

APPENDIX A: 2014-15 CHARTER SCHOOL ANNUAL REPORT

PART 1: SCHOOL INFORMATION AND EXECUTIVE SUMMARY	
Name of Charter School:	Year School Opened:
Booker T. Washington Academy	2014
Street Address:	City/Zip Code:
246 Dixwell Avenue	New Haven, CT 06511
School Director:	School Director Contact Information:
John Taylor	john.taylor@btwanewhaven.org /203-691-6535
Grades Authorized to Serve in 2014-15:	Charter Term:
K-1	2014-2017
<p>1. Executive Summary: Provide a cover letter or executive summary highlighting school progress, performance, accomplishments, and major changes during the 2014-15 school year. Include a brief narrative on the school's unique model and student population.</p>	
<p>During school year 2014-2015, the Booker T. Washington Academy (BTWA) was in its first year as a start-up charter school committed to serving scholars primarily from the Dixwell and Newhallville communities of New Haven, Connecticut. We opened in September 2014 with 91 scholars. Our scholars received a rigorous and developmentally appropriate curriculum including activities that addressed the unique talents and backgrounds of each child in the areas of science, social studies, mathematics, language arts, technology, physical education, music and art.</p> <p>During school year 2014-2015, we had a number of organizational achievements including:</p> <ol style="list-style-type: none"> 1. Successful completion of the school year in good standing with the State Department of Education both academically and financially given the challenges associated with opening the school after the FUSE scandal. 2. Completion of the school year with a positive cash flow balance and funds in reserve after fundraising in excess of \$800,000 to overcome an initial \$650,000 budget shortfall. 3. Implementation of the instructional program as planned and seeing consistent improvement of instruction over the course of the year as a result of consistent feedback and support. 4. Consistent growth exhibited by scholars in both reading and mathematics at each grade level. 5. Successful implementation of extended learning opportunities for scholars, including before, afterschool, and summer program geared towards reducing the "summer slide." 6. Exceeding goal expectations for parents and scholar satisfaction as captured on the satisfaction survey for each. 7. Limited scholar attrition after the October 1st deadline, with less than 3 percent of scholars leaving the school for the remainder of the year. 8. Experienced zero staff attrition during the school year. 9. Provided consistent scholar instruction as a result of 96 percent average staff attendance rate. 10. Increased governance capacity by increasing Board of Director membership from 7 to 13, encompassing a broader cross-section of the school community and community at large, including a parent, teacher, and New Haven Public School Board representative. <p>As would be expected of any start-up program, we had a number of setbacks that had to be addressed going into the 2015-2016 school year. Some of the setbacks include:</p> <ol style="list-style-type: none"> 1. We had a significant number of discipline referrals and out-of-school suspensions. Major infractions referrals (dangerous or illegal behavior, or gross insubordination) averaged approximately 13 per month 	

and out of school suspensions averaged 2 per month over the course of the school year. Most of the scholars referred were male. Seven of the 91 scholars enrolled accounted for 90 percent of referrals and suspensions.

2. Excessive tardiness- an average of eleven percent of scholars were tardy daily. Most tardies were related to transportation issues.
3. Chronic absences- thirty percent of our scholars were chronically absent (missed at least 10 percent of the total school days) from school. Our overall average daily membership was 92.8 percent, falling short of our target of 95 percent for the year.
4. The majority of scholars entered grade 1 performing lower than expected in both reading and math, resulting in the need for a number of course corrections being implemented mid-year to accelerate growth. This resulted in a need to increase the amount of professional development opportunities that were focused on effective intervention strategies for teachers.
5. We had a few scholars enter the school functioning above their peers in reading and math. In 2015-2016, we will provide extended learning opportunities for scholars that demonstrate early mastery of the written curriculum. We will also embed enrichment activities into the curriculum map for each subject area.

PART 2: SCHOOL PERFORMANCE

2. **School Goals:** State the school’s mission statement. Provide the school’s mission-specific, measurable goals. Analyze school progress toward these goals, providing data as appropriate. Add/Remove rows, as necessary.

Mission Statement:

The Booker T. Washington Academy is committed to **providing a safe, nurturing and challenging learning environment with the aim of producing responsible and productive citizens prepared to successfully compete in the global marketplace.** The Booker T. Washington Academy has three overarching goals for its scholars:

Goal Statement:

Academic: To ensure that every one of our scholars has the capacity to read, write, think, discuss and problem solve and that these transferable skills be effectively utilized to achieve their college and career objectives.

Evidence of Progress toward Goal:

We measure literacy growth using the Developmental Reading Assessment (DRA2) and NWEA MAPs assessments. We measure numeracy growth by using the Early Numeracy Interview (ENI), and NWEA MAPs assessments. (See Student Achievement)

Citizenship: To embrace the ten character virtues that make up our Keys to Success: Responsibility, Perseverance, Respect, Kindness, Truth, Citizenship, Courage, Self-Discipline, Fairness, and True Friendship and to demonstrate their grasp in behavior and action.	The Booker T. Washington Academy uses a variety of non-academic data to measure student performance aligned to citizenship over the course of the school year. We track and compare student performance month to month in the areas of attendance, tardies, discipline referrals, and suspensions.
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Purpose: To adopt the philosophy of Booker T. Washington, specifically as it relates to the importance of hard work, value of a quality education, and commitment to giving back to the community.	The Booker T. Washington Academy uses scholar academic growth as a measure of whether our scholars are living up to the philosophy of Booker T. Washington and are “working hard to get smart.”
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3. **Student Achievement:** Provide data summarizing school performance and academic achievement. Using the blank space provided, include data evidencing student growth and progress toward closing achievement gaps, including an analysis of normed benchmark assessment data.

The Booker T. Washington Academy uses a variety of assessments to measure student performance over the course of the school year. We measure literacy growth using the Developmental Reading Assessment (DRA2) and NWEA MAPs assessments. We measure numeracy growth by using the Early Numeracy Interview (ENI), and NWEA MAPs assessments. Find below the student performance results for each assessment.

Literacy

Goal: For year 1, fifty percent of scholars in kindergarten and first grade will meet or exceed benchmark as determined by the DRA2. The kindergarten proficient/independent reading level expectation is 3. The first grade proficient/independent reading level expectation is 16.

DRA2	Fall	Spring % Proficient	Spring % Above Proficient	Goal	Variance	Growth
K	31%	65%	33%	50%	+15%	34%
1	26%	49%	41%	50%	-1%	23%

Goal: For year 1, 50 percent of kindergarten and first grade will be performing at benchmark as measured by NWEA MAPs.

NWEA MAPs Reading	Winter % at Benchmark	Spring % at Benchmark	Goal	Variance	Growth
K	27%	58%	50%	+8%	21%
1	26%	41%	50%	-9%	15%

Mathematics

Goal: For year 1, fifty percent of scholars in kindergarten and first grade will meet or exceed grade level benchmark as determined by the ENI.

ENI	Fall % at Benchmark	Spring % at Benchmark	Goal	Variance	Growth
K	19%	89%	50%	+39%	70%
1	13%	54%	50%	+4%	41%

Goal: For year 1, 50 percent of kindergarten and first grade will be performing at benchmark as measured by

NWEA MAPs.

NWEA MAPs Math	Winter % at Benchmark	Spring % at Benchmark	Goal	Variance	Growth
K	21%	52%	50%	+2%	31%
1	20%	26%	50%	-24%	4%

Academic Performance Narrative

Overall, the Booker T. Washington Academy kindergarten and first grade scholars performed dramatically better on the NWEA Assessment in the spring than they had in winter. The growth between the winter and spring was, in most cases, significant and reiterated to our scholars that the creed “Work Hard! Get Smart!” holds merit. In both reading and math, our kindergarten and first grade scholars exhibited consistent growth. BTWA’s winter national percentile average for kindergarten reading was at the thirty-second percentile. In the spring, BTWA’s kindergarten scholars were performing at the forty-eight percentile nationally. BTWA’s kindergarten average rate of growth was more than one-and-a-half times the expected rate of growth for kindergarten students. Similarly, our first grade scholars demonstrated significant growth in reading between the winter and spring testing windows. First grade scholars improved from the twenty-sixth percentile to the thirty-eighth percentile in reading in a few short months. The first grade average rate of growth was substantially more than one-and-a-half times the expected rate of growth for first graders.

BTWA Kindergarten scholars performed equivalently well on the NWEA/MAPs mathematics assessment. Like reading, our kindergarten scholars’ average rate of growth on the mathematics assessment was significantly more than one-and-a-half times the expected rate of growth for the grade level. BTWA’s math performance in the winter was at the twenty-fifth percentile when compared to the national average performance of students at the kindergarten grade level. In the spring, our kindergarten scholars were performing at the forty-first percentile, a substantial improvement in just 4 months.

BTWA’s first grade students also exhibited consistent growth on the math assessment. Our first graders moved from the thirteenth percentile (winter) to the twenty-fourth percentile (spring). This growth represented greater than one-and-a-half times the expected growth for students in grade one. Nonetheless, math remains a real area of concern for our rising second grade students given how far behind they were entering grade 1.

Non-Academic Performance

At the Booker T. Washington Academy, we measure the overall performance of the school by analyzing a number of qualitative and quantitative academic and non-academic data points. Non-Academic data points include: (a) student attendance rate, (b) staff attendance rate, (c) student tardies, (d) student discipline referrals comparisons month to month, (e) student out-of-school suspension comparisons month to month, (f) parent satisfaction survey, and (g) student satisfaction survey.

Data Point	Target	Performance	Variance
Student Attendance	95%	93%	-2%
Staff Attendance	95%	96%	+1%
Student Tardies	8%	11%	-3%
Discipline Referrals	13 Per month	13 per month	0
Out of School Suspensions	1 per month	2 per month	-1 per month
Parent Satisfaction	85%	94%	+9%
Student Satisfaction	80%	90%	+10%

Lessons Learned

There were a number of lessons learned from our first year of operation. Some of the biggest takeaways were:

1. In order to close the gap between where scholars are performing generally (especially in grade 2) and where they should be at the end of each school year, we are going to have to up the rigor and be very intentionally focused on increasing scholar access to appropriate levels of complex text, justifying their thinking, providing text-based answers, demonstrating deep understanding, and applying concepts to real-world problems. We need to continue to consistently get 1.5 times the average rate of growth in math and reading in order to catch our scholars up to their peers.
2. We need to provide additional training for teachers regarding the Common Core Learning Standards focused on developing lessons that incorporate complex text, support literacy across the curriculum and reflect expectations for math rigor.
3. We need to provide on-going professional development to teachers on classroom management and revisit current staffing model of support.
4. We need to clearly communicate expectations for student behavior and implement a system of rewards for appropriate behavior, while also intentionally focusing on being consistent at holding students responsible for behavior as outlined in the Student Code of Conduct.
5. We need to increase the amount of professional development opportunities that are focused on effective intervention strategies for teachers. And we need to monitor the consistency and effectiveness of teacher implementation of intervention strategies.
6. We need to implement instructional interventions for low performing scholars immediately. We are currently following SRBI timelines with fidelity, but may need to ramp up the interventions more aggressively, particularly when a scholar is showing zero progress as a result of the Tier 1 classroom intervention strategies.
7. We need to provide extended learning opportunities for scholars that demonstrate early mastery of the written curriculum. We also need to embed enrichment activities into the curriculum map for each subject area.

Performance Metric:	*2011-12:	*2012-13:	*2013-14:	2014-15:
Average daily attendance rate: See June 2015 PSIS Report for data				92%
Chronic absenteeism rate: See June 2015 PSIS Report for data				30.4%
Number of in-school suspensions:				47
Number of out-of-school suspensions:				24
Number of expulsions:				0
Percent of students with 1+ suspension/expulsion:				0
Cohort graduation rate (if applicable):				N/A
Holding power rate (if applicable):				N/A
Overall School Performance Index (SPI):				N/A
Overall host District Performance Index (DPI):				N/A

*Source: CSDE analysis based on district submitted and certified data.

4. **Best Practice:** In 250 words or less, summarize an emerging best practice at your school in the areas of academics, instruction, or school climate (e.g. extended instructional time, supports for English learners, positive behavior management, college access). Describe the concrete strategy and its impact on student learning and/or the school climate referencing quantitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.

Extended School Day Programs

Afterschool Program

The Booker T. Washington Academy operates a before and after-school program that extends the school day by nearly 4 hours each day. The BTWA doors open at 6:45am and close at 6:30 pm. Approximately one third of scholars participate in the after-school program. Afterschool activities include academic tutoring, arts and crafts, physical movement and technology.

We have evidence that supports the value-add of the after-school program. Last year, Grade 1 participants in the after-school program had an average RIT point increase in Reading of 14.61 compared to their non-after-school peers 10.11, and 15.77 compared to 11.31 in math between the winter and summer administrations of NWEA MAPs assessments. On average, the after-school program added a 4.5 RIT point value over the course of 4 months.

Summer Program

Booker T. Washington Academy operates a summer learning opportunity for its scholars. The summer school program serves 40 rising first and second grade scholars, in addition to twelve incoming kindergarten scholars. The program was open to all scholars, but mandatory for targeted populations who were at risk of retention at the current grade level.

We are currently collecting data to determine the value add of the summer program. As of the submission of this report, all summer school participants performed comparable or higher on the Early Numeracy Interview Fall 2015 assessment, than the Spring 2015 assessment. The DRA2 and NWEA MAPs Fall 2015 assessment have not been completed as of the due date of this report.

PART 3: STEWARDSHIP, GOVERNANCE, AND MANAGEMENT

5. **Financial Documents:** (1) As required by C.G.S. § 10-66cc(b)(2), submit FY 2014 certified audit statements, including the statement of activities (showing all revenues from public and private sources, expenditures, and net operating gain/loss), balance sheet, and statement of cash flows. (2) Provide the FY 2015 budget comparing submitted budget versus actual figures, with summary explanations of all major variances. (3) Provide a FY 2016 board-approved budget, summarizing all assumptions and major variances from FY 2015.

1. N/A 2. Find attached Addendum A 3. Find attached Addendum B				
6. Financial Condition: Provide the following financial data for FY 2015.				
Total margin (net income / total revenue):			0.17 (the school retains about 17 cents of every dollar collected)	
Debt to asset ratio (total liabilities / total assets):			0.15 (low debt and low risk)	
Debt service coverage ratio (net income + depreciation + interest expense) / (principal + interest payments):			3.34 (low risk)	
Current asset ratio (current assets / current liabilities):			4.94	
Days of unrestricted cash ((total expenditures - depreciation) / 365):			4,229 (days)	
Cash flow (change in cash balance):			\$285,364	
7. Governing Board: Consistent with C.G.S. § 10-66bb(d)(3)(A), provide the following information for all governing board members.				
Name:	Occupation:	Board Role/Term:	Mailing/Email:	Background Check:
Eldren Morrison	Pastor at Varick AME Church	Board Chairman/ 3 years	eldrenm@aol.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Chaka Felder	High School Counselor	Vice Chairperson/ 3 years	Chaka@btwanewhaven.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Jesse Phillips	Chief of Staff of Varick AME Church	Member/ 3 years	Jesse.leading@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Kanicka Ingram	Senior Associate Director of Admissions at Quinnipiac University	Treasurer/ 3 years	kanicka@btwanewhaven.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Yamuna Menon	Director of Research and Policy at CONNCAN	Member/ 3 years	yamuna@btwanewhaven.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Che Dawson	Director of Operations at Amistad Charter School	NHPS Representative/ 1 year	chedawson@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Belinda Carberry	Principal at Pauley McCabe NHPS	Secretary/ 3 years	belinda@btwanewhaven.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Valerie Shultz-Wilson	CEO of Urban League of Southern Connecticut	Member/ 3 years	vshultzwilson@me.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Grace Austin	CFO Hill Health Centers	Member/ 3 years	gaustin@cornellscott.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Sydney Perry	Executive Director Jewish Federation of Greater New Haven	Member/ 3 years	sperry@jewishnewhaven.org	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No In Process

Sherrri Thompson	Dispatcher New Haven Police Department	Parent Member/ 3 years	Tsherri24@yahoo.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Natasha Smith-Bowe	BTWA Teacher	Teacher Member/ 3 years	Natasha.smithbowe1@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

8. Renewal Terms and Corrective Items: Provide an update on terms and conditions established in the charter school's most recent renewal; summarize actions taken and progress data to substantiate efforts to address such terms and conditions of renewal. Please note the chart below is pre-populated to include terms and conditions identified in the school's last renewal resolution.

Standard/Indicator:	Term or Condition:	Progress Update:

9. Best Practice: In 250 words or less, summarize an emerging best practice at your school in the areas of stewardship, governance, and management (e.g., financial management, technology, school operations). Describe the concrete strategy and its impact on the school referencing quantitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.

N/A

PART 4: STUDENT POPULATION

10. Enrollment and Demographic Data: Provide 2014-15 student demographic and enrollment information.

Grades Served:	K-1	Student Enrollment:	91
% Free/Reduced-Price Lunch:	86%	% Black:	86%
% Special Education:	3%	% Hispanic:	11%

% Limited English Proficiency:		0%		% Caucasian:		1%								
2014-15 Enrollment by Grade Level:														
PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
0	53	38	0	0	0	0	0	0	0	0	0	0	0	91
11. Enrollment Efforts: Summarize the school's efforts to attract, enroll, and retain a diverse and representative student population, including minority students, low-income students, English learners, and students with disabilities.														
<p>The Booker T. Washington Academy utilizes a variety of strategies to attract, enroll, and retain a diverse and representative student population, including minority students, low-income students, ELL students and students with disabilities. All interested New Haven families have the opportunity to apply to the Booker T. Washington Academy. Scholars living in New Haven's Dixwell and Newhallville neighborhoods are given preference for enrollment. Both neighborhoods are comprised of students with a history of low academic performance, students who receive free and reduced lunch and some who have a history of social, emotional and behavioral concerns. Included in this pool are students requiring special education and English language learners. We recruit from all New Haven communities beginning in March through newspaper advertisements, flyer distribution door-to-door and in community health centers and churches, and public service announcements on local radio stations. We also conduct Open Houses at the school and attend NHPS Choice events throughout the Greater New Haven Community to promote the school. In all communication with potential families, we intentionally describe our desire and commitment to recruit and serve ELL and special need scholars.</p>														
12. Waitlist Data: Provide waitlist totals below, illustrating demand and community support for the school.														
2011-12 Waitlist:			2012-13 Waitlist:			2013-14 Waitlist:			2014-15 Waitlist:					
									0					
13. Best Practice: In 250 words or less, summarize an emerging best practice at your school in the areas of student populations (e.g., family and community engagement, recruitment processes, retention strategies). Describe the concrete strategy and its impact on the school referencing quantitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.														
N/A														

APPENDIX B: STATEMENT OF ASSURANCES

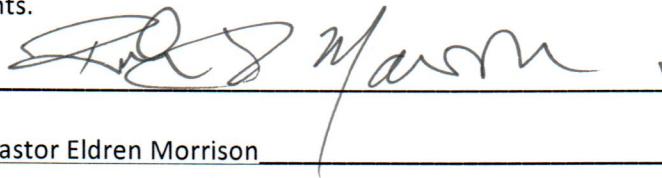
It is imperative that charter schools – as with all other public schools – adopt and uphold the highest ethical and legal standards while delivering excellent academic opportunities for students and their families.

As the authorized representative of Booker T. Washington Academy, to the best of my knowledge, I affirm that:

1. All board members and staff have satisfactorily completed background checks, including a state and national criminal records check and a record check of the Department of Children and Families Child Abuse and Neglect Registry.
2. If applicable, all charter school management organization (CMO) staff members have satisfactorily completed background checks, as described in (1).
3. All contractors, if the nature of the contractor's work entails close proximity to students in the judgment of the Governing Board, have satisfactorily completed background checks, as described in (1).
4. Records of any and all background checks are on file at Booker T. Washington Academy and available for random audit by the Connecticut State Department of Education (CSDE).
5. Booker T. Washington Academy has adopted written anti-nepotism and conflict of interest policies, and that no member or employee of the Governing Board has a personal or financial interest in any asset, real or personal, of the charter school.
6. No board member of Booker T. Washington Academy serves on the board of another charter school or CMO.
7. All public funds received by Booker T. Washington Academy have been, or are being, expended prudently and in a manner required by law.
8. All Governing Board meetings are open and accessible to the public, and that Booker T. Washington Academy has posted, and continues to post, on any Internet website that the Governing Board operates, the schedule, agenda, and minutes of each Governing Board meeting, including any meeting of a subcommittee of the Governing Board.
9. Booker T. Washington Academy does not discriminate in any employment practice, education program, or educational activity on the basis of race, color, religious creed, sex, age, national origin, ancestry, marital status, sexual orientation, gender identity or expression, disability, or any other basis prohibited by Connecticut state and/or federal nondiscrimination laws.

By signing this Statement of Assurances on behalf of the Governing Board of Booker T. Washington Academy, I acknowledge that I understand the terms contained herein and affirm the validity of each statement to the best of my knowledge. I further understand that Booker T. Washington Academy may be subject to random audit by the CSDE to verify these statements.

Signature:



Name of Board Chairperson: Pastor Eldren Morrison

Date: September 29, 2015

APPENDIX C: 2016-17 PRELIMINARY ENROLLMENT REQUEST

Directions: On an annual basis, charter schools must submit an enrollment request for the following school year. Consistent with C.G.S. § 10-66bb(c), the State Board of Education considers enrollment requests in the context of each school’s charter and record of student achievement.

C.G.S. § 10-66bb(c)(2) places an enrollment cap on the number of students that a state charter school may enroll. However, charter schools with a demonstrated record of achievement may seek a waiver. If the submitted 2016-17 enrollment request requires an enrollment waiver, please specify that below.

1. Complete the table below providing the school’s enrollment and growth history. Submit an enrollment request and growth projections for the upcoming school year.															
School Year:	Actual Enrollment:														
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2012-13															
2013-14															
2014-15		53	38												91
2015-16		88	52	42											182
School Year:	2016-17 Enrollment Request:														
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2016-17		60	88	52	42										242
2. Based on the request entered above, is the school seeking a waiver to the enrollment cap described in C.G.S. § 10-66bb(c)(2)?														<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
3. Provide a rationale for the enrollment request, including a synopsis of all relevant assumptions.															
<p>The Booker T. Washington Academy plans to add a grade as outlined in our charter application enrollment schedule. In 2016-2017, we anticipate enrolling 60 new kindergarten scholars, promoting 88 scholars to grade 1, promoting 52 scholars to grade 2, and promoting 42 scholars to grade 3. In the event of any attrition in grades 1 or 2, or retention of scholars in kindergarten, we will back-fill each grade to reach full enrollment of 240 scholars.</p>															
4. Summarize the school’s plans to successfully expand and accommodate the needs of the students served (e.g., programming, staffing, facilities, and class size).															
<p>In order to facilitate our growth from K-2 to K-3 during the 2016-2017 school year, we plan to implement a third grade instructional program that provides a bridge for our scholars transition from learning to read to reading to learn. We anticipate that the majority of our scholars promoted from grade 2 to 3 will be fluid readers, ready for the increase in rigor expected in grade 3. For those scholars who are not appropriately fluid, we will provide intensive support in the form of tiered interventions thru our Scientifically Researched Based Intervention program. In grade 3, our scholars will experience an increase in content rigor in all subject areas. In reading, writing, science, social studies and history, our scholars will have regular practice with complex text with a focus on increased comprehension, critical thinking and vocabulary development. All reading, writing, and discussing will be grounded in evidence from literary and informational text. And we will build our scholars’ knowledge through content rich nonfiction in history, social studies and science curricula.</p>															

In order to facilitate the increase in physical space needed to expand to grade 3, we will either move to a larger facility that has the 3 additional classrooms we need, or will make the necessary capital improvements to expand our current facility by the number of classrooms needed to accommodate 240 scholars. Our class size will remain consistent, with no more than 22 scholars in a classroom. Our instructor to scholar ratio will continue to be 1:11. In 2015-2016, we moved to a staff recruitment model in which we hired Resident teachers in place of classroom academic assistants for grades 1 and 2. Resident teachers function as teachers-in-residence in preparation for becoming lead teachers in the future. We are using the Resident teacher strategy to build an internally trained high quality teacher pipeline in preparation for the school's annual grade expansion. In 2016-2017, we will be creating 3 additional lead teacher positions, and will increase physical education and theatre arts from .8 to full time (1.0), world language and dance from .4 to .6, and inquiry based science from 1.0 to 1.25 teaching positions.

Addendum A

Booker T Washington Academy Inc

Profit & Loss

Budget vs. Actuals - July 2014 - June 2015

Approved Budget July 2014-June 2015 Actuals July 2014 - June 2015

Ordinary Income/Expense	2014-June 2015	2015	Variance	Notes
Income				
43300 - Direct Public Grants				
43310 - Corporate and Business Grants	150,000	150,000	-	
43330 - Foundation and Trust Grants	550,000	550,000	-	
Total 43300 - Direct Public Grants	700,000	700,000	-	
43400 - Direct Public Support				
43410 - Corporate Contributions	150,000	150,650	(650)	
43450 - Individual Contributions	119,239	1,000	118,239	Funds that were to be raised. School was able to sustain its budget without raising additional revenue
Total 43400 - Direct Public Support	269,239	151,650	117,589	
44500 - Government Grants				
44540 - State Grants				
44540-1 - Per Pupil Revenue	990,000	1,001,000	(11,000)	
Total 44540 - State Grants	990,000	1,001,000	(11,000)	
Student Entitlements - Title Grant	35,958	-	35,958	Title rolled over from year 1 to year 2
E-Rate Program	24,927	-	24,927	E-rate is not recognized in FY15
Total 44500 - Government Grants	1,050,885	1,001,000	(11,000)	
46400 - Other Types of Income				
46430 - Miscellaneous Revenue	50	12,428	(12,378)	
Total 46400 - Other Types of Income	50	12,428	(12,378)	
47200 - Program Income				
47240 - After School Program	11,400	8,967	2,433	
47250 - Uniform Income	1,912	2,000	(88)	
47260 - School Food Program	4,788	1,841	2,947	
Total 47200 - Program Income	18,100	12,808	5,292	
Total Income	2,038,274	1,877,886	99,503	
Gross Profit	2,038,274	1,877,886	99,503	
Expense				
60100 - Classroom Expenses				
60101 - Art Supplies	1,467	138	1,329	
-Music Supplies	1,467	-	1,467	
60103 - Classroom Events and Field Trip	1,467	116	1,351	
60104 - Classroom Supplies	9,783	9,896	(113)	
60105 - Education Software	2,500	7,641	(5,141)	
-Assessment Materials and Services	4,892	-	4,892	
60107 - Physical Education Supplies	1,500	803	697	
60108 - Textbooks and Materials	29,348	26,511	2,837	
Total 60100 - Classroom Expenses	52,424	45,104	7,320	
60200 - School Related Services				
60201 - Nursing Supplies	750	433	317	
60202 - Pupil Services	4,892	2,000	2,892	
60204 - Food Service				
60204-1 - Food Service - Breakfast	2,545	892	1,653	
60204-2 - Food Service - Lunch	3,055	1,417	1,638	
60204-3 - Food Service - Snack	1,527	1,290	237	
Total 60204 - Food Service	7,127	3,599	3,528	
60205 - Staff Uniform Shirts	322	386	(64)	
Total 60200 - School Related Services	13,091	6,419	6,672	
60900 - Business Expenses				
60930 - Late Fees and Penalties	179	253	(74)	
Total 60900 - Business Expenses	179	253	(74)	
62100 - Contract Services				
62105 - Admin Support Contractor	25,375	33,117	(7,742)	
62110 - Accounting Fees	12,850	2,674	10,176	
62125 - Back Office Services	77,440	85,978	(8,538)	
62130 - Fundraising Fees	15,000	8,529	6,471	
62135 - In-Service Dev Consultants	17,873	11,673	6,200	
62140 - Legal Fees	30,000	25,625	4,375	
62145 - IT Services	12,000	9,575	2,425	
62190 - Other Contract Services	32,000	16,406	15,594	
Total 62100 - Contract Services	222,538	193,578	28,960	
62800 - Facilities and Equipment				
62801 - Facility Supplies	1,500	2,198	(698)	
62805 - Communications E-Rate	11,000	11,725	(725)	
62815 - Maintenance and Repairs	15,000	17,085	(2,085)	
62825 - Utilities	57,200	41,670	15,530	
62840 - Equipment Rental	153	380	(227)	
62850 - Custodial / Janitorial Services	41,125	32,900	8,225	
-Snow Removal Services	7,500	-	7,500	
62870 - Property Insurance	8,249	10,102	(1,853)	
62890 - Rent	100,000	100,000	-	
Total 62800 - Facilities and Equipment	241,727	216,060	25,667	
65000 - Operations				
65005 - Office Equipment Lease				
65005-1 - Photocopier	3,600	2,306	1,294	
65005-2 - Telephone Modem	120	173	(53)	
Total 65005 - Office Equipment Lease	3,720	2,478	1,242	
65010 - Books, Subscriptions, Reference	300	655	(355)	
65015 - Office Equipment - Non Depr	3,000	14,976	(11,976)	
65016 - Office Furniture - Non Depr		10,797	(10,797)	
-Depreciation		8,430	(8,430)	
65020 - Postage and Delivery	2,445	3,542	(1,097)	
65030 - Printing and Copying	1,761	1,299	462	
65040 - Office Supplies	8,805	9,201	(396)	
65050 - Telecommunications	5,500	6,853	(1,353)	
Total 65000 - Operations	25,531	58,231	(32,700)	
65100 - Other Types of Expenses				
65101 - Casualty and Thefts		78	(78)	
65105 - Bank Fees	1,500	348	1,152	
65110 - Advertising Expenses	1,500	3,474	(1,974)	
65115 - Student Recruitment	5,000	3,401	1,599	
65120 - Directors & Errors Ins	3,751	3,751	0	
65140 - Staff Recruitment	3,452	5,451	(1,999)	
65150 - Memberships and Dues	2,855	3,207	(352)	
65160 - Meeting Supplies & Food	2,500	2,502	(2)	
65170 - Staff Development & Training	4,000	29,482	(25,482)	
Total 65100 - Other Types of Expenses	24,558	51,694	(27,136)	
66000 - Payroll Expenses				
66005 - Payroll - Leadership Staff	150,000	150,000	-	
66010 - Payroll - Teachers	726,702	580,491	146,211	
66011 - Payroll - Finance & Operations	40,000	39,845	155	

	Approved Budget July 2014-June 2015	Actuals July 2014 - June 2015	Variance	Notes
66012 - Payroll - Nurse	33,000	34,494	(1,494)	
66013 - Payroll - Bus Monitor	10,800	8,229	2,571	
66014 - Payroll - After Sch Moderator	16,200	19,792	(3,592)	
66015 - Payroll - Taxes	128,436	71,077	57,359	
66020 - Payroll - Dental Benefits	25,520	3,401	22,119	
66025 - Payroll - Health Benefits	101,459	47,091	54,369	
66026 - Payroll - Vision Benefits	2,806	482	2,324	
66030 - Payroll - Life Insurance	204	92	112	
66040 - Payroll - Disability Benefits	-	960	(960)	
66041 - Payroll - Bonus Pay	-	300	(300)	
66050 - Payroll - Service Fee	2,500	1,797	703	
66000 - Payroll Expenses - Other	-	177	(177)	
Total 66000 - Payroll Expenses	1,237,627	958,229	279,398	
68300 - Travel and Entertainment				
68315 - Travel - Air/Ground Transport	400	111	289	
68320 - Travel - Lodging	9,868	10,081	(213)	
68325 - Travel - Meals & Entertainment	800	593	207	
68330 - Travel - Mileage	1,500	1,151	349	
68335 - Travel - Parking	70	106	(36)	
Total 68300 - Travel and Entertainment	12,638	12,042	596	
90000 - Miscellaneous Expense	5,692	10,293	(4,601)	
Total Expense	1,836,005	1,551,903	284,102	
Net Ordinary Income	202,269	325,983	(184,599)	
Net Income	202,269	325,983	(184,599)	Includes Student Field Trips, Student Uniforms, Interest Expense in the approved budget. Includes bad debt expense

Addendum B

Booker T Washington Academy Inc
Profit & Loss
FY2016 Approved Budget vs. FY2015 Actuals

	Approved Budget July 2015-June 2016	Actuals July 2014 - June 2015	Variance	Notes
Ordinary Income/Expense				
Income				
43300 · Direct Public Grants				
43310 · Corporate and Business Grants	300,000	150,000	150,000	
43330 · Foundation and Trust Grants	550,000	550,000	-	
Total 43300 · Direct Public Grants	850,000	700,000	150,000	
43400 · Direct Public Support				
43410 · Corporate Contributions		150,650	(150,650)	
43450 · Individual Contributions		1,000	(1,000)	
Total 43400 · Direct Public Support	-	151,650	(151,650)	
44500 · Government Grants				
44540 · State Grants				
44540-1 · Per Pupil Revenue	1,955,360	1,001,000	954,360	
Total 44540 · State Grants	1,955,360	1,001,000	954,360	
· Student Entitlements - Title Grant	109,120	-	109,120	
· E-Rate Program	26,174	-	26,174	
Total 44500 · Government Grants	2,090,654	1,001,000	954,360	
46400 · Other Types of Income				
46430 · Miscellaneous Revenue	53	12,428	(12,375)	
Total 46400 · Other Types of Income	53	12,428	(12,375)	
47200 · Program Income				
47240 · After School Program	11,970	8,967	3,003	
47250 · Uniform Income	2,008	2,000	8	
· Summer School	8,500	-	8,500	
47260 · School Food Program	5,027	1,841	3,186	
Total 47200 · Program Income	27,505	12,808	14,697	
Total Income	2,968,212	1,877,886	955,032	
Gross Profit	2,968,212	1,877,886	955,032	
Expense				
60100 · Classroom Expenses				
60101 · Art Supplies	2,955	138	2,817	
· Music Supplies	2,955	-	2,955	
60103 · Classroom Events and Field Trip	12,955	116	12,839	
60104 · Classroom Supplies	22,000	9,896	12,104	
60105 · Education Software	5,000	7,641	(2,641)	
· Assessment Materials and Services	9,853	-	9,853	
60107 · Physical Education Supplies	1,545	803	742	
60108 · Textbooks and Materials	40,000	26,511	13,489	
Total 60100 · Classroom Expenses	97,263	45,104	52,159	
60200 · School Related Services				
60201 · Nursing Supplies	2,500	433	2,067	
60202 · Pupil Services	5,000	2,000	3,000	
· Summer School	40,000	-	40,000	
60204 · Food Service				
60204-1 · Food Service - Breakfast	4,978	892	4,086	
60204-2 · Food Service - Lunch	5,973	1,417	4,556	
60204-3 · Food Service - Snack	2,987	1,290	1,697	
Total 60204 · Food Service	13,938	3,599	10,339	
60205 · Staff Uniform Shirts	332	386	(54)	
Total 60200 · School Related Services	61,770	6,419	15,351	
60900 · Business Expenses				
60930 · Late Fees and Penalties	184	253	(69)	
Total 60900 · Business Expenses	184	253	(69)	
62100 · Contract Services				
62105 · Admin Support Contractor	1,500	33,117	(31,617)	
62110 · Accounting Fees	361	2,674	(2,313)	
62111 · Audit	12,875	-	12,875	
62125 · Back Office Services	101,000	85,978	15,022	
62130 · Fundraising Fees	15,450	8,529	6,921	
62135 · In-Service Dev Consultants	45,000	11,673	33,327	
62140 · Legal Fees	10,000	25,625	(15,625)	
62145 · IT Services	12,360	9,575	2,785	
62190 · Other Contract Services	32,960	16,406	16,554	
Total 62100 · Contract Services	231,506	193,578	37,928	
62800 · Facilities and Equipment				
62801 · Facility Supplies	10,000	2,198	7,802	
62805 · Communications E-Rate	11,330	11,725	(395)	
62815 · Maintenance and Repairs	18,000	17,085	915	
62825 · Utilities	58,916	41,670	17,246	
62840 · Equipment Rental	157	380	(223)	
62850 · Custodial / Janitorial Services	45,000	32,900	12,100	
· Snow Removal Services	9,000	-	9,000	
62870 · Property Insurance	8,560	10,102	(1,542)	
62890 · Rent	100,000	100,000	-	
Total 62800 · Facilities and Equipment	260,963	216,060	44,903	
65000 · Operations				
65005 · Office Equipment Lease				
65005-1 · Photocopier	3,708	2,306	1,402	
65005-2 · Telephone Modem	124	173	(49)	
Total 65005 · Office Equipment Lease	3,832	2,478	1,354	
65010 · Books, Subscriptions, Reference	309	655	(346)	
65015 · Office Equipment - Non Depr	3,090	14,976	(11,886)	
65016 · Office Furniture - Non Depr				
· Depreciation	46,451	8,430	38,021	
65020 · Postage and Delivery	4,925	3,542	1,383	
65030 · Printing and Copying	3,626	1,299	2,327	
65040 · Office Supplies	17,735	9,201	8,534	
65050 · Telecommunications	5,665	6,853	(1,188)	
Total 65000 · Operations	85,633	58,231	27,402	
65100 · Other Types of Expenses				
65101 · Casualty and Thefts		78	(78)	

	Approved Budget July 2015-June 2016	Actuals July 2014 - June 2015	Variance	Notes
65105 · Bank Fees	1,545	348	1,197	
65110 · Advertising Expenses	3,000	3,474	(474)	
65115 · Student Recruitment	25,750	3,401	22,349	
65120 · Directors & Errors Ins	3,800	3,751	49	
65140 · Staff Recruitment	3,556	5,451	(1,895)	
65150 · Memberships and Dues	2,941	3,207	(266)	
65160 · Meeting Supplies & Food	3,456	2,502	954	
65170 · Staff Development & Training	4,120	29,482	(25,362)	
Total 65100 · Other Types of Expenses	48,168	51,694	(3,526)	
66000 · Payroll Expenses				
66005 · Payroll · Leadership Staff	262,650	150,000	112,650	
66010 · Payroll · Teachers	978,950	580,491	398,459	
66011 · Payroll · Finance & Operations	96,070	39,845	56,225	
66012 · Payroll · Nurse	66,000	34,494	31,506	
66013 · Payroll · Bus Monitor	14,832	8,229	6,603	
66014 · Payroll · After Sch Moderator	33,372	19,792	13,580	
66015 · Payroll · Taxes	176,403	71,077	105,326	
66020 · Payroll · Dental Benefits	35,278	3,401	31,877	
66025 · Payroll · Health Benefits	140,253	47,091	93,162	
66026 · Payroll · Vision Benefits	3,879	482	3,397	
66030 · Payroll · Life Insurance	282	92	190	
66040 · Payroll · Disability Benefits		960	(960)	
66041 · Payroll · Bonus Pay		300	(300)	
66050 · Payroll · Service Fee	3,690	1,797	1,893	
66000 · Payroll Expenses - Other	14,519	177	14,342	
Total 66000 · Payroll Expenses	1,826,178	958,229	867,949	
68300 · Travel and Entertainment				
68315 · Travel · Air/Ground Transport	412	111	301	
68320 · Travel · Lodging	10,164	10,081	83	
68325 · Travel · Meals & Entertainment	824	593	231	
68330 · Travel · Mileage	1,545	1,151	394	
68335 · Travel · Parking	72	106	(34)	
Total 68300 · Travel and Entertainment	13,017	12,042	975	
				Includes Student Field Trips, Student Uniforms, Interest Expense in the approved budget. Includes bad debt expense
90000 · Miscellaneous Expense	3,345	10,293	(6,948)	
Total Expense	2,628,027	1,551,903	1,036,124	
Net Ordinary Income	340,185	325,983	(81,092)	
Net Income	340,185	325,983	(81,092)	