FINANCIAL PLAN

Our financial plan includes our proposal for our start-up year as well as a multi-year operating budget for four additional years that allows our organization to achieve our mission. Our standard operating procedures, roles, and responsibilities for staff are articulated in the "Staffing Plans, Hiring, Management, and Evaluation" section of this application, and we incorporate that information here by reference. We estimated enrollments at 901 students in the "Demand and Estimated Enrollments" section of this application, however, because enrollments can vary from grade to grade and different maximum enrollments apply at different grade levels, we prepared our five year budget based on the expected initial enrollment of 860 students and then add 110 new students each year as grades 9 through 12 are added one grade at a time over that period. Our contingency budget uses precisely half this enrollment amount, which represents the minimum enrollment required for the financial viability of the school in the absence of additional grants or donations based on our projections.

Five-Year Budget

Our standard five year budget is based on our expected enrollment number of 715 students in the initial year that grows to 1070 students by the fifth year as high school grade levels are added. We project a constant nursery school enrollment of 117. This summary provides the detail for all estimated revenues and expenses and an overall financial summary in table format. The first table below provides our total projected revenues and expenses for the first five years of operations:

West Virginia Academy, Ltd. Financial Plan & Five Year Budget

	Year 1	Year 2	Year 3	Year 4	Year 5	5 year total
Revenue						
Revenues						
District and state revenue	$ 4,182,795	$ 4,202,811	$ 4,707,015	$ 5,212,026	$ 5,798,915	**$ 24,103,561**
Federal revenue	$ 273,395	$ 477,719	$ 538,077	$ 602,187	$ 656,144	**$ 2,547,523**
Other Revenue	$ 786,821	$ 814,661	$ 843,632	$ 873,733	$ 889,553	**$ 4,208,399**
Total Revenue (Excl. Fundraising)	**$ 5,243,011**	**$ 5,495,192**	**$ 6,088,724**	**$ 6,687,946**	**$ 7,344,612**	**$ 30,859,484**
Revenue Per Student	*$ 7,333*	*$ 6,826*	*$ 6,765*	*$ 6,688*	*$ 6,864*	
Expenses						
Compensation						
Salaries	**$ 2,437,500**	**$ 2,567,850**	**$ 2,847,055**	**$ 2,909,302**	**$ 3,057,330**	**$ 13,819,036**
Payroll taxes and Benefits	**$ 772,350**	**$ 829,586**	**$ 924,729**	**$ 962,194**	**$ 1,102,740**	**$ 4,591,598**
Total Compensation	$3,209,850	$3,397,436	$3,771,784	$3,871,496	$4,160,069	

Net Revenue less Compensation	**$ 2,033,161**	**$ 2,097,756**	**$ 2,316,940**	**$ 2,816,450**	**$ 3,184,542**	**$ 12,448,850**
Facility						
Occupancy costs	**$ 603,289**	**$ 645,451**	**$ 721,623**	**$ 801,803**	**$ 857,929**	**$ 3,630,095**
Other facility costs	**$ 121,593**	**$ 136,561**	**$ 152,677**	**$ 169,641**	**$ 181,515**	**$ 761,986**
Total facility expense	**$ 724,882**	**$ 782,012**	**$ 874,299**	**$ 971,443**	**$ 1,039,445**	**$ 4,392,081**
Net Revenue less Comp, Facility	**$ 1,308,279**	**$ 1,315,744**	**$ 1,442,641**	**$ 1,845,007**	**$ 2,145,098**	**$ 8,056,769**
Other Expenses						
Classroom Expenses	**$ 161,125**	**$ 159,936**	**$ 181,186**	**$ 204,176**	**$ 208,260**	**$ 914,683**
Contracted prof. svcs.: instruction	**$ 37,699**	**$ 42,180**	**$ 46,908**	**$ 51,883**	**$ 55,382**	**$ 234,053**
School-related services	**$ 572,003**	**$ 629,719**	**$ 690,372**	**$ 754,064**	**$ 799,566**	**$ 3,445,725**
Operational Expenses	**$ 150,680**	**$ 159,059**	**$ 173,501**	**$ 194,891**	**$ 197,867**	**$ 875,998**
Contracted prof. svcs.: non-instruction	**$ 24,000**	**$ 24,480**	**$ 24,970**	**$ 25,469**	**$ 25,978**	**$ 124,897**
Depreciation	**$ 70,193**	**$ 78,560**	**$ 89,849**	**$ 43,642**	**$ 47,635**	**$ 329,879**
Dissolution escrow	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 100,000**
Total Other Expenses	**$ 1,035,701**	**$ 1,113,934**	**$ 1,226,785**	**$ 1,294,126**	**$ 1,354,689**	**$ 6,025,234**
Net Revenue pre-Grants/Fundraising	**$ 272,578**	**$ 201,810**	**$ 215,856**	**$ 550,881**	**$ 790,409**	**$ 2,031,534**
Grants & Donations	**$ 237,356**	**$ 289,645**	**$ 324,895**	**$ 361,106**	**$ 391,553**	**$ 1,604,556**
Yearly Surplus (deficit)	**$ 509,934**	**$ 491,456**	**$ 540,751**	**$ 911,987**	**$ 1,181,962**	**$ 3,636,090**
Discretionary Allocations						
New Programming (5-9% of surplus)	**$25,497**	**$29,487**	**$37,853**	**$72,959**	**$106,377**	**$272,172**
Additional Merit Pay	**$120,000**	**$122,000**	**$135,000**	**$135,000**	**$140,000**	**$652,000**
Additional CAPEX	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$1,500,000**
Net Surplus (deficit)	**$64,437**	**$39,968**	**$67,899**	**$404,028**	**$635,586**	**$1,211,918**

Payroll taxes and benefits % salaries	*32%*	*32%*	*32%*	*33%*	*36%*
Compensation % revenue	*61%*	*62%*	*62%*	*58%*	*57%*

The application indicates that a budget at our maximum capacity should be provided as indicated in the maximum enrollment matrix. Applying that methodology would dramatically improve our projected financial position because it relies on the rather unrealistic assumption

that every single class in every single grade would operate at maximum capacity. If we disregard the unrealistic nature of that assumption and run our budget above using the matrix maximum, our cost structure is essentially identical as above because maximizing each class does not require any additional staffing, administration, or classroom space, but increases revenues. Setting aside the unrealistic nature of any budget so based, in order to comply with the technical requirements indicated in the application, we report that the surplus under the maximum enrollment matrix budget over the five year window reflected therein is $863,569 in Y1 (2022-23), 883,233 in Y2, 853,524 in Y3, 1,226,215 in Y4, and 1,488,955 in Y5.

The budget we describe herein indicates that our organization would be financially viable and also have sufficient surplus funds for substantial discretionary allocations to new programming, additional merit pay, as well as substantial additional discretionary capital expenditures to complete permanent buildings on our campus. This period represents a growth phase that will conclude at the end of the five year window and so our financial position will improve in the subsequent periods as our period of growth ends and we achieve greater economies of scale. When enrollment levels are steady year over year rather than increasing, the foundation funding will match actual enrollments as opposed to lesser prior year enrollments and this will improve our financial position after the first five years. The manifestation of this result is evident in the substantial increases in our surplus in years 4 and 5, which coincide with the first and second year where 12th grade will be offered. Lastly, the additional CAPEX spend represents funds that would be accrued while additional capital projects are planned and executed and these funds are not necessary to the operation of the school. Unexpected shortfalls would trim the surplus, then the discretionary allocations, and so there is substantial room for adjustments in the event of unexpected costs or lower than expected revenues at this enrollment level.

Revenues

State foundation funding is the largest source of revenues and, consistent with the charter school law, we calculated per-pupil foundation revenues based on 90% of the county's total basic foundation allowance (Step 8 of the Public School Support Plan (PSSP) divided by the county's adjusted net enrollment for state aid funding purposes) less 1% for the county board oversight fee.[1] We use our initial estimated enrollment for the first year calculation and then use the estimated enrollment from the prior year for years two through five as directed by regulation.[2] To be conservative, we do not include any state aid for "increased enrollment funding" in our calculations.

The next largest source of revenues is from supplemental programing including the Nursery School, wrap-around programs (before and afterschool), and homeschool connection revenues. These revenues have been calculated using assumptions based on average participation in similar programs within our community, although most of the costs associated with such

[1] See Policy 3300 Sec. 12.2.a.
[2] See Policy 3300 Sec. 12.2.b and 12.2.c.

programs are not fixed costs and so our budget is resilient to demand for these programs being less pronounced than estimated.
The next largest category of revenues is federal sources of funding under various programs. The largest source is funding for free/reduced price meals for students, then IDEA funds, and then Title I and Title II funding. We base our estimates for IDEA, Title I, and Title II funding using the average per pupil funding from Monongalia County to estimate these amounts.

The next most significant source of revenues is from various state funding sources including state aid for teacher benefits and grants for special education (PEIA/RHBT State Funding), and program support (Tools for Schools, Alternative Education Programming, Project Aware, Truancy Diversion, ESL funding). The funding from these sources is estimated based on the Monongalia County share per pupil from these sources.

The last category of funding is from various other grants and sources of fundraising, which include charter-specific grants, donations, and funds for supplemental programming for low-income students. We estimated the charter school grants and donations very conservatively based on grants and fundraising for charter schools from other states that are similar to our school and are 501(c)(3) entities. We also estimate our supplemental programming grants for low income students conservatively based on a review of revenue sources for similar programs within our community. Lastly, we include supplemental program revenues from fees for students that are not entitled to grant funding for these programs.

A summary of our estimated revenues from all sources over five years is is presented below:

West Virginia Academy - Estimated Revenues

			Year 1	Year 2	Year 3	Year 4	Year 5
District and state revenue		**Amount**					
Per pupil income (Foundation Funding)	Per student	$5,232	$ 3,740,770	$ 3,740,770	$ 4,211,636	$ 4,708,662	$ 5,231,846
Special ed	Per student	$163	$ 15,151	$ 17,229	$ 19,454	$ 21,832	$ 23,594
Tools for Schools State Funding	Per student	$25	$ 18,132	$ 20,415	$ 22,824	$ 25,360	$ 27,135
Alternative Education Programming	Per Student	$18	$ 12,656	$ 14,249	$ 15,930	$ 17,700	$ 18,939
Project Aware	Per student	$3	$ 2,195	$ 2,471	$ 2,763	$ 3,070	$ 3,285
Truancy Diversion	Per student	$9	$ 6,299	$ 7,092	$ 7,929	$ 8,810	$ 9,427

ESL Funding	Per student	$1	$ 808	$ 910	$ 1,017	$ 1,130	$ 1,209
PEIA/RHBT State Funding			$ 386,784	$ 399,676	$ 425,462	$ 425,462	$ 483,480
Total District and State Revenue			**$ 4,182,795**	**$ 4,202,811**	**$ 4,707,015**	**$ 5,212,026**	**$ 5,798,915**

Federal Revenue

Title I	Per student	$233	$ 64,992	$ 73,904	$ 83,452	$ 93,652	$ 101,209
Title II	Per student	$49	$ 35,199	$ 39,630	$ 44,307	$ 49,230	$ 52,676
Title III	Per student	$156	$ -	$ 10,147	$ 11,458	$ 12,858	$ 13,896
IDEA	Per student	$1,694	$ -	$ 159,032	$ 180,840	$ 204,204	$ 229,162
Free/Reduced Price Meal Funding			$ 173,204	$ 195,006	$ 218,020	$ 242,244	$ 259,201
Other			$ -	$ -	$ -	$ -	$ -
Total federal revenue			$ 273,395	$ 477,719	$ 538,077	$ 602,187	$ 656,144
Total Revenues Ex-Fundraising/Other			**$ 4,456,190**	**$ 4,680,531**	**$ 5,245,092**	**$ 5,814,213**	**$ 6,455,059**

Grants & Fundraising

Federal Charter School Program Grant (CSP)			$ -	$ 20,000	$ 22,000	$ 24,000	$ 26,000
Charter School Specific Grants			$ 50,000	$ 60,000	$ 70,000	$ 80,000	$ 90,000
Supp. Program Grants (Afterschool/Breaks)	% Students		$ 137,356	$ 154,645	$ 172,895	$ 192,106	$ 205,553
Donations and Gifts			$ 50,000	$ 55,000	$ 60,000	$ 65,000	$ 70,000
Total Grants & Donations			**$ 237,356**	**$ 289,645**	**$ 324,895**	**$ 361,106**	**$ 391,553**

Other Revenues

Supp. Program Revenues (Afterschool/Breaks)	% Students		$ 161,595	$ 181,936	$ 203,406	$ 226,007	$ 241,827
Nursery School Revenues	Per Student	$4,703	$ 550,226	$ 550,226	$ 550,226	$ 550,226	$ 550,226
Home School Connection Revenues	Per Student	$2,500	$ 75,000	$ 82,500	$ 90,000	$ 97,500	$ 97,500
Total Other Revenues			**$ 786,821**	**$ 814,661**	**$ 843,632**	**$ 873,733**	**$ 889,553**

TOTAL REVENUE			**$ 4,693,546**	**$ 4,970,176**	**$ 5,569,987**	**$ 6,175,319**	**$ 6,846,612**

Expenses

Our most significant expense item is compensation. Positions are set based on our programming needs and growth from year to year. For each employee, we estimate base salaries using market rates with a modest merit pay included and then add payroll taxes (FICA, Medicare, Unemployment, Disability, Workers Comp.) as well as benefits under the state's programs (PEIA) including health insurance, dental, life insurance, long and short term disability, and retirement through a TIAA 503(b) plan. Consistent with our methodology throughout this application, we set our costs for these benefits at the level of the published employer costs for these programs for the 2019-2020 academic year in order to avoid bias arising from COVID-related variation. We note that our calculations represent the contract base salaries with raises along with only modest merit pay bonuses.

West Virginia Academy - Estimated Expenses

Expense	Funding rules	Funding rate	Year 1	Year 2	Year 3	Year 4	Year 5
Classroom							
Text books and materials (new students)	Per student	$ 50	$ 35,750	$ 4,590	$ 4,942	$ 5,306	$ 5,412
Text books and materials (all students)	Per student	$ 15	-	$ 12,317	$ 14,045	$ 15,918	$ 16,236
Classroom supplies	Per student	$ 5	$ 3,575	$ 4,106	$ 4,682	$ 5,306	$ 5,412
Assessment material and services	Per student	$ 60	$ 42,900	$ 49,266	$ 56,182	$ 63,672	$ 64,946
Educational software	Fixed	$ 5,200	$ 5,200	$ 5,304	$ 5,410	$ 5,518	$ 5,629
Events and assemblies	Per student	$ 15	$ 10,725	$ 12,317	$ 14,045	$ 15,918	$ 16,236
Library books	Per student	$ 10	$ 7,150	$ 8,211	$ 9,364	$ 10,612	$ 10,824
Art supplies	Per student	$ 25	$ 17,875	$ 20,528	$ 23,409	$ 26,530	$ 27,061
Music supplies	Per student	$ 50	$ 35,750	$ 41,055	$ 46,818	$ 53,060	$ 54,122
Phys ed supplies	Fixed	$ 2,200	$ 2,200	$ 2,244	$ 2,289	$ 2,335	$ 2,381
Total classroom			**$ 161,125**	**$ 159,936**	**$ 181,186**	**$ 204,176**	**$ 208,260**
Contracted professional services: instructional							
Consultants - not grant dependent	Fixed	$ 2,500	$ 2,500	$ 2,550	$ 2,601	$ 2,653	$ 2,706
Consultants - Title II	Title II	NA	$ 35,199	$ 39,630	$ 44,307	$ 49,230	$ 52,676

Consultants - grant dependent	Fixed	$ -	$ -	$ -	$ -	$ -	$ -
Total contracted professional services: instructional			**$ 37,699**	**$ 42,180**	**$ 46,908**	**$ 51,883**	**$ 55,382**

School-related services

Per Student Field Trip Costs (Non-Travel)	per student	$ 18	$ 12,870	$ 14,490	$ 16,200	$ 18,000	$ 19,260
Student Scholarships (529 Plans)	per student	$ 20	$ 14,300	$ 16,100	$ 18,000	$ 20,000	$ 21,400
School food program cost (net of revenues)		NA	$ 355,757	$ 400,537	$ 447,806	$ 497,562	$ 532,391
Bus Transportation		$ 136,179	$ 136,179	$ 138,903	$ 141,681	$ 144,515	$ 147,405
Family Travel Reimbursements	per household	$150/$200	$ 52,697	$ 59,485	$ 66,478	$ 73,775	$ 78,893
Nursing supplies	Fixed	$ 200	$ 200	$ 204	$ 208	$ 212	$ 216
Total school-related services			**$ 572,003**	**$ 629,719**	**$ 690,372**	**$ 754,064**	**$ 799,566**

Operational expenses

General liability/umbrella/ directors and officers	Fixed	$ 20,000	$ 20,000	$ 20,400	$ 20,808	$ 21,224	$ 21,649
Telephone and internet	Fixed	$ 5,000	$ 5,000	$ 5,100	$ 5,202	$ 5,306	$ 5,412
Office supplies	Per student	$ 75	$ 53,625	$ 61,583	$ 70,227	$ 79,591	$ 81,182
Photocopier lease	Fixed	$ 6,000	$ 6,000	$ 6,120	$ 6,242	$ 6,367	$ 6,495
IB Accreditation & Fees	Fixed	$ -	$ 13,500	$ 9,500	$ 9,500	$ 17,500	$ 13,500
Staff recruitment	Fixed	$ 600	$ 600	$ 612	$ 624	$ 637	$ 649
Supp. Program Materials (Afterschool/Breaks)	10% of Rev.		$ 16,160	$ 18,194	$ 20,341	$ 22,601	$ 24,183
Student recruitment	Fixed	$ 3,000	$ 3,000	$ 3,060	$ 3,121	$ 3,184	$ 3,247
Fundraising expenses	Fixed	$ 600	$ 600	$ 612	$ 624	$ 637	$ 649
Postage and shipping	Per student	$ 3	$ 2,145	$ 2,463	$ 2,809	$ 3,184	$ 3,247
Printing and copying	Per student	$ 5	$ 3,575	$ 4,106	$ 4,682	$ 5,306	$ 5,412
Meeting supplies and food	Per FTE	$ 175	$ 10,500	$ 10,850	$ 11,550	$ 11,550	$ 13,125
Payroll processing	Per EE	$ 125	$ 9,475	$ 9,750	$ 10,650	$ 10,675	$ 11,075
Bank charges	Fixed	$ 500	$ 500	$ 510	$ 520	$ 531	$ 541
Travel	Per FTE	$ 100	$ 6,000	$ 6,200	$ 6,600	$ 6,600	$ 7,500
Total operational expenses			**$ 150,680**	**$ 159,059**	**$ 173,501**	**$ 194,891**	**$ 197,867**

Contracted professional services: non-instructional

Accounting/audit	Fixed	$ 20,000	$ 20,000	$ 20,400	$ 20,808	$ 21,224	$ 21,649
Legal	Fixed	$ 2,500	$ 2,500	$ 2,550	$ 2,601	$ 2,653	$ 2,706
IT support	Fixed	$ 1,500	$ 1,500	$ 1,530	$ 1,561	$ 1,592	$ 1,624
Consultants - not grant dependent	Fixed	$ -	$ -	$ -	$ -	$ -	$ -
Consultants - grant dependent	Fixed	$ -	$ -	$ -	$ -	$ -	$ -
Total contracted professional services: non instructional			**$ 24,000**	**$ 24,480**	**$ 24,970**	**$ 25,469**	**$ 25,978**

Facilities expenses

Charter School Facility and Land	Fixed	NA	$603,289	$645,451	$721,623	$801,803	$857,929
Nursery School Facility	Fixed		$93,936	$78,936	$78,936	$78,936	$78,936
Utilities	Fixed		$115,560	$130,106	$145,460	$161,623	$172,936
Maintenance / cleaning supplies	Fixed		$ 6,033	$ 6,455	$ 7,216	$ 8,018	$ 8,579
Total facility expenses			**$818,818**	**$860,948**	**$953,235**	**$1,050,379**	**$1,118,381**

Financial expenses

Depreciation		NA	$ 70,193	$ 78,560	$ 89,849	$ 43,642	$ 47,635
Interest Expense			$ 30,000	$ 20,000	$ 15,000	$ 10,000	$ 10,000
Escrow set aside	Fixed	$100,000 over time	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Total financial expenses			**$ 120,193**	**$ 118,560**	**$ 124,849**	**$ 73,642**	**$ 77,635**

TOTAL EXPENSES			**$ 1,884,519**	**$ 1,994,882**	**$ 2,195,021**	**$ 2,354,505**	**$ 2,483,070**

Additional merit-based pay is reflected in discretionary spending in the amount of 12% of total compensation. Our employment contracts will include a provision permitting our board of governors to authorize other additional bonuses and raises through the merit pay system that will be subject to the availability of funds from year to year. These discretionary bonuses appear in the overall summary and not in the line items above. Below is a summary of the estimated positions over the five year period. The total expenses for each type of employee is broken out below. The total number of employees by category is described more particularly in the staffing plan section and employees are added as enrollment growth is achieved.

SALARIES, TAXES AND BENEFITS

	Year 1	Year 2	Year 3	Year 4	Year 5
Position					
INSTRUCTIONAL LEADERSHIP STAFF					
Executive Director	$ 90,000	$ 91,800	$ 93,636	$ 95,509	$ 97,419
Associate Director	$ 70,000	$ 71,400	$ 72,828	$ 74,285	$ 75,770
Curriculum Specialist	$ 65,000	$ 66,300	$ 67,626	$ 68,979	$ 70,358
Student Services Manager (SPED)	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946
School Counselor	$ 110,000	$ 112,200	$ 114,444	$ 116,733	$ 119,068
Nursery School Directors	$ 80,000	$ 81,600	$ 83,232	$ 84,897	$ 86,595
	$ 475,000	**$ 484,500**	**$ 494,190**	**$ 504,074**	**$ 514,155**
TEACHERS					
Specialized teacher salary/bonus (SPED/Masters)	$ 150,000	$ 153,000	$ 208,080	$ 212,242	$ 270,608
Classroom teacher salary/bonus	$ 450,000	$ 504,900	$ 608,634	$ 620,807	$ 633,223
Instructor salary/bonus (Full Time)	$ 660,000	$ 703,800	$ 749,088	$ 764,070	$ 779,351
Instructors salary (Part Time)	$ 56,000	$ 57,120	$ 87,394	$ 89,141	$ 121,232
Substitute/Leave Teaching	$ 20,000	$ 25,500	$ 31,212	$ 37,142	$ 43,297
Nursery Instructors (Full Time)	$ 50,000	$ 51,000	$ 52,020	$ 53,060	$ 54,122
Nusery Aids (Part Time)	$ 72,000	$ 73,440	$ 74,909	$ 76,407	$ 77,935
	$ 1,458,000	**$ 1,568,760**	**$ 1,811,336**	**$ 1,852,869**	**$ 1,979,768**
OTHER					

Marketing and Development	$ 50,000	$ 51,000	$ 52,020	$ 53,060	$ 54,122
School Nurse	$ 20,000	$ 20,400	$ 20,808	$ 21,224	$ 21,649
Information Technology Specialist	$ 40,000	$ 40,800	$ 41,616	$ 42,448	$ 43,297
Information Technology Assitant	$ 12,500	$ 12,750	$ 13,005	$ 13,265	$ 13,530
Security Guard	$ 27,000	$ 27,540	$ 28,091	$ 28,653	$ 29,226
	$ 149,500	**$ 152,490**	**$ 155,540**	**$ 158,651**	**$ 161,824**
FINANCE & OPERATIONS					
Operations Manager	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946
Business/Account Manager	$ 50,000	$ 51,000	$ 52,020	$ 53,060	$ 54,122
Transport. and Food Service Manager	$ 45,000	$ 45,900	$ 46,818	$ 47,754	$ 48,709
Facilities Coordinator	$ 35,000	$ 35,700	$ 36,414	$ 37,142	$ 37,885
Office Administrator	$ 25,000	$ 25,500	$ 26,010	$ 26,530	$ 27,061
Head Janitor	$ 20,000	$ 20,400	$ 20,808	$ 21,224	$ 21,649
Bus Operator	$ 80,000	$ 81,600	$ 99,878	$ 101,876	$ 103,913
Food Service Coordinator	$ 24,000	$ 24,480	$ 24,970	$ 25,469	$ 25,978
Custodian	$ 16,000	$ 16,320	$ 16,646	$ 16,979	$ 17,319
	$ 355,000	**$ 362,100**	**$ 385,988**	**$ 393,708**	**$ 401,582**
TOTAL	**$ 2,437,500**	**$ 2,567,850**	**$ 2,847,055**	**$ 2,909,302**	**$ 3,057,330**

Additional employee-related expenses include Benefits and Payroll, which are calculated below.

Number of employees							
Total number of employees		76	78	85	85	89	
Total number of full-time employees		60	62	66	66	75	
Payroll Taxes							
FICA	6.20%	$ 151,125	$ 159,207	$ 176,517	$ 180,377	$ 189,554	
Medicare - employer	1.45%	$ 35,344	$ 37,234	$ 41,282	$ 42,185	$ 44,331	
State unemployment	1.50%	$ 36,563	$ 38,518	$ 42,706	$ 43,640	$ 45,860	
FUTA (Federal unemployment)	0.00%	$ -	$ -	$ -	$ -	$ -	
State disability	0.80%	$ 19,500	$ 20,543	$ 22,776	$ 23,274	$ 24,459	
Worker's compensation insurance	1.00%	$ 24,375	$ 25,679	$ 28,471	$ 29,093	$ 30,573	
Total payroll taxes		**$ 266,906**	**$ 281,180**	**$ 311,752**	**$ 318,569**	**$ 334,778**	
Taxes as % of Salaries		*11%*	*11%*	*11%*	*11%*	*11%*	
Benefits - employer contribution							
Health	$ 7,152	$ 429,093	$ 465,566	$ 520,383	$ 546,402	$ 651,957	
Dental	$ 68	$ 4,050	$ 4,394	$ 4,912	$ 5,157	$ 6,154	
Life	$ 15	$ 900	$ 977	$ 1,091	$ 1,146	$ 1,367	
Long-term disability	$ 50	$ 3,000	$ 3,255	$ 3,638	$ 3,820	$ 4,558	
Short-term disability	$ 150	$ 9,000	$ 9,765	$ 10,915	$ 11,460	$ 13,674	
503(b)	6%	$ 59,400	$ 64,449	$ 72,037	$ 75,639	$ 90,251	
Total Benefits		**$ 505,443**	**$ 548,406**	**$ 612,976**	**$ 643,625**	**$ 767,962**	

The next most significant expense item is for facilities. Our plan with respect to facilities is to purchase a large parcel of land with approximately 20-25 acres and utilize multiple buildings on a combined campus. In the first year we will primarily use modular buildings that can be planned as of the date enrollments are set and then prepared and made ready ahead of the first day of classes. We also plan to add a permanent gym/stage facility for the first year. Because the size and scope of this facility will not be dependent on the size of enrollments, the preparation work can begin earlier in the year and so that there will be sufficient time for planning and constructing this permanent facility by the start of classes. Our estimate is based on market research on real estate prices for large tracts of land on the edges of Morgantown. We also utilize initial estimates from modular educational facility providers and a steel building provider for the gym/stage space.

We note that for financial accounting purposes, the expense for the building and improvements would be reflected as a combination of interest expense and depreciation and based on straight line depreciation with declining interest expense, these expenses would be higher in early years and then decline over time. However, our budgeting is concerned primarily with identifying our cash position and we anticipate financing the purchase of the land and improvements using a 10 year loan at 5% interest with a fixed monthly payment schedule amortized over the life of the loan. Given this arrangement, we reflect the “facility expense” in our budget based on the total annual payments on the loan for the property over 12 months. The detail for the estimated facility expenses and the monthly loan payments are as follows:

	Estimated Facility Expense (715 Students)			
Modular Facilities				
	Square Footage (excl. gym)			60135
	Cost of Building	$15-20 per sq foot		$1,202,700.00
	Installation	$33 per sq foot		$1,984,455.00
Permanent Gym/Stage (8000 sq. ft)				
	GYM materials	80x100		$230,000.00
	Installation	$33 per sq foot		$264,000.00
Land and Improvements				
	Land price			$400,000.00
	Pavement Space			36,858.00
	Land Prep Sq. Ft			96,993.00
	Grading/Prep Land	$2 per sq ft		$193,986.00
	Paving/Gravel	$13 per sq ft		$479,154.00
	Total Cost			$4,754,295.00
Financing Costs				
	Capitalized Construction Interest			$39,619.13
	Loan Closing Costs			$14,381.74
	Loan Principle			$4,808,295.87
Monthly Amortization (10 yr. period, 5% interest)				$50,999.44
		Annual Cash Outlay		$611,993.25

The annualized facility expense for the first year based on the estimated loan payments is $611,993.25. Utilities are estimated at $0.175 per square foot per month. As enrollment increases over time, additional modular facilities would be added, particularly in the first 2-3 years. Permanent facilities will be completed after that time using annual surplus funds so increased enrollments would not necessarily increase facilities expenses other than utilities and maintenance. However, to be conservative with our budgeting, we hold the facilities expense constant on a per student basis throughout our growth phase in the first five years, which is reflected in our budget as increasing facilities expenses proportional to student enrollment growth. Our nursery facility expenses are stated separately as these expenses would be rental

expenses for the facility rather than a loan and these costs would not change from year to year as we do not plan to increase the size of our nursery program.

Another large expense includes the provision of food for students including breakfast, lunch, and a snack. We calculate total food costs using an estimate from our third-party provider as well as based on federal funding for free and reduced-price meals and snacks. We setimated our School Days to be 200, representing about half of our school enrolled in the mid-term programming which includes breakfast, lunch and a snack. Our estimated costs and revenues are provided in the table below:

West Virginia Academy, Ltd. - Food Services Budget

		Year 1	Year 2	Year 3	Year 4	Year 5
Enrollment		715	805	900	1000	1070
School Days		200	200	200	200	200
Collection Rate from Parents		75%	75%	75%	75%	75%
Number of Lunch Meals						
Full price lunch meals served		87,230	98,210	109,800	122,000	130,540
Reduced price meals served		8,580	9,660	10,800	12,000	12,840
Free meals served		47,190	53,130	59,400	66,000	70,620
Number of Breakfast Meals						
Full price breakfast meals served		8,723	9,821	10,980	12,200	13,054
Reduced price breakfast meals served		1,716	1,932	2,160	2,400	2,568
Free meals served		9,438	10,626	11,880	13,200	14,124
Fees for Meals/Snacks						
Breakfast (Full Price)		$ 1.84	$ 1.84	$ 1.84	$ 1.84	$ 1.84
Breakfast (Reduced Price)		$ 0.30	$ 0.30	$ 0.30	$ 0.30	$ 0.30
Lunch (Full Price)		$ 3.41	$ 3.41	$ 3.41	$ 3.41	$ 3.41
Lunch (Reduced Price)		$ 0.40	$ 0.40	$ 0.40	$ 0.40	$ 0.40
Snack (Full Price)		$ 0.75	$ 0.75	$ 0.75	$ 0.75	$ 0.75
Snack (Reduced Price)		$ 0.15	$ 0.15	$ 0.15	$ 0.15	$ 0.15
School Food Cost						
Lunch		$ 487,630	$ 549,010	$ 613,800	$ 682,000	$ 729,740
Breakfast		$ 36,574	$ 41,177	$ 46,037	$ 51,152	$ 54,733
Snack		$ 107,250	$ 120,750	$ 135,000	$ 150,000	$ 160,500
Total		**$631,454**	**$710,937**	**$794,837**	**$883,152**	**$944,973**
Parent Contribution						
Breakfast Full		$16,050.3	$18,070.6	$20,203.2	$22,448.0	$24,019.3

		2	4	0	0	6
Breakfast Reduced		$ 515	$ 580	$ 648	$ 720	$ 770
Lunch full		$ 297,454	$ 334,896	$ 374,418	$ 416,020	$ 445,141
Lunch reduced		$ 3,432	$ 3,864	$ 4,320	$ 4,800	$ 5,136
Snack full		$ 65,423	$ 73,658	$ 82,350	$ 91,500	$ 97,905
Snack reduced		$ 1,287	$ 1,449	$ 1,620	$ 1,800	$ 1,926
Total possible parent contribution		**$367,596**	**$413,867**	**$462,708**	**$514,120**	**$550,108**
Collected parent contribution		**$275,697**	**$310,400**	**$347,031**	**$385,590**	**$412,581**

Net SchoolFood Cost (Before Fed. Funding)		**$355,757**	**$400,537**	**$447,806**	**$497,562**	**$532,391**

Federal Funding for Provision of Free/Reduced Price Meals						
Breakfast - Reduced Price		$2,643	$2,975	$3,326	$3,696	$3,955
Breakfast - Free		$17,366	$19,552	$21,859	$24,288	$25,988
Lunch - Reduced Price		$25,826	$29,077	$32,508	$36,120	$38,648
Lunch - Free		$86,830	$97,759	$109,296	$121,440	$129,941
Snack - Reduced Price		$5,148	$5,796	$6,480	$7,200	$7,704
Snack - Free		$35,393	$39,848	$44,550	$49,500	$52,965
Total Funding for Free/Reduced Price Food		$173,204	$195,006	$218,020	$242,244	$259,201

Net School Food Cost (After Federal Funding)		**$182,552**	**$205,531**	**$229,786**	**$255,318**	**$273,190**

The remainder of the expenses are largely self-explanatory and fit into the general categories of classroom resources, school-related services, operational expenses, non-instructional contracted services, and financial expenses (excluding financing for the building as discussed above). To be conservative in calculating our expenses, we estimate that 100% of our Title II funding will be spent on outside consultants in support of our students that qualify our school for this funding. We note that school food costs are included in the expenses net of school lunch fees and that grants for school lunch are included in the Federal grants section.

Our transportation expenses merit some additional discussion and detail. We fund transportation to and from our school for all of our students either in the form of bus transportation to students from within our PRA or a family travel reimbursement that can offset driving or public transportation expenses. It is not common for charter schools to provide transportation, but we make this a priority as it helps us accomplish the WVA charter school mission and to ensure that historically underserved populations of students are not excluded. We first estimate the number of students who will ride the bus, which will be available to all students who reside within our PRA. Our enrollment estimates suggest that 41% of our total enrollment will be sourced from within our PRA and bus ridership information from Monongalia County indicates that just under 85% of students in public schools utilize the bus. Taken

together, we estimate that 35% of our students will opt to ride the bus to our school and the remainder of households would be entitled to a family travel reimbursement.

The family travel reimbursement is in the amount of $150 a year for households with one child and $200 for households with more than one child. We estimate average family sizes based on our survey responses and calculate the total reimbursement amount. We note that some families may elect not to seek the reimbursement or may otherwise donate the reimbursement back to the school, but to be conservative we included 100% of the estimated reimbursement amounts in our costs.

Our budget contemplates providing bus services to the 35% of our students that we estimate will utilize the bus (301 students total). We extensively analyzed the public school bus routes for the schools in our PRA and also conducted our own field research to identify passable roads and safe locations for bus stops and, based on this analysis, we estimate that we need to run five bus routes twice daily with an average of 30 miles per route plus additional mileage for field trips. We are able to identify substantial cost savings in the provision of bus transportation over the methods employed in Monongalia County based on our school needs. For example, our buses will be stored at our school, eliminating substantial travel time, mileage, fuel costs, and wages paid for travel to and from a remote transportation center. Our buses will complete only a single route to each location in our PRA rather than multiple routes to the same places because our school services all grade levels. Lastly, we will acquire pre-owned buses that are 3-5 years old with 40,000 to 50,000 miles of usage, which results in substantial cost savings as bus values depreciate dramatically in the early years of use. Based on these identified efficiencies and then taking costs for maintenance, fuel, and insurance into account, we estimate our average cost per route per day at $136, excluding wages for bus operators.

In the event that the actual number of students sourced from the PRA is substantially higher than we estimate and, therefore, significantly more students request transportation than is reflected in our estimates, then a portion of this cost would be absorbed by a corresponding reduction in Family Travel Reimbursements. Additionally, to avoid substantial increases in capital outlays for a larger fleet of buses, we may elect to have two different start times for our school with one half of the students within our PRA beginning at one time and the other half beginning at a later time. Students outside the PRA would be assigned a start time by region to ensure that half the total student body starts at each time. For example, we could hold a single class period with the first half of our students and half of our teachers beginning at 7:40am with the remainder of the students and teachers joining at 8:25am and then repeat this class period with the other half of the students and teachers in the afternoon for a staggered end time. This approach would permit most of our buses to complete two AM and two PM routes, although we note that only one route would be permitted to certain areas, such as the Bruceton Mills area, due the travel distance. Using this alternative approach, we could provide bus transportation to as much as two-thirds of our students before additional buses would need to be purchased and, as noted, at least a portion of the additional fuel costs, mileage on the buses, and wages for bus drivers would be absorbed by a reduction in Family Travel Reimbursements.

Five-Year Contingency Budget

The methodology for our five year contingency budget, based on an initial enrollment of 374 students, is essentially the same as for our expected budget, except with about half the level of enrollment. On average, these estimates assume approximately two classes of students per grade, which is dramatically lower than expected based on our survey data and the initial pre-registration response.

This contingency budget demonstrates that our school would be viable at 374 students enrolled in the first year with growth up to 595 students by year 5 with a five-year surplus of $267K. However, the breakeven point where the school would generate no surplus is 362 initial students with growth up to 582 students by year 5. On that basis we list our overall minimum initial enrollment as 362 students in the minimum enrollment matrix, because this number represents our absolute minimum required enrollment based on the abbreviated staffing plan. Even our most conservative estimates dramatically exceed this enrollment amount, but the school would be successful at the contingent budgeted size that we reflect herein.

In this budget proposal, many of the administrative functions are combined across fewer staff and we also retain less support staff and fewer teachers consistent with the lower enrollment level. That said, the amount of teachers, administrators, bus routes, and our projected building size are all more than 50% of our estimated budget for the larger enrollment figure due to regulatory requirements, the reasonable likelihood of identifying staff with cross-competencies, fewer opportunities for economies of scale, and logistical realities.

We include the same overall summary as in our estimated budget in the contingency version below.

West Virginia Academy, Ltd. Financial Plan & Five Year Budget

	Year 1	Year 2	Year 3	Year 4	Year 5	5 year total
Revenue						
Revenues						
District and state revenue	$ 2,230,569	$ 2,248,112	$ 2,574,748	$ 2,920,892	$ 3,301,064	**$ 13,275,384**
Federal revenue	$ 143,007	$ 249,146	$ 288,218	$ 327,666	$ 357,579	**$ 1,365,617**
Other Revenue	$ 706,873	$ 763,379	$ 822,046	$ 879,416	$ 904,809	**$ 4,076,524**
Total Revenue (Excl. Fundraising)	**$ 3,080,449**	**$ 3,260,637**	**$ 3,685,012**	**$ 4,127,974**	**$ 4,563,452**	**$ 18,717,525**
Revenue Per Student	*$ 8,236*	*$ 7,530*	*$ 7,415*	*$ 7,398*	*$ 7,670*	
Expenses						
Compensation						

Salaries	$ 1,517,000	$ 1,621,290	$ 1,792,609	$ 1,854,992	$ 1,981,933	$ 8,767,824
Payroll taxes and Benefits	$ 486,226	$ 531,342	$ 586,367	$ 622,453	$ 749,475	$ 2,975,862
Total Compensation	$2,003,226	$2,152,632	$2,378,976	$2,477,445	$2,731,409	
Net Revenue less Compensation	$ 1,077,223	$ 1,108,006	$ 1,306,036	$ 1,650,529	$ 1,832,043	$ 6,973,838
Facility						
Occupancy costs	$ 377,034	$ 401,780	$ 461,166	$ 517,768	$ 552,100	$ 2,309,848
Other facility costs	$ 64,217	$ 74,000	$ 84,938	$ 95,363	$ 101,686	$ 420,205
Total facility expense	$ 441,251	$ 475,781	$ 546,104	$ 613,131	$ 653,786	$ 2,730,053
Net Revenue less Comp, Facility	$ 635,972	$ 632,225	$ 759,933	$ 1,037,398	$ 1,178,257	$ 4,243,785
Other Expenses						
Classroom Expenses	$ 87,810	$ 90,056	$ 104,102	$ 117,677	$ 120,031	$ 519,676
Contracted prof. svcs.: instruction	$ 20,912	$ 23,867	$ 27,068	$ 30,123	$ 31,998	$ 133,968
School-related services	$ 364,344	$ 403,027	$ 444,848	$ 484,764	$ 510,211	$ 2,207,195
Operational Expenses	$ 112,714	$ 118,656	$ 129,534	$ 147,631	$ 149,845	$ 658,380
Contracted prof. svcs.: non-instruction	$ 24,000	$ 24,480	$ 24,970	$ 25,469	$ 25,978	$ 124,897
Depreciation	$ 38,550	$ 44,543	$ 53,412	$ 29,332	$ 32,730	$ 198,567
Dissolution escrow	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 100,000
Total Other Expenses	$ 668,330	$ 724,628	$ 803,934	$ 854,997	$ 890,794	$ 3,942,683
Net Revenue pre-Grants/Fundraising	$ (32,358)	$ (92,403)	$ (44,001)	$ 182,401	$ 287,463	$ 301,102
Grants & Donations	$ 187,356	$ 239,024	$ 274,529	$ 308,932	$ 334,521	$ 1,344,361
Yearly Surplus (deficit)	$ 154,997	$ 146,621	$ 230,528	$ 491,333	$ 621,984	$ 1,645,463
Discretionary Allocations						
New Programming (5-9% of surplus)	$7,750	$8,797	$16,137	$39,307	$55,979	$127,969
Additional Merit Pay	$50,000	$55,000	$60,000	$65,000	$70,000	$300,000
Additional CAPEX	$50,000	$50,000	$150,000	$300,000	$400,000	$950,000
Net Surplus (deficit)	$47,247	$32,824	$4,391	$87,027	$96,005	$267,494

As shown above, our organization would operate with a surplus over the first five year period even with this lower initial enrollment amount. The greatest impact in the short term of these lower enrollment amounts is that discretionary CAPEX spending is constrained in the first 2-3 years. Funding for additional programs and new capital expenditures would be more dependent on additional fundraising and grants during this time. We do note that in years four and five,

consistent with the other budget, our financial position would strengthen as our growth period concludes and we receive foundation funds consistent with actual enrollments rather than lesser prior year enrollments. We would initiate spending on capital expenditures on more permanent structures starting at that time if donations and grants were not otherwise sufficient to begin earlier.

While our contingent budget was calculated using conservative estimates as we include very low estimates for charter school grants and other sources of funding compared to charter schools in other areas, it is possible that unexpected additional costs could arise along the way that are not offset by such additional funding. To accommodate that scenario, in addition to trimming discretionary spending, we can slow the rate at which high school grade levels are added (i.e., adding an additional grade every two years rather than annually) and this greatly strengthens our financial position as the off year without adding a year means funding would match actual enrollments every other year. This approach would only be used if necessary due to unexpected financial reversals. Also, while our plan is for our all modular buildings to be temporary while more permanent structures are built over time, the useful life of these modular structures exceeds the ten year period over which the loans would be repaid and so delaying capital expenditures and using modular facilities for a longer period of time would be a permissible, albeit less than ideal, approach to offsetting significant unexpected additional costs.

A breakdown of our estimated revenues and then expenses using this contingency analysis are provided below:

West Virginia Academy - Estimated Revenues

			Year 1	Year 2	Year 3	Year 4	Year 5
District and state revenue		**Amount**					
Per pupil income (Foundation Funding)	Per student	$5,232	$ 1,956,710	$ 1,956,710	$ 2,265,389	$ 2,600,228	$ 2,919,370
Special ed	Per student	$163	$ 7,925	$ 9,267	$ 10,743	$ 12,182	$ 13,120
Tools for Schools State Funding	Per student	$25	$ 9,485	$ 10,981	$ 12,604	$ 14,151	$ 15,089
Alternative Education Programming	Per Student	$18	$ 6,620	$ 7,664	$ 8,797	$ 9,877	$ 10,532
Project Aware	Per student	$3	$ 1,148	$ 1,329	$ 1,526	$ 1,713	$ 1,827
Truancy Diversion	Per student	$9	$ 3,295	$ 3,815	$ 4,379	$ 4,916	$ 5,242
ESL Funding	Per student	$1	$ 423	$ 489	$ 562	$ 631	$ 672
PEIA/RHBT State Funding			$ 244,963	$ 257,856	$ 270,749	$ 277,195	$ 335,212

Total District and State Revenue			**$ 2,230,569**	**$ 2,248,112**	**$ 2,574,748**	**$ 2,920,892**	**$ 3,301,064**

Federal Revenue

Title I	Per student	$233	$ 33,996	$ 39,752	$ 46,084	$ 52,258	$ 56,280
Title II	Per student	$49	$ 18,412	$ 21,317	$ 24,467	$ 27,470	$ 29,292
Title III	Per student	$156	$ -	$ -	$ -	$ -	$ -
IDEA	Per student	$1,694	$ -	$ 83,186	$ 97,272	$ 112,766	$ 127,872
Free/Reduced Price Meal Funding			$ 90,599	$ 104,892	$ 120,395	$ 135,172	$ 144,135
Other			$ -	$ -	$ -	$ -	$ -
Total federal revenue			$ 143,007	$ 249,146	$ 288,218	$ 327,666	$ 357,579
Total Revenues Ex-Fundraising/Other			**$ 2,373,576**	**$ 2,497,258**	**$ 2,862,966**	**$ 3,248,558**	**$ 3,658,644**

Grants & Fundraising

Federal Charter School Program Grant (CSP)			$ -	$ 20,000	$ 22,000	$ 24,000	$ 26,000
Charter School Specific Grants			$ 25,000	$ 30,000	$ 35,000	$ 40,000	$ 45,000
Supp. Program Grants (Afterschool/Breaks)	% Students		$ 137,356	$ 159,024	$ 182,529	$ 204,932	$ 218,521
Donations and Gifts			$ 25,000	$ 30,000	$ 35,000	$ 40,000	$ 45,000
Total Grants & Donations			**$ 187,356**	**$ 239,024**	**$ 274,529**	**$ 308,932**	**$ 334,521**

Other Revenues

Supp. Program Revenues (Afterschool/Breaks)	% Students		$ 161,595	$ 187,087	$ 214,740	$ 241,096	$ 257,083
Nursery School Revenues	Per Student	$4,703	$ 470,278	$ 493,792	$ 517,306	$ 540,820	$ 550,226
Home School Connection Revenues	Per Student	$2,500	$ 75,000	$ 82,500	$ 90,000	$ 97,500	$ 97,500
Total Other Revenues			**$ 706,873**	**$ 763,379**	**$ 822,046**	**$ 879,416**	**$ 904,809**

TOTAL REVENUE			**$ 2,560,931**	**$ 2,736,282**	**$ 3,137,495**	**$ 3,557,490**	**$ 3,993,164**

West Virginia Academy - Estimated Expenses

Expense	Funding rules	Funding rate	Year 1	Year 2	Year 3	Year 4	Year 5
Classroom							
Text books and materials (new students)	Per student	$ 50	$ 18,700	$ 3,009	$ 3,329	$ 3,237	$ 3,301
Text books and materials (all students)	Per student	$ 15	-	$ 6,625	$ 7,756	$ 8,882	$ 9,060
Classroom supplies	Per student	$ 5	$ 1,870	$ 2,208	$ 2,585	$ 2,961	$ 3,020
Assessment material and services	Per student	$ 60	$ 22,440	$ 26,500	$ 31,025	$ 35,529	$ 36,240
Educational software	Fixed	$ 5,200	$ 5,200	$ 5,304	$ 5,410	$ 5,518	$ 5,629
Events and assemblies	Per student	$ 15	$ 5,610	$ 6,625	$ 7,756	$ 8,882	$ 9,060
Library books	Per student	$ 10	$ 3,740	$ 4,417	$ 5,171	$ 5,922	$ 6,040
Art supplies	Per student	$ 25	$ 9,350	$ 11,042	$ 12,927	$ 14,804	$ 15,100
Music supplies	Per student	$ 50	$ 18,700	$ 22,083	$ 25,854	$ 29,608	$ 30,200
Phys ed supplies	Fixed	$ 2,200	$ 2,200	$ 2,244	$ 2,289	$ 2,335	$ 2,381
Total classroom			**$ 87,810**	**$ 90,056**	**$ 104,102**	**$ 117,677**	**$ 120,031**
Contracted professional services: instructional							
Consultants - not grant dependent	Fixed	$ 2,500	$ 2,500	$ 2,550	$ 2,601	$ 2,653	$ 2,706
Consultants - Title II	Title II	NA	$ 18,412	$ 21,317	$ 24,467	$ 27,470	$ 29,292
Consultants - grant dependent	Fixed	$ -	$ -	$ -	$ -	$ -	$ -
Total contracted professional services: instructional			**$ 20,912**	**$ 23,867**	**$ 27,068**	**$ 30,123**	**$ 31,998**
School-related services							
Per Student Field Trip Costs (Non-Travel)	per student	$ 18	$ 6,732	$ 7,794	$ 8,946	$ 10,044	$ 10,710
Student Scholarships (529 Plans)	per student	$ 20	$ 7,480	$ 8,660	$ 9,940	$ 11,160	$ 11,900
School food program cost (net of revenues)		NA	$ 186,088	$ 215,444	$ 247,288	$ 277,640	$ 296,049
Bus Transportation		$ 136,179	$ 136,179	$ 138,903	$ 141,681	$ 144,515	$ 147,405

Family Travel Reimbursements	per household	$150/$200	$ 27,665	$ 32,022	$ 36,785	$ 41,194	$ 43,930
Nursing supplies	Fixed	$ 200	$ 200	$ 204	$ 208	$ 212	$ 216
Total school-related services			**$ 364,344**	**$ 403,027**	**$ 444,848**	**$ 484,764**	**$ 510,211**

Operational expenses

General liability/umbrella/ directors and officers	Fixed	$ 20,000	$ 20,000	$ 20,400	$ 20,808	$ 21,224	$ 21,649
Telephone and internet	Fixed	$ 5,000	$ 5,000	$ 5,100	$ 5,202	$ 5,306	$ 5,412
Office supplies	Per student	$ 75	$ 28,050	$ 33,125	$ 38,781	$ 44,412	$ 45,300
Photocopier lease	Fixed	$ 6,000	$ 6,000	$ 6,120	$ 6,242	$ 6,367	$ 6,495
IB Accreditation & Fees	Fixed	$ -	$ 13,500	$ 9,500	$ 9,500	$ 17,500	$ 13,500
Staff recruitment	Fixed	$ 600	$ 600	$ 612	$ 624	$ 637	$ 649
Supp. Program Materials (Afterschool/Breaks)	10% of Rev.		$ 16,160	$ 18,709	$ 21,474	$ 24,110	$ 25,708
Student recruitment	Fixed	$ 3,000	$ 3,000	$ 3,060	$ 3,121	$ 3,184	$ 3,247
Fundraising expenses	Fixed	$ 600	$ 600	$ 612	$ 624	$ 637	$ 649
Postage and shipping	Per student	$ 3	$ 1,122	$ 1,325	$ 1,551	$ 1,776	$ 1,812
Printing and copying	Per student	$ 5	$ 1,870	$ 2,208	$ 2,585	$ 2,961	$ 3,020
Meeting supplies and food	Per FTE	$ 175	$ 6,650	$ 7,000	$ 7,350	$ 7,525	$ 9,100
Payroll processing	Per EE	$ 125	$ 5,863	$ 6,375	$ 6,950	$ 7,163	$ 7,563
Bank charges	Fixed	$ 500	$ 500	$ 510	$ 520	$ 531	$ 541
Travel	Per FTE	$ 100	$ 3,800	$ 4,000	$ 4,200	$ 4,300	$ 5,200
Total operational expenses			**$ 112,714**	**$ 118,656**	**$ 129,534**	**$ 147,631**	**$ 149,845**

Contracted professional services: non-instructional

Accounting/audit	Fixed	$ 20,000	$ 20,000	$ 20,400	$ 20,808	$ 21,224	$ 21,649
Legal	Fixed	$ 2,500	$ 2,500	$ 2,550	$ 2,601	$ 2,653	$ 2,706
IT support	Fixed	$ 1,500	$ 1,500	$ 1,530	$ 1,561	$ 1,592	$ 1,624
Consultants - not grant dependent	Fixed	$ -	$ -	$ -	$ -	$ -	$ -
Consultants - grant dependent	Fixed	$ -	$ -	$ -	$ -	$ -	$ -
Total contracted professional services: non instructional			**$ 24,000**	**$ 24,480**	**$ 24,970**	**$ 25,469**	**$ 25,978**

Facilities expenses

Charter School Facility and Land	Fixed	NA	$377,034	$401,780	$461,166	$517,768	$552,100
Nursery School Facility	Fixed		$93,936	$78,936	$78,936	$78,936	$78,936
Utilities	Fixed		$60,447	$69,983	$80,326	$90,185	$96,165
Maintenance / cleaning supplies	Fixed		$ 3,770	$ 4,018	$ 4,612	$ 5,178	$ 5,521
Total facility expenses			**$535,187**	**$554,717**	**$625,040**	**$692,067**	**$732,722**

Financial expenses

Depreciation		NA	$ 38,550	$ 44,543	$ 53,412	$ 29,332	$ 32,730
Interest Expense			$ 30,000	$ 20,000	$ 15,000	$ 10,000	$ 10,000
Escrow set aside	Fixed	$100,000 over time	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Total financial expenses			**$ 88,550**	**$ 84,543**	**$ 88,412**	**$ 59,332**	**$ 62,730**

TOTAL EXPENSES			**$ 1,233,518**	**$ 1,299,345**	**$ 1,443,974**	**$ 1,557,064**	**$ 1,633,516**

Separate tables for Salary, Taxes Benefits, Facility Expense, and Food Services budgets are not provided for the contingency plan as the methodology and costs are approximately similar to the expected budget, except with lower amounts to reflect reduced staff, students and square footage needs. The total amounts reflected in the expense lines above provide sufficient detail without unnecessary duplication of tables, although our organization can produce that specific detail if requested by the committee.