues and Fees - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - OTHER OBJECTS (800)</b>		<b>\$3,196</b>	<b>\$3,196</b>	<b>\$3,196</b>	<b>\$3,196</b>	<b>\$3,196</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>						
830	Interest	\$308	\$308	\$308	\$308	\$308
840	Redemption of Principal	\$6,770	\$6,770	\$6,770	\$6,770	\$6,770
<b>Total other financing sources (uses) and other items</b>		<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>

Projected Month End Cash      \$750,615      \$845,629      \$940,643      \$1,035,657      \$1,130,671

### Cash Flow 2020-2021 (Year Three)

Charter School Name: Advantage Arts Academy		Fiscal Year: 2020-2021		
Third Operational Year		100% Enrollment		
Number of Students:			Jul-20	Aug-20
Grade Configuration:				
		STARTING CASH ON HAND		
		\$1,130,671		\$1,135,768
<b>Revenue</b>				
Child Nutrition Program (CNP) and Lunchroom Sales		\$184,869	\$0	\$16,806
Student Activities		\$7,803	\$0	\$3,902
Other		\$7,803	\$0	\$0
<b>Total Revenue From Local Sources (1000)</b>		<b>\$200,475</b>	<b>\$0</b>	<b>\$20,708</b>
State Educational Funding		\$5,038,074	\$419,839	\$419,839
Implementation Grant		\$0	\$0	\$0
<b>Total Revenue from State Sources (3000)</b>		<b>\$5,038,074</b>	<b>\$419,839</b>	<b>\$419,839</b>
Lunch and Breakfast Reimbursement		\$36,974	\$0	\$0
Donated Commodities (CNP)		\$0	\$0	\$0
Restricted Federal Through State		\$0	\$0	\$0
Programs for the Disabled (IDEA)		\$110,279	\$0	\$0
No Child Left Behind (NCLB)		\$102,887	\$0	\$0
<b>Total Revenue from Federal Sources (4000)</b>		<b>\$250,140</b>	<b>\$0</b>	<b>\$0</b>
Private Grants & Donations:		\$0	\$0	\$0
<i>Source(s) (specify)</i>		\$0	\$0	\$0
Loans:		\$0	\$0	\$0
Commercial		\$0	\$0	\$0
Contributions and Donations from Private Sources		\$0	\$0	\$0
Other (specify)		\$0	\$0	\$0
Prior Year Carryforward		\$1,130,671	\$0	\$0
<b>Total Revenue from Other Sources (5000)</b>		<b>\$1,130,671</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Cash</b>			<b>\$1,550,511</b>	<b>\$1,576,315</b>
<b>Expenditures</b>				
		<b>Number</b>	<b>Total</b>	
<b>-- SALARIES --</b>				
10.131	Salaries - Teachers		\$1,269,288	\$105,774
10.132	Salaries - Substitute Teachers		\$28,522	\$0
10.161	Salaries - Teacher Aides and Paraprofessionals		\$187,908	\$0
10.100	Salaries - Other 1000-INSTRUCTION		\$0	\$0
	Total 10 (1000)-INSTRUCTION Salaries (100)		<b>\$1,485,719</b>	<b>\$105,774</b>
21.141	Salaries - Attendance and Social Work Personnel		\$0	\$0
21.142	Salaries - Guidance Personnel		\$0	\$0
21.143	Salaries - Health Services Personnel		\$0	\$0
21.144	Salaries - Psychological Personnel		\$0	\$0
21.152	Salaries - Secretarial and Clerical		\$0	\$0
21.100	Salaries - Other 2100-STUDENT SUPPORT		\$0	\$0
	Total 21 (2100)-STUDENT SUPPORT Salaries (100)		<b>\$0</b>	<b>\$0</b>
22.145	Salaries - Media Personnel - Certified		\$0	\$0
22.162	Salaries - Media Personnel - Noncertified		\$14,045	\$0
22.100	Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT		\$0	\$0
	Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)		<b>\$14,045</b>	<b>\$0</b>
24.121	Salaries - Principals and Assistants		\$130,049	\$10,837
24.152	Salaries - Secretarial and Clerical		\$51,500	\$4,292
24.100	Salaries - Other 2400-SCHOOL ADMINISTRATION		\$0	\$0
	Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)		<b>\$181,549</b>	<b>\$15,129</b>
26.100	Salaries - Operation & Maintenance of Facilities		\$0	\$0
	Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)		<b>\$0</b>	<b>\$0</b>
31.100	Salaries - FOOD SERVICES		\$37,454	\$0
	Total 31 (3100)-FOOD SERVICES Salaries (100)		<b>\$37,454</b>	<b>\$0</b>
<b>TOTAL - ALL SALARIES (100)</b>			<b>\$1,718,768</b>	<b>\$120,903</b>
<b>-- BENEFITS --</b>				
10.210	Retirement - INSTRUCTION	3%	\$44,572	\$0
21.210	Retirement - STUDENT SUPPORT	3%	\$0	\$0
22.210	Retirement - INSTRUCTIONAL STAFF SUPPORT	3%	\$421	\$0
24.210	Retirement - SCHOOL ADMINISTRATION	3%	\$5,446	\$454
26.210	Retirement - OPERATION & MAINT OF FACILITIES	3%	\$0	\$0
31.210	Retirement - FOOD SERVICES	3%	\$1,124	\$102.15
<b>TOTAL - ALL RETIREMENT</b>			<b>\$51,563</b>	<b>\$454</b>

		Jul-20	Aug-20
Social Security/FICA/UNEMP/WCF - INSTRUCTION	\$148,572	\$0	\$13,507
Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF -SCHOOL ADMINISTRATION	\$18,155	\$1,513	\$1,513
Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0
Social Security - FOOD SERVICES	\$3,745	\$0	\$340
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>	<b>\$170,472</b>	<b>\$1,513</b>	<b>\$15,360</b>
Insurance (Health/Dental/Life) - INSTRUCTION	\$252,490		\$22,953.66
Insurance (Health/Dental/Life) - STUDENT SUPPORT	\$0	\$0	\$0
Insurance (Health/Dental/Life) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0
Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	\$29,240	\$2,437	\$2,437
Insurance (Health/Dental/Life) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0
Insurance (Health/Dental/Life) - FOOD SERVICES	\$6,032	\$0	\$548.40
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>	<b>\$287,763</b>	<b>\$2,437</b>	<b>\$25,939</b>
Other Benefits (specify) - INSTRUCTION	\$0	\$0	\$0
Other Benefits (specify) - STUDENT SUPPORT	\$0	\$0	\$0
Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0
Other Benefits (specify) - SCHOOL ADMINISTRATION	\$0	\$0	\$0
Other Benefits (specify) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0
Other Benefits (specify) - FOOD SERVICES	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>	<b>\$509,798</b>	<b>\$4,403</b>	<b>\$45,945</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>			
Purchased Prof & Tech Services - INSTRUCTION	\$55,125	\$0	\$5,011
Purchased Prof & Tech Services - STUDENT SUPPORT	\$21,420	\$0	\$1,947
Purchased Prof & Tech Services - INSTRUCTIONAL STAFF SUPPORT	\$60,000	\$0	\$5,455
Purchased Prof & Tech Services - SCHOOL ADMINISTRATION	\$235,200	\$0	\$21,382
Purchased Prof & Tech Services - OPERATION & MAINT OF FACILITIES	\$40,800	\$3,400	\$3,400
Purchased Prof & Tech Services - FOOD SERVICES	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>	<b>\$412,545</b>	<b>\$3,400</b>	<b>\$37,195</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>			
Purchased Property Services	\$161,262	\$0	\$14,660
Rental of Land and Buildings	\$995,489	\$82,957.40	\$82,957.40
Construction and Remodeling	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>	<b>\$1,156,751</b>	<b>\$82,957</b>	<b>\$97,618</b>
<b>--- OTHER PURCHASED SERVICES ---</b>			
Student Transportation services	\$17,479	\$0	\$1,589
Insurance(other than employee benefits - e.g. D&O)	\$0	\$0	\$0
Property Insurance	\$36,414	\$0	\$36,414
Liability Insurance	\$3,787	\$0	\$3,787
Communication(telephone and other)	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0
Communication(telephone and other)	\$2,497	\$208	\$208
Communication(telephone and other)	\$22,473	\$0	\$2,043
Advertising	\$10,200	\$5,200	\$3,000
Printing and Binding	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0
Tuition	\$0	\$0	\$0
Food Service Management	\$0	\$0	\$0
Travel/Per Diem	\$2,081	\$0	\$189
Travel/Per Diem	\$4,162	\$0	\$378
Travel/Per Diem	\$0	\$0	\$0
Inter-educational, Interagency Purchased Services	\$0	\$0	\$0
<b>TOTAL - ALL OTHER PURCHASED SERVICES (500)</b>	<b>\$99,092</b>	<b>\$5,408</b>	<b>\$47,609</b>
<b>--- SUPPLIES ---</b>			
Instructional Supplies	\$113,612	\$17,042	\$17,042
Textbooks	\$79,968	\$19,992	\$19,992
Supplies - Student Support Services	\$5,202	\$0	\$2,601
Library Books	\$15,300	\$0	\$7,650
Periodicals	\$2,550	\$0	\$1,275
Supplies - School Administration	\$10,200	\$0	\$4,000
Supplies - Operation & Maintenance of Facilities	\$10,200	\$0	\$4,000
Supplies - Food Service	\$15,606	\$0	\$4,000
Food - Food Service	\$198,900	\$0	\$18,082
<b>TOTAL - ALL SUPPLIES (600)</b>	<b>\$451,538</b>	<b>\$37,034</b>	<b>\$78,642</b>

		Jul-20	Aug-20
<b>--- PROPERTY ---</b>			
Property (Instructional Equipment) - Instruction	\$26,010	\$0	\$10,000
Property - Student Support Services	\$5,202	\$0	\$2,000
Property - Instructional Staff Support	\$0	\$0	\$0
Property - School Administration	\$10,404	\$0	\$6,000
Property - Operation & Maintenance of Facilities	\$10,404	\$0	\$5,000
Property - Food Services	\$20,400	\$15,300	\$5,100
Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0
Land and Improvements	\$0	\$0	\$0
Buildings	\$0	\$0	\$0
School Buses	\$0	\$0	\$0
Furniture and Fixtures - Instruction	\$85,000	\$51,000	\$21,250
Furniture and Fixtures - School Administration	\$10,000	\$6,000	\$2,500
Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0
Furniture and Fixtures - Student Support Services	\$0	\$0	\$0
Technology Equipment - Instruction	\$120,000	\$72,000	\$30,000
Technology Equipment - School Administration	\$10,000	\$6,000	\$2,500
Technology Equipment - Instructional Support Staff	\$0	\$0	\$0
Technology Equipment - Student Support Services	\$0	\$0	\$0
Non-Bus Vehicles	\$0	\$0	\$0
Other Equipment - Instruction	\$0	\$0	\$0
Other Equipment - School Administration	\$0	\$0	\$0
Other Equipment - Instructional Support Staff	\$0	\$0	\$0
Other Equipment - Instruction	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>	<b>\$297,420</b>	<b>\$150,300</b>	<b>\$84,350</b>
<b>--- OTHER OBJECTS ---</b>			
Other Objects- Instruction	\$10,404	\$867	\$867
Other Objects- Student Support	\$104	\$9	\$9
Other Objects- Instructional Staff	\$0	\$0	\$0
Other Objects- School Administration	\$8,323	\$694	\$694
Other Objects - Operation & Maintenance of Facilities	\$4,162	\$347	\$347
Other Objects - Food Services	\$3,121	\$260	\$260
Other Objects - Building Acquisition	\$0	\$0	\$0
Dues and Fees - Instruction	\$5,202	\$434	\$434
Dues and Fees - Student Support	\$2,601	\$217	\$217
Dues and Fees - Instructional Staff	\$0	\$0	\$0
Dues and Fees - School Administration	\$5,202	\$434	\$434
Dues and Fees - Operation & Maintenance of Facilities	\$163,200	\$0	\$0
<b>TOTAL - OTHER OBJECTS (800)</b>	<b>\$202,319</b>	<b>\$3,260</b>	<b>\$3,260</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>			
Interest	\$2,258	\$188	\$188
Redemption of Principal	\$82,669	\$6,889	\$6,889
<b>Total other financing sources (uses) and other items</b>	<b>\$84,927</b>	<b>\$7,077</b>	<b>\$7,077</b>

Projected Month End Cash      \$1,135,768      \$1,052,440



	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21
<b>STARTING CASH ON HAND</b>	\$1,052,440	\$1,070,637	\$967,279	\$1,027,121	\$1,117,416
Child Nutrition Program (CNP) and Lunchroom Sales	\$16,806	\$16,806	\$16,806	\$16,806	\$16,806
Student Activities	\$390	\$390	\$390	\$390	\$390
Other	\$780	\$780	\$780	\$780	\$780
<b>Total Revenue From Local Sources: (1000)</b>	<b>\$17,977</b>	<b>\$17,977</b>	<b>\$17,977</b>	<b>\$17,977</b>	<b>\$17,977</b>
State Educational Funding	\$419,839	\$419,839	\$419,839	\$419,839	\$419,839
Implementation Grant	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from State Sources: (3000)</b>	<b>\$419,839</b>	<b>\$419,839</b>	<b>\$419,839</b>	<b>\$419,839</b>	<b>\$419,839</b>
Lunch and Breakfast Reimbursement	\$0	\$4,108	\$4,108	\$4,108	\$4,108
Donated Commodities (CNP)	\$0	\$0	\$0	\$0	\$0
Restricted Federal Through State	\$0	\$0	\$0	\$0	\$0
Programs for the Disabled (IDEA)	\$0	\$0	\$0	\$15,754	\$15,754
No Child Left Behind (NCLB)	\$0	\$0	\$0	\$14,698	\$14,698
<b>Total Revenue from Federal Sources: (4000)</b>	<b>\$0</b>	<b>\$4,108</b>	<b>\$4,108</b>	<b>\$34,560</b>	<b>\$34,560</b>
Private Grants & Donations:	\$0	\$0	\$0	\$0	\$0
Source(s) (specify)	\$0	\$0	\$0	\$0	\$0
Loans:	\$0	\$0	\$0	\$0	\$0
Commercial	\$0	\$0	\$0	\$0	\$0
Contributions and Donations from Private Sources	\$0	\$0	\$0	\$0	\$0
Other (specify)	\$0	\$0	\$0	\$0	\$0
Prior Year Carryforward	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from Other Sources: (5000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Cash:</b>	<b>\$1,490,256</b>	<b>\$1,512,561</b>	<b>\$1,409,203</b>	<b>\$1,499,498</b>	<b>\$1,589,792</b>
<b>Expenditures</b>					
<b>--- SALARIES ---</b>					
Salaries - Teachers	\$105,774	\$105,774	\$105,774	\$105,774	\$105,774
Salaries - Substitute Teachers	\$2,852	\$2,852	\$2,852	\$2,852	\$2,852
Salaries - Teacher Aides and Paraprofessionals	\$18,791	\$18,791	\$18,791	\$18,791	\$18,791
Salaries - Other 1000-INSTRUCTION	\$0	\$0	\$0	\$0	\$0
Total 10 (1000)-INSTRUCTION Salaries (100)	<b>\$127,417</b>	<b>\$127,417</b>	<b>\$127,417</b>	<b>\$127,417</b>	<b>\$127,417</b>
Salaries - Attendance and Social Work Personnel	\$0	\$0	\$0	\$0	\$0
Salaries - Guidance Personnel	\$0	\$0	\$0	\$0	\$0
Salaries - Health Services Personnel	\$0	\$0	\$0	\$0	\$0
Salaries - Psychological Personnel	\$0	\$0	\$0	\$0	\$0
Salaries - Secretarial and Clerical	\$0	\$0	\$0	\$0	\$0
Salaries - Other 2100-STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
Total 21 (2100)-STUDENT SUPPORT Salaries (100)	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - Media Personnel - Certified	\$0	\$0	\$0	\$0	\$0
Salaries - Media Personnel - Noncertified	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277
Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)	<b>\$1,277</b>	<b>\$1,277</b>	<b>\$1,277</b>	<b>\$1,277</b>	<b>\$1,277</b>
Salaries - Principals and Assistants	\$10,837	\$10,837	\$10,837	\$10,837	\$10,837
Salaries - Secretarial and Clerical	\$4,292	\$4,292	\$4,292	\$4,292	\$4,292
Salaries - Other 2400-SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0	\$0
Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)	<b>\$15,129</b>	<b>\$15,129</b>	<b>\$15,129</b>	<b>\$15,129</b>	<b>\$15,129</b>
Salaries - Operation & Maintenance of Facilities	\$0	\$0	\$0	\$0	\$0
Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - FOOD SERVICES	\$3,745	\$3,745	\$3,745	\$3,745	\$3,745
Total 31 (3100)-FOOD SERVICES Salaries (100)	<b>\$3,745</b>	<b>\$3,745</b>	<b>\$3,745</b>	<b>\$3,745</b>	<b>\$3,745</b>
<b>TOTAL - ALL SALARIES (100)</b>	<b>\$147,568</b>	<b>\$147,568</b>	<b>\$147,568</b>	<b>\$147,568</b>	<b>\$147,568</b>
<b>--- BENEFITS ---</b>					
Retirement - INSTRUCTION	\$4,052	\$4,052	\$4,052	\$4,052	\$4,052
Retirement - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
Retirement - INSTRUCTIONAL STAFF SUPPORT	\$38	\$38	\$38	\$38	\$38
Retirement - SCHOOL ADMINISTRATION	\$454	\$454	\$454	\$454	\$454
Retirement - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
Retirement - FOOD SERVICES	\$102.15	\$102.15	\$102.15	\$102.15	\$102.15
<b>TOTAL - ALL RETIREMENT</b>	<b>\$4,646</b>	<b>\$4,646</b>	<b>\$4,646</b>	<b>\$4,646</b>	<b>\$4,646</b>

	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21
Social Security/FICA/UNEMP/WCF - INSTRUCTION	\$13,507	\$13,507	\$13,507	\$13,507	\$13,507
Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF -SCHOOL ADMINISTRATION	\$1,513	\$1,513	\$1,513	\$1,513	\$1,513
Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
Social Security - FOOD SERVICES	\$340	\$340	\$340	\$340	\$340
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>	<b>\$15,360</b>	<b>\$15,360</b>	<b>\$15,360</b>	<b>\$15,360</b>	<b>\$15,360</b>
Insurance (Health/Dental/Life) - INSTRUCTION	\$22,953.66	\$22,953.66	\$22,953.66	\$22,953.66	\$22,953.66
Insurance (Health/Dental/Life) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	\$2,437	\$2,437	\$2,437	\$2,437	\$2,437
Insurance (Health/Dental/Life) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - FOOD SERVICES	\$548.40	\$548.40	\$548.40	\$548.40	\$548.40
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>	<b>\$25,939</b>	<b>\$25,939</b>	<b>\$25,939</b>	<b>\$25,939</b>	<b>\$25,939</b>
Other Benefits (specify) - INSTRUCTION	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - STUDENT SUPPORT	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - SCHOOL ADMINISTRATION	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - OPERATION & MAINT OF FACILITIES	\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>	<b>\$45,945</b>	<b>\$45,945</b>	<b>\$45,945</b>	<b>\$45,945</b>	<b>\$45,945</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>					
Purchased Prof & Tech Services - INSTRUCTION	\$5,011	\$5,011	\$5,011	\$5,011	\$5,011
Purchased Prof & Tech Services - STUDENT SUPPORT	\$1,947	\$1,947	\$1,947	\$1,947	\$1,947
Purchased Prof & Tech Services - INSTRUCTIONAL STAFF SUPPORT	\$5,455	\$5,455	\$5,455	\$5,455	\$5,455
Purchased Prof & Tech Services - SCHOOL ADMINISTRATION	\$21,382	\$21,382	\$21,382	\$21,382	\$21,382
Purchased Prof & Tech Services - OPERATION & MAINT OF FACILITIES	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400
Purchased Prof & Tech Services - FOOD SERVICES	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>	<b>\$37,195</b>	<b>\$37,195</b>	<b>\$37,195</b>	<b>\$37,195</b>	<b>\$37,195</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>					
Purchased Property Services	\$14,660	\$14,660	\$14,660	\$14,660	\$14,660
Rental of Land and Buildings	\$82,957.40	\$82,957.40	\$82,957.40	\$82,957.40	\$82,957.40
Construction and Remodeling	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>	<b>\$97,618</b>	<b>\$97,618</b>	<b>\$97,618</b>	<b>\$97,618</b>	<b>\$97,618</b>
<b>--- OTHER PURCHASED SERVICES ---</b>					
Student Transportation services	\$1,589	\$1,589	\$1,589	\$1,589	\$1,589
Insurance(other than employee benefits - e.g. D&O)	\$0	\$0	\$0	\$0	\$0
Property Insurance	\$0	\$0	\$0	\$0	\$0
Liability Insurance	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$0	\$0	\$0	\$0	\$0
Communication(telephone and other)	\$208	\$208	\$208	\$208	\$208
Communication(telephone and other)	\$2,043	\$2,043	\$2,043	\$2,043	\$2,043
Advertising	\$0	\$0	\$0	\$0	\$1,000
Printing and Binding	\$0	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0	\$0
Printing and Binding	\$0	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0	\$0
Food Service Management	\$0	\$0	\$0	\$0	\$0
Travel/Per Diem	\$189	\$189	\$189	\$189	\$189
Travel/Per Diem	\$378	\$378	\$378	\$378	\$378
Travel/Per Diem	\$0	\$0	\$0	\$0	\$0
Inter-educational, Interagency Purchased Services	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER PURCHASED SERVICES (500)</b>	<b>\$4,408</b>	<b>\$4,408</b>	<b>\$4,408</b>	<b>\$4,408</b>	<b>\$5,408</b>

	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21
<b>--- SUPPLIES ---</b>					
Instructional Supplies	\$11,361	\$7,574	\$7,574	\$7,574	\$7,574
Textbooks	\$3,998	\$3,998	\$3,998	\$3,998	\$3,998
Supplies - Student Support Services	\$260	\$260	\$260	\$260	\$260
Library Books	\$765	\$765	\$765	\$765	\$765
Periodicals	\$128	\$128	\$128	\$128	\$128
Supplies - School Administration	\$620	\$620	\$620	\$620	\$620
Supplies - Operation & Maintenance of Facilities	\$620	\$620	\$620	\$620	\$620
Supplies - Food Service	\$1,161	\$1,161	\$1,161	\$1,161	\$1,161
Food - Food Service	\$18,082	\$18,082	\$18,082	\$18,082	\$18,082
<b>TOTAL - ALL SUPPLIES (600)</b>	<b>\$36,995</b>	<b>\$33,208</b>	<b>\$33,208</b>	<b>\$33,208</b>	<b>\$33,208</b>
<b>--- PROPERTY ---</b>					
Property (Instructional Equipment) - Instruction	\$3,202	\$3,202	\$3,202	\$3,202	\$3,202
Property - Student Support Services	\$640	\$640	\$640	\$640	\$640
Property - Instructional Staff Support	\$0	\$0	\$0	\$0	\$0
Property - School Administration	\$881	\$881	\$881	\$881	\$881
Property - Operation & Maintenance of Facilities	\$1,081	\$1,081	\$1,081	\$1,081	\$1,081
Property - Food Services	\$0	\$0	\$0	\$0	\$0
Depreciation - Kitchen Equipment Depreciation - Food Services	\$0	\$0	\$0	\$0	\$0
Land and Improvements	\$0	\$0	\$0	\$0	\$0
Buildings	\$0	\$0	\$0	\$0	\$0
School Buses	\$0	\$0	\$0	\$0	\$0
Furniture and Fixtures - Instruction	\$12,750	\$0	\$0	\$0	\$0
Furniture and Fixtures - School Administration	\$1,500	\$0	\$0	\$0	\$0
Furniture and Fixtures - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0
Furniture and Fixtures - Student Support Services	\$0	\$0	\$0	\$0	\$0
Technology Equipment - Instruction	\$18,000	\$0	\$0	\$0	\$0
Technology Equipment - School Administration	\$1,500	\$0	\$0	\$0	\$0
Technology Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0
Technology Equipment - Student Support Services	\$0	\$0	\$0	\$0	\$0
Non-Bus Vehicles	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0
Other Equipment - School Administration	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instructional Support Staff	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instruction	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>	<b>\$39,554</b>	<b>\$5,804</b>	<b>\$5,804</b>	<b>\$5,804</b>	<b>\$5,804</b>
<b>--- OTHER OBJECTS ---</b>					
Other Objects- Instruction	\$867	\$867	\$867	\$867	\$867
Other Objects- Student Support	\$9	\$9	\$9	\$9	\$9
Other Objects- Instructional Staff	\$0	\$0	\$0	\$0	\$0
Other Objects- School Administration	\$694	\$694	\$694	\$694	\$694
Other Objects - Operation & Maintenance of Facilities	\$347	\$347	\$347	\$347	\$347
Other Objects - Food Services	\$260	\$260	\$260	\$260	\$260
Other Objects - Building Acquisition	\$0	\$0	\$0	\$0	\$0
Dues and Fees - Instruction	\$434	\$434	\$434	\$434	\$434
Dues and Fees - Student Support	\$217	\$217	\$217	\$217	\$217
Dues and Fees - Instructional Staff	\$0	\$0	\$0	\$0	\$0
Dues and Fees -School Administration	\$434	\$434	\$434	\$434	\$434
Dues and Fees - Operation & Maintenance of Facilities	\$0	\$163,200	\$0	\$0	\$0
<b>TOTAL - OTHER OBJECTS (800)</b>	<b>\$3,260</b>	<b>\$166,460</b>	<b>\$3,260</b>	<b>\$3,260</b>	<b>\$3,260</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>					
Interest	\$188	\$188	\$188	\$188	\$188
Redemption of Principal	\$6,889	\$6,889	\$6,889	\$6,889	\$6,889
<b>Total other financing sources (uses) and other items</b>	<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>

Projected Month End Cash      \$1,070,637      \$967,279      \$1,027,121      \$1,117,416      \$1,206,710

		Feb-21	Mar-21	Apr-21	May-21	Jun-21
	728					
	<b>STARTING CASH ON HAND</b>	\$1,206,710	\$1,301,809	\$1,397,907	\$1,494,005	\$1,590,104
Child Nutrition Program (CNP) and Lunchroom Sales	\$184,869	\$16,806	\$16,806	\$16,806	\$16,806	\$16,806
Student Activities	\$7,803	\$390	\$390	\$390	\$390	\$390
Other	\$7,803	\$780	\$780	\$780	\$780	\$780
<b>Total Revenue From Local Sources (1000)</b>	<b>\$200,475</b>	<b>\$17,977</b>	<b>\$17,977</b>	<b>\$17,977</b>	<b>\$17,977</b>	<b>\$17,977</b>
State Educational Funding	\$5,038,074	\$419,839	\$419,839	\$419,839	\$419,839	\$419,839
Implementation Grant	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from State Sources (3000)</b>	<b>\$5,038,074</b>	<b>\$419,839</b>	<b>\$419,839</b>	<b>\$419,839</b>	<b>\$419,839</b>	<b>\$419,839</b>
Lunch and Breakfast Reimbursement	\$36,974	\$4,108	\$4,108	\$4,108	\$4,108	\$4,108
Donated Commodities (CNP)	\$0	\$0	\$0	\$0	\$0	\$0
Restricted Federal Through State	\$0	\$0	\$0	\$0	\$0	\$0
Programs for the Disabled (IDEA)	\$110,279	\$15,754	\$15,754	\$15,754	\$15,754	\$15,754
No Child Left Behind (NCLB)	\$102,887	\$14,698	\$14,698	\$14,698	\$14,698	\$14,698
<b>Total Revenue from Federal Sources (4000)</b>	<b>\$250,140</b>	<b>\$34,560</b>	<b>\$34,560</b>	<b>\$34,560</b>	<b>\$34,560</b>	<b>\$34,560</b>
Private Grants & Donations:	\$0	\$0	\$0	\$0	\$0	\$0
Source(s) (specify)	\$0	\$0	\$0	\$0	\$0	\$0
Loans:	\$0	\$0	\$0	\$0	\$0	\$0
Commercial	\$0	\$0	\$0	\$0	\$0	\$0
Contributions and Donations from Private Sources	\$0	\$0	\$0	\$0	\$0	\$0
Other (specify)	\$0	\$0	\$0	\$0	\$0	\$0
Prior Year Carryforward	\$1,130,671	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue from Other Sources (5000)</b>	<b>\$1,130,671</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Cash</b>		<b>\$1,679,087</b>	<b>\$1,774,185</b>	<b>\$1,870,284</b>	<b>\$1,966,382</b>	<b>\$2,062,480</b>
<b>Expenditures</b>	<b>Number</b>	<b>Salary or Cost</b>	<b>Total</b>			
<b>--- SALARIES ---</b>						
Salaries - Teachers		\$1,269,288	\$105,774	\$105,774	\$105,774	\$105,774
Salaries - Substitute Teachers		\$28,522	\$2,852	\$2,852	\$2,852	\$2,852
Salaries - Teacher Aides and Paraprofessionals		\$187,908	\$18,791	\$18,791	\$18,791	\$18,791
Salaries - Other 1000-INSTRUCTION		\$0	\$0	\$0	\$0	\$0
Total 10 (1000)-INSTRUCTION Salaries (100)		<b>\$1,485,719</b>	<b>\$127,417</b>	<b>\$127,417</b>	<b>\$127,417</b>	<b>\$127,417</b>
Salaries - Attendance and Social Work Personnel		\$0	\$0	\$0	\$0	\$0
Salaries - Guidance Personnel		\$0	\$0	\$0	\$0	\$0
Salaries - Health Services Personnel		\$0	\$0	\$0	\$0	\$0
Salaries - Psychological Personnel		\$0	\$0	\$0	\$0	\$0
Salaries - Secretarial and Clerical		\$0	\$0	\$0	\$0	\$0
Salaries - Other 2100-STUDENT SUPPORT		\$0	\$0	\$0	\$0	\$0
Total 21 (2100)-STUDENT SUPPORT Salaries (100)		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - Media Personnel - Certified		\$0	\$0	\$0	\$0	\$0
Salaries - Media Personnel - Noncertified		\$14,045	\$1,277	\$1,277	\$1,277	\$1,277
Salaries - Other 2200-INSTRUCTIONAL STAFF SUPPORT		\$0	\$0	\$0	\$0	\$0
Total 22 (2200)-INSTRUCTIONAL STAFF SUPPORT Salaries (100)		<b>\$14,045</b>	<b>\$1,277</b>	<b>\$1,277</b>	<b>\$1,277</b>	<b>\$1,277</b>
Salaries - Principals and Assistants		\$130,049	\$10,837	\$10,837	\$10,837	\$10,837
Salaries - Secretarial and Clerical		\$51,500	\$4,292	\$4,292	\$4,292	\$4,292
Salaries - Other 2400-SCHOOL ADMINISTRATION		\$0	\$0	\$0	\$0	\$0
Total 24 (2400)-SCHOOL ADMINISTRATION Salaries (100)		<b>\$181,549</b>	<b>\$15,129</b>	<b>\$15,129</b>	<b>\$15,129</b>	<b>\$15,129</b>
Salaries - Operation & Maintenance of Facilities		\$0	\$0	\$0	\$0	\$0
Total 26 (2600)-OPERATION & MAINT OF FACILITIES Salaries (100)		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries - FOOD SERVICES		\$37,454	\$3,745	\$3,745	\$3,745	\$3,745
Total 31 (3100)-FOOD SERVICES Salaries (100)		<b>\$37,454</b>	<b>\$3,745</b>	<b>\$3,745</b>	<b>\$3,745</b>	<b>\$3,745</b>
<b>TOTAL - ALL SALARIES (100)</b>		<b>\$1,718,768</b>	<b>\$147,568</b>	<b>\$147,568</b>	<b>\$147,568</b>	<b>\$147,568</b>
<b>--- BENEFITS ---</b>						
Retirement - INSTRUCTION	3%	\$44,572	\$4,052	\$4,052	\$4,052	\$4,052
Retirement - STUDENT SUPPORT	3%	\$0	\$0	\$0	\$0	\$0
Retirement - INSTRUCTIONAL STAFF SUPPORT	3%	\$421	\$38	\$38	\$38	\$38
Retirement - SCHOOL ADMINISTRATION	3%	\$5,446	\$454	\$454	\$454	\$454
Retirement - OPERATION & MAINT OF FACILITIES	3%	\$0	\$0	\$0	\$0	\$0
Retirement - FOOD SERVICES	3%	\$1,124	\$102.15	\$102.15	\$102.15	\$102.15
<b>TOTAL - ALL RETIREMENT</b>		<b>\$51,563</b>	<b>\$4,646</b>	<b>\$4,646</b>	<b>\$4,646</b>	<b>\$4,646</b>
Social Security/FICA/UNEMP/WCF - INSTRUCTION	10%	\$148,572	\$13,507	\$13,507	\$13,507	\$13,507
Social Security/FICA/UNEMP/WCF - STUDENT SUPPORT	10%	\$0	\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - INSTRUCTIONAL STAFF SUPPORT	10%	\$0	\$0	\$0	\$0	\$0
Social Security/FICA/UNEMP/WCF - SCHOOL ADMINISTRATION	10%	\$18,155	\$1,513	\$1,513	\$1,513	\$1,513
Social Security/FICA/UNEMP/WCF - OPERATION & MAINT OF FACILITIES	10%	\$0	\$0	\$0	\$0	\$0
Social Security - FOOD SERVICES	10%	\$3,745	\$340	\$340	\$340	\$340
<b>TOTAL - ALL SOCIAL SECURITY/FICA/UNEMP/WCF</b>		<b>\$170,472</b>	<b>\$15,360</b>	<b>\$15,360</b>	<b>\$15,360</b>	<b>\$15,360</b>

			Feb-21	Mar-21	Apr-21	May-21	Jun-21
Insurance (Health/Dental/Life) - INSTRUCTION	15%		\$252,490	\$22,953.66	\$22,953.66	\$22,953.66	\$22,953.66
Insurance (Health/Dental/Life) - STUDENT SUPPORT	15%		\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - INSTRUCTIONAL STAFF SUPPORT	15%		\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - SCHOOL ADMINISTRATION	15%		\$29,240	\$2,437	\$2,437	\$2,437	\$2,437
Insurance (Health/Dental/Life) - OPERATION & MAINT OF FACILITIES	15%		\$0	\$0	\$0	\$0	\$0
Insurance (Health/Dental/Life) - FOOD SERVICES	15%		\$6,032	\$548.40	\$548.40	\$548.40	\$548.40
<b>TOTAL - ALL INSURANCE (Health/Dental/Life)</b>			<b>\$287,763</b>	<b>\$25,939</b>	<b>\$25,939</b>	<b>\$25,939</b>	<b>\$25,939</b>
Other Benefits (specify) - INSTRUCTION	0%		\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - STUDENT SUPPORT	0%		\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - INSTRUCTIONAL STAFF SUPPORT	0%		\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - SCHOOL ADMINISTRATION	0%		\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - OPERATION & MAINT OF FACILITIES	0%		\$0	\$0	\$0	\$0	\$0
Other Benefits (specify) - FOOD SERVICES	0%		\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER BENEFITS (specify)</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL ALL BENEFITS (200)</b>			<b>\$509,798</b>	<b>\$45,945</b>	<b>\$45,945</b>	<b>\$45,945</b>	<b>\$45,945</b>
<b>--- PURCHASED PROFESSIONAL &amp; TECHNICAL SERVICES ---</b>							
Purchased Prof & Tech Services - INSTRUCTION			\$55,125	\$5,011	\$5,011	\$5,011	\$5,011
Purchased Prof & Tech Services - STUDENT SUPPORT			\$21,420	\$1,947	\$1,947	\$1,947	\$1,947
Purchased Prof & Tech Services - INSTRUCTIONAL STAFF SUPPORT			\$60,000	\$5,455	\$5,455	\$5,455	\$5,455
Purchased Prof & Tech Services - SCHOOL ADMINISTRATION			\$235,200	\$21,382	\$21,382	\$21,382	\$21,382
Purchased Prof & Tech Services - OPERATION & MAINT OF FACILITIES			\$40,800	\$3,400	\$3,400	\$3,400	\$3,400
Purchased Prof & Tech Services - FOOD SERVICES			\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROF &amp; TECH SERVICES (300)</b>			<b>\$412,545</b>	<b>\$37,195</b>	<b>\$37,195</b>	<b>\$37,195</b>	<b>\$37,195</b>
<b>--- PURCHASED PROPERTY SERVICES ---</b>							
Purchased Property Services			\$161,262	\$14,660	\$14,660	\$14,660	\$14,660
Rental of Land and Buildings			\$995,489	\$82,957.40	\$82,957.40	\$82,957.40	\$82,957.40
Construction and Remodeling			\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PURCHASED PROPERTY SERVICES (400)</b>			<b>\$1,156,751</b>	<b>\$97,618</b>	<b>\$97,618</b>	<b>\$97,618</b>	<b>\$97,618</b>
<b>--- OTHER PURCHASED SERVICES ---</b>							
Student Transportation services			\$17,479	\$1,589	\$1,589	\$1,589	\$1,589
Insurance (other than employee benefits - e.g. D&O)			\$0	\$0	\$0	\$0	\$0
Property Insurance			\$36,414	\$0	\$0	\$0	\$0
Liability Insurance			\$3,787	\$0	\$0	\$0	\$0
Communication (telephone and other)			\$0	\$0	\$0	\$0	\$0
Communication (telephone and other)			\$0	\$0	\$0	\$0	\$0
Communication (telephone and other)			\$2,497	\$208	\$208	\$208	\$208
Communication (telephone and other)			\$22,473	\$2,043	\$2,043	\$2,043	\$2,043
Advertising			\$10,200	\$1,000	\$0	\$0	\$0
Printing and Binding			\$0	\$0	\$0	\$0	\$0
Printing and Binding			\$0	\$0	\$0	\$0	\$0
Printing and Binding			\$0	\$0	\$0	\$0	\$0
Tuition			\$0	\$0	\$0	\$0	\$0
Food Service Management			\$0	\$0	\$0	\$0	\$0
Travel/Per Diem			\$2,081	\$189	\$189	\$189	\$189
Travel/Per Diem			\$4,162	\$378	\$378	\$378	\$378
Travel/Per Diem			\$0	\$0	\$0	\$0	\$0
Inter-educational, Interagency Purchased Services			\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL OTHER PURCHASED SERVICES (500)</b>			<b>\$99,092</b>	<b>\$5,408</b>	<b>\$4,408</b>	<b>\$4,408</b>	<b>\$4,408</b>
<b>--- SUPPLIES ---</b>							
Instructional Supplies			\$113,612	\$7,574	\$7,574	\$7,574	\$7,574
Textbooks			\$79,968	\$3,998	\$3,998	\$3,998	\$3,998
Supplies - Student Support Services			\$5,202	\$260	\$260	\$260	\$260
Library Books			\$15,300	\$765	\$765	\$765	\$765
Periodicals			\$2,550	\$128	\$128	\$128	\$128
Supplies - School Administration			\$10,200	\$620	\$620	\$620	\$620
Supplies - Operation & Maintenance of Facilities			\$10,200	\$620	\$620	\$620	\$620
Supplies - Food Service			\$15,606	\$1,161	\$1,161	\$1,161	\$1,161
Food - Food Service			\$198,900	\$18,082	\$18,082	\$18,082	\$18,082
<b>TOTAL - ALL SUPPLIES (600)</b>			<b>\$451,838</b>	<b>\$33,208</b>	<b>\$33,208</b>	<b>\$33,208</b>	<b>\$33,208</b>
<b>--- PROPERTY ---</b>							
Property (Instructional Equipment) - Instruction			\$26,010	\$0	\$0	\$0	\$0
Property - Student Support Services			\$5,202	\$0	\$0	\$0	\$0
Property - Instructional Staff Support			\$0	\$0	\$0	\$0	\$0
Property - School Administration			\$10,404	\$0	\$0	\$0	\$0
Property - Operation & Maintenance of Facilities			\$10,404	\$0	\$0	\$0	\$0
Property - Food Services			\$20,400	\$0	\$0	\$0	\$0
Depreciation - Kitchen Equipment Depreciation - Food Services			\$0	\$0	\$0	\$0	\$0
Land and Improvements			\$0	\$0	\$0	\$0	\$0
Buildings			\$0	\$0	\$0	\$0	\$0
School Buses			\$0	\$0	\$0	\$0	\$0

			Feb-21	Mar-21	Apr-21	May-21	Jun-21
Furniture and Fixtures - Instruction		\$85,000	\$0	\$0	\$0	\$0	\$0
Furniture and Fixtures - School Administration		\$10,000	\$0	\$0	\$0	\$0	\$0
Furniture and Fixtures - Instructional Support Staff		\$0	\$0	\$0	\$0	\$0	\$0
Furniture and Fixtures - Student Support Services		\$0	\$0	\$0	\$0	\$0	\$0
Technology Equipment - Instruction		\$120,000	\$0	\$0	\$0	\$0	\$0
Technology Equipment - School Administration		\$10,000	\$0	\$0	\$0	\$0	\$0
Technology Equipment - Instructional Support Staff		\$0	\$0	\$0	\$0	\$0	\$0
Technology Equipment - Student Support Services		\$0	\$0	\$0	\$0	\$0	\$0
Non-Bus Vehicles		\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instruction		\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - School Administration		\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instructional Support Staff		\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment - Instruction		\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - ALL PROPERTY (700)</b>		<b>\$297,420</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>--- OTHER OBJECTS ---</b>							
Other Objects- Instruction		\$10,404	\$867	\$867	\$867	\$867	\$867
Other Objects- Student Support		\$104	\$9	\$9	\$9	\$9	\$9
Other Objects- Instructional Staff		\$0	\$0	\$0	\$0	\$0	\$0
Other Objects- School Administration		\$8,323	\$694	\$694	\$694	\$694	\$694
Other Objects - Operation & Maintenance of Facilities		\$4,162	\$347	\$347	\$347	\$347	\$347
Other Objects - Food Services		\$3,121	\$260	\$260	\$260	\$260	\$260
Other Objects - Building Acquisition		\$0	\$0	\$0	\$0	\$0	\$0
Dues and Fees - Instruction		\$5,202	\$434	\$434	\$434	\$434	\$434
Dues and Fees - Student Support		\$2,601	\$217	\$217	\$217	\$217	\$217
Dues and Fees - Instructional Staff		\$0	\$0	\$0	\$0	\$0	\$0
Dues and Fees -School Administration		\$5,202	\$434	\$434	\$434	\$434	\$434
Dues and Fees - Operation & Maintenance of Facilities		\$163,200	\$0	\$0	\$0	\$0	\$0
<b>TOTAL - OTHER OBJECTS (800)</b>		<b>\$202,319</b>	<b>\$3,260</b>	<b>\$3,260</b>	<b>\$3,260</b>	<b>\$3,260</b>	<b>\$3,260</b>
<b>Total Building Acquisition &amp; Instruction (4500)</b>							
Interest		\$2,258	\$188	\$188	\$188	\$188	\$188
Redemption of Principal		\$82,669	\$6,889	\$6,889	\$6,889	\$6,889	\$6,889
<b>Total other financing sources (uses) and other items</b>		<b>\$84,927</b>	<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>	<b>\$7,077</b>

Projected Month End Cash    \$1,301,809    \$1,397,907    \$1,494,005    \$1,590,104    \$1,686,202

## Section 8: Education Service Provider

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Advantage Arts Academy intends to explore its options and seek comprehensive services from an education service provider (the “ESP”) following approval of its charter. The Governing Board intends to utilize ESP services to provide assistance to the school and ensure compliance with the numerous laws, rules and regulations governing the successful operation of a Utah charter school. Further, it is expected that engagement of an ESP will enhance the school’s ability to provide the academic program outlined in the charter by ensuring school resources are managed in a professional and responsible manner.

The Governing Board recognizes that the successful delivery of its academic program will require more than traditional education-administration experience. In order to meet the commitments outlined in this charter application, the school must be prepared to address ongoing issues relating to finance, corporate law, public school rules/laws, marketing, human resources, real estate development, special education, accounting, auditing, law, human resources, payroll, start-up, school finance, governance and general operations.

In an effort to meet the needs outlined above, the Governing Board intends to solicit proposals in accordance with the requirements contained in the Utah Procurement Code as set forth in Utah Code Ann. § 63G-6a from ESP providers that possess verifiable expertise in most, if not all, of these areas. To ensure fair and equitable treatment of potential providers of ESP services, the Governing Board will publish a request for proposals (“RFP”) and evaluate ESP proposals in accordance with Utah Code Ann. § 63G-6a Part 7. To provide the Governing Board with relevant information and to promote effective review, the RFP will require responding ESPs to submit, among other things, the following: a detailed narrative that demonstrates a proven and successful track record, a list and contact information for current and former client charter schools, copies of financial audit performances for each client school, a description of the scope of proposed services, and the proposed compensation/fee. The purpose for including this information in the RFP will be to provide the Governing Board with information that will allow it to assess the ESP’s ability to serve the school’s target population, to evaluate options regarding ESP roles and responsibilities, to ensure the ESP’s performance expectations are consistent with the school’s accountability requirements, and to calculate the benefits to the school’s mission and educational offering.

After a thorough review of the submitted proposals, if it is determined that engagement of an ESP is in the best interest of the school, the Governing Board will consult with the school’s legal counsel in order to make the award and negotiate an agreement in compliance with the above-referenced. Any ESP agreements entered into by Advantage Arts Academy will specify general contract terms as well as the specific scope of responsibility of both parties. The Governing Board will use the RFP, the ESP’s proposal, and the parties’ service contract as tools to evaluate the ESP’s performance.

The Governing Board also provides the assurance that other applicable rules and guidelines will be followed throughout the procurement process for ESP services as well as any other third party agreements for services or goods. Specifically, the Governing Board acknowledges and agrees that the provisions of Utah Code Ann. § 53A-1a-518 *Regulated Transactions and Relationships* will apply to the procurement process. Further, the school has adopted a Conflict of Interest Policy that supplements applicable state and federal laws governing conflicts of interest applicable to nonprofit and/or charitable organizations or charter schools organized and operating in the State of Utah.

Inasmuch as Advantage Arts Academy is organized and incorporated as a Utah non-profit corporation, it is recognized as a distinct and legally independent entity that is responsible for the financial decision-making and business operations of the school. These responsibilities cannot and will not be abdicated to an ESP. Any agreements executed for the provision of ESP services will clearly identify the board's financial and operational authority over the school.

Due to the fact that Advantage Arts Academy will not publish an RFP for ESP services until its charter is approved, the Governing Board is unable to provide additional details regarding contract terms, contract histories, executed agreements/MOUs, or other specific contractual terms and obligations. Notwithstanding, the Governing Board is confident that the RFP process outlined above and sound legal counsel from the school's attorney will result in a contractual relationship with an ESP that provides real and meaningful benefits to the school and its stakeholders.



## **Appendix A: Administrative Rules Waiver**

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Advantage Arts Academy is not seeking a waiver from administrative rules.

# Appendix B: Board Background Information Sheets

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## Background Information Sheet

Provide the following information on each governing board member and any individuals responsible for the day-to-day operation of the school who have already been identified. Complete this form, do not include a resume. This page may be copied as many times as necessary.

Name: Treion Muller

Role with Application: Board Member

Expertise: Program Development, Business & Leadership Models

Select the statements that are applicable and (if applicable) proceed as directed:

- I intend to become an employee of the school.
- I am related to another person or persons identified as a founding member, governing board member, or administrator (relative means father, mother, husband, wife, son, daughter, sister, brother, uncle, aunt, nephew, niece, first cousin, mother-in-law, father-in-law, brother-in-law, sister-in-law, son-in-law, or daughter-in-law).

**Statement of Intent:** Provide a personal statement regarding your role with the proposed school (i.e. governing board, administration), expertise you bring to the board (or administration), and commitment to this application as it has been written.

*As a father of five and parenting author, I take education very seriously, and believe strongly in the proper educational framework. With a masters degree in learning and development I have a relevant base to work from. I also spend my days at Franklin Covey researching and writing about how people like to learn, and building training experiences to facilitate those best practices. I am often called upon to speak at industry conferences about the future of learning and this new generation of learners. I have also served on the Southern Utah University Board of Trustees as a student leader (Student Body President), and believe I bring a unique skillset to the Board.*

**Not-for-Profit History:** Provide your nonprofit history that supports your being sufficiently qualified to operate a charter school. Specifically address your qualifications and experiences as they relate to the operation and management of a nonprofit corporation, governing board experience, and background in group organization.

*While my not-for profit history is limited to my time at a Credit Union, I have had several years in group organization and leadership. I currently lead the digital development team at Franklin*

*Covey, which involves several different groups, both internal and external, and know how to successfully lead these groups towards a common goal.*

**Employment History:** Provide your employment history that supports your being considered sufficiently qualified to operate a charter school. Specifically address your qualifications and experiences as they relate to the development of academic programs, operations of a school or a small business, and background in financial management.

*As the recently appointed Vice President of Digital Solutions for TwentyEighty, I work to move business units to digital training modalities and solutions. As the former Chief eLearning Architect and Director of Development at Franklin Covey, I co-founded the division of digital learning. My role in these positions over the last eight years has provided me with a unique perspective on developing learning programs and managing project teams. My experience may help with starting the school on a trajectory for success due to my familiarity with hiring strategically, developing solid programs, and understanding both the small and large tasks needed to develop and run organizations.*

*I am an author, presenter, and trainer with the ability to convey clear messages and recognize and follow best practices. I work with organizations of all sizes to convey the great leadership principals based on the Franklin Covey model and have been a project manager at Franklin Covey as well as a Corporate Trainer at America First Credit Union. I understand the role of a Governing Board as well as the appropriate governance model.*

**Education History:** Provide information on your educational training (including degrees earned, dates enrolled, and institutions) that supports your being considered sufficiently qualified to operate a charter school.

*I earned my B.A. in Communications and Management from Southern Utah University where I also served as the Student Body President, Student Body Academic Vice President, Presidential Ambassador, and in other leadership roles. Then I proceeded to Utah State University to obtain a Masters in Instructional Design.*

*My educational background, combined with my work history, display a thorough knowledge and passion for the educational sphere and I am pleased to be able to offer additional educational opportunities through my service on the Advantage Arts Academy Governing Board.*

**Consent for Background Check:** Charter school governing board members and key administrators consent to complete a background check prior to submission of the final application. A background check requires fingerprinting consistent with Board Rule and State law. The check will reveal all arrests and convictions for offenses above minor traffic offenses that occurred in any state that are on the applicant's record after he was 18 years old.

The background check applicant is responsible for the cost of the background check. Using as much space as necessary below, assure you will complete a background check, to be submitted and reviewed by the school's governing board, prior to the submission of the final application.

*I will to complete a background check and submit the results to the Advantage Arts Academy governing board for review prior to the submission of the final application.*

WITH THE SIGNATURE BELOW, PERMISSION IS HEREBY GRANTED TO VERIFY ANY INFORMATION PROVIDED ABOVE FOR ADVANTAGE ARTS ACADEMY CHARTER SCHOOL.

I AFFIRM THAT THE INFORMATION PRESENTED HEREIN IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE.

A handwritten signature in black ink, appearing to read "J. Miller", is written over a horizontal line. The signature is stylized and cursive.

Applicant's Signature

## Background Information Sheet

Provide the following information on each startup board member and any individuals responsible for the day-to-day operation of the school who have already been identified. Complete this form, do not include a resume. This page may be copied as many times as necessary.

Name: Christopher Jon Finley

Role with school: Board Member

Expertise: Law

Select the statements that are applicable and (if applicable) proceed as directed:

- I intend to become an employee of the school.
- I am related to another person or persons identified as a founding member, governing board member, or administrator (relative means father, mother, husband, wife, son, daughter, sister, brother, uncle, aunt, nephew, niece, first cousin, mother-in-law, father-in-law, brother-in-law, sister-in-law, son-in-law, or daughter-in-law).

**Statement of Intent:** Provide a personal statement regarding your role with the proposed school (i.e. governing board, administration), expertise you bring to the board (or administration), and commitment to this application as it has been written.

*As an attorney and parent, I believe that education is paramount for children and parents. Families need to have options to fit their goals and interests. Education is the core of our society. Matching each child's needs or interests will enhance their love of learning. My desire for Advantage Arts Academy is to provide a medium to inspire students to develop a passion for the classroom by integrating arts and providing opportunities to learn using a variety of creative outlets.*

*I have extensive knowledge and experience in the organization and administration of businesses. The majority of my law practice is focused on protecting businesses from liability that can take valuable resources away from propelling the success and ultimate goal and purpose of the business. I work with businesses of all sizes and professions. I also pursue and defend claims for commercial clients through litigation, which allows me to understand the application of statutes and case law within the State and provides me with additional insight to advise my clients.*

*My legal knowledge and personal educational aspirations perfectly parallel the needs of Advantage Arts Academy in its infant stage, and I offer my commitment and resources to meet the demands of this important role as a board member.*

**Not-for-Profit History:** Provide your nonprofit history that supports your being sufficiently qualified to operate a charter school. Specifically address your qualifications and experiences as they relate to the operation and management of a nonprofit corporation, governing board experience, and background in group organization.

*I believe that volunteering is a key element of success in all aspects of my life. I appreciate the time I am able to volunteer in the community through church and service organizations. I have served on the Legislative Affairs Committee through the Davis Chamber of Commerce and most recently the Government Affairs Committee for the Northern Wasatch Association of Realtors and look forward to being involved there. I also had the opportunity to provide legal assistance at the Housing Law Department and the Homelessness Division in New Orleans on two separate occasions following Hurricane Katrina.*

*I have also represented clients pro bono, including offering free guardianship estate planning to families in need. I understand the time and effort it takes to establish an organization and the basic needs of those throughout the organization. I believe that Advantage Arts Academy is a worthy investment of my time and I look forward to seeing the fruits of my investment in the form of academically successful youth who understand the importance of the arts in education.*

**Employment History:** Provide your employment history that supports your being considered sufficiently qualified to operate a charter school. Specifically address your qualifications and experiences as they relate to the development of academic programs, operations of a school or a small business, and background in financial management.

*During law school, I had the opportunity to clerk for the Honorable Rosemarie E. Aquilina, a State Circuit Court Judge in Michigan, and also for the Honorable Clark Waddoups, a Federal District Court Judge in the District of Utah. I came to understand the process and application of the law in both civil and criminal court actions and had the opportunity to prepare memoranda for both judges to provide my opinion on how case law should be applied in business litigation cases.*

*While preparing for the Utah Bar Exam and immediately following, I worked for a small bankruptcy law firm representing individual debtors. This experience helped me gain an appreciation for fiscal responsibility. I was soon hired by a commercial litigation firm based on my performance for them on a temporary basis and was successful in supporting the other attorneys in litigating cases in several legal practice areas, including complex contract dispute cases, employment law, civil RICO and fraudulent transfer cases, and ad valorem tax appeals on behalf of the Utah Association of Counties. I also had the opportunity to work with well-known business owners to apply and modify bylaws and operating agreements, manage meetings and organize meeting minutes and other corporate documents.*

*My broad legal experience has provided me with the ability to understand all aspects of business organization and administration. I am also able to approach problem solving by looking at the issues from all angles to provide practical advice.*

*As an attorney with a successful and busy law practice, I focus on commercial and trust dispute litigation, organizational structuring, estate planning, and real estate. I also am a licensed real estate agent and am proficient in reviewing real estate transactions. This experience may be helpful as the school looks at facility options for the building whether through development or a building purchase. I understand budgeting and financial management and have worked with startup boards.*

**Education History:** Provide information on your educational training (including degrees earned, dates enrolled, and institutions) that supports your being considered sufficiently qualified to operate a charter school.

*I graduated from Thomas M. Cooley Law School with a Juris Doctor degree. While in school I was judge and competitor in several intra-school moot court competitions, was a member of the Disaster Relief Legal Association and helped found the J. Rueben Clark Law Society at Cooley.*

*I also graduated from Southern Utah University with a Bachelor of Science in Political Science and a B.S. in Criminal Justice with a minor in Computer Information Systems and was a member of the Criminal Justice Honor Society.*

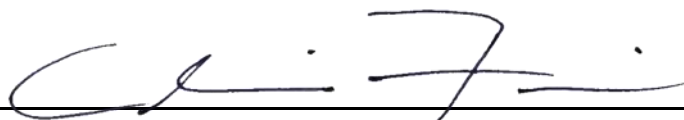
**Consent for Background Check:** Charter school governing board members and key administrators consent to complete a background check prior to submission of the final application. A background check requires fingerprinting consistent with Board Rule and State law. The check will reveal all arrests and convictions for offenses above minor traffic offenses that occurred in any state that are on the applicant’s record after he was 18 years old.

The background check applicant is responsible for the cost of the background check. Using as much space as necessary below, assure you will complete a background check, to be submitted and reviewed by the school’s governing board, prior to the submission of the final application.

*I acknowledge and confirm that I will to complete a background check and submit the results to the Advantage Arts Academy governing board for review prior to the submission of the final application.*

WITH THE SIGNATURE BELOW, PERMISSION IS HEREBY GRANTED TO VERIFY ANY INFORMATION PROVIDED ABOVE FOR ADVANTAGE ARTS ACADEMY CHARTER SCHOOL.

I AFFIRM THAT THE INFORMATION PRESENTED HEREIN IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE.



**Applicant’s Signature**

## Background Information Sheet

*Provide the following information on each governing board member and any individuals responsible for the day-to-day operation of the school who have already been identified. Complete this form, do not include a resume. This page may be copied as many times as necessary.*

Name: Kim Dohrer

Role with school: Board Member

Expertise: Education Specialist

Select the statements that are applicable and (if applicable) proceed as directed:

- I intend to become an employee of the school.
- I am related to another person or persons identified as a founding member, governing board member, or administrator (relative means father, mother, husband, wife, son, daughter, sister, brother, uncle, aunt, nephew, niece, first cousin, mother-in-law, father-in-law, brother-in-law, sister-in-law, son-in-law, or daughter-in-law).

**Statement of Intent:** Provide a personal statement regarding your role with the proposed school (i.e. governing board, administration), expertise you bring to the board (or administration), and commitment to this application as it has been written.

*I am excited to be a member of the Governing Board of Advantage Arts Academy. I have worked with charter schools for ten years and my relationship with board members has always been a highlight, but I have never served on a charter school board and I am looking forward to a new role. As I have met with other board members and board advisors my excitement has grown over the amazing possibilities for AAA students. My educational experience in traditional schools and working with charter schools allows me to be a board member who can see both the big picture and possible roadblocks to providing a quality education to our students. I am very familiar with the Beverley Taylor Sorenson Arts Learning Program and its rich history of complimenting other school programs. I believe the mission of AAA provides a unique school-wide commitment BTSALP.*

**Not-for-Profit History:** Provide your nonprofit history that supports your being sufficiently qualified to operate a charter school. Specifically address your qualifications and experiences as they relate to the operation and management of a nonprofit corporation, governing board experience, and background in group organization.

*I have spent the last ten years learning all aspects of charter school management and governance. I regularly provide charter school board trainings and attend state and national charter school conferences. Additionally, I have served as a mentor to new administrators and a trusted colleague to experienced administrators. My experience includes serving on non-profit*



*boards throughout my educational career, including Mid-town Community Health in Ogden and Weber Human Services (thirteen years). I have managed school and program budgets in excess of a million dollars. While working as an administrator for Ogden School District I worked closely with the city, serving on many city committees including the gang task force (ten years). I also had the opportunity to work closely with Weber County Correctional personnel in building space for adult education classes when they were building their new facility.*

**Employment History:** Provide your employment history that supports your being considered sufficiently qualified to operate a charter school. Specifically address your qualifications and experiences as they relate to the development of academic programs, operations of a school or a small business, and background in financial management.

*Education Specialist, Academica West, Kaysville, Utah, 2006-Present  
Principal Lincoln Elementary, Ogden City School District, Ogden, Utah, 2005- 2006  
Director of Adult and Community Education, Principal of Washington High School, and Even Start Family Literacy Program Director, 1997- 2005  
Principal of Washington High School and Director of the Family and Community Resource Center, Ogden City School District, 1995-1997  
Director of the Family Community Resource Center, Ogden City School District, 1994-1995  
Assistant Principal, Central Middle School, Ogden City School District, 1992-1994  
Orientation Teacher/Counselor, Washington High School, Ogden City School District, 1991-1992  
Assistant Principal, Central Middle School, Orientation Teacher/Counselor, Washington High School, Elementary Counselor, Ogden City School District; Counselor, Lake Travis Middle School, Mathematics Teacher, Lake Travis Middle School and Del Valle High School, Austin, Texas; Mathematics Teacher, Northwest High School and Coleman Jr. High School, Wichita, Kansas, 1987-1992*

**Education History:** Provide information on your educational training (including degrees earned, dates enrolled, and institutions) that supports your being considered sufficiently qualified to operate a charter school..

*Reading Endorsement. Weber State University, Ogden, Utah, 2005.  
Advanced Certificate in Technology Leadership. Western Governor's University, 2002.  
English as a Second Language Teaching Endorsement. Weber State University, Ogden, Utah, 1999.  
Covey Leadership Facilitator Certification: Seven Habits of Highly Effective People. Ogden, Utah, 1996.  
Administration Certification. Utah State University, Logan, Utah, 1992.  
Masters of Education, Counseling and School Psychology. Wichita State University, 1985.  
Teaching Certificate, Secondary Mathematics. Wichita State University, 1979, Utah  
Certification Highest Level: IV.*

*Bachelors of Science, Public Administration, and Public Recreation Administration.  
University of Arizona, Tucson, AZ, 1976. Honors project: "Perspectives on the Central  
Arizona Project".*

**Consent for Background Check:** Charter school governing board members and key administrators consent to complete a background check prior to submission of the final application. A background check requires fingerprinting consistent with Board Rule and State law. The check will reveal all arrests and convictions for offenses above minor traffic offenses that occurred in any state that are on the applicant's record after he was 18 years old.

The background check applicant is responsible for the cost of the background check. Using as much space as necessary below, assure you will complete a background check, to be submitted and reviewed by the school's governing board, prior to the submission of the final application.

*I certify that I will complete a background check and submit the results to the Advantage Arts Academy governing board prior to the submission of the final application.*

WITH THE SIGNATURE BELOW, PERMISSION IS HEREBY GRANTED TO VERIFY ANY INFORMATION PROVIDED ABOVE FOR ADVANTAGE ARTS ACADEMY CHARTER SCHOOL.

I AFFIRM THAT THE INFORMATION PRESENTED HEREIN IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE.



---

**Applicant's Signature**

## Background Information Sheet

Provide the following information on each startup board member and any individuals responsible for the day-to-day operation of the school who have already been identified. Complete this form, do not include a resume. This page may be copied as many times as necessary.

Name: Jodi Hart Wilson

Role with school: Board Member

Expertise: Government Relations

Select the statements that are applicable and (if applicable) proceed as directed:

- I intend to become an employee of the school.
- I am related to another person or persons identified as a founding member, governing board member, or administrator (relative means father, mother, husband, wife, son, daughter, sister, brother, uncle, aunt, nephew, niece, first cousin, mother-in-law, father-in-law, brother-in-law, sister-in-law, son-in-law, or daughter-in-law).

**Statement of Intent:** Provide a personal statement regarding your role with the proposed school (i.e. governing board, administration), expertise you bring to the board (or administration), and commitment to this application as it has been written.

*Education is the foundation of our society. I am so grateful for those who gave me a foundation. From teachers, parents, mentors and friends. I am so grateful for my education. School didn't always come easy for me. There were many frustrated teachers a long the way. However, they never gave up. It often took a unique approach for me to retain information. I think that is why I'm so excited to be a part of Advantage Arts Academy. Education is transforming, and at Advantage Arts, children will be provided with multiple ways to learn and master subjects. I think it's important that we find the right style and give children every opportunity to highlight their strengths, interests, and character.*

**Not-for-Profit History:** Provide your nonprofit history that supports your being sufficiently qualified to operate a charter school. Specifically address your qualifications and experiences as they relate to the operation and management of a nonprofit corporation, governing board experience, and background in group organization.

*I have been heavily involved in non-profit organizations since college. Currently I am the president of the Utah Alliance for the Boys and Girls Clubs of Utah. As chair of the board, I oversee board operations, budgeting, recruitment, and fundraising. We have 9 clubs in the state, and these clubs service hundreds of students. I enjoy serving these children. I am also the President of the Capitol Hill Association. This is an association of professional lobbyists. As President I oversee the budget, staff, rental space, and daily operations. I have been serving in*

*this capacity for five years. I also serve on the Southern Utah University Advisory Board and Southern Utah University Leavitt Center for Politics board.*

**Employment History:** Provide your employment history that supports your being considered sufficiently qualified to operate a charter school. Specifically address your qualifications and experiences as they relate to the development of academic programs, operations of a school or a small business, and background in financial management.

*I joined RRJ Consulting in 1998 and was made a partner in 2002. I have a long history in Utah Politics.*

**Education History:** Provide information on your educational training (including degrees earned, dates enrolled, and institutions) that supports your being considered sufficiently qualified to operate a charter school.

*I graduated from Southern Utah University in 1996 with a Bachelor of Science in Interpersonal Communications and Political Science.*

**Consent for Background Check:** Charter school governing board members and key administrators consent to complete a background check prior to submission of the final application. A background check requires fingerprinting consistent with Board Rule and State law. The check will reveal all arrests and convictions for offenses above minor traffic offenses that occurred in any state that are on the applicant's record after he was 18 years old.

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*I acknowledge and confirm that I will to complete a background check and submit the results to the Advantage Arts Academy governing board for review prior to the submission of the final application.*

WITH THE SIGNATURE BELOW, PERMISSION IS HEREBY GRANTED TO VERIFY ANY INFORMATION PROVIDED ABOVE FOR ADVANTAGE ARTS ACADEMY CHARTER SCHOOL.

I AFFIRM THAT THE INFORMATION PRESENTED HEREIN IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE.



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**Applicant's Signature**

## Background Information Sheet

Provide the following information on each startup board member and any individuals responsible for the day-to-day operation of the school who have already been identified. Complete this form, do not include a resume. This page may be copied as many times as necessary.

Name: Doug James

Role with school: Board Member

Expertise: Government Operations, Analytics, and Public Relations

Select the statements that are applicable and (if applicable) proceed as directed:

- I intend to become an employee of the school.
- I am related to another person or persons identified as a founding member, governing board member, or administrator (relative means father, mother, husband, wife, son, daughter, sister, brother, uncle, aunt, nephew, niece, first cousin, mother-in-law, father-in-law, brother-in-law, sister-in-law, son-in-law, or daughter-in-law).

**Statement of Intent:** Provide a personal statement regarding your role with the proposed school (i.e. governing board, administration), expertise you bring to the board (or administration), and commitment to this application as it has been written.

*I am grateful for the opportunity to serve on the Governing Board of Advantage Arts Academy. I have devoted my life to civic service as well as the performing arts, and I am committed to providing whatever guidance and direction I can give to make this school a reality.*

**Not-for-Profit History:** Provide your nonprofit history that supports your being sufficiently qualified to operate a charter school. Specifically address your qualifications and experiences as they relate to the operation and management of a nonprofit corporation, governing board experience, and background in group organization.

*I have substantial expertise in group organization, logistics, public relations, and general government operations. Working as the Lead Program Analyst and Supervisory Program Support Specialist for the Commander's Support Staff at Hill Air Force Base, I have developed a deep understanding of program logistics and organizational structures. As a Protocol and Action Officer, one of my primary duties is to promote cooperation between individuals and organizations to achieve specified results. I believe my background will provide the Governing Board with valuable insight into our decisions regarding the establishment and governance of the school.*

**Employment History:** Provide your employment history that supports your being considered sufficiently qualified to operate a charter school. Specifically address your qualifications and

experiences as they relate to the development of academic programs, operations of a school or a small business, and background in financial management.

*I believe I possess a uniquely beneficial background that will serve Advantage Arts well. I have spent the last 20 years working for the federal government in logistics and public relations. My responsibilities regularly include interaction and coordination with state and federal legislators and staff members, and I have enjoyed establishing many of these professional relationships over the years. Currently, I work for the US Air Force at Hill Air Force Base as the Lead Program Analyst and Supervisory Program Support Specialist on the Commander's Support Staff.*

**Education History:** Provide information on your educational training (including degrees earned, dates enrolled, and institutions) that supports your being considered sufficiently qualified to operate a charter school.

*I received a Bachelor of Arts degree in Fine Arts from Utah State University where I attended on a full tuition scholarship for music and athletics.*

**Consent for Background Check:** Charter school governing board members and key administrators consent to complete a background check prior to submission of the final application. A background check requires fingerprinting consistent with Board Rule and State law. The check will reveal all arrests and convictions for offenses above minor traffic offenses that occurred in any state that are on the applicant's record after he was 18 years old.

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*I acknowledge and confirm that I will to complete a background check and submit the results to the Advantage Arts Academy governing board for review prior to the submission of the final application.*

WITH THE SIGNATURE BELOW, PERMISSION IS HEREBY GRANTED TO VERIFY ANY INFORMATION PROVIDED ABOVE FOR ADVANTAGE ARTS ACADEMY CHARTER SCHOOL.

I AFFIRM THAT THE INFORMATION PRESENTED HEREIN IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE.



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Applicant's Signature

# Appendix C: Articles of Incorporation

**AMENDED & RESTATED  
ARTICLES OF INCORPORATION  
OF  
ADVANTAGE ARTS ACADEMY**

**JBB**  
**RECEIVED**  
**SEP 26 2016**  
Utah Div. of Corp. & Comm. Code

SEP 26 '16 PM 2:10

The undersigned natural persons over the age of eighteen (18) years, acting as incorporators of a nonprofit corporation under the Utah Revised Nonprofit Corporation Act, adopt the following Articles of Incorporation for said corporation:

**ARTICLE I  
NAME**

The name of this nonprofit corporation shall be Advantage Arts Academy.

**ARTICLE II  
DURATION**

This corporation shall continue in existence perpetually unless dissolved pursuant to law.

**ARTICLE III  
PURPOSES**

- (1) To operate exclusively as a nonprofit corporation under the laws of the state of Utah.
- (2) To engage in any and all activities and pursuits, and to support or assist such other organizations, as may be reasonably related to the foregoing and following purposes.
- (3) To engage in any and all other lawful purposes, activities and pursuits, which are substantially similar to the foregoing and which are or may hereafter be authorized by Section 501(c)(3) of the Internal Revenue Code of 1986 or corresponding provisions of any subsequent Federal tax laws (the "Code") and are consistent with those powers described in the Utah Revised Nonprofit Corporation Act, as amended.
- (4) To solicit and receive contributions, purchase, own and sell real and personal property, to make contracts, to invest corporate funds, to spend corporate funds for corporate purposes, and to engage in any activity "in furtherance of, incidental to, or connected with any of the other purposes."
- (5) No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its members, trustees, directors, officers, or other persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered to the corporation and to make payments and distributions in furtherance of the purposes set forth herein.

**ARTICLE IV  
VOTING MEMBERS**

This corporation shall not issue shares of stock evidencing membership and shall have no voting members.

Date: 09/26/2016  
Receipt Number: 6576093  
Amount Paid: \$17.00

## ARTICLE V POWERS

**A. Powers in General.** Subject to the pursuits and objectives declared in Article III and any other limitations herein expressed, this corporation shall have the power to do any and all things which a nonprofit corporation may do under the laws of the State of Utah, including, but not limited to, the following:

(1) To receive, acquire, hold, manage, administer, and expend property and funds for purposes authorized by Section 501(c)(3) of the Code;

(2) To take property and funds by will, gift, or otherwise. The corporation shall not have the power to take or hold property or funds for any purpose other than purposes authorized by Section 501(c)(3) of the Code;

(3) To hold, in its own name and right, real and personal property of every nature and description without limitation as to extent, character or amount, and with all the powers of control, management, investment, change, and disposal incident to the absolute ownership of property or funds by a private person, subject only to the terms of particular trusts and to the general trust that all its properties and funds shall be held for purposes authorized by Section 501(c)(3) of the Code;

(4) To borrow money either upon or without security, giving such promissory notes or other evidences of indebtedness and such pledges, mortgages, or other instruments of hypothecation as it may be advised;

(5) To appoint and pay officers and agents to conduct and administer the affairs of the corporation;

(6) To adopt Bylaws prescribing the duties of the officers and agents of the corporation, the detail of the organization, the time and manner of its meetings, and any and all detail incident to its organization and the efficient conduct and management of its affairs;

(7) To do any and all things which a natural person might do, necessary and desirable for the general purposes for which the corporation is organized;

(8) To receive and use funds obtained from private donations, devises and bequests, and from all lawful sources to be applied for purposes authorized by Section 501(c)(3) of the Code;

(9) No recital, expression or declaration of specific or special powers or purposes hereinabove enumerated shall be deemed exclusive, it being intended that this corporation shall have any and all other powers necessary or incidental to the accomplishment of its objects and purposes and each and all of the powers now conferred or that may hereafter be conferred by the laws of the State of Utah on nonprofit corporations.

**B. Powers Relating to Specific Objects and Purposes.** This corporation shall have the powers necessary or incidental to the carrying on of its objects and purpose.

**C. Restrictions.** Notwithstanding any statement to the contrary in these Articles of Incorporation, no part of the net earnings of the corporation shall inure to the benefit of any director or officer of the corporation or any private individual, except that reasonable compensation may be paid for services rendered to or for the corporation affecting one or more of its purposes; and no director or officer of the corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the corporation. No substantial part of the activities of this corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation (except as permitted by Section 501 of the Internal Revenue Code of 1986 or corresponding provisions or any subsequent Federal tax



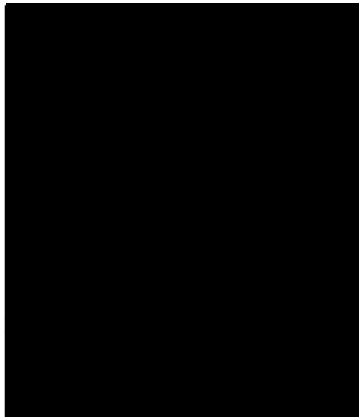
laws), and the corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office. This corporation shall not carry on, otherwise than as an insubstantial part of its activities, activities which are not in furtherance of one or more of the aforementioned purposes for which the corporation is organized. The corporation shall hold its assets subject to and in accordance with Utah Code § 53A-1a-510.5 and -517.

**ARTICLE VI  
REGISTERED OFFICE AND AGENT**

The street address of the corporation's initial registered office is [REDACTED]  
[REDACTED] The name of the corporation's initial registered agent at said initial registered office is Treion Muller.

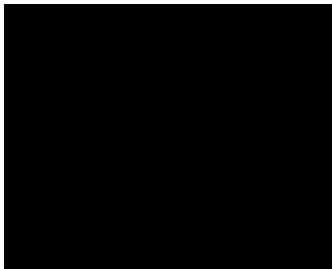
**ARTICLE VII  
INCORPORATORS**

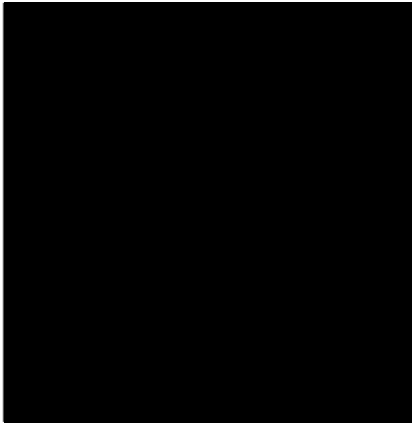
The names and addresses of the incorporators are:



**ARTICLE VIII  
DIRECTORS**

The number of directors of the corporation shall be no less than five (5) and no more than seven (7), as fixed from time to time pursuant to the provisions of the corporation's Bylaws. The number of directors constituting the present Board of Directors is five (5), and the names and addresses of the persons who are to serve as directors until their successors are selected and qualified are:





**ARTICLE IX  
LIMITATIONS ON LIABILITY**

The directors, officers and employees of the corporation shall not be personally liable in those capacities for the acts, debts, liabilities or obligations of the corporation.

**ARTICLE X  
BYLAWS**

Provisions for the regulation and management of the internal affairs of the corporation shall be set forth in the Bylaws.

**ARTICLE XI  
AMENDMENT OF ARTICLES OF INCORPORATION**

These Articles of Incorporation may be amended at any time in any manner which is permissible under the laws of the State of Utah; provided, however, that these Articles of Incorporation shall in no event be amended in any manner so as to change this corporation from a nonprofit corporation to a corporation organized or operated for pecuniary profit; nor shall the Articles of Incorporation be amended so as to make the purposes of the corporation inconsistent with the purposes as specified in Article III herein.

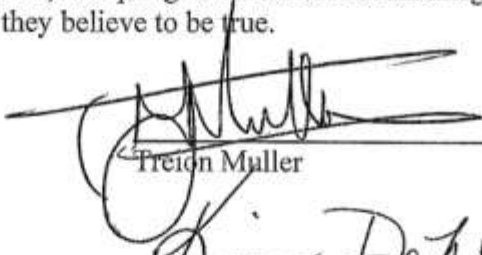
**ARTICLE XII  
DISSOLUTION**

Upon the dissolution of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all liabilities of the Corporation, transfer the assets of the Corporation to the Utah State Board of Education for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall distribute the assets to the federal government, or to a state or local government for a public purpose.

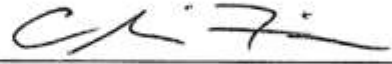
**ARTICLE XIII  
DEBTS AND OBLIGATIONS**

Neither the corporation's chartering entity nor the State of Utah, including any agency of the State of Utah, is liable for the debts or financial obligations of the corporation or officers or agents of the corporation.


In Witness Whereof, the undersigned have executed these Articles of Incorporation this 26<sup>th</sup> day of September, 2016, and say: That they are all incorporators herein; that they have read the above and foregoing Amended and Restated Articles of Incorporation; that they all agree to be incorporators and directors; that they know the contents thereof and that the same is true to the best of their knowledge and belief, excepting as to matters herein alleged upon information and belief and as to those matters they believe to be true.

  
\_\_\_\_\_  
Treion Muller

  
\_\_\_\_\_  
Kim Dohrer

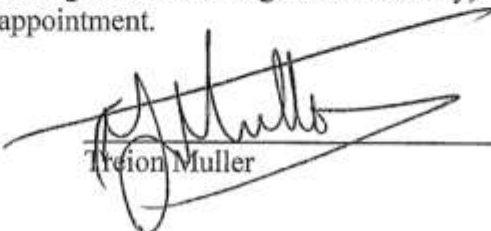
  
\_\_\_\_\_  
Chris Finley

  
\_\_\_\_\_  
Jodi Hart Wilson

  
\_\_\_\_\_  
Doug James

**ACKNOWLEDGMENT BY REGISTERED AGENT**

The undersigned, Treion Muller, being first duly sworn on oath deposes and says that he is the person appointed as the Registered Agent of Advantage Arts Academy, and that he does hereby acknowledge and accept such appointment.

  
\_\_\_\_\_  
Treion Muller

# Appendix D: Governing Board Bylaws

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## BYLAWS OF ADVANTAGE ARTS ACADEMY

### ARTICLE I NAME, PURPOSE

1. The name of the organization is **Advantage Arts Academy** (the “corporation”).
2. The corporation was formed to manage, operate, guide, direct and promote the corporation, a Utah Public Charter School. The corporation is organized under the Utah Nonprofit Corporation Act for public purposes and is not organized for the private gain of any person.

### ARTICLE II MEMBERS

The corporation shall have no members. Any action which would otherwise by law require approval by a majority of all members or approval by the members shall require only approval of the Board. All rights which would otherwise by law vest in the members shall vest in the board.

### ARTICLE III MEETINGS OF DIRECTORS

1. **Annual Meeting.** The board of directors of the corporation (the “Board”) shall hold an annual meeting for the purposes of organization, selection of directors and officers, and the transaction of other business.
2. **Regular Meetings.** Regular meetings will be held as scheduled by the Board, with a published schedule and proper notice.
3. **Special Meetings.** Special meetings of the Board for any purpose(s) may be called at any time by the President, or one-third of the members of the Board.
4. **Notice.** Special meetings and regular meetings of the Board may be held only after each Director has received notice of at least twenty-four (24) hours by a documentable form of communication.

### ARTICLE IV BOARD OF DIRECTORS, OFFICERS

1. **Board Role, Size, Composition.** The Board is responsible for overall policy and direction of the school and delegates responsibility for day-to-day operations to the Director/Principal and committees established by the Board. The Board shall consist of no fewer than five (5) and no more than seven (7) directors. Members of the Board shall receive no compensation other than reasonable expenses.
2. **Meetings.** The Board shall meet at an agreed upon time and place.
3. **Terms.** Board members shall serve three (3) year terms. However, in order to ensure that the terms of Board members are staggered to provide continuity in the Board, the terms for the initial Board of Directors shall be as follows: the Board member initially elected to serve as Board President

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shall serve a five (5) year term; the Board member initially elected to serve as Board Vice President shall serve a four (4) year term; the Board members initially elected to serve as Secretary and Financial Coordinator shall serve three (3) year terms; and Board members not initially elected to Board officer positions shall serve two (2) year terms. Board members are eligible for re-election and may serve up to four (4) consecutive terms. No Board member may serve more than four (4) consecutive terms.

**4. Quorum.** A quorum consists of a majority of the current Board members. A quorum of Board members must be present at any meeting of the Board before business can be transacted or motions made or passed.

**5. Officers and Duties.** There shall be four officers of the Board consisting of a President, a Vice-President, a Secretary, and a Financial Coordinator. The officers shall be elected to serve a one (1) year term by a majority vote of the Board at the annual meeting of the Board. The individuals elected to these offices shall hold their respective offices until their resignation, removal or other disqualification from service, or until the expiration of their office's term. No Board member may hold more than one office at any given time. Officers' duties are as follows:

(a) The President shall convene regularly scheduled Board meetings, shall preside or arrange for other members to preside at each meeting in the following order: Vice-President, Secretary and Financial Coordinator.

(b) The Vice-President will chair committees on special subjects as designated by the board.

(c) The Secretary shall be responsible for keeping records of Board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of minutes and the agenda to each Board member, and assuring that corporate records are maintained.

(d) The Financial Coordinator shall ensure members of the Board receive financial reports each month or as otherwise required by applicable laws, rules or regulations. The Financial Coordinator shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to Board members and the public.

**6. Vacancies.** Vacancies on the Board will exist: (1) on the death, resignation, or dismissal of any member; or (2) when the term of a current Board member has expired. In order to fill such a vacancy, the Board will solicit applications from the school community or members of the community at large. The Board may then elect an approved applicant to fill the vacancy. Board members will be elected by the vote of a majority of the remaining members of the Board.

**7. Resignation, Termination and Absences.** Resignation from the Board must be in writing and received by the Secretary. If the resignation is effective at a future time, a successor may be selected before such time, to take office when the resignation becomes effective. A Board member may be removed with or without cause by the vote of two-thirds (2/3) of the remaining directors.

## ARTICLE V COMMITTEES

The Board may create committees as needed to fulfill its responsibilities.

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**ARTICLE VI  
DIRECTOR AND STAFF**

**Director/Principal.** The Director/Principal is hired by the Board. The Director/Principal has the day-to-day responsibility of managing the school, including carrying out the school's goals and Board policy. The Director/Principal will attend all Board meetings, report on the progress of the school, answer questions of Board members and carry out the duties described in the job description. The Board can designate other duties as necessary.

**ARTICLE 7  
INDEMNIFICATION**

**1. Indemnification of Directors and Corporation Agents.** The corporation hereby declares that any person who serves at its request as a Director, officer, employee, Chair, or member of any committee, or on behalf of the organization as a trustee, Director, or officer of another organization, whether for profit or not for profit, shall be deemed the corporation's agent for the purposes of this Article and to the extent allowed by law, shall be indemnified by the corporation against expenses (including attorney's fees), judgment, fines, excise taxes, and amounts paid in settlement actually and reasonably incurred by such person who was or is a party or threatened to be made a party to any threatened, pending, or completed action, suit or proceeding, whether civil, criminal, administrative, or investigative by reason of such service, provided such person acted in good faith and in a manner he reasonably believed to be in the best interest of the corporation and, with respect to any criminal action or proceedings, had no reasonable cause to believe his conduct was unlawful. Except as provided in Article VII, Section 3, below, termination of such action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not of itself create either a presumption that such person did not act in good faith and in a manner which he reasonably believed to be in the best interest of the corporation or, with respect to any criminal action or proceeding, a presumption that such person had reasonable cause to believe that his conduct was unlawful.

**2. Indemnification Against Liability to the Corporation.** No indemnification shall be made with respect to any claim, issue, or matter as to which a person covered by Article VII, Section 1 shall have been adjudged to be liable for negligence or misconduct in the performance of his/her duty to the corporation unless and only to the extent that the court in which such action, suit, or proceeding was brought shall determine upon application that, despite the adjudication of the liability, but in view of all the circumstances of a case, such person is fairly and reasonably entitled to indemnification for such expenses which such court deems proper.

**3. Indemnification of Criminal Actions.** No indemnification shall be made in respect of any criminal action or proceeding as to which a person covered in Article VII, Section 1 shall have been adjudged to be guilty unless and only to the extent that the court in which such action or proceeding was brought shall determine upon application that, despite the adjudication of guilt, but in view of all the circumstances of the case, such person is entitled to indemnification for such expenses, or fines which such court shall deem proper.

**4. Period of Indemnification.** Any indemnification pursuant to this Article shall: (a) be applicable to acts or omissions which occurred prior to the adoption of this Article, and (b) continue as to any indemnified party who has ceased to be a Director, officer, employee, or agent of the corporation and shall inure to the benefit of the heirs and personal representatives of such indemnified party. The repeal

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or amendment of all or any portion of these Bylaws which would have the effect of limiting, qualifying, restricting any of the powers or rights of indemnification provided or permitted in this Article shall not solely by reason of such repeal or amendment, eliminate, restrict, or otherwise affect the right or power of the corporation to indemnify any person, or affect any right of indemnification of such person, with respect to any acts or omissions which occurred prior to such repeal or amendment

7. **Advances of Costs and Expenses.** The corporation may pay costs and expenses incurred by a Director, officer, employee or agent in defending a civil or criminal action, suit or proceeding, in advance of the final disposition of the action, suit or proceeding upon receipt of an undertaking by or on behalf of the person that he or she shall repay the amount advanced if it is ultimately determined that he or she is not entitled to be indemnified by the corporation as authorized by these Bylaws.

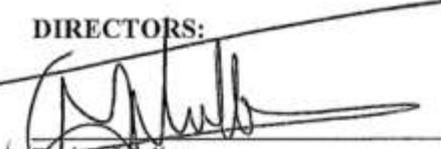
7. **Personal Liabilities of Directors and Officers.** No Director or officer of the corporation shall be personally liable to the corporation for civil claims arising from acts or omissions made in the performance of his or her duties as a Director or officer, unless the acts or omissions are the result of his or her fraud, or malicious or willful misconduct, or the illegal use of alcohol or a controlled substance.

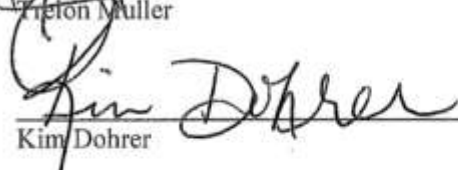
#### ARTICLE VIII AMENDMENTS

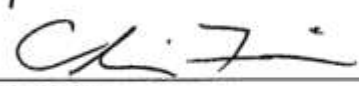
These Bylaws may be amended when necessary by the vote of a two-thirds (2/3) majority of the Board.

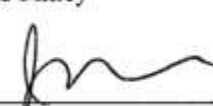
Dated: September 26<sup>th</sup>, 2016.

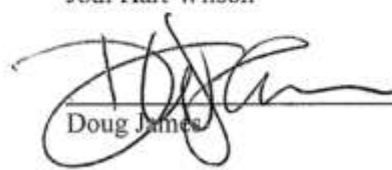
**DIRECTORS:**

  
\_\_\_\_\_  
Tilton Muller

  
\_\_\_\_\_  
Kim Dohrer

  
\_\_\_\_\_  
Chris Finley

  
\_\_\_\_\_  
Jodi Hart Wilson

  
\_\_\_\_\_  
Doug James

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# Appendix E: Governing Board Meeting Minutes

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## MINUTES OF THE ORGANIZATIONAL MEETING OF THE BOARD OF DIRECTORS OF ADVANTAGE ARTS ACADEMY

The following are the minutes of the organizational meeting of the Board of Directors of Advantage Arts Academy, a Utah nonprofit corporation. The meeting was held at 3515 Constitution Blvd, West Valley City, Utah 84119 on September 26<sup>th</sup>, 2016 at 12:00 pm.

Present and participating in the meeting were the following directors: Treion Muller, Chris Finley, Kim Dohrer, Doug James and Jodi Hart Wilson, which constitute all of the directors of the corporation. The meeting was held in accordance with the provisions of the Bylaws, notice of the meeting was provided to all directors, and a quorum was present. Accordingly, the meeting was duly convened.

Treion Muller served as Chairman of the meeting and conducted the meeting in that capacity. After calling the meeting to order, the Chairman requested that Kim Dohrer keep the minutes of the meeting.

The meeting proceeded to the election of Board officers. Upon motion duly made, seconded and unanimously carried, the following persons were elected to the offices indicated opposite their respective names, to serve during the ensuing year and until such time as their successors have been duly elected and shall qualify:

Treion Muller	President
Jodi Hart-Wilson	Vice-President
Chris Finley	Financial Coordinator
Kim Dohrer	Secretary
Doug James	Director

Upon motion duly made, seconded and unanimously carried, the following resolution was adopted regarding the Amended and Restated Articles of Incorporation and the Bylaws of the Corporation:

**RESOLVED:** That the Bylaws of the Corporation, a copy of which has been presented to the Board of Directors, shall be and the same hereby are adopted as the official Bylaws of the Corporation.

**FURTHER RESOLVED:** That the Amended and Restated Articles of Incorporation of the Corporation, a copy of which has been presented to the Board of Directors, shall be and the same hereby are adopted as the official Amended and Restated Articles of Incorporation of the Corporation.

**FURTHER RESOLVED:** That the Amended and Restated Articles of Incorporation and the Bylaws of the Corporation shall be maintained at the principal office of

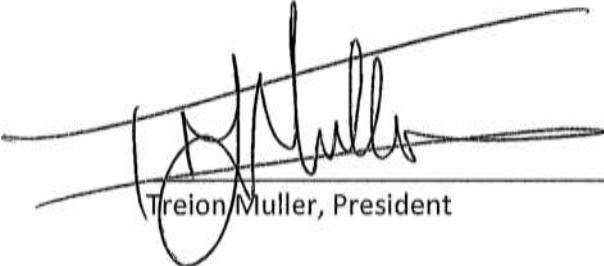


the Corporation in accordance with the requirements of the Utah Revised Nonprofit Corporation Act.

Upon motion duly made, seconded and unanimously carried, the following resolution was adopted regarding approval and ratification of the actions of the Incorporator(s) of the Corporation:

**RESOLVED:** That all acts taken by the Incorporator(s) of the Corporation and the undersigned Directors on behalf of the Corporation prior to its incorporation be and hereby are approved, ratified and affirmed.

There being no further business, the meeting was thereupon duly adjourned.

  
Treion Muller, President

## **Appendix F: Executed MOU's and Contracts**

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Advantage Arts Academy has not and does not intend to execute any contracts or MOUs with virtual providers, education services providers, school designers, or other third parties to provide services to the school until after approval of its charter school application. All agreements entered into by the governing board will be executed pursuant to applicable procurement rules and in accordance with the school's Conflict of Interest Policy.

## Appendix G: School Closure Plan

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Although closure of Advantage Arts Academy is unlikely, the Governing Board recognizes the importance of establishing in advance adequate plans for dealing with such a significant event. School closure could result from either the Governing Board’s decision to close the school or from a closure mandated by the State Charter School Board. The Governing Board has considered what will be required to fulfill our responsibility with a coherent school closure plan, whether voluntary or involuntary. This would include the collection of data and information as well as explicit communication with students, parents, and school staff through e-mail, mail, telephone calls and public meetings. The school’s closure plan will comply with Utah Code § 53A-1a-510.5 and other applicable law and will ensure that the school’s financial, legal, and reporting obligations are satisfied.

The Governing Board realizes the political and emotional factors that are involved in the school’s closing. Closure of the school would have an enormous impact on the lives of hundreds of individuals, principally students, employees and their families. We will establish and adhere to an orderly school closure plan in order to assist all stakeholders through this difficult process.

### A. IDENTIFICATION OF MISSED TARGETS

Both the school’s charter application and the charter school agreement that the school will enter into with the state if the charter is approved contain goals that specify key performance indicators in the areas of achievement, attendance and performance. Although Utah charter schools are generally successful, some schools experience problems with finance, governance, academics and other operational factors. The Governing Board will review and reassess goals annually, which will include monitoring and reporting on key areas throughout the year in each of the areas listed in the chart below. This will ensure the school is accountable to its stakeholders and addresses problem areas promptly.

Annual Goal	Responsible Individual	Frequency of Review	Report Findings To
Student Achievement	Administrator	Quarterly	Board of Directors
Board Performance and Stewardship	Board Chair	Semi-Annually	
Financial Performance and Sustainability	Treasurer	Quarterly	
Student Attendance and Re-enrollment	Administrator	Quarterly	

Each responsible individual will review the school’s progress and will regularly report back to the Governing Board. The Governing Board will evaluate the information from these reports with a comprehensive annual review of the school’s goals in an effort to, among other things, identify and remedy potential problems at an early stage. The Governing Board also recognizes

its responsibility to notify the State Charter School Board in advance of any potential missed targets included in the state reviews.

### **Developing Closure Plan, Assembling Closure Team and Monitoring Implementation**

The Governing Board will first determine how often it needs to meet in order to ensure efficient conclusion of the school's affairs. The Governing Board anticipates that the closure process will be extremely time consuming and labor intensive and will therefore convene as often as necessary to establish a timeline and closing plan for the school. The purpose of these meetings will be to develop a plan to address the following issues:

#### *Comply with Notice Requirements*

The Governing Board will consider what notifications have been sent and what notifications need to be sent and prepare a communication plan to ensure that school stakeholders receive adequate notice on all necessary information regarding the school's closure. The Governing Board will ensure that all notice requirements are satisfied.

#### *Financial Review*

The Governing Board will review the school's budget and evaluate the school's financial position and necessary budget amendments. The Governing Board will ensure that adequate funding exists for ongoing operational expenses related to the winding up of the school.

#### *Establish Closure Team*

The Governing Board will act promptly to establish a closure team with which the board will work to develop an official "Closure Plan." The Governing Board will identify the roles that need to be filled and assign individuals to those posts. The Governing Board will promptly submit the Closure Plan to the Utah State Charter School Board as contemplated by Utah Code § 53A-1a-510.5(3)(a).

#### *Meet with School Staff and Faculty*

The Governing Board and members of the closure team, as appropriate, will meet periodically with faculty and staff to discuss the reasons the school is closing, discuss how the school will maintain continuity of instruction, describe the plan for students and student records, share timelines for closure, provide updates on the progress of the closure plan, discuss what support is available for employees, and provide informational updates.

#### *School Closure Team*

The school closure team should consist of individuals with backgrounds in education and school administration, accounting and finance, general secretarial duties, and law. The Governing Board will consider the team members' areas of expertise as well as the school's likely needs and will select one individual to serve as chairman of the team.

The team's primary responsibilities will include, but not be limited to, the following:

- Develop a formal detailed school closure plan for submission to the Utah State Charter School Board as required by Utah Code § 53A-1a-510.5(3)(a). The Board anticipates four primary categories of duties in the dissolution process: (1) developing the closure plan; (2) managing governance and operational matters; (3) managing school finances; and (4) managing school reporting;
- Oversee and/or assist with the completion of the initial financial audit and the closing audit outlined in Utah Code § 53A-1a-510.5(4)(d) and (9) respectively;
- Provide a comprehensive fixed asset schedule and identify/inventory all assets as described in Section D below;
- Provide for the maintenance and protection of student files and school business records;
- Staff and maintain a base of operation throughout the school closing period that will include an office, hours of operation, and phone/messaging service as required by Utah Code § 53A-1a-510.5(4)(b);
- Maintain insurance coverage throughout the transition process or as directed by the State Charter School Board as required by Utah Code § 53A-1a-510.5(4)(c); and
- Take reasonable precautions to protect school property from theft, misappropriation, and deterioration.

The Governing Board will appoint one or more of the individuals on the team as records custodian(s) to manage the school's records as required by Utah Code § 53A-1a-510.5(4)(a). For example, the school's Director may be appointed as custodian over student files and employee records, and a qualified accountant may be appointed custodian of financial and business records.

The Governing Board will determine when the steps of the closure plan have been accomplished such that formal corporate dissolution may take place.

## **Notice**

If early identification and remedial action do not resolve a major operational deficiency and either the Governing Board decides to close the school or the State Charter School Board mandates school closure, the Governing Board will provide written notice of the decision to the following, as applicable: the State Charter School Board, the State Board of Education, parents of students, school employees, the school's creditors, the school's lease holders, the school's bond issuer(s), other entities that may have a claim to the school's assets, the school district in which the school is located and other charter schools in that district, and any other person or entity the school determines it is appropriate to notify (Utah Code § 53A-1a-510.5(3)(a)(i)). Written notice will be given no later than 10 days after the day on which a decision to close the school is made and shall contain, at minimum, the elements found in Utah Code § 53A-1a-510.5(3)(b), including the proposed date of the school closure, the school's plan to help

students identify and transition to a new school, and contact information for the school during the transition.

## **B. STUDENT TRANSITION ASSISTANCE**

The Governing Board will select closure team members to manage and ensure support for students and transitioning student records. Student transition assistance will include providing all parents with key transitional information along with the information required in Utah Code § 53A-1a-510.5(3)(b). Notices will include contact information for team members who can answer questions about school closure and student transition, assist students in identifying and selecting a new school—including assistance identifying other charter schools as well as neighborhood district schools, explain the process for accessing and transferring student records, and respond to other general questions. Resources and information for students and parents will also be placed on the school’s website and updated regularly. The school will identify families that lack Internet access during the school’s registration process, and closure information and updates will be mailed to those families. The individual overseeing notification will maintain and update the mailing list of these families, update information for parents and students on the school’s website, and regularly communicate with parents regarding the issues facing students and their families. In addition, the individual(s) will be charged with sending all student records to the receiving school upon request. This individual will maintain a list of all students whose records have not been transferred. The Governing Board will assign this individual(s) to establish a follow up procedure to determine where each student enrolled at the time of closing and where they will continue their education, including following up early in the subsequent school year in order to ensure that students have enrolled in a new school. This will help ensure that all of the school’s students are enrolled in a new school in a timely manner.

## **C. EMPLOYEE TRANSITION ASSISTANCE**

A team member will also be assigned to manage transition issues for employees. The Governing Board will ensure that employees receive appropriate notice of the closure plan. The assigned team member will also be responsible for providing employees with notice of their last day of employment, the date of termination of benefits and associated rights such as COBRA benefits, and employees’ eligibility for additional benefits or support. The Governing Board will attempt to minimize the negative impact associated with losing employment by notifying employees as soon as possible and cooperating to the greatest extent possible with the employees’ efforts to secure new employment by responding to reference requests, etc.

## **D. RECORDS MAINTENANCE AND IDENTIFICATION, DISTRIBUTION, AND/OR DISPOSAL OF ASSETS**

### **Records**

The school will ensure that all school records are properly retained, including records related to:

- Loans, bonds, mortgages and other financing
- Contracts
- Leases
- Assets and asset distribution
- Grants
- Governance (minutes, bylaws, policies)
- Employees (background checks, personnel files)
- Accounting/audit, taxes and tax status, etc.
- Personnel
- Employee benefit programs
- Any other items listed in the closure plan

The school will ensure that all student records continue to be organized, properly maintained, and kept in a secure location.

The school will ensure that all financial records continue to be organized, maintained, and kept in a secure location.

It is likely that all of the school's records will be archived at the Utah State Archives, where they will continue to be easily accessible to the public and interested stakeholders.

### **Assets**

The Governing Board will identify the individual(s) responsible for preparing a comprehensive fixed asset schedule within 14 days of the decision to close the school. The school's assets will be inventoried, and the schedule will note which assets are loaned to the school, encumbered by terms of contingent gift, grant, donation, or security interest, or purchased with federal funds. The responsible individual(s) will update the asset schedule quarterly until the school's dissolution complete.

Assets that are held subject to written conditions or limitations will be disposed of in accordance with applicable codes, rules, conditions or limitations. Throughout the dissolution process, the Governing Board will ensure that the school's assets are protected against theft, misappropriation, and deterioration. Assets that are not held subject to rules, conditions, or limitations will be liquidated in a manner to ensure the highest possible price, whether by auction or otherwise. All sales transactions will be properly documented in order to account for

the disposition of the school's assets. Proceeds from the sale of the school's assets will be used to satisfy or discharge the school's liabilities and obligations. The school will return any assets remaining, after all liabilities and obligations of the school are paid or discharged, to the State Charter School Board.

The responsible individual(s) will ensure that assets covered under 34 CFR 80.32, will be managed and disposed of in accordance with applicable federal rules or other applicable restrictions (see 34 CFR 80.32(d) and 34 CFR 80.32(e)). In addition, all the school's business records and records relating to federal grants will be kept in accordance with 34 CFR 80.42 as applicable.

The responsible individual(s) will provide the Governing Board with a list of business entities that have a contractual relationship with the school. After review of each contractual relationship, the Governing Board will determine the appropriate method and timeframe for terminating these relationships, including determining which relationships need to be maintained throughout the school's closure plan.

## **E. REPORTS**

The Governing Board will submit all documentation required by the Utah State Charter School Board throughout the closure process, including documentation that verifies its compliance with procedural requirements and proper management of financial issues related to the school closure. Additionally, the Governing Board agrees to conduct a final financial audit subsequent to the formal and final corporate dissolution.

One or more members of the closure team will be responsible for ensuring that all required reports continue to be prepared and submitted throughout the closure process. The preparation of reports will likely require expertise in both school administration and finance. The Governing Board therefore anticipates assigning the team member responsible for school operations and the team member responsible for financial matters to work together, as necessary, to ensure timely and accurate submissions.

## **F. FINANCIAL RESERVES**

Funding for the projected expenses associated with the school's closure plan will be taken from the school's budgeted reserves and identified as the "Necessary Closure Fund" in the school's budget as set forth in *Section 7: Business Plan*.