

SUBJECT

Blackfoot Charter Community Learning Center Corrective Action Plan and Proposed Charter Amendments

APPLICABLE STATUTE, RULE, OR POLICY

I.C. 33-5209(2)
IDAPA 08.02.04.301.03

BACKGROUND

Blackfoot Charter Community Learning Center (BCCLC) was originally authorized by the Blackfoot School District #55 and began operations in Fall 2000. In April 2010, the Public Charter School Commission (PCSC) approved a transfer of authorizing authority to the PCSC.

In December 2011, BCCLC was issued a notice of defect (NOD) on the grounds of failure to demonstrate fiscal soundness. They were also issued a NOD on the grounds of material violation of a condition, standard, or procedure set forth in the approved charter with regard to the enrollment cap, which the school knowingly and intentionally exceeded.

DISCUSSION

BCCLC will present a corrective action plan (CAP) regarding steps that will be taken to ensure fiscal soundness and become compliant with the enrollment cap as set forth in their charter.

1. To address the fiscal soundness violation, BCCLC has provided a CAP that describes where and how expenses have been cut. School officials report saving a total of \$142,407 in the FY12 budget. The savings are being realized through reducing expenditures related to field trips, software purchases, equipment purchases, travel/purchased services, para-educator wages, and medical benefits. The school is also considering elimination of four aide positions and a part time librarian. However, the purported savings cannot be verified as PCSC staff has been unable to track the changes to BCCLC's budgets, which reflect little variation in dollar amounts for given line items between winter 2011 and the present.

Other actions being taken by the school include hiring a part time grant writer and negotiating with the Bank of Idaho in an attempt to obtain a loan against land owned by BCCLC. The school reports that the bank has verbally indicated willingness to loan the school about \$45,000, but written documentation is unavailable.

BCCLC indicates that all aspects of the fiscal plan were implemented at the beginning of FY12. As of January 1, 2012, 49% of the budget had been expended.

2. To address the violation of the charter by intentional enrollment beyond the approved cap, BCCLC has provided a CAP that outlines proposed amendments to the charter. The school proposes the addition of approximately 40 students per year over an eight-year period. The overall enrollment cap would increase from 300 to 600, with a cap of 100 students per grade level and no more than 25 per mixed-grade class. The amendment would allow for two, new classes to be added each year.

To accommodate the planned expansion, new facility construction will be necessary by the end of the 2012-2013 school year. The facility will be located adjacent to ISTCS, on 3 acres of land owned by BCCLC.

Budgets submitted by the school purport that the school's fiscal viability will not be threatened regardless of whether the amendment is approved or denied; however, the "not approved" budget projects enrollment increases beyond that currently permitted by the charter. The school claims these unauthorized increases will be necessary to accommodate students moving up from lower grades; this is likely the result of BCCLC's unauthorized expansion in Fall 2011 for which the NOD was issued, though this is difficult to verify due to inconsistencies in the expansion plans provided by the school.

BCCLC representatives maintain that the PCSC agreed, upon approval of the transfer from district to PCSC authorization, to approve future expansion of the school. However, PCSC meeting minutes clarify that the school was advised that the PCSC would not approve an expansion until the school has demonstrated successful and compliant operations for a period of time.

In addition to the enrollment cap change, BCCLC is proposing two other amendments to its charter. These would:

1. Revise the mission statement to better reflect the school's focus, and
2. Amend the MSES to eliminate references to the DMA and DWA, which are no longer required, and alter the remaining standards to indicate that BCCLC's standardized test results will meet or exceed state targets. The proposed amendment removes the requirement that 80% of BCCLC's students in grades 3-5 show one year of growth on an annual basis.

The proposed MSES amendments do not meet the PCSC's requirements for new petitions, which must include MSES comparing the public charter school's results to district and state results. Additionally, the submission contains a significant number of typographical errors that poorly represent the quality of education offered by the school.

IMPACT

No action is required of the PCSC in response to corrective action plans or updates thereto.

Pursuant to I.C. 33-5209(3) and IDAPA 08.02.04.301.04, the public charter school must “comply with the terms and conditions of the corrective action plan and...cure the defect at issue within a reasonable time...” If the public charter school fails to comply with the plan and cure the defect, “the authorized chartering entity may provide notice to the public charter school of its intent to revoke the charter.”

The PCSC may, at its discretion, formally acknowledge the lifting of a notice of defect in the event the PCSC believes the school has cured such defect.

If the PCSC determines that the school has failed to cure an identified defect within a reasonable period of time, the PCSC may issue a notice of intent to revoke the charter.

If the PCSC approves any or all of the proposed charter amendments, the school will begin operating under the amended charter. If the PCSC denies the proposed charter amendments, the school could appeal this decision to the State Board of Education, or could decide not to proceed any further.

STAFF COMMENTS AND RECOMMENDATIONS

Staff is concerned that BCCLC’s lack of proactive communication, in addition to extremely inaccurate past budgetary projections, cast doubt on the reliability of the budgets submitted for this meeting. Therefore, staff recommends that the PCSC require monthly fiscal updates and submission of a five-year budget.

Staff recommends that the PCSC consider whether a school whose fiscal status is questionable, whose ISAT results are poorer than district and state results in most grades and subject areas, whose MSES have not been met for two years, whose facility is already inadequate, and whose history of non-compliance includes notification of four defects over the past year, is a good candidate for expansion that would more than double the school’s current enrollment.

Staff further recommends that the PCSC deny the proposed amendments to the school’s MSES, with the understanding that the amendment will be reconsidered when it meets the same requirements as those of new petitions before the PCSC, which must include comparisons to district and state results.

Finally, staff recommends approval of the proposed charter amendment related to the mission statement.

February 9, 2012

COMMISSION ACTION

A motion to deny Blackfoot Charter Community Learning Center's proposed charter amendments related to the mission statement, enrollment increases and/or measurable student education standards.

OR

A motion to approve Blackfoot Charter Community Learning Center's proposed charter amendments related to the mission statement, enrollment increases and/or measurable student education standards.

Moved by _____ Seconded by _____ Carried Yes _____ No _____

February 9, 2012



IDAHO PUBLIC CHARTER SCHOOL COMMISSION

650 W. State Street • P.O. Box 83720 • Boise, ID 83720-0037
208/334-2270 • FAX: 208/334-2632
e-mail: charter@osbe.idaho.gov

December 23, 2011

Blackfoot Charter Community Learning Center
Board of Directors
2801 Hunters Loop
Blackfoot, ID 83221

Dear BCCLC Board of Directors:

As you are aware, Idaho Code § 33-5209 requires the authorized chartering entity of a public charter school to provide written notice of defect to any school which it has reason to believe has committed a defect. The letter is to serve as written notice of defect to Blackfoot Charter Community Learning Center on the following grounds:

1. Failure to demonstrate fiscal soundness as defined by I.C. 33-5209(2)(d).
2. Material violation of a condition, standard or procedure set forth in the approved charter, specifically, Tab 2 "Enrollment Cap" with regard to both class sizes and growth rate.

In accordance with IDAPA 08.02.04.301.03, please submit to the PCSC office by January 23, 2012, a corrective action plan detailing the means by which these defects will be cured.

Sincerely,

A handwritten signature in cursive script, appearing to read "T. Baysinger".

Tamara L. Baysinger
Public Charter School Commission Director

Cc: Michelle Clement Taylor, School Choice Specialist, State Department of Education
Fred Ball, Administrator, BCCLC

February 9, 2012

Blackfoot Charter Community Learning Center
Corrective Action Plan
January 19, 2012

Defect #1 Failure to demonstrate fiscal soundness as defined by I.C. 33-5209(2)(d).

This code states the following:

(d) Failed to demonstrate fiscal soundness. In order to be fiscally sound, the public charter school must be:

- (i) Fiscally stable on a short-term basis, that is, able to service all upcoming obligations; and
- (ii) Fiscally sustainable as a going concern, that is, able to reasonably demonstrate its ability to service any debt and meet its financial obligations for the next fiscal year;

During FY11, BCCLC recognized that in order to continue to grow and meet the demand for charter education in this area, the school would be required to plan well into the future. With this in mind, the Board developed a 10 year strategic growth plan. As this plan evolved, it became evident that new construction would be essential. Given this, the board made decisions to purchase 1) a new school bus and 2) purchase approximately 4 acres of land. These decisions were not lightly considered. It was recognized that the FY12 budget would need to be scaled back in order for the school to remain fiscally sound. The following action plan was developed and implemented at that time.

1. The FY12 budget was carefully developed to ensure all fiscal obligations could be met.
2. Major reductions would be implemented in the following areas:
 - Media center expenses
 - Field trips and other transportation expenses
 - New software purchases
 - New equipment purchases
 - Teacher and administrative travel and purchased services
 - Employee medical benefits
3. Mr. Elzo White, retired Superintendent from Snake River School District #52, along with the Board of Directors would review monthly expenses to ensure fiscal soundness.
4. The budget will provide a reserve balance at the end of the fiscal year
5. A part time grant writer would be employed to help the school find and secure additional funding sources.
6. A backup plan in case of emergency would be developed and include:
 - Additional areas, including personnel expenses where cuts could be made
 - Options for increased revenue, include bank assistance

February 9, 2012

7. Development of an FY13 budget that would continue to meet all expenses and continue to build the reserve balance

Progress in meeting this plan:

1. A balanced FY12 Budget was developed and is being carefully followed
2. This budget included reductions in all areas listed. All paraeducators were moved to part time status. Medical benefit expenses were reduced for all employees.
3. In addition to monthly budget reviews, Mr. White has met with Mr. Ball periodically
4. The FY12 budget provides for an estimated \$48,000 reserve
5. A part time grant writer has been hired. Currently BCCLC has received over \$22,000 from her efforts.
6. In case of emergency, BCCLC has a plan to eliminate certain classified positions; also a mortgage loan for the land already purchased is available, if needed from Bank of Idaho
7. The FY13 projected budget has been developed and will continue to ensure fiscal soundness. A copy of this was submitted in the Budget Template.

As of January 1, 2012 the fiscal year is 50% completed. BCCLC is on track, having expended 49% of its budget at this point.

Defect #2 Material violation of a condition, standard or procedure set forth in the approved charter, specifically Tab 2 "Enrollment Cap" with regards to both class sizes and growth rate.

BCCLC has developed proposed revisions to its charter that address the class size and growth rate concerns. These were not finalized in time to meet the 30 day submission requirement; hence they were not included in the school's Annual Report. All charter amendments have gone to the SDE for a sufficiency review. However, based on Ms. Keelie Campbell's Oct. 25, 2011 email indicating that amendments dealing with enrollment do not need the SDE sufficiency review, BCCLC proposes the following amendments to Tab 2 of its charter:

Effects of Enrollment Growth

~~At the beginning of the 2009-2010 school year, BCCLC's waiting list included nearly 150 students. For 2011-2012 2010-11, the school will add two modular classrooms and increase its enrollment by approximately 40 students for 2010-2011. Another modular unit and 20 students will be added in 2011-2012. This pattern of adding 20- approximately 40 students each year will be followed for an addition eight year period. Current facilities provide sufficient space for 6 modular classrooms, and approximately 120 additional students. By the end of the 2012-2013 school year, new construction will be necessary.~~

Enrollment Cap

BCCLC's enrollment cap is ~~300~~ **600**. Current enrollment is 220 students. The school's ~~plan is to grow to 300, with~~ will have a cap of ~~50~~ **100** students per grade level, and no more than 25 students per classroom. ~~The school will endeavor to maintain small class sizes.~~ The school's strategic plan for growth will be a gradual process, adding ~~one~~ **two** new class per year.

Strategic Growth Plan

In order to manage growth and ensure an unbiased student selection process, BCCLC's strategic growth model is designed to build from the bottom up. That is, new classes will be added at the kindergarten level and expansion above that will occur as these students move each year. By following this model, there will never be a time when large numbers of students enters the school at a grade beyond kindergarten. The number of openings in grades above kindergarten will primarily be determined by non-returning individuals.

Because classes at BCCLC are multi-age, at the end of each school year students are assigned to their next year's classroom based on the best placement to meet their individual needs. Each classroom generally follow a grade-level curriculum, but individual differentiation is key to meeting each student's needs. To illustrate, a classroom may have second, third, and fourth grade students with a curriculum that is predominantly fourth grade. Placement in that classroom is not based on age; nonetheless, when openings occur for new students, these would be filled from the fourth grade lottery list.

By adopting this growth model, BCCLC recognizes that for a number of years grade level numbers will be uneven and skewed toward the lower end, but over time these will balance out.

February 9, 2012

From: Fred Ball [fball@bcclc.com]
Sent: Monday, January 23, 2012 3:15 PM
To: Keelie Campbell
Cc: Elzo White; Emily Hansen; J heintzelman; Kendall Murdock; Stacey Lilya
Subject: RE: BCCLC CAP and charter amendments

Keelie,

The following chart will answer your questions regarding specific areas of the budget that were targeted for reductions this year:

BCCLC reductions for FY 12

	FY 11 expense	FY12 allocation	estimated savings
Media Center	\$350.00	\$90.00	\$250.00
field trips, extra transportation	\$4,758.36	\$1,200.00	\$3,558.36
software purchases	\$12,645.30	\$0.00	\$12,645.30
new equipment purchases	\$6,439.40	\$0.00	\$6,439.40
travel/purchased services	\$99,094.32	\$28,880.00	\$70,214.32
medical benefits	\$178,345.66	\$129,045.66	\$49,300.00
total reductions:			\$142,407.38

FY12 Grants:

15,200 First Books. Must be used for purchase of books

2,000 Shutterfly grant. Can be used for any purpose

8,300 Small Rural Achievement Program (REAP) Grant Can be used for any purpose

Possible additional areas where cuts can be made:

Eliminate 2 kindergarten aide positions, 1 first grade aide position, 1 second grade aide position, 1 part-time librarian position.

We have discussed with our bank (Bank of Idaho) the possibility of securing a loan against the land we purchased. We have not formally completed a loan packet, but the land has been appraised and the bank has verbally indicated that based upon that appraisal they would be willing to loan \$45,720. We do not intend to complete this loan unless we are absolutely forced to do so. At this point it is a worst case scenario option.

Savings BCCLC recouped by moving Paraeducators to part-time: \$32,500 (\$325 per month for 10 employees for 10 months).

Medical benefit savings by reducing benefits to full-time employees (\$50/month = savings of \$1,400 per month times 12 months = \$16,800)

All aspects of this plan were implemented at the beginning of FY12. As of January 1, 2012, the fiscal year is 50% completed. BCCLC's budget is on track, having expended 49% of its budget at that point.

Fred

From: Keelie Campbell [mailto:Keelie.Campbell@osbe.idaho.gov]
Sent: Friday, January 20, 2012 2:30 PM
To: Fred Ball
Subject: RE: BCCLC CAP and charter amendments

February 9, 2012

Fred,

In reviewing your corrective action plan, more information is needed:

- Please outline all mentioned reductions in detail including each category with before and after figures and the total savings.
- What grants have been received and what are the funds from them tied to?
- What are the additional areas where cuts can be made?
- How is the bank assisting with increased revenue?
- Para educator before and after figures and total savings by moving them to part time
- Medical benefit before and after and total savings from reduction of benefits
- Which classified positions are part of the emergency plan cuts?
- Please provide bank documentation regarding the mortgage loan for land already purchased
- Please include a timeline for all items on the corrective action plan

Thank you for your cooperation in providing the requested materials in a timely manner. Please submit all requested information by Wednesday January 25.

Keelie Campbell
Idaho State Board of Education
Charter School Program Manager
208-332-1585

From: Fred Ball [<mailto:fball@bcclc.com>]
Sent: Friday, January 20, 2012 12:23 PM
To: Keelie Campbell
Cc: Elzo White; Emily Hansen; J heintzelman; Kendall Murdock; Stacey Lilya
Subject: BCCLC CAP and charter amendments

Keelie,

Attached is BCCLC's CAP. As the board was finishing work on this at their meeting last night, it was discovered that I had sent you the wrong version of our proposed charter amendments. Specifically, the version you have contains an error (incorrect paragraph) listed under the "Enrollment Cap" section, and did not include Appendix H. I have attached the correct version, but if it is too late for submission, we will need to reschedule for the April meeting and present there. I should note that the version presented to the SDE for their sufficiency Review was the correct version as attached here. Sorry for the error.

Thanks,

Fred

Blackfoot Charter Community Learning Center Dec. 31, 2011	Proposed (Board Approved Budget for Fiscal Year)	Actual (Through Most Recent Month End)	Projected (Anticipated Year-End Numbers)	Percentage Used (Actual / Proposed)	Notes	State Comparison (Anticipated Year End Numbers) <i>This column for state use only.</i>	Difference Between State and School's Projected
REVENUE					Based on 220 confirmed enrollment as of August 21,201C		
Salary Apportionment	\$459,860.00	\$317,343.40	\$459,860.00	69.01%	from SBA formula		
Benefit Apportionment	\$82,959.00	\$56,764.77	\$82,959.00	68.43%	from SBA formula		
Entitlement	\$196,260.00	\$133,354.81	\$196,260.00	67.95%	based on 10 units as calculated by SDE Support Unit Claculation formul		
State Transportation	\$33,200.00	\$23,661.00	\$33,200.00	71.27%			
Lottery	\$7,500.00	\$8,041.00	\$7,500.00	107.21%			
Other State Funds (Specify)	\$22,800.00	\$13,890.00	\$22,800.00	60.92%	includes remediation funds.		
Special Ed - Regular	\$29,018.00		\$29,018.00	0.00%			
Special Ed - ARRA	\$0.00		\$0.00	#DIV/0!			
Title I	\$18,097.00		\$18,097.00	0.00%	approval pending		
Federal Title I Funds : ARRA	\$0.00		\$0.00	#DIV/0!			
Medicaid Reimbursement	\$0.00		\$0.00	#DIV/0!			
Title IIA	\$0.00		\$0.00	#DIV/0!			
Local Revenue (Specify)	\$2,120.00	\$543.75	\$2,120.00	25.65%			
Federal Startup Grant				#DIV/0!			
Other Grants (Specify)				#DIV/0!			
Fundraising				#DIV/0!			
Interest Earned	\$120.00	\$36.48	\$120.00	30.40%	From bank accounts		
Other (Specify)				#DIV/0!			
Other (Specify)				#DIV/0!			
TOTAL REVENUE	\$851,934.00	\$553,635.21	\$851,934.00	64.99%			\$0.00
EXPENDITURES							
100 Salaries							
Teachers	\$289,962.00	\$144,880.62	\$289,962.00	49.97%	includes IT/networking consultant		
Special Education	\$31,500.00	\$15,784.65	\$31,500.00	50.11%	1.0 FTE		
Instructional Aides	\$46,300.00	\$23,256.49	\$46,300.00	50.23%	5.25 FTE		
Classified/Office	\$12,210.00	\$5,764.48	\$12,210.00	47.21%	.80 FTE		
Administration	\$63,650.00	\$31,650.96	\$63,650.00	49.73%	1.0 FTE		
Maintenance	\$21,500.00	\$8,702.33	\$21,500.00	40.48%	custodial position		
Other (Specify)	\$12,500.00	\$7,997.84	\$12,500.00	63.98%	bus drivers		
Other (Specify)	\$3,500.00		\$3,500.00	0.00%	new ramp for modualr classroom		
Total Salaries	\$481,122.00	\$238,037.37	\$481,122.00	49.48%			
200 Employee Benefits							
PERSI/FICA/Benefits	\$57,500.00	\$27,536.75	\$57,500.00	47.89%	PERSI		
Other (Specify)	\$67,500.00	\$32,284.32	\$67,500.00	47.83%	health insurance benefits		
Total Benefits	\$125,000.00	\$59,821.07	\$125,000.00	47.86%			
300 Purchased Services							
Management Services				#DIV/0!			
Staff Dev/Title IIA	\$0.00		\$0.00	#DIV/0!	costs included in teacher contracts		
Legal Pub/Advertising	\$230.00		\$230.00	0.00%			
Legal Services	\$0.00		\$0.00	#DIV/0!			
Special Education	\$4,750.00	\$2,470.47	\$4,750.00	52.01%	Speech and Occupational therepy		
Liability & Property Ins	\$7,500.00	\$3,232.38	\$7,500.00	43.10%			
Substitute Teachers	\$3,300.00	\$2,086.00	\$3,300.00	63.21%			
Board Expenses	\$500.00		\$500.00	0.00%			
Computer Services	\$0.00		\$0.00	#DIV/0!	IT consultant/network admin expenses		
Transportation	\$2,400.00	\$1,546.58	\$2,400.00	64.44%	bus driver training, tracher inservice expenses		
Travel	\$2,200.00	\$1,379.60	\$2,200.00	62.71%	estimated 3 trips to Boise, 2 to Twin Falls		
Other (Specify)	\$8,000.00	\$1,121.33	\$8,000.00	14.02%	building care and maintenance		
Other (Specify)	\$0.00		\$0.00	#DIV/0!			
Total Services	\$28,880.00	\$11,836.36	\$28,880.00	40.98%			\$0.00
Facilities							
Building Lease	\$0.00		\$0.00	#DIV/0!			

Land Lease	\$0.00		\$0.00	#DIV/0!		
Modular Lease	\$0.00		\$0.00	#DIV/0!		
Utilities, Phones, Lndscp	\$17,400.00	\$6,735.67	\$17,400.00	11.99%		
Site Preparation	\$0.00		\$0.00	#DIV/0!		
Other (Specify)				#DIV/0!		
Other (Specify)				#DIV/0!		
Total Facilities	\$17,400.00	\$6,735.67	\$17,400.00	38.71%		\$0.00
400 Supplies and Maintenance						
Textbooks	\$24,000.00	\$9,452.59	\$24,000.00	39.39%		
School Supplies	\$6,800.00	\$7,476.87	\$6,800.00	109.95%	instructional consumables and supplies	
Power School				#DIV/0!		
Custodial Supplies	\$8,200.00	\$7,436.51	\$8,200.00	90.69%	cleaning and maintenance supplies	
Other (Specify)	\$3,000.00	\$3,909.85	\$3,000.00	130.33%	pupil transportation supplies	
Other (Specify)				#DIV/0!		
Total Supplies	\$42,000.00	\$28,275.82	\$42,000.00	67.32%		\$0.00
500 Capital Objects						
Furniture				#DIV/0!		
Technical AV Equipment				#DIV/0!		
Other (Specify)	\$11,500.00	\$11,500.00	\$11,500.00	100.00%	purchase of 2 classroom modular unit	
Other (Specify)				#DIV/0!		
Other (Specify)				#DIV/0!		
Other (Specify)				#DIV/0!		
Total Capital Objects	\$11,500.00	\$11,500.00	\$11,500.00	100.00%		\$0.00
Debt Service						
Specify	\$73,586.00	\$27,952.14	\$73,586.00	37.99%	Bank of Idaho loan initiated in 2009	
Specify				#DIV/0!		
Specify				#DIV/0!		
Total Debt Service	\$73,586.00	\$27,952.14	\$73,586.00	37.99%		\$0.00
Grant Purchases						
Specify				#DIV/0!		
Specify				#DIV/0!		
Specify				#DIV/0!		
Specify				#DIV/0!		
Specify				#DIV/0!		
Total Grant Purchases	\$0.00	\$0.00	\$0.00	#DIV/0!		\$0.00
Reserve Fund				#DIV/0!		
Building Fund				#DIV/0!		
Total Expenses	\$779,488.00	\$384,158.43	\$779,488.00	49.28%		
Carryover from Previous FY	(\$24,281.00)	\$0.00	(\$24,281.00)	0.00%		\$0.00
Reserve/(Deficit)	\$48,165.00	\$169,476.78	\$48,165.00	351.87%		

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Blackfoot Charter Community Learning Center FY13	Proposed Budget	Notes	Difference from "Current Fiscal Year"	
REVENUE		based on enrollment of 225 students, 75 per grade		
Local Revenue	\$1,500.00		(\$620.00)	reflects projected from "current FY"
State Revenue				
Entitlement	\$215,886.00	16.4 units as calculated by SDE formula	\$215,885.32	reflects State actual from "current FY"
Wages				
Administration	\$56,313.00	Based on SDE formula for FY13		
Teachers	\$478,487.00	Based on SDE formula for FY13		
Classified	\$82,114.00	Based on SDE formula for FY13		reflects all salaries compared to State actual
Medicaid			\$616,913.31	from "current FY"
Benefit	\$96,478.00	Based on SDE formula for FY13	\$0.00	reflects projected from "current FY"
Transportation	\$34,200.00		\$34,199.29	reflects State actual from "current FY"
Federal Revenue				
Title I	\$22,500.00		#DIV/0!	reflects State actual from "current FY"
Special Ed	\$31,000.00		#DIV/0!	reflects State actual from "current FY"
Title II			#DIV/0!	reflects State actual from "current FY"
Startup Grant			#DIV/0!	reflects State actual from "current FY"
Other Sources (Specify)				
Other Sources (Specify)				
Other Sources (Specify)				
Total Revenue before holdback	\$1,018,478.00		#DIV/0!	
PROPOSED HOLDBACK		Holdbacks should be estimated at a minimum of 5% - 5.5% for FY 2011.		
Teacher Salaries				
Classified Salaries				
Admin Salaries				
Benefits				
Entitlement				
Transportation				
Total Holdback	\$0.00		\$0.00	there were no holdbacks last year
Total Revenue after holdback	\$1,018,478.00		\$1,018,477.35	reflects State actual from "current FY"
EXPENDITURES				
100 Salaries				
Teachers	\$351,820.00	13.5 FTE	61,858.00	reflects projected from "current FY"
Admin	\$63,650.00	1.0 FTE	0.00	reflects projected from "current FY"
Classified	\$61,300.00	6.25 FTE includes paraeducators and office personnel	49,090.00	reflects projected from "current FY"
Special education	\$31,500.00	1 FTE		
Other (Specify)	\$21,500.00	custodial		
Other (Specify)	\$14,500.00	bus drivers		
Total Salaries	\$544,270.00		110,948.00	
200 Benefits				
Benefit Dollars				
PERSI/Payroll taxes	\$61,500.00			
Other (Specify)	\$71,500.00			
Total Benefits	\$133,000.00		\$8,000.00	reflects projected from "current FY"
300 Purchased Services				
Transportation	\$480.00	new driver training	(\$1,920.00)	reflects projected from "current FY"
Special Education	\$4,400.00		(\$350.00)	reflects projected from "current FY"
Proctor costs				
Legal			\$0.00	reflects projected from "current FY"
Insurance	\$16,800.00		\$9,300.00	reflects projected from "current FY"
Copier Lease	\$2,600.00		\$2,600.00	
Printer Lease			\$0.00	
Facility Lease	\$0.00		\$0.00	reflects projected from "current FY"
Utilities	\$23,100.00		\$5,700.00	reflects projected from "current FY"
Professional Development			\$0.00	reflects projected from "current FY"
Technology	\$9,800.00		\$9,800.00	reflects projected from "current FY"

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UPCOMING FISCAL YEAR BUDGET COMPARISON

Management Services			\$0.00	reflects projected from "current FY"
Legal Publications/Advertising	\$1,200.00		\$970.00	reflects projected from "current FY"
Substitute Teachers	\$3,600.00		(\$6,900.00)	reflects projected from "current FY"
Board Expenses	\$600.00		\$100.00	reflects projected from "current FY"
Other (Specify)				
Other (Specify)				
Total Purchased Services	\$62,580.00		\$19,300.00	
Supplies & Materials				
Teacher/Classroom	\$22,000.00		\$15,200.00	reflects projected from "current FY"
Office	\$2,200.00		\$2,200.00	Not in 2010 budget.
Janitorial	\$1,500.00		(\$6,700.00)	reflects projected from "current FY"
Textbooks	\$3,300.00		(\$20,700.00)	reflects projected from "current FY"
Other (Specify)	\$3,600.00	bus and transportation supplies		
Other (Specify)				
Total Supplies & Materials	\$32,600.00		(\$10,000.00)	
Grant Expenditures				
Specify				
Specify				
Specify				
Total Grant Expenditures	\$0.00			
Capital Outlay			\$0.00	
Total Capital Outlay	\$0.00		\$0.00	
Debt Retirement			\$0.00	
Total Debt Retirement	\$96,000.00		\$0.00	
Insurance & Judgements			\$0.00	
Total Insurance & Judgements	\$0.00		\$0.00	
Transfers			\$0.00	
Total Transfers	\$0.00		\$0.00	
Contingency Reserve	\$0.00			
Building Fund	\$100,000.00			
Total Expenditures	\$968,450.00		\$128,248.00	
Carryover from Previous FY	\$48,165.00	Reflects projected reserve/(deficit) from "current year" worksheet		
Reserve/(Deficit)	\$98,193.00			

February 9, 2012



Blackfoot Charter Community Learning Center
2801 Hunters Loop
Blackfoot, ID 83221
208-782-0744
Fax 208-782-1330

January 24, 2012

Idaho Public Charter School Commission
650 West State St Room 307
Boise, ID 83702

Dear Commission:

Blackfoot Charter Community Learning Center wishes to submit four amendments to its existing charter. The first of these deals with its mission statement. As the school has matured and academic programs have been refined, stakeholders have carefully and thoughtfully considered the need for a more definitive statement of the school's mission. This amendment is the product of those efforts.

The second amendment is a rewrite of Tab 2, dealing with the effects of enrollment growth. BCCLC wished to do all it can to meet the demands for added school choice in this area, but at the same time, ensure that growth is gradual and controlled. This amendment seeks to revise the enrollment cap to 600 and also adds a section entitled "Strategic Growth Plan" that helps to define how the school can manage growth and ensure an unbiased student selection process in a multi-age classroom environment.

The third proposed amendment modifies BCCLC's Measurable Student Educational Standards by eliminating the Direct Math Assessment, eliminating the Direct Writing Assessment, aligning IRI achievement standards with state targets, and aligning ISAT standards with AYP Proficiency Targets.

The final amendment is the addition of Appendix H, which contains a chart outlining enrollment growth through the 2018-2019 school year.

Thank you.

Dr. J. Fred Ball
Director
Blackfoot Charter Community Learning Center

Signatures of Qualified Electors

See Appendix A.

Mission Statement

~~The mission of the Blackfoot Charter Community Learning Center is to provide students ages five through twelve, grade levels kindergarten through sixth, a student centered environment designed to improve the way information is perceived and processed. We enhance learning skills and academic building blocks that foster high achievement in academic and behavioral standards, which encourages self motivation and lifelong learning.~~

The mission of the Blackfoot Charter Community Learning Center is to know each student well enough to challenge and meet their individual academic and developmental needs. This is accomplished through a goal-driven environment that includes multi-grade classrooms, small groups, interactive technology, and brain based learning. These are supported by a high level of teacher collaboration and professional development.

Vision Statement

The vision of Blackfoot Charter Community Learning Center is to create a school that incorporates the very best instructional techniques supported by brain-based learning research. All learning activities will focus on the individual needs of each student. Our goal is to create a school where learning is fun, challenging, and meaningful to each individual. Students will gain a strong sense of self-worth and a respect for others as they receive a solid academic foundation. The academic program at BCCLC will prepare them to become active listeners, critical readers, proficient writers and competent problem solvers.

**TAB 2
PROPOSED OPERATION AND POTENTIAL EFFECTS
FOR THE PUBLIC CHARTER SCHOOL**

Facilities

In 2005, Blackfoot Charter Community Learning Center moved into its newly constructed building at 2801 Hunters Loop, Blackfoot, Idaho. This 8,300 square foot facility includes eight classrooms, 6 offices, a media center, a commons/cafeteria area, restrooms, a faculty workroom, a large, fenced playground and a paved parking lot. There is room to expand through constructing additional classrooms or even adding portable classrooms on site.

Primary Attendance Area

The primary attendance area is the Blackfoot School District; however, students from other areas may be enrolled as per Idaho Code Section 33-5205(3) (j).

Effects of Enrollment Growth

~~At the beginning of the 2009-2010 school year, BCCLC's waiting list included nearly 150 students. For 2011-2012 2010-11, the school will add two modular classrooms and increase its enrollment by approximately 40 students for 2010-2011. Another modular unit and 20 students will be added in 2011-2012. This pattern of adding 20- approximately 40 students each year will be followed for an addition eight year period. Current facilities provide sufficient space for 6 modular classrooms, and approximately 120 additional students. By the end of the 2012-2013 school year, new construction will be necessary.~~

Based on actual student addresses from the current waiting list, it is anticipated that approximately 50% of BCCLC new growth would come from surrounding school districts, not Blackfoot. There is no elementary charter school option available in the Snake River, Firth, or Shelley School Districts. Many parents from these areas have placed their students on the BCCLC waiting list, even though little chance exists for them to be enrolled.

Enrollment Cap

BCCLC's enrollment cap is ~~300~~ **600**. Current enrollment is 220 students. The school's ~~plan is to grow to 300, with~~ will have a cap of ~~50~~ **100** students per grade level, and no more than 25 students per classroom. ~~The school will endeavor to maintain small class sizes.~~ The school's strategic plan for growth will be a gradual process, adding ~~one~~ **two** new class per year.

Strategic Growth Plan

In order to manage growth and ensure an unbiased student selection process, BCCLC's strategic growth model is designed to build from the bottom up. That is, new classes will be added at the kindergarten level and expansion above that will occur as these students move each year. By following this model, there will never be a time when large numbers of

students enters the school at a grade beyond kindergarten. The number of openings in grades above kindergarten will primarily be determined by non-returning individuals.

Because classes at BCCLC are multi-age, at the end of each school year students are assigned to their next year's classroom based on the best placement to meet their individual needs. Each classroom generally follow a grade-level curriculum, but individual differentiation is key to meeting each student's needs. To illustrate, a classroom may have second, third, and fourth grade students with a curriculum that is predominantly fourth grade. Placement in that classroom is not based on age; nonetheless, when openings occur for new students, these would be filled from the fourth grade lottery list.

By adopting this growth model, BCCLC recognizes that for a number of years grade level numbers will be uneven and skewed toward the lower end, but over time these will balance out. Appendix H contains a chart detailing BCCLC Projected Enrollment Growth through FY20.

Administrative Services

Administrative services are provided by the school Director, with support from the Board of Directors. A full-time secretary handles paperwork and required reporting, and a part-time business manager takes care of the school's fiscal affairs. The Director coordinates with the Charter School Board of Directors, and determines the day-to-day operations of BCCLC.

An independent financial audit is performed each year by an independent, non-affiliated auditor. (not affiliated with BCCLC). Annual programmatic operations and financial reports are prepared and presented to the Board of Directors and Charter Commission as required.

The Director also serves as the liaison between the Board of Directors, the Idaho Charter School Commission (when appropriate) and parents. Funding sources will include state allocation per pupil, federal grants, private grants, business partnerships, and donations. The BCCLC board is ultimately responsible to the Commission and at least one member will be present (in person or via teleconference) at every Commission meeting for which BCCLC is on the agenda.

Potential Civil Liability and Insurance Coverage

BCCLC insures its interests against damage and for liability exposures. Liability and property insurance coverage is similar to the coverage purchased by other charter schools and districts. Proof of insurance will be given to the Public Charter School Commission each time it is renewed. The school will maintain policies of general liability insurance and insure all assets as required by the State. The Idaho State Board of Education and the Idaho Public Charter School Commission shall have no liability for the acts, omissions, debts, or other obligations of this charter school, except as may be provided in an agreement or contract between the state and Blackfoot Charter Community Learning Center.

TAB 4

MEASURABLE STUDENT EDUCATIONAL STANDARDS

Measurable Student Educational Standards

BCCLC will accomplish the following goals:

1. In the core subject areas of Math, Reading, Language Arts, and Science 80% of students will earn a grade of satisfactory or above as calculated by classroom assessments and recorded on quarterly and semester report cards.
2. ~~90% of students in grades K-3 will~~ meet or exceed state targets demonstrate reading competency by scoring proficient on the end of year (spring) Idaho Reading Indicator (IRI).
3. On the Idaho Standard Achievement Test (ISAT) ~~85% of students in grades 3-5 will score proficient or above~~ meet or exceed state performance assessments and AYP standards as defined in the following Idaho AYP Proficiency Targets:

AYP Proficiency Targets			
	2011-2012	2012-2013	2013-2014
Reading	90.4%	90.4%	90.4%
Mathematics	88.7%	88.7%	88.7%
Language Usage	83.4%	83.4%	83.4%

- ~~4. 85% of students in grades 5 will achieve a score of satisfactory or above on the Direct Writing Assessment (DWA).~~
- ~~5. 85% of students in grades 4 will achieve a score of satisfactory or above on the Direct Math Assessment (DMA).~~
- ~~6. 80% of students in grades 3-5 will show at least one year's growth on the ISAT.~~

Methods for Measuring Student Progress

To ensure a consistent and comprehensive evaluation procedure, assessment rubrics have been developed for each of these standards. These include specific and objective evaluation criteria. Teachers have been included in the development of these rubrics in order to provide for their input, ownership, and buy-in.

~~The goal for every teacher at BCCLC is to challenge each student to maximize his or her academic growth. The school's overall academic goal is to accomplish the above standards by the end of the 2012-2013 school year.~~

Method for measuring student progress will include, but not be limited to:

Standard 1:

- Classroom work that demonstrates utilization, integration, and application of acquired information.
- Completion of homework, research, and other assignments as designated by the classroom teacher.
- Demonstration of mastery learning or subject competency through classroom assessments such as quizzes, test, or other measures determined by the teacher.
- Assessment rubrics used for projects, individualized assignments, and other portfolio-type assignments.
- Individual and group scores as calculated on the ISAT and IRI.
- IELA assessment results
- ~~The BCCLC goal is for eighty five percent (85%) of students to improve their personal scores from the previous test, on each of the standardized assessments.~~

The following criteria will also be considered in measuring students' daily and classroom progress:

Communication Skills

Students will communicate with clarity, purpose, and an understanding of audience using a variety of communication forms and skills. Students will develop their talents in music, visual arts, and/or performing arts. Students will develop oral and written skills in a non-native language.

Thinking and Reasoning Skills

Students will utilize, evaluate, and refine the use of multiple strategies to solve a variety of problems.

Social Responsibility and Skills

Students will deal with disagreement and conflict caused by diversity of opinions and beliefs. Students will evaluate and manage their behavior as group members. Students will participate in community service that reflects responsible citizenship in a democratic society.

Expanding and Integrating Knowledge

Students will acquire, and integrate, knowledge and experiences from different subject areas. Students will gather and use subject-area information effectively in order to gain new information, knowledge, classify and organize information, support inferences, and justify conclusions appropriate to the context and audience.

Personal Responsibility

Students will have positive attitudes and perceptions about creating quality work, striving for excellence, and interpersonal skills.

Provisions by Which Students Receive Standardized Testing

Under the direction of the School Test Coordinator, the following standardized tests are conducted in strict accordance with and at the specified intervals mandated by the State of Idaho:

- Idaho Standards Achievement Test– Grades 3-,4,5
- ~~Direct Writing Assessment (State) – Grades 5~~
- ~~Direct Math Assessment (State) – Grades 4~~
- Idaho Reading Indicator – Grades K-3

Additionally, any and all other assessments required in Idaho, now or in the future, will be administered in accordance with state mandates and policies.

Accreditation

BCCLC will complete any accreditation required in IDAPA 08.02.02.140, or other state mandates. In addition, the school will also complete full programmatic audits and self-assessments.

The school has developed a five year strategic plan focused on the improvement of student performance. The strategic plan is monitored by a review team established by the school's administration and Board of Directors. This team is empowered to recommend revision of goals as necessary, and provide regular reports on implementation of the plan to the Board of Directors.

Throughout the strategic planning process, BCCLC complies with all provisions of NCLB. In the event that concerns regarding NCLB standards should arise, steps will be taken by the Director and the Board to identify and target school and individual needs. A comprehensive plan of improvement has been developed and implemented as required by NCLB. This plan is included in the BCCLC Continuous Improvement Plan located on the Idaho Department of Education Website.

Copies of all annual reports including programmatic audit reports, financial audits, school reports cards, testing results, and all other federal, state and local reports are given to the accrediting agency, state officials, and federal agencies. Parents and the public in general are provided with report information, where appropriate or required.

Improvement Planning

BCCLC has developed a Continuous School Improvement Plan based on its strategic plan, and focused on the improvement of student performance. This plan focuses on improving school and staff capacity (structure/resource allocation/teacher skill sets) to increase student achievement. All student and teacher standards meet state-approved standards adopted by the State Board of Education.

The Board of Directors of Blackfoot Charter Community Learning Center provides consultation to the Director regarding ongoing plans for the school. The PAC (Parent Activities Committee) also works with the Board of Directors on school improvement. BCCLC is committed to a school where student success is our top priority.

School officials have examined the current processes, and developed a detailed performance improvement plan to address each process deemed important to achieve increased student learning. Specific information is contained in the Continuous Improvement Plan (CIP).

Progress in Meeting Standards

For the past two years, BCCLC has successfully met Measurable Student Educational Standards 1, 4, 5, and 6 3. The school has not met Standard #2, "~~90% of students in grades K-3 will demonstrate reading competency by scoring proficient on the end of year (Spring) Idaho Reading Indicator (IRI), or Standard #3, "85% of third-fifth graders will score proficient or above on the Idaho Standard Achievement Test (ISAT)." In three of the four grade levels, Also, BCCLC has not achieved AYP for the past three two years. in reading. A careful analysis of disaggregated test data indicates that a very small number of students with extreme learning disabilities account for these results. Appendix G contains school-wide test results for the past several years.~~ met Idaho IRI Targets for the past two years.

February 9, 2012

APPENDIX H

**BCCLC PROJECTED ENROLLMENT GROWTH
2011-2012 THROUGH 2019-2020**

BCCLC projected enrollment								
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
grade	enrolled	enrolled	enrolled	enrolled	enrolled	enrolled	enrolled	enrolled
K	66	66	86	86	86	86	86	86
1	45	66	66	86	86	86	86	86
2	40	45	66	66	86	86	86	86
3	23	40	45	66	66	86	86	86
4	28	23	40	45	66	66	86	86
5	20	28	23	40	45	66	66	86
Total:	222	268	326	389	435	476	496	516
*Two new teachers/classrooms will be added each year.								

February 9, 2012

BCCLC enrollment and budget projections Based on rejection of new Enrollment Cap Amendment

1/31/2012

	Year 1 (FY 12)			Year 2 (FY 13)			Year 3 (FY 14)			NOTES: School notes in plain text. <i>PCSC Staff notes in italics.</i>
	Number	Rate	Amount	Number	Rate	Amount	Number	Rate	Amount	
Number of Students K	64		\$0.00	50		\$0.00	50		\$0.00	
Number of Students 1-3	101		\$0.00	129		\$0.00	129		\$0.00	
Number of Students 4-6	42		\$0.00	59		\$0.00	59		\$0.00	
Number of Students 7-12			\$0.00			\$0.00			\$0.00	
Exceptional	13			16			16			
Total Number of Students / units	220	9.9		254	10.6		254	10.6		number of support units as calculated by state formula
Revenues:										
State Apportionment			\$542,819			\$583,364			\$583,364	actual number calculated from current formula
State Transportation		80%	33,200		80%	37,200		80%	37,200	estimate based on current state allocation
Nutrition Program			0			0			0	
Federal Grants			66,761			68,448			68,448	estimated as a product of actual current allocations
Contributions/Donations			2,000			2,500			2,500	estimated as a projection of actual current revenue
State Revenue (IRI/LEP/Except/Voc)			10,894			11,450			11,450	estimated as a projection of current revenue
Entitlement			196,260			208,036			208,036	based on current funding of \$19,626 per unit
Insert Revenue Lines Here										
Total Revenues			\$851,934			\$910,998			\$910,998	
Expenses:										
<u>Salaries:</u>										
Teachers			\$289,962			\$341,462			\$341,462	
Special Ed			31,500			32,000			32,000	
Instructional Aides			46,300			50,230			50,230	
Classified/Office Staff			12,210			12,500			13,000	
Administration			63,650			63,650			63,650	
Nutritional Program			0			0			0	
Librarian			0			0			0	
Maintenance/Other			37,500			38,000			38,000	
Insert Salaries Lines Here										
Total Salaries			\$481,122			\$537,842			\$538,342	
<u>Benefits:</u>										
Retirement/PERSI			\$57,500			\$65,760			\$74,065	
Health/Life Insurance			67,500			77,200			86,945	
Payroll Taxes			0			0			0	
Workers Compensation			0			0			0	
Insert Benefits Lines Here										
Total Benefits			\$125,000			\$134,640			\$134,640	
<u>Operating Expenses:</u>										
Textbooks			\$24,000			\$25,000			\$27,000	
Supplies			\$6,800			\$7,000			\$7,100	
Equipment			\$0			\$6,400			\$6,400	
Contract Services			\$4,000			\$4,200			\$4,200	
Legal			\$0			\$0			\$0	
Accounting			\$4,200			\$4,300			\$4,400	
Advertising/Marketing			\$230			\$240			\$240	
Gas/Electric			\$15,300			\$16,500			\$16,500	
Telephone			\$2,100			\$2,200			\$2,200	
Liability & Property Insurance			\$7,500			\$7,500			\$7,500	
Testing & Assessment			\$500			\$550			\$600	
Staff Development			\$6,000			\$5,000			\$5,000	
Consulting			\$0			\$0			\$0	
Travel			\$2,200			\$3,200			\$3,500	
Postage			\$250			\$320			\$320	
Rents and Leases			\$0			\$0			\$0	
Debt Retirement			\$73,586			\$73,586			\$73,586	
Grounds & Maintenance			\$3,000			\$3,200			\$3,200	
Miscellaneous			\$8,200			\$8,200			\$8,200	
Insert OE Lines Here										
Total Operating Expenses			\$157,866			\$167,396			\$169,946	
<u>Program Expenses:</u>										
Transportation			\$0			\$0			\$0	All transportation expenses are included above
Nutrition Program			0			0			0	
Title I			4,000			4,100			4,200	paraeducator salaries listed above
Title VI-B			11,500			11,500			11,600	teacher & paraeducator salaries expenses listed above
Insert Program Expenses Lines Here										
Total Benefits			\$15,500			\$15,600			\$15,800	
Total Expenses			\$779,488			\$855,478			\$858,728	
Net Operating Income/(Loss)										
Beginning Fund Balance			-\$24,281			48,165			103,685	
Ending Fund Balance			\$48,165			\$103,685			\$155,955	

February 9, 2012

BCCLC enrollment and budget projections Based on approval of Enrollment Cap Amendment

1/31/2012

	Year 1 (FY 12)			Year 2 (FY 13)			Year 3 (FY 14)			NOTES: School notes in plain text. <i>PCSC Staff notes in italics.</i>
	Number	Rate	Amount	Number	Rate	Amount	Number	Rate	Amount	
Number of Students K	64		\$0.00	66		\$0.00	86		\$0.00	
Number of Students 1-3	111		\$0.00	141		\$0.00	177		\$0.00	
Number of Students 4-6	45		\$0.00	61		\$0.00	63		\$0.00	
Number of Students 7-12			\$0.00			\$0.00			\$0.00	
Exceptional	13			16			20			
Total Number of Students / units	220	9.9		268	11.8		326	14.2		number of support units as calculated by state formula
Revenues:										
State Apportionment			\$542,819			\$646,012			\$758,637	actual number calculated from current formula
State Transportation		80%	33,200		80%	47,200		80%	52,100	estimate based on current state allocation
Nutrition Program			0			0			0	
Federal Grants			66,761			81,448			98,806	estimated as a product of actual current allocations
Contributions/Donations			2,000			2,500			2,500	estimated as a projection of actual current revenue
State Revenue (IRI/LEP/Except/Voc)			10,894			12,450			15,540	estimated as a projection of current revenue
Entitlement			196,260			231,587			278,689	based on current funding of \$19,626 per unit
Insert Revenue Lines Here										
Total Revenues			\$851,934			\$1,021,197			\$1,206,272	
Expenses:										
<u>Salaries:</u>										
Teachers			\$289,962			\$353,962			\$417,844	
Special Ed			31,500			32,000			32,000	
Instructional Aides			46,300			50,230			55,600	
Classified/Office Staff			12,210			12,500			13,000	
Administration			63,650			63,650			63,650	
Nutritional Program			0			0			0	
Librarian			0			0			0	
Maintenance/Other			37,500			38,000			38,000	
Insert Salaries Lines Here										
Total Salaries			\$481,122			\$550,342			\$620,094	
<u>Benefits:</u>										
Retirement/PERSI			\$57,500			\$65,760			\$74,065	
Health/Life Insurance			67,500			77,200			86,945	
Payroll Taxes			0			0			0	
Workers Compensation			0			0			0	
Insert Benefits Lines Here										
Total Benefits			\$125,000			\$142,960			\$161,010	
<u>Operating Expenses:</u>										
Textbooks			\$24,000			\$36,000			\$27,000	
Supplies			\$6,800			\$7,000			\$7,100	
Equipment			\$0			\$6,400			\$6,400	
Contract Services			\$4,000			\$4,200			\$4,200	
Legal			\$0			\$0			\$0	
Accounting			\$4,200			\$4,300			\$4,400	
Advertising/Marketing			\$230			\$240			\$240	
Gas/Electric			\$15,300			\$16,500			\$16,500	
Telephone			\$2,100			\$2,200			\$2,200	
Liability & Property Insurance			\$7,500			\$7,500			\$7,500	
Testing & Assessment			\$500			\$550			\$600	
Staff Development			\$6,000			\$5,000			\$5,000	
Consulting			\$0			\$0			\$0	
Travel			\$2,200			\$3,200			\$3,500	
Postage			\$250			\$320			\$320	
Rents and Leases			\$0			\$0			\$0	
Debt Retirement			\$73,586			\$73,586			\$314,000	FY14 increase due to anticipated cost for new building or classrooms
Grounds & Maintenance			\$3,000			\$3,200			\$3,200	
Miscellaneous			\$8,200			\$8,200			\$8,200	
Insert OE Lines Here										
Total Operating Expenses			\$157,866			\$178,396			\$410,360	
<u>Program Expenses:</u>										
Transportation			\$0			\$0			\$0	All transportation expenses are included above
Nutrition Program			0			0			0	
Title I			4,000			4,100			4,200	paraeducator salaries listed above
Title VI-B			11,500			11,500			11,600	teacher & paraeducator salaries expenses listed above
Insert Program Expenses Lines Here										
Total Benefits			\$15,500			\$15,600			\$15,800	
Total Expenses			\$779,488			\$887,298			\$1,207,264	
Net Operating Income/(Loss)										
Beginning Fund Balance			-\$24,281			48,165			182,064	
Ending Fund Balance			\$48,165			\$182,064			\$181,072	