

### APPENDIX A: 2014-15 CHARTER SCHOOL ANNUAL REPORT

UTIVE SUMMARY
Year School Opened:
2014
City/Zip Code:
Willimantic, CT 06226
School Director Contact Information:
blafreniere@windhampathacademy.org/860-336-4200
Charter Term:
2014-2019

 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.

Path Academy Windham opened in August 2014, completing its first year of operation in the 2014-15 school year. The school was designed to re-engage the Windham region's over-age, under-credited (OU) youth. Using a combination of innovative strategies, Path Academy re-engages OU students and supports them through a challenging and rigorous academic program. Path Academy students are expected to move toward academic proficiency and earn credits at an accelerated pace in a personalized and data-driven learning environment. The school leverages the integration of technology (blended learning), project-based learning, and extended learning time opportunities to best support students to mastery of skills and concepts aligned with the Common Core State Standards and Connecticut State Frameworks. These instructional techniques are coupled with a shift to mastery-based progression through courses, rather than progression based on "time-in-seat." This work is anchored by holistic student supports, as focused youth development and postsecondary preparation are infused into every student's experience. These supports help students to remove barriers and focus on their academic success.

The schools' PATH values (Personal Development, Achievement, Teamwork, and Humanity) each prepare students in a different way for success in college, career, and community. These values give students a way to think about creating and staying true to their own path to success. This is reflected in the school's vision for each individual student. The instructional strategies associated with each of the school's core philosophies allow teachers and staff to support OU students on their paths to success.

Throughout the 2014-2015 year, 173 students attended Path Academy. Of those 173, 161 students were present during specific state collection periods. Path Academy received payment of 134 students from the October 2014 enrollment. Students earned 397 credits with 236 coming from online credits and 161 offline (classroom) credits. Eight students took the SBAC in Spring 2015, with four students scoring *Approaching Proficient*. Initially, a graduating class was not anticipated for the opening year; however, students graduated in year one.

Student academic performance increased by June 1, 2015 in both Reading and Mathematics. Overall Average Reading increased from 10.99% to 20.8% on the online Edgenuity Exam and the Overall Average Mathematics increased from 10.4% to 23.2% by June 1, 2015. Co-teaching, increased project-based learning opportunities, increased resource time and collaboration with interdisciplinary instruction include examples of best practices used to achieve gains.



### **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 mission of Path Academy is to re-engage over-age, under-credited (OU) students in education, supporting them through mastery of the critical skills necessary for success in college, career, and community. Path Academy's innovative model, academic program, and overall vision has been created in service to the Windham region's over-age, under-credited students. Path Academy will offer these students a supportive environment in which to turn from current or future high school dropouts to scholars achieving high academic and non-academic standards.

Goal Statement:	Evidence of Progress toward Goal:
Students will master personal development and social-emotional competencies.	Students participate in small Youth Development (YDS) groups twice per week covering competencies related to social-emotional and personal development (i.e. confidence, competence, character, caring, connection, and contribution). YDS group curriculum was developed content specific for Path Academy students in tandem with the THRIVE curriculum. Overall student attendance averaged 94.5% for these groups.
Students will demonstrate mastery of core career competencies and workforce readiness (Work Readiness Credential).	A Workforce Readiness Coordinator position is being developed and will be included for future growth of the school. Job fair participation and workforce prep is being conducted and coordinated by Youth Development Specialists.
Students will be prepared to succeed in post- secondary placements (college and career).	A Postsecondary Coordinator has been added to staff for the 2015-16 school year. All informal postsecondary readiness was coordinated by Youth Development Specialists. Twenty students attended a fall college tour to Eastern Connecticut State University. From the 2014-15 graduating class, over 60% pursued postsecondary education paths and over 30% pursued career paths.

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.

Performance Metric:	*2011-12:	*2012-13:	*2013 -14:	2014- 15:
Average daily attendance rate: See June 2015 PSIS Report for data	N/A	N/A	N/A	46%
Chronic absenteeism rate: See June 2015 PSIS Report for data	N/A	N/A	N/A	95%
Number of in-school suspensions:	N/A	N/A	N/A	2
Number of out-of-school suspensions:	N/A	N/A	N/A	89
Number of expulsions:	N/A	N/A	N/A	2
Percent of students with 1+ suspension/expulsion:	N/A	N/A	N/A	32%



Cohort graduation rate (if applicable):	N/A	N/A	N/A	N/A
Holding power rate (if applicable):	N/A	N/A	N/A	N/A
Overall School Performance Index (SPI):	N/A	N/A	N/A	N/A
Overall host District Performance Index (DPI):	N/A	N/A	N/A	N/A

Increased performance on benchmark assessments. Path Academy students will increase their understanding of reading comprehension as measured by the Edgenuity Reading Placement Exam. The total student average on this exam for Path Academy increased from 10.99% to 20.8%. Path Academy students increased their understanding of mathematical computation as measured by the Edgenuity Mathematics Placement Exam. The total student average on this exam for Path Academy increased from 10.4% to 23.2%.

\*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.

Path Academy utilizes a blended learning (combining technology with face-to-face instruction), mastery-based progression, and project-based learning model which is aligned with the state standards. The online curriculum Edgenuity is implemented in the classrooms with teachers and school staff monitoring students' performance. Teachers also adapt the curricula and differentiate instruction to meet individual student needs. Differentiate and personalized instruction allow for each student to progress at his/her own pace and learn through his/her most effective style. Students complete performance tasks at the end of their lessons to ensure mastery of the course/topic.

The school still follows state and national assessments (e.g., SBAC, PSAT, SAT). The school is staffed with certified teachers and Youth Development Specialists. Class sizes are small (ranging from 7-14 students) and YDS caseloads (ranging from 20-30 students). The Path Academy Principal as well as the Charter Management Organization, Our Piece of the Pie (OPP), are actively engaged in professional development (PD) activities for teachers and staff, emphasizing technology integration and personalized learning best practices.

### 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.
- 6. Financial Condition: Provide the following financial data for FY 2015.

  Total margin (net income / total revenue):

  Debt to asset ratio (total liabilities / total assets):

  Debt service coverage ratio (net income + depreciation + interest expense) / 1.00



(principal + intere									
Current asset rati	2.07								
Days of unrestrict	5,420								
Cash flow (change	Cash flow (change in cash balance):								
7. <b>Governing Board</b> governing board		ion for al Backgrou							
Name:	Name: Occupation: Board Mailing/Email:								
Clinton Adams		Member Parent Repres		adamsclinton1970@aol.com	]	☐ Yes No			
Kadie Berry	Science Teacher, Path Academy	Membe Teache Repres	-	kberry@pathacademywindh .org	am [	⊠ Yes No			
Patricia Calvo	Director, Windham Youth Service Bureau	Secreta	ary	patricia.calvo@wrccinc.org;	treest.	⊠ Yes No			
Jorge Cruz	School Climate Coordinator, Path Academy	Member		jcruz@pathacademywindha rg	<u>m.o</u> [	⊠ Yes No			
Mark Glazier	Branch Manager, Savings Institute	Treasurer		Mark Glazier@banksi.com		⊠ Yes No			
George Hernandez	Consultant, VIProfessionals	Chair		viprofessionals@gmail.com	E	⊠ Yes No			
Tracy Lambert	Chair, Windham Public Schools Board of Education	Member, Local School Board Representative		Tracy.lambert@windham.K1 t.us Slambert@snet.net		⊠ Yes No			
Shainellys Pineiro	Student	Memb Studen Repres	•	spineiro@pathacademywing m.org	dha I	□ Yes No			
Kimberly Silcox	Director, Center for Community Engagement, ECSU	Memb		SILCOXK@easternct.edu		⊠ Yes No			
charter school's r to address such t include terms an	most recent renewa erms and condition d conditions identif	al; summ is of rend ied in th	narize actio ewal. Plea	ate on terms and conditions on ons taken and progress data to use note the chart below is pro- last renewal resolution.	o substa e-popula	ntiate ef			
Standard/Indicator: Term or Condition: Progress Update:									



		FEOTIVE SOLVE
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A

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.

Path Academy's innovative facility design helps to accommodate the unique needs of the over-age, undercredited student population. The school has a staffed learning lab, which has been redesigned to utilize resources to best meet students' needs; and a safe reflection room, used on an as-needed basis, where students can go for anger management assisted by a Youth Development Specialist. These design features play an important role in supporting student learning outcomes.

Financial management best practices include the established Path Academy Charter School Fiscal Policies and Procedures which outline the requirements designed to ensure the integrity of financial data and records. This set of guidelines to help the school and CMO adhere to the highest accounting standards in the management of all funds. The policies guide the processing, recording, summarization, and reporting of financial information of the schools and CMO.

10. Enrollment and Demographic Data: Provide 2014-15 student demographic and enrollment information
5 1 20 State the demographic and chromnent anomation

**PART 4: STUDENT POPULATION** 

Grades Served:	9-12	Student Enrollment:	134	
% Free/Reduced-Price Lunch:	79%	% Black:	4%	
% Special Education:	26%	% Hispanic:	72%	
% Limited English Proficiency:	26%	% Caucasian:	23%	



PK	К	1	2	3	4	5	6	7	8	9	10	11	12	Total
0	0	0	0	0	0	0	0	0	0	73	38	23	*	134

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.

Path Academy implemented a multifaceted marketing plan for 2014-15. Marketing materials were produced in both English and Spanish. The community-based approach involved pamphlets and postcards as well as inperson community engagement efforts. Guided tours of the school were given by school staff to students and families prior to admission to the school. The host district provided assistance for the referral of student dropouts. The marketing efforts combined with cooperation from the host district enabled the school to successfully reach the target number of students in its first year of operation.

Path Academy received a waiver from the State Board of Education for preference for over-aged under credited students, yet has not had to implement a lottery.

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:
N/A	N/A	N/A	12

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.

Path Academy has actively been developing community partnerships. Community partners provide job opportunities, internships, afterschool activities, as well as provide additional services to students (including housing, childcare, mental health, and advocacy). Additional community engagement includes a Merchant-of-the-Month initiative where community members present their personal background, their journey to success, and tips on goal attainment to school students; and the school is an active participant in the Third Thursday Street Festival in Willimantic, a festival along Main Street consisting of live music and local community vendors.

A local artist volunteered his time and talent to paint a large mural on a wall in the Learning Center. This inspired a student at the school to create an original mural, serving as a positive alternative behavioral intervention strategy.



### **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 Path Academy Windham, 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. Parent and student background checks are pending.
- 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 Path Academy Windham and available for random audit by the Connecticut State Department of Education (CSDE).
- 5. Path Academy Windham 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 Path Academy Windham serves on the board of another charter school or CMO.
- 7. All public funds received by Path Academy Windham 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 Path Academy Windham 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. Path Academy Windham 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 Path Academy Windham, 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 Path Academy Windham may be subject to random audit by the CSDE to verify these statements.

Signature:	gilde	
Name of Board Chairperson:	Be onge lernander	
Date:	9 30 15	



### 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	st allu į	giowiii	projec	LIOHS I	DI LIIE	ирсопп			llment	:					
Year:	PK	К	1	2	3	4	5	6	7	8	9	10	11	12	Total
2012-13	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2013-14	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2014-15	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	73	38	23	*	134
2015-16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100	50	25	25	200
School						201	L6-17 E	nrollm	ent Red	quest:				<b>,</b>	
Year:	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2016-17	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	44	80	47	29	200
		reque d in C.G			-	the sch	ool see	eking a	waiver	to the	enroll	ment		Yes	⊠ No
3. Provide a rationale for the enrollment request, including a synopsis of all relevant assumptions.  The enrollment request is in accordance with the application submitted to the State Board of Education. It accounts for growth as well as attrition and graduation numbers.															
4. Summ (e.g., )			•			_	_	and acc	commo	date th	ne nee	ds of th	e stud	ents se	rved
(e.g., programming, staffing, facilities, and class size).  The school building has been built to accommodate up to 250 students. A student population of 200 will allow for small class sizes (20 students, with teachers most often facilitating small group work, rather than working with all 20 students at once), which will contribute to the personalization of each student's learning experience. Staffing changes will be made appropriate to meet the 20:1 student-teacher ratio.															



### APPENDIX D: CHARTER SCHOOL PERFORMANCE FRAMEWORK

The Connecticut State Department of Education's (CSDE) charter school performance framework promotes clear and transparent expectations for all charter schools. The four performance standards are central to measuring schools' efficacy and viability, and align to state law and national best practices among charter school authorizers, as accumulated by the National Association of Charter School Authorizers. Within each standard area, the framework identifies a series of indicators used to evaluate charter schools. The framework drives the CSDE's charter school accountability systems and processes, including initial approval decisions, annual monitoring, and renewal determinations.

### Performance Standards:

- 1. School Performance: Is the school a successful model resulting in strong student outcomes and a positive school climate?
- 2. Stewardship, Governance, and Management: Is the school financially and organizationally healthy and viable?
- 3. Student Population: Is the school promoting equity by effectively attracting, enrolling, and retaining students, particularly among targeted populations?
- 4. Legal Compliance: Is the school acting in compliance with applicable laws and regulations?

Performance Standards:	Performance Indicators:
School Performance	1.1. Student Achievement, Growth, and Gap Closure
	1.2. Mission-Specific Goals
	1.3. School Culture and Climate
	1.4. Instruction
	1.5. Academic Program
	1.6. Supports for Special Populations
2. Stewardship,	2.1. Fiscal Viability
Governance, and	2.2. Financial Management
Management	2.3. Governance and Management
	2.4. Organizational Capacity
	2.5. Accountability Measures
	2.6. School Facility
3. Student Population	3.1. Recruitment and Enrollment Process
	3.2. Waitlist and Enrollment Data
	3.3. Demographic Representation
	3.4. Transfer/Retention Rates
	3.5. Parental and Community Support
4. Legal Compliance	4.1. Signed Statement of Assurances
	4.2. Open Public Meetings

## WINDHAM CHARTER SCHOOL CORP PATH ACADEMY STATEMENT OF ACTIVITIES - UNAUDITED FOR THE YEAR ENDED JUNE 30, 2015

	REVISED BUDGET	ACTUAL RESULTS	VARIANCE	COMMENTS
_	BOARD APPROVED	OCCUPATION OF THE SECOND OF TH		
				State funding budgeted at 140 students, actually funded at 134 students (\$66K); Special Education billed to districts lower than
TOTAL REVENUES	\$ 2,188,065	\$ 1,985,343	\$ (202,722)	expected (340K); USDUE junding carried into FY16 (354K); Grant (202,722) application not awarded (\$43K)
				Open positions(\$20K); Cost of benefits much lower than anticipated (\$103K); Substitute teachers lower than anticipated (\$5K); Custodial
TOTAL SCHOOL STAFF	\$ 1,147,375	\$ 1,012,306	\$ (135,069)	(135,069) services lower than budgeted (\$7K)
TOTAL SUPPLIES AND EQUIPMENT	\$ 196,650	\$ 197,399	\$ 749	Slightly over budget.
TOTAL STUDENT AND OTHER SERVICES	\$ 130,000	\$ 123,974	\$ (6,026)	(6,026)  Reduced field trips.
TOTAL FACILITY	\$ 392,840	\$ 386,915	\$ (5,925)	(5,925) Utilities less than budgeted.
				CMO fee reduced due to lower public funding (\$22K); insurance
TOTAL OTHER COSTS	\$ 298,200	\$ 264,749	\$ (33,451)	(33,451) costs lower than anticipated (\$11K)
GRAND TOTAL EXPENSES	\$ 2.165,065	5 1.985,343	\$ (179,722)	
TOTAL REVENUE (FROM ABOVE)	\$ 2,188,065	\$ 1,985,343	\$ (202,722)	
NET BALANCE	\$ 23,000 \$	\$	\$ (23,000)	

### WINDHAM CHARTER SCHOOL CORP PATH ACADEMY BUDGET FOR THE YEAR ENDED JUNE 30, 2016

	ACTUAL RESULTS	S.C.S. BIJDGFT	CHANGE	COMMENTS
	7/1/14-6/30/15	7/1/15-6/30/16	FY15-FY16	C LUCIALITY OF THE PROPERTY OF
		BOARD APPROVED		
TOTAL REVENUES	\$ 1,985,343	\$ 2,684,350	\$ 699,007	699,007 Increased funding for higher number of students
TOTAL SCHOOL STAFF	\$ 1,012,306	S 1,576,900	\$ 564.594	564.594 Increased staff count for higher number of students
TOTAL SUPPLIES AND EQUIPMENT	\$ 665,761 \$			(12,699) FY2015 included some start up expenses
			A CONTRACTOR OF THE PROPERTY O	First time audit (\$15K); increased student costs due to higher
TOTAL STUDENT AND OTHER SERVICES	\$ 123,974 \$	\$ 154,200	\$ 30,226	30,226 number of students.
TOTAL FACILITY	\$ 386,915	\$ 391,840	\$ 4,925	Slight increase in utilities expected.
TOTAL OTHER COSTS	\$ 264,749	\$ 384,135 \$	985'66 \$	CMO fee higher due to higher public funding (\$87K); insurance 99,386 increase expected due to higher student/staff count (\$12K).
GRAND TOTAL EXPENSES	\$ 1,985,343	\$ 2,671,775	\$ 686,432	
TOTAL REVENUE (FROM ABOVE)	\$ 1,985,343	\$ 2,684,350 \$	\$ 699,007	
NET BALANCE	٠.	\$ 12,575 \$	\$ 12,575	

### WINDHAM CHARTER SCHOOL CORP **Balance Sheet**

As of 6/30/2014 (In Whole Numbers)

	Ending Period Balance	Beginning Period Balance	Current Period Change	Current Period % Change
Assets Current Assets Cash & Cash Equivalents Webster Bank-Payroll Account Savings Institute Bank & Trust-Oper Total Cash & Cash Equivalents Total Current Assets Total Assets	5,742 1,000 6,742 6,742 6,742	0	5,742 1,000 6,742 6,742 6,742	100.00 100.00 100.00 100.00
Liabilities Current Liabilities				
Accrued Salaries & Benefits TRB Withheld	2,465	6	2,465	100.00
Payroll Taxes Withheld Total Accrued Salaries & Benefits Total Curent Liabilities	1,597 4,062 4,062	0	1,597 4,062 4,062	100.00 100.00 100.00
Other Current Liabilities  Due to OPP  Total Other Current Liabilities  Total Liabilities	2,680 2,680 6,742	0	2,680 2,680 6,742	100.00 100.00 100.00
Net Income(Loss) Total Net Income(Loss) Total Labilities and Fund Balance	0 0 6,742	0	0 0	100.00

# WINDHAM CHARTER SCHOOL CORP Statement of Revenues and Expenditures

From 6/1/2014 Through 6/30/2014 (In Whole Numbers)

			Current Period			TY DESCRIPTION	
	Month Actual	Current Period Budget - Original	Budget Variance - Original	Fiscal YTD Actual	YTD Budget - Original	Variance - Original	Total Budget - Original
Revenue Public Funds			·				
US Dept of Ed-Pass thru from OPP		0	(14,084)	0	O	c	c
Total Public Funds	(14,084)	0	(14,084)	0	0		
Other Revenue			•		ŧ	,	>
Interest Income	0	0	0	0	0	c	•
Total Other Revenue	0	0	0	0	0	0 0	
Contributions				1	•	2	- <b>&gt;</b>
	39,740	0	39,740	39,740	0	39.740	c
Total Revenue	25,656	0	25,656	39,741	0	39,741	0
Total Revenue	25,656	C	שלה הבה	177 05	ć	***** GC	
		>	Occident to	TL/60		33,/41	0
Expenses Salaries & Benefits							
Salaries-Employee	17,423	0	(17,423)	39.423	0	(39,423)	c
Payroll Taxes-Fica	125	0	(£ZI)	125			> c
Total Salaries & Benefits	17,548	0	(17,548)	39,548	0	(39, 54B)	
Services			•	•			
Bank Fees	12	0	(22)	ያ	0	(35)	c
Payroll Services	19	0	(61)	136	· c	(36)	) C
Total Services	83	0	(83)	192	D	(791)	
Total Expenses	12,631	0	(12,631)	39,740	0	(39,740)	0
Net Revenue Over Expenditures	8,026	0	8,026	0	0	0	0