



ICSB Charter Renewal Application  
2022

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# Renewal Application Overview

<b>Renewal Application Overview</b>
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The applicant group’s **designated representative** will serve as the contact for all communications, interviews, and notices from the ICSB regarding the submitted application.

**Charter School Name:** Christel House DORS

**Charter School Address:** 2405 Madison Ave, Indianapolis, IN 46225

**Designated Representative and Contact Information (Phone & Email):** Dr. Sarah Weimer, 317-590-1610 ext. 1129, sweimer@chschoools.org

**Mission Statement:** To create empowering opportunities through an equitable, rigorous, and holistic education for all Christel House Indianapolis students and alumni so they actualize their aspirations and develop effective leadership skills.

**School Leader/Principal:** Ms. Noel Wilson

Current Board of Directors		
Mr. Fernando Falcon	Mr. Nicholas Ohrn	Mr. Bruce Bryant
Mr Bart Peterson	Mr. Bryan Richardson	Mr. Jason Pulliam
Dr. Sheryl Allen	Mr. Steve Osborn	Ms. Anushree Bag
Ms. Lacey Berkshire	Mr. Victor Rivera Martinez	Mr. Logan Harrison
Mr. Wayne Kimball, Jr.	Ms. Julie Moorehead	Mr. Jason Lilien
Mr. Wilfred Mascarenhas		

**Grade Levels and Student Enrollment**

Complete Tab 1 of either the Enrollment Plan for K-12 Schools or the Enrollment Plan for Adult High Schools, as applicable. Please ensure that you are completing the correct Enrollment Plan.

**Identify ESP or partner organization (if applicable):** Not Applicable

## **Section I: Performance Review**

### Category 1: Academic Success

We met or exceeded all standards for Academic Success in 2021. Our CCR Percentage was Approaching Standard in 2020 due to the cancellation of spring certification classes as a result of the pandemic. We have returned to normal certification operations.

### Category 2: Financial Health

We met all Fiscal Health standards for 2021.

We Did Not Meet Standard for the following indicators in 2020:

- Annual Enrollment Change
  - The state transitioned from one ADM count day to two ADM count days in 2020. Although there was a slight decline in enrollment in the fall ADM in 2019 through natural yearly attrition, the second ADM day in the winter of 2020 pulled our average down contributing to the 11% decline in enrollment. Prior to the 2019-20 school year, our recruitment primarily focused on summer activities to ensure we met our enrollment goals in September. However, after 2020 we began recruiting heavily throughout the year to meet those goals at both count days. As a result, we have increased enrollment from fall to winter counts in both 2021 and 2022.
- Debt Service Coverage Ratio
  - As the state transitioned from one ADM count day to two ADM counts days in 2020, our revenue declined due natural attrition prior to the second count day. In order to not cause a disruption to student learning, the decision was made to maintain staffing and expenses at the budgeted levels. Therefore, our revenue for FY2020 was less than our expenses.

### Category 3: Organizational Compliance

We met all standards for Organizational Compliance.

## Section II: School Improvement

### 1. Academic Success

Our future growth and success rely on the strength and focus of the human capital of our governing board, leadership team, and teaching staff. The following sections detail how we plan to sustain and build our academic, organizational, and operational success to achieve long-term consistency and excellence in the coming years.

#### *A. The Governing Board*

Christel House Indianapolis has benefited immensely from a strong Governing Board composed of dedicated and mission-aligned individuals from a variety of backgrounds. During the last three years, the board has revised the mission, vision, and values statements and drafted a new strategic plan focused on our academic achievement and expanding our high-quality learning opportunities for students at CHAS, CHWHS, and DORS. Their work on the Fundraising, Governance, Finance, and Diversity Equity and Inclusion & Strategic Planning committees has been instrumental in providing guidance and support for our organization. Our Members' bios are below.

#### **Mr. Fernando Falcon, Board Chair**

Fernando Falcon is President and CEO of Champion Chrysler Jeep Dodge. He has more than 35 years of automotive experience at both the corporate and dealer levels. He received a B.A. in Finance in 1987 from Eastern Illinois University, attended the Executive Management Program in 1997 at Southern Methodist University, and is fluent in Spanish. Fernando has served on Christel House Indianapolis' Board since 2017, and has been Board Chair since 2021. He is a Board member of the Chrysler Minority Dealer Association and is a member of the National Association of Minority Automotive Dealers and the Hispanic Chamber of Commerce. He has been married for 32 years and has two daughters.

#### **Mr. Bart Peterson, Corporation Vice President**

Bart Peterson is President and CEO of Christel House International, an international network of primary and secondary schools serving children from predominantly disadvantaged backgrounds in India, South Africa, Mexico, Jamaica and the United States.

Bart retired in 2017 as Senior Vice President of Corporate Affairs and Communications for Eli Lilly and Company, where he also served as a member of the company's executive committee. Prior to joining Lilly, Bart was Managing Director at Strategic Capital Partners, LLC, from June 2008 to June 2009. He received a bachelor's degree from Purdue University in 1980 and earned his law degree at the University of Michigan Law School in 1983.

From 2000 to 2007, Bart served two terms as Mayor of Indianapolis, the nation's 12th largest city. He also served as President of the National League of Cities in 2007. As mayor, Bart led a transformation of public education in Indianapolis as the only mayor in America with the authority to create new schools by issuing charters. He was responsible for 16 charter schools and won Harvard University's prestigious Innovations in American Government Award for the

initiative in 2006. As mayor, along with Indiana University, Purdue University, Lilly, and the Central Indiana Corporate Partnership, he created BioCrossroads, a focused effort to push Indianapolis to the forefront as a life sciences capital. He was also instrumental in the business expansions of FedEx, Rolls Royce, and Anthem in Indianapolis, and the construction and development of major projects such as Lucas Oil Stadium, the Conrad Indianapolis, Simon Property Group's world headquarters, Indianapolis International Airport's Col. H. Weir Cook terminal building, and the Indiana Convention Center expansion and J.W. Marriott Hotel.

**Mr. Bruce Bryant, Vice Chair**

A native of Indianapolis, Bruce Bryant launched Promotus Advertising in 1983. During that time, an African American marketing firm was unheard of. Bruce was told his agency would fail. Well, Bruce went on to build the oldest and most successful African-American-owned agency in the state. As president and creative director, Bruce oversees all creative services and continues to foster high-caliber creativity for all his clients. Bruce has promoted some of Indiana's most acclaimed organizations including NCAA Hall of Champions, Hoosier Lottery, Horseshoe Casino, Pacers Sports & Entertainment, Indiana Tourism, and Indiana Tobacco Prevention & Cessation, to name a few. Promotus Advertising is recognized as the premier urban marketing firm in Indiana and serves clients locally, regionally, and nationally.

**Mr. Jason Pulliam, Treasurer**

Jason Pulliam currently holds the position of Regional President of Unified Door & Hardware Group, a value-added service provider and distributor of security doors, hardware, and systems integration solutions. Previous to this, he was the Vice President of Sales for Dormakaba's door hardware segment. He has over 25 years of experience in the security hardware industry. His background includes roles within sales, marketing, product management, general management, and finance. In addition, he spent two years with Ernst & Young, a public accounting firm. He has a Bachelor of Business Administration degree from Siena College and an MBA from The University of Pennsylvania's Wharton School. Jason resides in Fishers, IN with his wife and has three children ages 23, 21, and 18. Outside of work Jason enjoys traveling the world with his wife, playing golf and pickleball, and family time.

**Dr. Sheryl Allen, Secretary**

Dr. Sheryl Allen is a physician-scientist at Eli Lilly and Company in the Diabetes Business Unit. She enjoys leading a team and working with data. She has been at Eli Lilly for 6.5 years. Prior to this, Sheryl spent much of her career working as a clinician in Pediatric Emergency Medicine at the University of Cincinnati College of Medicine and James Whitcomb Riley Hospital for Children. She also served as the Assistant Dean for Diversity Affairs and the Associate Dean for Student Affairs at the Indiana University School of Medicine. Throughout her career, Sheryl has mentored numerous students, residents, and faculty. She has been recognized for being a superb educator as well as her commitment to patient care.

Sheryl is known as a transformative, authentic, inclusive leader. Her team recently won the LRL President's Award from Eli Lilly for her work on the submission of a compound to the Food and Drug Administration. She is an avid supporter of diversity, women, and community service. She has served on the Christel House Board for 4 years. She is always willing to help when children are involved. Sheryl is a graduate of Northwestern University, with a BA in chemistry. She

obtained her medical degree at Indiana University School of Medicine and her Master's in Epidemiology at the University of Cincinnati College of Medicine.

**Ms. Anushree Bag**

Anushree has over 20 years of experience in leading and managing complex assignments across multiple industries. She has experience with high-performance teams through respect for diverse talents, creating a nurturing and motivating environment, and commitment to continuous improvements. Anushree is experienced with leading large transformation initiatives in the private and public sector, non-profits, and consulting. She has a strong executive presence, leads through a non-hierarchical approach, by influencing, mentoring, and collaboration. She currently serves as the Chief Information Officer of the Indiana Department of Children Services. She received her M.S. in Electrical Engineering from the University of Toledo; B.S. in Electrical Engineering from Jadavpur University; Executive Education, Senior Women's Leadership Forum from Harvard Business School; Stanley K. Lacy Leadership Program, Class XXXV; and a Graduate, Diversity Leadership Academy of Greater Indianapolis.

**Ms. Lacey Berkshire**

Lacey Berkshire is an attorney in Ice Miller's Public Affairs Group. Her practice is focused on state legislative and executive branch lobbying. A native of Cass County, Indiana, Lacey earned her bachelor's degree from DePauw University, her master's degree in Public Affairs from IUPUI and her juris doctor from IU Robert H. McKinney School of Law.

**Mr. Logan Harrison**

Logan Harrison is Anthem's Senior Public Affairs Director. Previously, Logan was the general counsel at the Insurance Institute of Indiana. Prior to that in State government, Logan served in the Daniels and Pence Gubernatorial Administrations as the Chief Deputy at the Indiana Department of Insurance and primarily focused on health insurance, the Patient Protection and Affordable Care Act and was the lead insurance policy director for the two former governors' health care reform task force. Logan is also a Major in the United States Army's Judge Advocate General's Corps where he serves as Senior Defense Counsel for the 16th Legal Operations Detachment at Ft. Hamilton, New York. Logan also serves on the Board of Directors for the Marion County Public Defender's Agency, The Damien Center, The State of Indiana's Healthcare All Payer Claims Database, The Governor's Healthcare Workforce Council and United States Senator Mike Braun's Healthcare Advisory Committee. Logan is a graduate of the Indiana University McKinney School of Law and Indiana University Bloomington.

**Mr. Wayne Kimball, Jr.**

Wayne Kimball, Jr. currently serves as M&A Strategy and Integration Lead at Google, where he specializes in enterprise strategy, organization transformation and technology enablement for large-scale mergers and acquisitions. Wayne previously served as Business Strategy Manager at Accenture, and as the Vice President of Global Growth Strategy for the ActOne Group, where he was responsible for the corporate strategy and expansion roadmap for the company's portfolio of technologies and solutions. Passionate about the landscape of education and eradicating poverty through access, exposure and opportunity, he currently serves on the Board of Directors for the NC School of Science and Mathematics (NCSSM) Foundation, and Alpha Phi Alpha Fraternity, Inc., of which he is a life member and Vice President of the Western Region. He formerly served

on the NC A&T State University Board of Trustees and as Vice Chair of the Alumni Association Board of Directors. Wayne earned his MBA in International Business at the Loyola University Chicago – Quinlan School of Business and his bachelor's in Civil Engineering at North Carolina A&T State University. He lives in Los Angeles, CA with his wife, Savannah.

**Mr. Jason Lilien**

Jason Lilien is senior vice president of Enterprise Operations for OneAmerica and its affiliated companies. He oversees the operations functions in support of all OneAmerica business lines. His specific responsibilities include in-force support for Individual Life & Financial Services, Retirement Services and Institutional Markets, Enterprise Claims, Corporate Support Services, as well as the OneAmerica contact centers. Prior to joining OneAmerica, Jason served as managing director and global co-head of operations for Goldman Sachs Private Wealth Management and head of global Goldman Sachs Private Banking Operations. His 22-year tenure at Goldman included assignments in New York City and Salt Lake City, where he was responsible for the establishment of the Operations Center of Excellence in 2001. Jason holds a Series 7 license and earned a Bachelor of Science degree in Business Administration from the State University of New York at Buffalo's School of Management. He served as a member of the SIFMA Private Client Operations Committee and was active in the Salt Lake City community, volunteering on the boards of several local not-for-profit organizations including the Fourth Street Clinic and the Guadalupe School. Jason also served as the senior sponsor for the Goldman Sachs Disability Interest Forum and the Veterans Network.

**Mr. Wilfred Mascarenhas**

Wilfred Mascarenhas is a Senior Director for Data and Analytics at Eli Lilly and Company. Wilfred has over 19 years of experience in Manufacturing IT and over 24 years in Data and Analytics. Following his graduation in 1990 from IIT Bombay, India, Wilfred obtained a Master's in Mechanical Engineering from Virginia Tech and later a Master's in Computer Science from Purdue University. In his current role, Wilfred provides leadership for the technical direction and Innovation in the Data and Analytics space for Manufacturing and Quality. Wilfred is an active member of several cross Pharma and Life Science forums. Wilfred is passionate about Community Outreach, Education and Diversity, Equity, and Inclusion (DEI). He has served as the Chair of Lilly India Network (LIN) and currently leads the Community Outreach program for LIN. He currently serves on the Christel House Academy board. In his free time, Wilfred enjoys gardening, exercise, and cooking.

**Ms. Julie Moorehead**

Julie graduated with a degree in both microbiology and genetic biology from Purdue University. She found herself naturally more attracted to the nonprofit sector and served on the board of the Marion-Grant County Humane Society for five years before moving with her family to Carmel, IN. This transition brought about the desire to engage in the sector more formally. She received a master's degree from the IU Lilly School of Philanthropy and a graduate certificate in nonprofit management from the O'Neill School of Public and Environmental Affairs at IUPUI.

Julie and her husband Scott, CEO of Round Room, met in high school and have been married since 2003. Julie is actively involved in the family business, she supports the corporate good initiatives and design projects for their companies. She and Scott both value their communities,



and giving back is a big part of the way they do business. Julie is a mother to Mason and Marlee and her four-legged friends Jax, Ralphie, Hazel, and Luna. She is the Executive Director of More Than a Phone and Philanthropy Advisor for Round Room Gives. In addition, she sits on the Learning to Give advisory committee, serves as fundraising chair on the Christel House Academy board, and volunteers with the Humane Society for Hamilton County.

**Mr. Nicholas Ohrn**

Nick has experience in operational and as a strategic head of finance for public, private, and VC backed companies. He ran diligence for multiple M&A transactions on both the buy and sell side. He has established FP&A routines, analytical dashboards, and KPIs to monitor performance and set goals for business unit's objectives. He has presented metrics and financials to the board of directors, investors, and potential VCs. Nick has overseen deal desk and customer success teams, reviewed and negotiated new and renewal multi-million dollar contracts for clients and vendors. Nick received his Master's in Business Administration at Santa Clara University, and has a B.S. in Management from Indiana University.

**Mr. Steve Osborn**

Steve was President & CEO of CE Solutions, a Carmel structural engineering firm he founded in 1998. His experience also includes two decades as a structural engineer at large, multi-disciplined firms. Under Steve's leadership, CE Solutions has grown from just Steve to a current professional staff of 16 doing work around the country. With a Bachelor of Science in Civil Engineering from Purdue University, Steve is a registered professional engineer in multiple states. He is active in many organizations, such as the American Council of Engineering Companies, the American Society of Civil Engineers and the Society for Marketing Professional Services. Steve serves on the Board of Directors for the ACE Mentor Program of Indiana and the Christel House Academy. In 2012, he was named ASCE Indiana Section Outstanding Civil Engineer of the Year.

**Mr. Bryan Richardson**

Bryan Richardson is the President of Indy Wealth Planning Group. For over 30 years Bryan has specialized in the distribution phase of our clients' financial lives by providing retirees and pre-Retirees with proven strategies that deliver security, consistency, and predictability in their retirements, regardless of stock market volatility from year to year. Bryan has been a frequent speaker at AT&T, GM, Caterpillar, AE Staley, Ball Memorial Hospital and to groups of pastors, churches, CPAs and attorneys nationwide on the topic of wealth creation and distribution. He is a graduate of Brebeuf High School and Manchester College. Bryan also attends ongoing significant studies annually on the subject of complex financial instruments at Wharton, The New York Stock Exchange, Goldman Sachs and Wellington Management, to name a few. He is series 6 and 63 licensed for securities, as well as, life health and disability insurance for many states. Bryan has been married for over 24 years and has 5 children and one grandson. He lives an active lifestyle of exercise, is a member of Broadmoor Country Club, and enjoys golf, swimming and running. He attends Light Of The World Christian Church where he served on the Church Council for over 20 years.

**Mr. Victor Rivera Martinez**

Victor owns and operates five McDonald's restaurants in Carmel and Indianapolis, Indiana. He

started as a crew member under the Golden Arches in 1983, working his way up to restaurant manager. Victor graduated from the University of Puerto Rico with a degree in Military Science, has served in the Army Reserves, and gained experience in the retail sector. He returned to McDonald's in 1996 and earned a promotion to Operations Manager, overseeing 20 restaurants. In February 2017, Victor purchased two restaurants with his wife, Wanda. He is highly active in the community when he's not in the restaurants. Victor enjoys sports, reading, and spending time with his wife of 35 years, their three children, and seven grandchildren.

### *B. The Leadership Team*

Christel House Indianapolis has a strong network leadership team tasked with supporting all schools, including Christel House DORS. We are a highly-skilled, dedicated, and collaborative faculty committed to providing a safe, supportive, and engaging learning environment where students are the focus of our work. We recognize the unique qualities and backgrounds of each of our students and develop an environment empowering them to develop the mindset and skills to overcome any obstacles they may face throughout their lifetime. We work to deepen our skills in order to engage our students in rigorous, relevant, and standards-aligned learning experiences where students find meaning and value in their learning. Recognizing the impact we have on the lives of our students, we serve as models and set the expectations for how we operate as a school community. Our students reflect our disposition.

For the 2022-23 school year, we converted a part-time Principal position to a full FTE at the DORS South campus to add additional leadership and support to DORS. Our school is led by an instructional leadership team composed of a Principal or Site-Director at each campus and a shared instructional coach. The bios for the members of the network and school leadership teams are included below.

#### Network Leadership

##### **Dr. Sarah Weimer, CEO/Executive Director, Christel House Indianapolis Board President**

Dr. Sarah Weimer became the Executive Director of Christel House Indianapolis in January 2020 and has served in various leadership capacities for the organization since January 2011. She had been an educator for over two decades as a teacher, instructional coach, principal, and central office leader in both traditional public and public charter schools in Indiana, and was an adjunct faculty member at Vincennes University and American College of Education. Dr. Weimer is a former board member of the IMLEA and currently serves on the board of the Indiana Public Charter School Leaders Association. She holds a doctorate in Educational Leadership from Ball State University and is a member of The Honor Society of Phi Kappa Phi.

##### **Ms. Emily Masengale, Assistant Executive Director**

Emily Masengale is the Assistant Executive Director of Christel House Indianapolis. Prior to her current role, she was the Founding Principal of Christel House DORS in 2012 and led the DORS program through its subsequent growth. Emily earned her MEd. in Organization and Leadership from Columbia University, a Master's in Education Administration from Saint Louis University, and her BA in Secondary Special Education with a minor in Leadership, Ethics, and Social Action from Indiana University. Emily is actively engaged in her community and has sat on

several Boards and many advisory task forces. Her current involvement includes serving on the Board of Second Helpings, the Irsay Family YMCA at Cityway, Indy Maven and an Advisory member for RISE Indy. Emily has been recognized for her professional and community work as a “Distinguished Young Professional” from the National Urban League in 2020, the 2015 Recipient of Junior Achievement’s “Best and Brightest in Education and Nonprofit” Award; a member of the 2014 Stanley K. Lacy Executive Leadership Series Class of XXXIX; a 2014 Indianapolis Business Journal “Forty Under 40” Recipient; was the 2009 St. Louis Public Schools Teacher of the Year; and was a 2009 Missouri Teacher of the Year Top 5 Awardee.

**Ms. Summer Stone, CFO/Chief School Business Officer**

Summer has close to twenty years of progressive accounting and finance experience serving in both the nonprofit and for-profit business sectors. Prior to joining Christel House, Summer was the senior accountant for Healthx, a healthcare technology company, where she specialized in software implementation and efficiency, using her fine-tuned organizational skills to onboard entire leadership teams to use better accounting practices. Her experience includes conducting, supervising, and reviewing annual audits, reviews, compilations, and examinations of financial records of a wide array of businesses, including her past work for the Indianapolis Airport Authority and Sigma Kappa National Housing Corporation. Summer joined Christel House in October of 2018 as the Assistant Business Manager, and quickly made process improvements, and valuable contributions that led to her joining the leadership team in the spring of 2020 as the Chief School Business Officer/CFO. Summer is a member of the 2021-2023 Indiana Association of School Business Officials Leadership Academy cohort, and serves as an audit committee member for both Sigma Kappa Sororities and the Sigma Kappa National Housing Corporation.

**Mr. Tim Sopko, Director of Operations**

Tim Sopko has been an educator for 23 years, serving as a middle school teacher, Dean of Students, Assistant Principal, Principal, and now is in his third year as the Director of Operations for Christel House Indianapolis. He grew up in "The Region," graduating from Merrillville High School in 1994, before attending Ball State University for his undergraduate degree in Elementary Education and Governors State in University Park, Illinois to earn his Master's Degree in Educational Administration. Tim previously worked as a teacher and administrator for the School Town of Munster for 19 years before moving south to serve as the Assistant Principal at Clarksville High School for three years, and now lives in Trafalgar, Indiana with his wife Jenni and son, Jack.

**Ms. Christina Summers-Wooley, Head of Partnerships and Communications**

Christina Summers-Wooley is the Head of Partnerships and Communications for the Christel House Indianapolis network. She joined the staff of CH Indy as the student recruiter in 2015, but has been a parent at Christel House since 2012. Prior to joining CH Indy, she worked with another local charter school as it started operations, and with the Indianapolis Mayor’s Office of Education Innovation. Christina studied theater and English at Franklin College and earned an M.A. in English with a specialization in theater from Indiana State University.

**Ms. Jenny Reynolds, Director of K-8**

Jenny Reynolds has been an educator with Christel House Schools since the 2008-2009 school year. She earned her Bachelor’s Degree in Elementary Education from IUPUI and her Master’s

Degree in Education Administration from Butler University. In her nearly 15 years with Christel House, she has spent the vast majority of her time at the South campus. She has been an elementary classroom teacher, a lead teacher, a mentor teacher, an instructional coach, principal, and is currently the director of K-8 where she works with both West and South Academies.

Jenny has seen Christel House through some amazing changes and growth. When she started, there was only one Christel House campus in Indianapolis, serving Kindergarten through eighth grade. Jenny has been with Christel House through the opening of the Watanabe High School, the opening of the DORS programming, and the opening of Christel House Academy West. She was the K-8 principal through the move of the South campus to its new home on the Manual campus and combining schools with Watanabe, Manual, DORS, and the Early Learning Center. Jenny's passions lie in curriculum and instruction, coaching and mentoring. She is a strong advocate for student and teacher growth with a focus on creating equitable spaces for teaching and learning. In her personal life, Jenny enjoys time with her family, sports, reading, and listening to podcasts. She and her husband, Will, are parents to their busy 5-year-old daughter and navigating life with a Kindergartener. Jenny is a native of southern California and tries to get back to visit her family and soak up the sun as often as possible.

**Dr. Eric Sinclair, Humanities Director/Manual High School Principal**

Eric Sinclair is the current, and final, Principal of Emmerich Manual High School. He graduated from Eastern Illinois University as an English Major with his teacher certification in 2010 before spending seven years teaching in public schools throughout central Illinois. While working at his alma mater, he began pursuing a Master's degree in teaching and became National Board for Professional Teaching Standards certified. From there, he taught adjunct classes in Differentiation, Assessment, & Content Area Literacy at EIU and decided to pursue his Ph.D. in Curriculum and Instruction at Indiana State University. After finishing that program in 2017, Eric left Illinois to work at Christel House as an English teacher. After finishing his administrator licensure at University of Indianapolis, he moved to a team lead position, then to Team Administrator for Christel House South, and then the Humanities Director role for the network the following year. Eric is a frequent conference presenter and has published several articles in peer-reviewed academic journals. He also serves on two community partnership boards (Data Assessment Review & Clinical Partnership) at UIndy and runs a memorial scholarship nonprofit for a school on the south side of Chicago. Outside of work, he enjoys spending time with his wife Michaela, and their three kids, Mya, Sloane, and Kris, who will all likely attend Christel House schools. He also enjoys reading, podcasts, and fitness.

**Ms. Tracy Westerman, Director of Indy Teach**

Tracy has served as the Program Director for IndyTeach for the last 5 years and has worked in both traditional and charter schools for 19 years. After graduating from the University of Michigan, she was selected as a Teach for America corps member and was nominated for Disney Teacher of the Year. Tracy earned an MS in Elementary Education from Saint Joseph's University and an M.Ed from Columbia University and served as an instructional coach and principal with Christel House Indianapolis prior to co-founding and leading IndyTeach.

**Ms. Kara Moreland, College and Careers Administrator**

Kara Moreland is College & Careers Administrator for Christel House Indianapolis, helping

students in Grades 7-12 explore college, careers, and 21st Century skills. Her role is unique to Christel House's mission to break the cycle of poverty; unlike most high school counselors, Kara continues to mentor and coach these first-generation college students for five years after graduation. Her students affectionately refer to her as "Mother Moreland." Before joining the team at Christel House in 2014, Kara was Manager of Education at Indiana Repertory Theatre for 13 years, overseeing student matinee sales, the Summer Conservatory for Youth, adult and youth classes, and internships as well as assisting with the artist-in-the-classroom program. She is proud to serve as a committee member on Employ Indy's Indianapolis Post-Secondary Action (IPAC) Committee, as an educator on Junior Achievements JobSpark's Educator sub-committee, and as a board member for Summer Stock Stage. Kara graduated Summa Cum Laude with a Bachelor of Arts in Theatre from Marian University.

**Ms. RonNella Moore, STEM Director**

Ronni Moore is an educator from Indianapolis. She most recently served as principal for Purdue Polytechnic High School North and was on the founding team for the school. Prior to Purdue, Ronni worked as a science instructor, then Curriculum Support Specialist and Lead teacher for the Excel Center-Meadows. Ronni is a graduate of Indiana University (Bloomington) where she earned a Bachelor of Arts in Journalism, Spanish and History. She also holds an M.A. in Teaching from Marian University (Indianapolis), an M.B.A. in Education Leadership from Indiana State University (Terre Haute) and she is currently a master's student at High Tech High's Graduate School of Education (San Diego) and a PhD candidate in Education Administration at Indiana State University. Ronni lives in Indianapolis with her husband and three children.

**Mr. Wesley Terrell, CTE and Dual Credit Director**

Wes Terrell works closely with Christel House High Schools to support strategy for growing and sustaining high-quality CTE and dual credit opportunities for students at Watanabe High School, which currently has four career pathways and a variety of dual credit offerings. Wes also works closely with adult students at DORS high school to provide certifications linked to employment opportunities and graduation requirements.

Prior to Christel House, Wes led a team as a Project Lead The Way (PLTW) Vice President of Partnerships to create and manage a variety of partner initiatives, including grant receiving and making, as well as programming designed to engage students with professionals. Before that, he led the curriculum team at PLTW to create and sustain all programs and courses. Wes has also consulted for Ed Tech startups and other education providers. Wes was a high school Engineering and Technology classroom teacher for 7 years. He earned a B.S. in Technology Education from Ball State, an M.S. in Curriculum and Instruction from Purdue, and he holds a Director of Career and Technical Education administrator license.

DORS School Leadership

**Ms. Ronnisha Davis, DORS South Principal**

Ronnisha Davis is the DORS South Principal (nights). She has been with DORS for four years, and just starting her fifth year with the program. Ronnisha grew up in Indianapolis and went to Indianapolis Metropolitan High School. She obtained her undergraduate degree from Indiana State University, a Master's in Education from Indiana University, and an administrative license

from Marian University. She enjoys watching Netflix with her child in her free time.

**Ms. Heather Starks, DORS West Principal**

Heather Starks serves as the principal at Christel House DORS West. This is her fourth year in this role with CH DORS. Previously, she taught English at Warren Central High School for 20 years. She received her undergraduate degree in Secondary Education and ELA from IUPUI, and her master's in Educational Leadership from Marian University. Heather is an Indy native and is proud of her daughter, Sarah, who is currently a junior at Purdue.

**Ms. Noel Wilson, DORS Manual Principal**

Noel Wilson serves as the Principal of Christel House DORS on the Manual Campus. She joined the DORS team in December of 2019. Her passion to serve and support struggling students and families was sparked as a middle schooler which prompted her to pursue her B.S. in Special Education from Ball State University. Noel enjoyed 19 years as a classroom teacher serving marginalized populations of students both in the traditional and alternative education settings as a teacher of students with emotional and behavioral diagnoses. She earned her Master's degree in Educational Leadership from Indiana University and led at the elementary level before transitioning to DORS. Her passion for supporting struggling students led her to co-create an alternative to expulsion program which has been implemented in numerous local schools. In her downtime, she enjoys spending her free time cheering her children on in the things that they love, exploring new places with her family, and recharging at the beach with a good book.

**Ms. Danijel Yeakey, Site Leader, DORS Ivy Tech**

Danijel is an Indianapolis, Indiana native. She received a Bachelor's in Social Work from Indiana University and a certificate in Case Management Grief Support. She will complete her Master's in Organizational Leadership from Indiana Wesleyan University, in December 2022. Danijel has more than 10 years of experience in the Christel House DORS program and over 20 years of experience in the field. Prior to accepting her position with DORS, Danijel worked within various sectors of social service and education including Salvation Army Drug Rehabilitation, Gallahue Mental Health Services, Big Brothers Big Sisters of Indianapolis, and Atterbury Job Corp. She has a husband of 13 years, 2 daughters, and one son.

**Ms. Erin Brown, Instructional Coach**

Erin Brown is the Instructional Coach at Christel House DORS in Indianapolis. She has 14 years of experience in public education as a Classroom Teacher and Instructional Coach. She received a B.A. in Elementary Education in 2008 from DePauw University, served as a Teach For America Corps Member in Indianapolis, and received an M.A. in Education from Marian University in 2010. Erin taught students in Kindergarten through Eighth Grade and transitioned out of the classroom in 2016 to be the Instructional Coach at DORS. She and her husband just celebrated their 10th wedding anniversary and have three beautiful daughters.

*C. The Teaching Staff*

The teaching staff at DORS is an outstanding group of dedicated individuals. The Ivy, West, and Manual campuses are staffed with full-time employees. The South staff are part-time employees. The combined staff of all schools is 49% people of color and 21% male. To help attract more

teachers of color and convert highly qualified staff into licensed teachers, we have engaged a Talent Specialist to recruit teachers from underrepresented populations to ensure representation for our students and meet our Diversity, Equity, and Inclusion staffing commitments and Strategic Priorities. We have also invested in a Long Term Incentive (LTI) program to help retain our highly effective teachers. These programs are described in the following paragraphs.

In 2022, Christel House Indianapolis was awarded a \$25,000 Talent Innovation Fund grant through The Mind Trust to assist with our goals to recruit a more racially and culturally diverse teaching staff for our students. The funds will be used to recruit out-of-state students for IndyTeach, and those finishing graduate or undergraduate education degrees at HBCUs and HSIs. Our Talent Specialist has been successful in forging relationships with Howard University, Kentucky State University, and Dominican University to recruit teachers and staff that represent the cultures and backgrounds of our students. Of particular interest, we aspire to recruit men of color who have an interest in teaching and receiving their elementary generalist education license and women of color who are certified in STEM secondary education. We are confident that as we solidify and nurture these partnerships, along with the assistance of the Talent Innovation Fund, we will make great strides in providing more representation in classroom and school leadership for our students.

Furthermore, in 2020, Christel House Indianapolis adopted Diversity, Equity, and Inclusion commitments and are in year two of a four-year partnership with the Indianapolis Equity Collaborative. This partnership provides training and support to members of all levels of the organization to ensure that DEI is integrated into our daily work and drives strategic initiatives. They support our organizational learning to ensure that these efforts are self-sustaining and we can lead our own development in the future. During the first year, we were focused on level setting, educating, and getting everyone to use the same language around our DEI commitments through quarterly network-wide training and monthly network and school leadership team training. This year we developed a school-based Equity Leadership Team at each DORS campus to support a train-the-trainer model. Furthermore, the Indy Equity Collaborative created online modules for the content for which they are training the ELT members on facilitating conversation and dialogue about the content in each module. The Equity Leadership Team members also serve as a liaison with their staff and school/network leadership on issues related to DEI and meet monthly with their principal to dig into data disaggregated by subgroup to help identify any trends and concerns related to student achievement, attendance, school discipline, etc. and help problem solve. Next year, two additional members from each school will go through the training so that we have multiple staff members, across all schools, who are equipped with the tools to train future staff members so that this learning does not end with our partnership with the Indy Equity Collaborative.

We offer a Long Term Incentive (LTI) for all licensed positions to help with talent retention and to recognize our staff for their commitment to the organization. Staff members are vested in the program after one year of service with an effective rating. After the one-year period, teachers and coaches who maintain an effective rating each year are eligible for a \$20,000 bonus every five years. This program has been in effect for the last ten years and has helped us retain our most effective teachers during that time.

#### *D. Academic Achievement*

We prepare students for a successful post-elementary and post-secondary experience at DORS. We measure our students' success through a variety of short- and long-term academic and non-academic measures including, but not limited to assessments measuring student proficiency and growth of state standards, personal academic and social-emotional goals, employability skills embedded within the curriculum, as well as tracking post-secondary success. Academic achievement at DORS is strong. 78% of credits attempted last academic year were earned. Our goal for the 2022-23 school year is 83%. Students on average demonstrated 2.49 years of growth in math and 1.5 years of growth in reading on our STAR360 benchmark assessments. This is significant given that 60-65% of our DORS students are English Language Learners.

### 2. Weaknesses, Challenges, and Areas for Improvement

Providing opportunities for more students who submit applications from the north side of the city is a challenge for us due to our current locations. Furthermore, we would like to develop more creative partnerships to create opportunities for more DORS students to earn certifications in careers they aspire to. More details about these challenges as well as our solutions for improvement are detailed in the paragraphs below.

#### *A. Student Access to DORS Programming*

We received over 250 applications from adults on the north side of the city who lack access to high school diploma programs that did not convert to students. Unfortunately, even our Ivy Tech location is too far south or doesn't accommodate night classes that applicants need for their schedules. We are proposing partnering with community centers and other educational partners to find space around the north side of the city to be able to offer on-site classes.

#### *B. Affordable and Meaningful Certification Offerings*

Finding certification programs that aren't cost-prohibitive and are meaningful to our students has been challenging. However, in 2022, we added an on-site welding certification and partnered with Edna Martin and Father's Heart to launch an on-site Certified Nursing Assistant certification program at the Manual campus for DORS students to earn industry credentials. Our Director of CTE & Dual Credit has been pursuing several opportunities with community partners to lower barriers and provide more access to our DORS students since he joined the Christel House Indianapolis team in the summer of 2021.

### 3. Additional Evidence

As mentioned previously, partnerships with organizations in the community are integral to the work at Christel House DORS. Our model utilizes Resource Coaches who assist our students in accessing needs that could become barriers to their success in school. The coaches and community outreach team maintain and seek out partnerships with many types of organizations to create a wide range of resources. Partnerships work in both directions, though, and our DORS students complete resource hours which can be attending a workshop to learn more about a



community resource, or volunteering at an organization to assist in the support they provide to other members of the community. We have provided workshops for students on topics such as registering to vote, gaining a state ID, college and career fairs, financial literacy, and understanding legal rights for students in our immigrant communities.

Christel House doesn't stop supporting our students when they graduate. The College and Careers (C&C) program mentors all graduates by supplying the resources and support they need to obtain a post-secondary education and/or find meaningful employment. For up to five years after students graduate, our College and Careers Administrator and Coaches check in with graduates, and are the people graduates can contact for help with questions and concerns about college, career opportunities, professional development, or personal issues. Most of our DORS students are the first person in their families to graduate high school, pursue post-secondary training, or attend college. As a result of our efforts to support our graduates:

- 95% of DORS graduates are participating in the C&C program
- 98% of our participating graduates are either working, studying or both
- 76% of those who are studying persist in their programs of study
- 50% of DORS grads are on track or self-sufficient five years after graduation (earning \$29,000 or more annually for an individual).

To highlight a few of our graduates' success, three grads completed nursing programs and are Registered Nurses working for IU and Eskenazi, one grad graduated from Ivy Tech and is continuing studies at IUPUI for IT, and another completed a Welding Certification with DORS and is working for Pepper Construction.

#### 4. 5-Year Budget

Please see [Attachment 1A](#) for a detailed five-year pro-forma budget for DORS, including the current school year without the expanded enrollment proposed in [Section III](#). Please see [Attachment 1B](#) for a detailed five-year pro-forma budget for DORS, including the current school year that includes the expanded enrollment proposed in [Section III](#) and the related expenses.

#### 5. Budget Narrative

Please see [Attachment 2](#) for a detailed budget narrative providing a high-level summary of our both budgets and how they align with our five-year business plan. This includes a description of assumptions and revenue estimates, including our per-pupil revenue projections, staffing levels, facilities expenses, and technology costs.

#### 6. Statement of Assurances

Please see [Attachment 3](#) for a completed Statement of Assurances form signed by Dr. Sarah Weimer, the Board authorized representative of Christel House Indianapolis, including Christel House DORS.

**Section III: Proposed Changes**

There are two material changes we are proposing that are connected to each other. First, we would like to add at least two campuses to our existing portfolio. These would be added under our existing school and corporation numbers. Additional future locations would likely be on the north side of Indianapolis. We have discussed the possibility of hosting evening classes at an existing IPS facility with IPS Innovation staff and we are exploring other opportunities with community centers in the area. As previously mentioned, we received over 250 applications from adults on the north side of the city who lack access to high school diploma programs that did not convert to students in our current configuration and locations. We strongly believe adding campuses in northern neighborhoods is needed for our Indianapolis community.

Second, we would like to expand our student enrollment. We are asking the Indiana General Assembly to expand our funding allocation from 825 students to 1200. This would allow us to expand to two locations and receive adequate funding for supporting the additional locations in the next biennium budget cycle. Figure 1 illustrates the approximate student counts at each location. The formal Enrollment Plan can be found [here](#).

Location	2023-24	2024-25	2025-26	2026-27	2027-28
Ivy	200	200	200	200	200
Manual	200	200	200	200	200
West	200	200	200	200	200
South	200	200	200	200	200
New Site	50	75	100	150	150
New Site	150	175	200	250	250
Target	1000	1050	1100	1200	1200

Figure 1: The enrollment plan for DORS campuses each year showing expected growth patterns should the additional locations and student enrollment plan be approved.

# Attachment 1A: Five-Year Budget (Without Enrollment Increases)

Please note, Budget A contains no enrollment increases or related revenue & expenses.

## Instructions for Renewal Budget Projections Workbook

 = Information should be entered into light gray shaded cells.

Name of Charter School: **Christel House DORS**  
 Location: **Indianapolis Public Schools**  
 First Year of New Charter (Renewal Year): **2023 - 24 SY**

<a href="#">1. Instructions</a>	<ul style="list-style-type: none"> <li>All organizers submitting a Charter Renewal Application to the Indiana Charter School Board must complete worksheets 1 through 4 of the Renewal Budget Projections Workbook. No information is required to be entered into WHITE cells, they will autofill as information is entered into GREY cells.</li> <li>Column and Row references in these instructions are to the Excel spreadsheet Column or Row.</li> </ul>
<a href="#">2. Enrollment Projection</a>	<ul style="list-style-type: none"> <li>Please complete the enrollment table for the school's current year, and provide enrollment projections for the next five (5) years beginning with the Renewal Year.</li> </ul>
<a href="#">3. Staffing Plan</a>	<ul style="list-style-type: none"> <li>Please provide a list of administrative, instructional, and other staff along with estimates of proposed salaries and benefits. Please include both full and part-time employees and contractors. Projected salary and benefits should align with current and 5-Year budgets.</li> <li>The estimated "average salary" for each position should include all taxable amounts (including taxable fringe benefits, stipends, bonuses, awards, and allowances).</li> <li>"Other Insurance" includes health care, long-term care, life, disability.</li> <li>"Other Benefits" are non-taxable benefits (e.g., educational assistance, dependent care assistance, transportation benefits, non-taxable fringe benefits, etc.).</li> </ul>
<a href="#">4. 5-Year Budget</a>	<ul style="list-style-type: none"> <li>Please provide budget projections for the Current Year and the next 5 years. Note that the information provided in Tab 3 must align with the personnel expenses provided in Tab 4 or Tab 4 will throw an ERROR.</li> </ul>
Notes:	<ul style="list-style-type: none"> <li>Applicants proposing to operate a network of schools should add a worksheet or attach a separate file reflecting the consolidated network's 5-Year pro-forma budget, reflecting all components - including the regional back office/central office - of the Indiana network.</li> <li>This template is not intended to be exhaustive. If it is unclear to which line a particular item of revenue or expense belongs, add it to the closest approximation or to one of the "other" categories and make a note in the budget narrative.</li> </ul>

Ver. 10.11.2021

### School Enrollment Projections

(must align with Renewal Application Enrollment Plan)

School Name: **Christel House DORS**  
 Location: **Indianapolis Public Schools**  
 Renewal Year: **2023 - 24 SY**

Yes

Complete Rows 32 and 37-40 only.

Is the school an Adult High School (please see instructions):

Enrollment	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
	2022 - 23 SY	2023 - 24 SY	2024 - 25 SY	2025 - 26 SY	2026 - 27 SY	2027 - 28 SY
Kindergarten						
Grade 1						
Grade 2						
Grade 3						
Grade 4						
Grade 5						
Grade 6						
Grade 7						
Grade 8						
Grade 9						
Grade 10						
Grade 11						
Grade 12						
<b>Total K-12 Enrollment:</b>	0	0	0	0	0	0
Adult Learners (1)	750	825	825	825	825	825
<b>Total Adult Enrollment:</b>	750	825	825	825	825	825
<b>Estimated % of Students:</b>						
Special Education	6%	7%	7%	8%	8%	9%
English Learners	80%	81%	81%	82%	82%	83%
Free/Reduced Priced Lunch	85%	85%	85%	85%	85%	85%
Virtual Students (2)	0%	0%	0%	0%	0%	0%
<b>K-12 Distribution (3)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adult Distribution (4)</b>	\$ 5,062,500.00	\$ 5,568,750.00	\$ 5,568,750.00	\$ 5,568,750.00	\$ 5,568,750.00	\$ 5,568,750.00

#### Notes & Instructions

**Please complete the enrollment table for the school's current year, and provide enrollment projections for the next five (5) years beginning with the Renewal Year.**

1) An "adult high school" is a charter school that has a majority of enrolled students that: (1) belong to a graduation cohort that has already graduated; or (2) are over the age of eighteen (18) years of age; at the time the student was first enrolled at the school. If you are an adult high school, complete Rows 32, and 37-40 only.

2) A "virtual student" is defined as a student for whom at least fifty percent (50%) of the instructional services received from the school is virtual instruction. Virtual instruction means instruction that is provided in an interactive learning environment created through technology in which students are separated from their teacher by time or space, or both. Students receiving more than 50% of their instruction virtually generate eighty-five percent (85%) of the foundation formula amount rather than 100%. The analysis is applicable on a per student basis.

3) The "basic" tuition support grant for K-12 schools is equal to the following formula:  
 (Foundation Amount X ADM) + [(Complexity Multiplier X Complexity Index) X ADM]

The Distribution calculations are an estimate based on projected enrollment multiplied by basic tuition support in the amounts as set forth in the most recently passed (2021-23 FY) budget- Foundation = \$5,995 for the 2021-22 SY and \$6,235 for the 2022-23 SY (and beyond) and Complexity Multiplier = \$3,775. The school's actual distribution will be based on the school's ADM count of eligible pupils enrolled in the school on two count dates (in September and February) multiplied by the basic tuition support calculation. The calculation uses the Complexity Index for the school corporation in which the proposed charter school will be located- the school's actual Complexity Index amount will likely differ. The Special Education Grant amount is calculated on Tab 4 and uses the grant amount for mild/moderate disabilities (\$2,657 for the 2022-23 SY). The grant amount for severe disabilities is \$10,575 for the 2022-23 SY).

4) The Adult Learner Grant amount for adult high schools is \$6,750. The Adult Distribution is calculated by multiplying Total Enrollment by the Adult Grant.

5-Year Projected Staffing Plan

School Name: Christel House DORS  
Renewal Year: 2023 - 24/25

The information provided herein does not and is not intended to, constitute legal advice. Schools should consult an attorney and/or accountant for any questions about employment and employment tax matters before completing this worksheet.

\* Complete all relevant Gray Shaded areas -> Name of Position, Number of Positions, Average Salary, Health Insurance, Retirement Contribution, and Other Benefits.  
\* Projected salary and benefits should align with Year 0 and 2-Year budgets.  
\* Please see footnotes below for additional information before completing the worksheet.

	Current Year			Year 1			Year 2			Year 3			Year 4			Year 5		
	Number	Average Salary	Total Expense	Number	Average Salary	Total Expense	Number	Average Salary	Total Expense	Number	Average Salary	Total Expense	Number	Average Salary	Total Expense	Number	Average Salary	Total Expense
<b>INSTRUCTIONAL STAFF</b>																		
Instructional Staff	7.0	\$ 65,977.00	\$ 462,199.00	7.0	\$ 65,977.00	\$ 462,199.00	7.0	\$ 65,977.00	\$ 462,199.00	7.0	\$ 65,977.00	\$ 462,199.00	7.0	\$ 65,977.00	\$ 462,199.00	7.0	\$ 65,977.00	\$ 462,199.00
Special Education (ELL) Teachers	7.0	\$ 113,235.00	\$ 792,607.50	7.0	\$ 113,235.00	\$ 792,607.50	7.0	\$ 113,235.00	\$ 792,607.50	7.0	\$ 113,235.00	\$ 792,607.50	7.0	\$ 113,235.00	\$ 792,607.50	7.0	\$ 113,235.00	\$ 792,607.50
<b>ADMIN &amp; SUPPORT</b>																		
Principal	1.0	\$ 98,400.00	\$ 98,400.00	1.0	\$ 98,400.00	\$ 98,400.00	1.0	\$ 98,400.00	\$ 98,400.00	1.0	\$ 98,400.00	\$ 98,400.00	1.0	\$ 98,400.00	\$ 98,400.00	1.0	\$ 98,400.00	\$ 98,400.00
Admin Support Staff	19.0	\$ 41,000.00	\$ 779,000.00	19.0	\$ 41,000.00	\$ 779,000.00	19.0	\$ 41,000.00	\$ 779,000.00	19.0	\$ 41,000.00	\$ 779,000.00	19.0	\$ 41,000.00	\$ 779,000.00	19.0	\$ 41,000.00	\$ 779,000.00
<b>OTHER COMPENSATION</b>																		
Health Insurance (1)		\$ 6,448.00	\$ 6,448.00		\$ 6,448.00	\$ 6,448.00		\$ 6,448.00	\$ 6,448.00		\$ 6,448.00	\$ 6,448.00		\$ 6,448.00	\$ 6,448.00		\$ 6,448.00	\$ 6,448.00
Retirement (2)		\$ 134,100.00	\$ 134,100.00		\$ 134,100.00	\$ 134,100.00		\$ 134,100.00	\$ 134,100.00		\$ 134,100.00	\$ 134,100.00		\$ 134,100.00	\$ 134,100.00		\$ 134,100.00	\$ 134,100.00
Social Security		\$ 178,122.00	\$ 178,122.00		\$ 178,122.00	\$ 178,122.00		\$ 178,122.00	\$ 178,122.00		\$ 178,122.00	\$ 178,122.00		\$ 178,122.00	\$ 178,122.00		\$ 178,122.00	\$ 178,122.00
Medicare		\$ 41,295.21	\$ 41,295.21		\$ 41,295.21	\$ 41,295.21		\$ 41,295.21	\$ 41,295.21		\$ 41,295.21	\$ 41,295.21		\$ 41,295.21	\$ 41,295.21		\$ 41,295.21	\$ 41,295.21
Unemployment		\$ 72,001.27	\$ 72,001.27		\$ 72,001.27	\$ 72,001.27		\$ 72,001.27	\$ 72,001.27		\$ 72,001.27	\$ 72,001.27		\$ 72,001.27	\$ 72,001.27		\$ 72,001.27	\$ 72,001.27
<b>TOTAL</b>	<b>23.0</b>	<b>\$ 1,938,120.00</b>	<b>\$ 1,938,120.00</b>	<b>23.0</b>	<b>\$ 1,938,120.00</b>	<b>\$ 1,938,120.00</b>	<b>23.0</b>	<b>\$ 1,938,120.00</b>	<b>\$ 1,938,120.00</b>	<b>23.0</b>	<b>\$ 1,938,120.00</b>	<b>\$ 1,938,120.00</b>	<b>23.0</b>	<b>\$ 1,938,120.00</b>	<b>\$ 1,938,120.00</b>	<b>23.0</b>	<b>\$ 1,938,120.00</b>	<b>\$ 1,938,120.00</b>

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>TOTAL STAFF</b>	23.0	23.0	23.0	23.0	23.0	23.0
Total Salaries:	\$ 1,938,120.00	\$ 1,938,120.00	\$ 1,938,120.00	\$ 1,938,120.00	\$ 1,938,120.00	\$ 1,938,120.00
Total Benefits:	\$ 360,000.00	\$ 360,000.00	\$ 360,000.00	\$ 360,000.00	\$ 360,000.00	\$ 360,000.00
<b>Total Salaries/Benefits:</b>	<b>\$ 2,298,120.00</b>	<b>\$ 2,298,120.00</b>	<b>\$ 2,298,120.00</b>	<b>\$ 2,298,120.00</b>	<b>\$ 2,298,120.00</b>	<b>\$ 2,298,120.00</b>
Student/teacher ratio	32:1	32:1	32:1	32:1	32:1	32:1
Student/staff ratio	35:1	35:1	35:1	35:1	35:1	35:1

**FOOTNOTES:**  
 (1) Amounts paid for "employee" regardless of whether they are full-time, part-time, or limited-time should be listed in the Average Salary column (rows 13-17) for each year. All pay provided to an employee for services performed should be included, including salaries, vacation allowances, bonuses, stipends, commissions, and taxable fringe benefits. For more information, see <https://www.irs.gov/publications/p13>.  
 (2) Health Insurance includes Group Life Insurance, Group Health Insurance, Group Accident Insurance, Other Authorized Group Insurance, and Workers Compensation Insurance.  
 (3) Retirement Contributions includes Severance/Early Retirement Pay, Public Employees Retirement Fund, Teachers Retirement Fund, Public Employees Retirement Fund (Optional Contribution), Teacher Retirement Fund (Optional Contribution).  
 (4) Other Compensation - includes any other benefits not otherwise classified above, including payments made to independent contractors. This cell should reflect the sum total of all Other Compensation for the year.

**NOTE ABOUT CLASSIFYING WORKERS:**  
 Generally, an individual who performs services for you is your "employee" if you have the right to control what work will be done and how it will be done. An individual who performs services for you is an "independent contractor" if you have the right to control or direct only the result of the work, but not what will be done and how it will be done. This is an important distinction because an employee's wages are subject to employment tax withholding while an independent contractor's earnings are subject to self-employment tax. However, there are many factors used by the IRS to determine whether an individual is an employee or an independent contractor. Misclassification of an employee as an independent contractor may result in additional payroll taxes due, as well as possible interest and penalties. Please consult your attorney before classifying an employee. Payments made to "independent contractors" should be listed as "Other Compensation" on row 58, and explained in the budget narrative. Do not include payments made to independent contractors on row 15-47.

**5-Year Projected Annual Operating Budget (Fiscal Year July 1-June 30)**

School Name: **Christel House DORS**  
 Renewal Year: **2023 - 24 SY**

**Special Instructions for Schools Contracting with a Management Company:**

Please include a note in the assumptions column and budget narrative if any of the listed amounts include additional service, consulting, facility, or licensing fees paid to a management company or affiliate of a management company that are not included in Line 97 (CMO/EMO fee). For example, you should note any additional fees for instructional or support supplies and resources; license fees for materials, software, or educational programming; or fees related to the management, sale, or lease of real estate. Please also state whether your facility is leased or purchased from a management company or affiliate of a management company.

If a line item is completed that includes the words "(please describe)" a specific description of the item must be provided in the appropriate box in Column L. Failure to provide a description as requested will result in rejection of the submission.

REVENUES	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5	Additional Information	
<b>State Revenue - See Footnotes</b>								
Basic Tuition Support / Adult Grant - From Tab 2	\$ 3,062,500.00	\$ 3,568,730.00	\$ 3,568,730.00	\$ 3,568,730.00	\$ 3,568,730.00	\$ 3,568,730.00	Other State Grants (Row 29)	
Special Education Grant - From Tab 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Honors Diploma Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
CTE Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Charter and Innovation Network School Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Formative Assessment Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
State Matching Funds for School Lunch Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
High Ability (Gifted and Talented) Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Textbook Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Remediation Program Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Teacher Appreciation Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Other State Grants (please describe) (1)	\$ 18,800.00	\$ 18,830.00	\$ 18,830.00	\$ 18,830.00	\$ 18,830.00	\$ 18,830.00		
<b>Total State Revenue:</b>	\$ 5,081,300.00	\$ 5,587,400.00	\$ 5,587,400.00	\$ 5,587,400.00	\$ 5,587,400.00	\$ 5,587,400.00		
<b>Federal Revenue - See Footnotes</b>								
Public Charter School Program Grant (2)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Other Federal Revenue (Row 41)	
Charter Facilities Assistance Program Grant (2011)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
IDEA- Part B Grant (Special Education)	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00		
Title I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Title II	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Federal Lunch Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Federal Breakfast Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Other Federal Revenue (please describe)	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00		
<b>Total Federal Revenue:</b>	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00		
<b>Other Revenue</b>								
Contributions and Donations from Private Sources	\$ 162,500.00	\$ 162,500.00	\$ 162,500.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	Other Revenue (Row 30)	
Student Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Other Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Other Revenue (please describe)	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00		
<b>Total Other Revenue:</b>	\$ 1,025,372.00	\$ 1,025,372.00	\$ 1,025,372.00	\$ 1,037,872.00	\$ 1,037,872.00	\$ 1,037,872.00		
<b>TOTAL REVENUE:</b>	\$ 6,131,672.00	\$ 6,637,972.00	\$ 6,637,972.00	\$ 6,650,472.00	\$ 6,650,472.00	\$ 6,650,472.00		

EXPENSES												
<b>Administrative Staff - See Footnote (3)</b>												
Executive Administration: Office of Superintendent	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
School Administration: Office of the Principal	\$	-	\$	403,332.08	\$	417,407.28	\$	429,833.20	\$	442,071.72	\$	455,875.80
Other School Administration	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Business Manager/Director of Finance	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Total Administrative Staff:</b>	\$	-	\$	403,332.08	\$	417,407.28	\$	429,833.20	\$	442,071.72	\$	455,875.80
<b>Instructional Staff</b>												
Teachers - regular	\$	1,374,432.00	\$	1,035,491.70	\$	1,084,333.30	\$	1,114,484.19	\$	1,145,311.42	\$	1,177,003.47
Teachers - Special Education	\$	38,212.00	\$	39,938.80	\$	61,737.30	\$	63,609.70	\$	65,518.20	\$	67,483.90
Substitutes, Assistants, Paraprofessionals, Aides	\$	-	\$	717,353.40	\$	738,843.10	\$	760,579.20	\$	783,779.10	\$	807,260.00
Summer School Staff	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Total Instructional Staff:</b>	\$	1,412,644.00	\$	1,832,803.90	\$	1,885,153.70	\$	1,989,073.09	\$	1,994,608.72	\$	2,051,809.37
<b>Non-Instructional/Support Staff - See Footnotes</b>												
Social Workers, Guidance Counselors, Therapists	\$	683,744.00	\$	362,378.30	\$	373,456.40	\$	384,035.40	\$	396,136.70	\$	408,082.30
Instructional Support Staff (A)	\$	-	\$	189,385.30	\$	195,000.30	\$	200,782.80	\$	206,738.30	\$	212,872.80
Other Support Staff (please describe) (3)	\$	377,512.00	\$	-	\$	-	\$	-	\$	-	\$	-
Nurse	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Librarian	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Information Technology	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Maintenance of Buildings, Grounds, Equipment (Including Custodial Staff)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Security Personnel	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Athletic Coaches	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Total Non-Instructional/Support Staff:</b>	\$	1,063,256.00	\$	551,964.00	\$	568,456.70	\$	585,442.20	\$	602,935.00	\$	620,955.30
<b>Subtotal Wages and Salaries:</b>												
	\$	2,695,900.00	\$	2,790,089.98	\$	2,871,017.68	\$	2,954,368.49	\$	3,040,215.44	\$	3,128,641.07
<b>Payroll Taxes and Benefits - From Tab 3</b>												
Social Security/Medicare/Unemployment	\$	216,930.00	\$	232,994.47	\$	239,702.30	\$	240,732.81	\$	253,912.03	\$	261,300.92
Health Insurance	\$	282,240.00	\$	300,366.00	\$	312,407.70	\$	324,300.40	\$	337,889.20	\$	351,419.20
Retirement Contributions	\$	339,724.00	\$	303,372.17	\$	312,181.99	\$	321,235.57	\$	330,600.90	\$	340,220.92
Other Compensation (please describe)	\$	-	\$	75,000.00	\$	75,000.00	\$	75,000.00	\$	75,000.00	\$	75,000.00
<b>Total Payroll Taxes and Benefits:</b>	\$	838,900.00	\$	911,732.64	\$	939,351.99	\$	967,888.78	\$	997,402.15	\$	1,027,953.04
<b>Total Personnel Expenses:</b>												
	\$	3,534,800.00	\$	3,701,822.62	\$	3,810,369.67	\$	3,922,257.27	\$	4,037,617.59	\$	4,156,594.11
<b>Instructional Supplies and Resources - See Footnotes</b>												
Textbooks	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Library/Media Services (Other than Staff)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Technology Supporting Instruction (computers, tablets, etc.)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Student Assessment	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Instructional Software	\$	31,370.00	\$	31,370.00	\$	32,934.00	\$	32,934.00	\$	33,934.00	\$	34,944.00
Professional Development	\$	7,830.00	\$	7,830.00	\$	7,830.00	\$	7,830.00	\$	7,830.00	\$	7,830.00
Enrichment Programs (athletics or extra-curricular activities)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Other Instructional Supplies (please describe)	\$	17,406.00	\$	27,610.00	\$	28,030.00	\$	28,030.00	\$	28,030.00	\$	28,030.00
<b>Total Instructional Supplies and Resources:</b>	\$	70,612.00	\$	86,830.00	\$	88,794.00	\$	88,794.00	\$	88,794.00	\$	88,794.00

Other Support Staff (row 78)

Other Compensation (row 94)  
Long term incentive

Other Instructional Supplies and Resources (row 108)  
Operational Supplies, Uniforms, Student Incentives

Administrative Resources	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Administrative Technology - Computers & Software (not 24)	\$ 3,900.00	\$ 3,900.00	\$ 3,900.00	\$ 3,900.00	\$ 3,900.00	\$ 3,900.00	\$ 3,900.00	\$ 3,900.00	\$ 3,900.00	\$ 3,900.00	\$ 42,780.00
Other Administrative Expenses (please describe)	\$ 808,138.00	\$ 812,211.00	\$ 824,141.00	\$ 834,141.00	\$ 844,141.00	\$ 854,141.00	\$ 864,141.00	\$ 874,141.00	\$ 884,141.00	\$ 894,141.00	\$ 8,941,411.00
<b>Total Administrative Resources:</b>	\$ 812,038.00	\$ 816,111.00	\$ 828,041.00	\$ 838,041.00	\$ 848,041.00	\$ 858,041.00	\$ 868,041.00	\$ 878,041.00	\$ 888,041.00	\$ 898,041.00	\$ 9,364,191.00
<b>Governing Board Expenses</b>											
Legal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Governing Board Expenses (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Governing Board Expenses:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Purchased or Other Services (do not include staff expenses)</b>											
Audit Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Financial Accounting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Printing, Publishing, Duplicating Services	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 3,000.00
Telecommunications & IT Services	\$ -	\$ 50,000.00	\$ 57,444.00	\$ 64,888.00	\$ 72,332.00	\$ 79,776.00	\$ 87,220.00	\$ 94,664.00	\$ 102,108.00	\$ 109,552.00	\$ 727,440.00
Insurance (non-facility)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 38,000.00
Mail Services	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 80,000.00
Special Education Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Student Information Services or Systems	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Food Services	\$ -	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 13,000.00
Transportation Services	\$ 64,875.00	\$ 71,065.00	\$ 77,255.00	\$ 83,445.00	\$ 89,635.00	\$ 95,825.00	\$ 102,015.00	\$ 108,205.00	\$ 114,395.00	\$ 120,585.00	\$ 1,143,950.00
Marketing Expenses	\$ 22,454.00	\$ 21,940.00	\$ 21,426.00	\$ 20,912.00	\$ 20,398.00	\$ 19,884.00	\$ 19,370.00	\$ 18,856.00	\$ 18,342.00	\$ 17,828.00	\$ 183,460.00
Other Services (please describe)	\$ 168,500.00	\$ 168,500.00	\$ 168,500.00	\$ 168,500.00	\$ 168,500.00	\$ 168,500.00	\$ 168,500.00	\$ 168,500.00	\$ 168,500.00	\$ 168,500.00	\$ 1,685,000.00
<b>Total Purchased or Other Services:</b>	\$ 253,525.00	\$ 305,611.00	\$ 357,697.00	\$ 409,783.00	\$ 461,869.00	\$ 513,955.00	\$ 566,041.00	\$ 618,127.00	\$ 670,213.00	\$ 722,300.00	\$ 5,139,560.00
<b>Facilities Expenses (do not include staff expenses, e.g. custodial)</b>											
Facility Lease/Mortgage Payments (please describe)	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 3,800.00	\$ 42,780.00
Capital Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Leases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Internet Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation Expense	\$ 233,920.00	\$ 240,920.00	\$ 247,920.00	\$ 254,920.00	\$ 261,920.00	\$ 268,920.00	\$ 275,920.00	\$ 282,920.00	\$ 289,920.00	\$ 296,920.00	\$ 2,769,200.00
Insurance (Facility)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase of Furniture, Fixtures, & Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electric & Gas	\$ 38,500.00	\$ 38,500.00	\$ 38,500.00	\$ 38,500.00	\$ 38,500.00	\$ 38,500.00	\$ 38,500.00	\$ 38,500.00	\$ 38,500.00	\$ 38,500.00	\$ 385,000.00
Water & Sewage	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 20,000.00
Repair and Maintenance Services (including cost of supplies)	\$ 48,800.00	\$ 50,780.00	\$ 52,760.00	\$ 54,740.00	\$ 56,720.00	\$ 58,700.00	\$ 60,680.00	\$ 62,660.00	\$ 64,640.00	\$ 66,620.00	\$ 666,200.00
Custodial Services (including cost of supplies)	\$ 91,910.00	\$ 104,040.00	\$ 116,170.00	\$ 128,300.00	\$ 140,430.00	\$ 152,560.00	\$ 164,690.00	\$ 176,820.00	\$ 188,950.00	\$ 201,080.00	\$ 1,810,800.00
Waste Disposal	\$ -	\$ 1,120.00	\$ 1,120.00	\$ 1,120.00	\$ 1,120.00	\$ 1,120.00	\$ 1,120.00	\$ 1,120.00	\$ 1,120.00	\$ 1,120.00	\$ 11,200.00
Security Services	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 22,000.00
Other Facility Expenses (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Facilities Expenses:</b>	\$ 421,190.00	\$ 428,240.00	\$ 435,290.00	\$ 442,340.00	\$ 449,390.00	\$ 456,440.00	\$ 463,490.00	\$ 470,540.00	\$ 477,590.00	\$ 484,640.00	\$ 4,846,400.00
<b>Other Expenses - See Footnotes</b>											
Indiana Charter School Board Administrative Fee (6)	\$ 20,800.00	\$ 20,800.00	\$ 20,800.00	\$ 20,800.00	\$ 20,800.00	\$ 20,800.00	\$ 20,800.00	\$ 20,800.00	\$ 20,800.00	\$ 20,800.00	\$ 208,000.00
Management Fee (7)	\$ 720.00	\$ 720.00	\$ 720.00	\$ 720.00	\$ 720.00	\$ 720.00	\$ 720.00	\$ 720.00	\$ 720.00	\$ 720.00	\$ 7,200.00
Bank Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Escrow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses (please describe)	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 862,872.00	\$ 8,628,720.00
<b>Total Other Expenses:</b>	\$ 883,672.00	\$ 883,672.00	\$ 883,672.00	\$ 883,672.00	\$ 883,672.00	\$ 883,672.00	\$ 883,672.00	\$ 883,672.00	\$ 883,672.00	\$ 883,672.00	\$ 8,836,720.00
<b>TOTAL EXPENSES:</b>	\$ 1,317,728.00	\$ 1,346,373.00	\$ 1,375,018.00	\$ 1,403,663.00	\$ 1,432,308.00	\$ 1,460,953.00	\$ 1,489,598.00	\$ 1,518,243.00	\$ 1,546,888.00	\$ 1,575,533.00	\$ 15,757,770.11
<b>CHANGE IN NET ASSETS</b>	\$ 18,007.00	\$ 205,396.58	\$ 400,793.16	\$ 596,188.74	\$ 791,584.32	\$ 986,979.90	\$ 1,182,375.48	\$ 1,377,771.06	\$ 1,573,166.64	\$ 1,768,562.22	\$ 18,208.11

**Footnotes:**

(1) Including, but not limited to: alternative education program grants (IC 20-20-41); educational technology plan grants (IC 20-20-13); school safety plan grants (IC 1-2-10.1-6); secured school fund grants (IC 10-21.1-2); dual language pilot program grants (IC 20-20-41-2); teacher and student achievement fund grants (IC 20-20-43-3); student and parent support services grants (IC 20-24-9); etc.

(2) This is a competitive grant. Funding is not guaranteed. The funding for the PCIP grant is distributed through a reimbursement process. Contact BOE's Office of Title Grants and Support for more information.

(3) Office of Superintendent includes the Head of School, School Leader, Executive Director, Chief Executive Officer, as well as associate or assistant executive positions; Office of the Principal includes Vice- and Assistant Principals; Other School Administration includes Chief Academic Officers; Directors, Deans, and Coordinators of Curriculum, Instruction, Faculty, Students, Assessment, Student Affairs, Student Achievement, and similar positions.

(4) Includes Staffing for Instruction and Curriculum Development, Instructional Staff Training, etc.

(5) Secretary, Receptionist, Attendance Clerk, Office Manager, Cafeteria Worker, and other full or part-time employees not specifically described.

(6) Three quarters of one percent (0.75%) of the basic tuition support or adult learner grant amount received by the school.

(7) Include only those fees (per-pupil, contingent, or fixed) paid to a management company for educational or management services and describe how the fee is calculated in the budget narrative. All amounts separate from a specific "management fee" paid to a management company or an affiliate of the management company must be included elsewhere in the worksheet (e.g., lease payments, instructional supplies, software, technology, etc.) and described in the "Other Expenses" Column and/or in the Budget Narrative.



# Attachment 1B: Five-Year Budget (With Enrollment Increases)

Please note, [Budget B](#) reflects the proposed enrollment increases.

## Instructions for Renewal Budget Projections Workbook

= Information should be entered into light gray shaded cells.

Name of Charter School:	Christel House DORS
Location:	Indianapolis Public Schools
First Year of New Charter (Renewal Year):	2023 - 24 SY

<a href="#">1. Instructions</a>	<ul style="list-style-type: none"> <li>All organizers submitting a Charter Renewal Application to the Indiana Charter School Board must complete worksheets 1 through 4 of the Renewal Budget Projections Workbook. No information is required to be entered into WHITE cells, they will autofill as information is entered into GREY cells.</li> <li>Column and Row references in these instructions are to the Excel spreadsheet Column or Row.</li> </ul>
<a href="#">2. Enrollment Projection</a>	<ul style="list-style-type: none"> <li>Please complete the enrollment table for the school's current year, and provide enrollment projections for the next five (5) years beginning with the Renewal Year.</li> </ul>
<a href="#">3. Staffing Plan</a>	<ul style="list-style-type: none"> <li>Please provide a list of administrative, instructional, and other staff along with estimates of proposed salaries and benefits. Please include both full and part-time employees and contractors. Projected salary and benefits should align with current and 5-Year budgets.</li> <li>The estimated "average salary" for each position should include all taxable amounts (including taxable fringe benefits, stipends, bonuses, awards, and allowances).</li> <li>"Other Insurance" includes health care, long-term care, life, disability.</li> <li>"Other Benefits" are non-taxable benefits (e.g., educational assistance, dependent care assistance, transportation benefits, non-taxable fringe benefits, etc.).</li> </ul>
<a href="#">4. 5-Year Budget</a>	<ul style="list-style-type: none"> <li>Please provide budget projections for the Current Year and the next 5 years. Note that the information provided in Tab 3 must align with the personnel expenses provided in Tab 4 or Tab 4 will throw an ERROR.</li> </ul>
Notes:	<ul style="list-style-type: none"> <li>Applicants proposing to operate a network of schools should add a worksheet or attach a separate file reflecting the consolidated network's 5-Year pro-forma budget, reflecting all components - including the regional back office/central office - of the Indiana network.</li> <li>This template is not intended to be exhaustive. If it is unclear to which line a particular item of revenue or expense belongs, add it to the closest approximation or to one of the "other" categories and make a note in the budget narrative.</li> </ul>

Ver. 10.11.2021

### School Enrollment Projections

(must align with Renewal Application Enrollment Plan)

School Name: **Christel House DORS**  
 Location: **Indianapolis Public Schools**  
 Renewal Year: **2023 - 24 SY**

Is the school an Adult High School (please see instructions):  Yes  No

Complete Rows 32 and 37-40 only.

Enrollment	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
	2022 - 23 SY	2023 - 24 SY	2024 - 25 SY	2025 - 26 SY	2026 - 27 SY	2027 - 28 SY
Kindergarten						
Grade 1						
Grade 2						
Grade 3						
Grade 4						
Grade 5						
Grade 6						
Grade 7						
Grade 8						
Grade 9						
Grade 10						
Grade 11						
Grade 12						
<b>Total K-12 Enrollment:</b>	0	0	0	0	0	0
Adult Learners (1)	750	1000	1050	1100	1200	1200
<b>Total Adult Enrollment:</b>	750	1000	1050	1100	1200	1200
<b>Estimated % of Students:</b>						
Special Education	6%	7%	7%	8%	8%	9%
English Learners	80%	81%	81%	82%	82%	83%
Free/Reduced Priced Lunch	85%	85%	85%	85%	85%	85%
Virtual Students (2)	0%	0%	0%	0%	0%	0%
<b>K-12 Distribution (3)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adult Distribution (4)</b>	\$ 5,062,500.00	\$ 6,750,000.00	\$ 7,087,500.00	\$ 7,425,000.00	\$ 8,100,000.00	\$ 8,100,000.00

**Notes & Instructions**

Please complete the enrollment table for the school's current year, and provide enrollment projections for the next five (5) years beginning with the Renewal Year.

1) An "adult high school" is a charter school that has a majority of enrolled students that: (1) belong to a graduation cohort that has already graduated; or (2) are over the age of eighteen (18) years of age; at the time the student was first enrolled at the school. If you are an adult high school, complete Rows 32, and 37-40 only.

2) A "virtual student" is defined as a student for whom at least fifty percent (50%) of the instructional services received from the school is virtual instruction. Virtual instruction means instruction that is provided in an interactive learning environment created through technology in which students are separated from their teacher by time or space, or both. Students receiving more than 50% of their instruction virtually generate eighty-five percent (85%) of the foundation formula amount rather than 100%. The analysis is applicable on a per student basis.

3) The "basic" tuition support grant for K-12 schools is equal to the following formula:  
 (Foundation Amount X ADM) + ((Complexity Multiplier X Complexity Index) X ADM)

The Distribution calculations are an estimate based on projected enrollment multiplied by basic tuition support in the amounts as set forth in the most recently passed (2021-23 FY) budget: Foundation = \$5,995 for the 2021-22 SY and \$6,235 for the 2022-23 SY (and beyond) and Complexity Multiplier = \$3,775. The school's actual distribution will be based on the school's ADM count of eligible pupils enrolled in the school on two count dates (in September and February) multiplied by the basic tuition support calculation. The calculation uses the Complexity Index for the school corporation in which the proposed charter school will be located--the school's actual Complexity Index amount will likely differ. The Special Education Grant amount is calculated on Tab 4 and uses the grant amount for mild/moderate disabilities (\$2,657 for the 2022-23 SY). The grant amount for severe disabilities is \$10,575 for the 2022-23 SY).

4) The Adult Learner Grant amount for adult high schools is \$6,750. The Adult Distribution is calculated by multiplying Total Enrollment by the Adult Grant.

**5-Year Projected Staffing Plan**

School Name:  
Christer House DORS  
Renewal Year  
2022 - 24/27

This information provided herein does not, and is not intended to, constitute legal advice. Schools should consult an attorney and/or accountant for any questions about employment and employment tax matters before completing this worksheet.

Complete all relevant Ohio Statutes and/or Administrative Code sections, and account for any questions about employment and employment tax matters before completing this worksheet.

Projected salary and benefits should align with Year 0 and 5-Year budgets.

Please use footnotes below for additional information before completing the worksheet.

	Current Year			Year 1			Year 2			Year 3			Year 4			Year 5		
	Number	Average Salary (1)	Total Expense	Number	Average Salary	Total Expense	Number	Average Salary	Total Expense	Number	Average Salary	Total Expense	Number	Average Salary	Total Expense	Number	Average Salary	Total Expense
<b>INSTRUCTIONAL STAFF</b>																		
Classroom Teachers	7.0	\$ 61,377.00	\$ 429,639.00	8.8	\$ 65,133.00	\$ 573,131.00	8.8	\$ 67,768.00	\$ 603,174.00	10.8	\$ 69,040.00	\$ 745,432.00	10.8	\$ 71,132.00	\$ 768,411.60	10.8	\$ 73,132.00	\$ 789,441.60
Classroom Support Staff	12.5	\$ 31,130.00	\$ 389,125.00	13.0	\$ 31,260.00	\$ 406,380.00	13.0	\$ 31,923.00	\$ 415,000.00	14.3	\$ 32,022.00	\$ 457,914.60	14.0	\$ 32,040.00	\$ 448,560.00	14.0	\$ 32,040.00	\$ 448,560.00
Special Education(TELL) Teachers	7.8	\$ 56,340.00	\$ 439,132.00	8.2	\$ 57,081.00	\$ 468,064.20	8.2	\$ 57,822.00	\$ 473,700.40	9.8	\$ 58,563.00	\$ 573,717.40	10.2	\$ 59,304.00	\$ 604,900.80	10.2	\$ 60,045.00	\$ 616,086.00
Instructional Support Staff	5.0	\$ 31,130.00	\$ 155,650.00	5.0	\$ 31,130.00	\$ 155,650.00	5.0	\$ 31,130.00	\$ 155,650.00	5.0	\$ 31,130.00	\$ 155,650.00	5.0	\$ 31,130.00	\$ 155,650.00	5.0	\$ 31,130.00	\$ 155,650.00
Administrative Support Staff	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00
<b>ADMIN &amp; SUPPORT</b>																		
Administrative Support Staff	5.0	\$ 31,130.00	\$ 155,650.00	5.0	\$ 31,130.00	\$ 155,650.00	5.0	\$ 31,130.00	\$ 155,650.00	5.0	\$ 31,130.00	\$ 155,650.00	5.0	\$ 31,130.00	\$ 155,650.00	5.0	\$ 31,130.00	\$ 155,650.00
Administrative Support Staff	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00
Administrative Support Staff	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00
Administrative Support Staff	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00	2.0	\$ 31,130.00	\$ 62,260.00
<b>TOTAL</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>
<b>ADDITIONAL STAFF</b>																		
Administrative Support Staff	4.0	\$ 68,420.00	\$ 273,680.00	4.0	\$ 70,860.00	\$ 283,440.00	4.0	\$ 73,300.00	\$ 293,200.00	4.0	\$ 75,740.00	\$ 302,960.00	4.0	\$ 78,180.00	\$ 312,720.00	4.0	\$ 80,620.00	\$ 322,480.00
Administrative Support Staff	1.0	\$ 68,420.00	\$ 68,420.00	1.0	\$ 70,860.00	\$ 70,860.00	1.0	\$ 73,300.00	\$ 73,300.00	1.0	\$ 75,740.00	\$ 75,740.00	1.0	\$ 78,180.00	\$ 78,180.00	1.0	\$ 80,620.00	\$ 80,620.00
Administrative Support Staff	1.0	\$ 68,420.00	\$ 68,420.00	1.0	\$ 70,860.00	\$ 70,860.00	1.0	\$ 73,300.00	\$ 73,300.00	1.0	\$ 75,740.00	\$ 75,740.00	1.0	\$ 78,180.00	\$ 78,180.00	1.0	\$ 80,620.00	\$ 80,620.00
Administrative Support Staff	1.0	\$ 68,420.00	\$ 68,420.00	1.0	\$ 70,860.00	\$ 70,860.00	1.0	\$ 73,300.00	\$ 73,300.00	1.0	\$ 75,740.00	\$ 75,740.00	1.0	\$ 78,180.00	\$ 78,180.00	1.0	\$ 80,620.00	\$ 80,620.00
<b>TOTAL</b>	<b>21.8</b>		<b>\$ 1,053,120.00</b>	<b>21.8</b>		<b>\$ 1,053,120.00</b>	<b>21.8</b>		<b>\$ 1,053,120.00</b>	<b>21.8</b>		<b>\$ 1,053,120.00</b>	<b>21.8</b>		<b>\$ 1,053,120.00</b>	<b>21.8</b>		<b>\$ 1,053,120.00</b>
<b>Other Compensation (2)</b>																		
Other Compensation (2)	5.0	\$ 14,070.00	\$ 70,350.00	5.0	\$ 14,070.00	\$ 70,350.00	5.0	\$ 14,070.00	\$ 70,350.00	5.0	\$ 14,070.00	\$ 70,350.00	5.0	\$ 14,070.00	\$ 70,350.00	5.0	\$ 14,070.00	\$ 70,350.00
Other Compensation (2)	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00
Other Compensation (2)	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00
Other Compensation (2)	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00	2.0	\$ 14,070.00	\$ 28,140.00
<b>TOTAL</b>	<b>11.1</b>		<b>\$ 1,264,120.00</b>	<b>11.1</b>		<b>\$ 1,264,120.00</b>	<b>11.1</b>		<b>\$ 1,264,120.00</b>	<b>11.1</b>		<b>\$ 1,264,120.00</b>	<b>11.1</b>		<b>\$ 1,264,120.00</b>	<b>11.1</b>		<b>\$ 1,264,120.00</b>
<b>Summary</b>																		
<b>Current Year</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>
<b>Year 1</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>
<b>Year 2</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>
<b>Year 3</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>
<b>Year 4</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>
<b>Year 5</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>

Category	Number	Average Salary	Total Expense	Ratio/Per Employee Expense
<b>Current Year</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	
<b>Year 1</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	
<b>Year 2</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	
<b>Year 3</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	
<b>Year 4</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	
<b>Year 5</b>	<b>37.0</b>		<b>\$ 1,308,185.00</b>	

Category	Total Staff	Total Salaries	Total Benefits	Student/Teacher Ratio	Student/Staff Ratio
<b>Current Year</b>	<b>37.0</b>	<b>\$ 2,882,482.80</b>	<b>\$ 1,023,700.48</b>	<b>321.6</b>	<b>321.6</b>
<b>Year 1</b>	<b>37.1</b>	<b>\$ 3,213,216.00</b>	<b>\$ 1,154,038.13</b>	<b>313.1</b>	<b>313.1</b>
<b>Year 2</b>	<b>37.1</b>	<b>\$ 3,307,537.10</b>	<b>\$ 1,180,065.05</b>	<b>307.1</b>	<b>307.1</b>
<b>Year 3</b>	<b>37.3</b>	<b>\$ 3,538,333.40</b>	<b>\$ 1,300,335.08</b>	<b>291.3</b>	<b>291.3</b>
<b>Year 4</b>	<b>37.1</b>	<b>\$ 4,121,215.00</b>	<b>\$ 1,314,126.56</b>	<b>261.3</b>	<b>261.3</b>
<b>Year 5</b>	<b>37.1</b>	<b>\$ 4,450,832.00</b>	<b>\$ 1,362,373.35</b>	<b>231.3</b>	<b>231.3</b>

Footnotes:  
 1) Amounts used to "employee" regardless of whether they are full-time, part-time, or limited time should be listed in the Average Salary column (Rows 13-17) for each year. All pay provided to an employee for services performed should be included, including salaries, vacation allowances, bonuses, stipends, contract and outside fringe benefits. For more information, see <http://www.ohio.gov/ohioaction/105>.  
 2) Health insurance includes Group Life Insurance, Group Health Insurance, Group Accident Insurance, Other Additional Group Insurance, and Workers Compensation Insurance.  
 3) Retirement Contributions include Saver/Early Retirement Pay, Public Employees Retirement Fund, Teachers Retirement Fund, Public Employees Retirement Fund (Optional Contribution).  
 4) Other Compensation - includes any other benefits not otherwise classified above, including payments made to independent contractors. This set should reflect the sum total of all Other Compensation for the year.  
 5) Independent contractors should be classified as "Other Compensation" on Row 38, and explained in the budget narrative. Do not include payments made to independent contractors.

Christer House DORS Charter Renewal Application 2022

5-Year Projected Annual Operating Budget (Fiscal Year July 1-June 30)

School Name: Christel House DORS  
 Renewal Year: 2023 - 24 5Y

**Special Instructions for Schools Contracting with a Management Company:**

Please include a note in the assumptions column and budget narrative if any of the listed amounts include additional service, consulting, facility, or licensing fees paid to a management company or affiliate of a management company that are not included in Line 07 (CMO/EMO fee). For example, you should note any additional fees for instructional or support supplies and resources; license fees for materials, software, or educational programming; or fees related to the management, sale, or lease of real estate. Please also state whether your facility is leased or purchased from a management company or affiliate of a management company.

If a line item is completed that includes the words "[please describe]" a specific description of the item must be provided in the appropriate box in Column L. Failure to provide a description as requested will result in rejection of the submission.

REVENUES	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5	Additional Information	
<b>State Revenue - See Footnotes</b>								
Basic Tuition Support / Adult Grant - From Tab 2	\$ 5,062,500.00	\$ 6,750,000.00	\$ 7,087,500.00	\$ 7,425,000.00	\$ 8,100,000.00	\$ 8,100,000.00	Other State Grants (Row 19)  NESP	
Special Education Grant - From Tab 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Honors Diploma Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
CTE Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Charter and Innovation Network School Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Formative Assessment Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
State Matching Funds for School Lunch Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
High Ability (Gifted and Talented) Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Textbook Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Remediation Program Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Teacher Appreciation Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Other State Grants (please describe) (1)	\$ 18,800.00	\$ 22,100.00	\$ 22,900.00	\$ 23,000.00	\$ 24,700.00	\$ 24,700.00		
<b>Total State Revenue:</b>	<b>\$ 5,081,300.00</b>	<b>\$ 6,772,100.00</b>	<b>\$ 7,110,400.00</b>	<b>\$ 7,448,000.00</b>	<b>\$ 8,124,700.00</b>	<b>\$ 8,124,700.00</b>		
<b>Federal Revenue - See Footnotes</b>								
Public Charter School Program Grant (2)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		Other Federal Revenue (Row 41)  Title III
Charter Facilities Assistance Program Grant (2011)	\$ 20,000.00	\$ 23,500.00	\$ 24,500.00	\$ 25,000.00	\$ 26,500.00	\$ 26,500.00		
IDEA - Part B Grant (Special Education)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Title I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Title II	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Federal Lunch Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Federal Breakfast Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Other Federal Revenue (please describe)	\$ 5,000.00	\$ 5,900.00	\$ 6,100.00	\$ 6,300.00	\$ 6,600.00	\$ 6,600.00		
<b>Total Federal Revenue:</b>	<b>\$ 25,000.00</b>	<b>\$ 29,400.00</b>	<b>\$ 30,600.00</b>	<b>\$ 31,300.00</b>	<b>\$ 32,900.00</b>	<b>\$ 32,900.00</b>		
<b>Other Revenue</b>								
Contributions and Donations from Private Sources	\$ 162,500.00	\$ 190,900.00	\$ 197,500.00	\$ 218,800.00	\$ 229,700.00	\$ 229,700.00	Other Revenue (Row 50)  In-Kind Contribution	
Student Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Other Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Other Revenue (please describe)	\$ 862,872.00	\$ 1,013,900.00	\$ 1,047,800.00	\$ 1,078,000.00	\$ 1,152,500.00	\$ 1,152,500.00		
<b>Total Other Revenue:</b>	<b>\$ 1,025,372.00</b>	<b>\$ 1,204,800.00</b>	<b>\$ 1,245,300.00</b>	<b>\$ 1,297,600.00</b>	<b>\$ 1,382,200.00</b>	<b>\$ 1,382,200.00</b>		
<b>TOTAL REVENUE:</b>	<b>\$ 6,131,672.00</b>	<b>\$ 8,006,300.00</b>	<b>\$ 8,385,900.00</b>	<b>\$ 8,777,900.00</b>	<b>\$ 9,519,800.00</b>	<b>\$ 9,519,800.00</b>		



Administrative Resources	Administrative Technology - Computers & Software (not 54)	Other Administrative Expenses (please describe)	Total Administrative Resources:	Other Administrative Expenses (Row 154)
	\$ 8,300.00	\$ 9,800.00	\$ 18,100.00	\$ 11,300.00
	\$ 808,138.00	\$ 1,071,800.00	\$ 1,879,938.00	\$ 1,094,800.00
	\$ 916,438.00	\$ 1,081,600.00	\$ 1,998,038.00	\$ 1,184,100.00
<b>Governing Board Expenses</b>				
Legal Services	\$ -	\$ -	\$ -	\$ -
Other Governing Board Expenses (please describe)	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -
<b>Total Governing Board Expenses:</b>				
	\$ -	\$ -	\$ -	\$ -
<b>Purchased or Other Services (do not include staff expenses)</b>				
Audit Services	\$ -	\$ -	\$ -	\$ -
Payroll Services	\$ -	\$ -	\$ -	\$ -
Financial Accounting	\$ -	\$ -	\$ -	\$ -
Printing, Publishing, Duplicating Services	\$ 300.00	\$ 600.00	\$ 900.00	\$ 700.00
Telecommunications & IT Services	\$ 42,300.00	\$ 42,300.00	\$ 84,600.00	\$ 49,100.00
Insurance (non-fully)	\$ -	\$ -	\$ -	\$ -
Traavel	\$ 3,800.00	\$ 4,500.00	\$ 8,300.00	\$ 3,000.00
Meal Services	\$ 500.00	\$ 600.00	\$ 1,100.00	\$ 700.00
Special Education Administration	\$ 8,000.00	\$ -	\$ 8,000.00	\$ -
Student Information Services or Systems	\$ -	\$ -	\$ -	\$ -
Food Services	\$ -	\$ -	\$ -	\$ -
Transportation Services	\$ 64,875.00	\$ 83,500.00	\$ 148,375.00	\$ 83,500.00
Marketing Expenses	\$ 22,454.00	\$ 29,800.00	\$ 52,254.00	\$ 28,800.00
Other Services (please describe)	\$ 153,250.00	\$ 108,000.00	\$ 261,250.00	\$ 221,200.00
	\$ 253,329.00	\$ 356,800.00	\$ 610,129.00	\$ 400,300.00
<b>Total Professional Purchased or Other Services:</b>				
	\$ 253,329.00	\$ 356,800.00	\$ 610,129.00	\$ 400,300.00
<b>Facilities Expenses (do not include staff expenses, e.g. custodian)</b>				
Facility Lease/Mortgage Payments (please describe)	\$ 3,800.00	\$ 6,800.00	\$ 10,600.00	\$ 7,300.00
Capital Improvements	\$ -	\$ -	\$ -	\$ -
Other Principal Payments	\$ -	\$ -	\$ -	\$ -
Operating Leases	\$ -	\$ -	\$ -	\$ -
Interest Payments	\$ -	\$ -	\$ -	\$ -
Interest Expense	\$ -	\$ -	\$ -	\$ -
Depreciation Expense	\$ 233,920.00	\$ 283,100.00	\$ 517,020.00	\$ 329,400.00
Insurance (Facility)	\$ -	\$ -	\$ -	\$ -
Purchase of Furniture, Fixtures, & Equipment	\$ -	\$ -	\$ -	\$ -
Electric & Gas	\$ 38,250.00	\$ 46,400.00	\$ 84,650.00	\$ 47,000.00
Water & Sewage	\$ -	\$ 3,500.00	\$ 3,500.00	\$ 4,100.00
Repair and Maintenance Services (including cost of supplies)	\$ 48,800.00	\$ 43,200.00	\$ 92,000.00	\$ 49,200.00
Custodial Services (including cost of supplies)	\$ 81,910.00	\$ 122,200.00	\$ 204,110.00	\$ 138,400.00
Waste Disposal	\$ -	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Security Services	\$ 2,200.00	\$ 2,800.00	\$ 5,000.00	\$ 3,000.00
Other Facility Expenses (please describe)	\$ -	\$ -	\$ -	\$ -
	\$ 411,180.00	\$ 503,300.00	\$ 914,480.00	\$ 576,400.00
<b>Total Facilities Expenses:</b>				
	\$ 411,180.00	\$ 503,300.00	\$ 914,480.00	\$ 576,400.00
<b>Other Expenses - See Footnotes</b>				
Indiana Charter School Board Administrative Fee (6)	\$ 20,800.00	\$ 49,100.00	\$ 69,900.00	\$ 54,800.00
Management Fee (7)	\$ -	\$ -	\$ -	\$ -
Bank Fees	\$ 720.00	\$ 800.00	\$ 1,520.00	\$ 900.00
Travel	\$ -	\$ -	\$ -	\$ -
Other Expenses (please describe)	\$ 802,872.00	\$ 1,012,900.00	\$ 1,815,772.00	\$ 1,132,500.00
	\$ 803,592.00	\$ 1,061,800.00	\$ 1,865,392.00	\$ 1,188,200.00
<b>Total Other Expenses:</b>				
	\$ 803,592.00	\$ 1,061,800.00	\$ 1,865,392.00	\$ 1,188,200.00
<b>TOTAL EXPENSES:</b>				
	\$ 6,112,755.00	\$ 7,116,228.02	\$ 13,228,983.02	\$ 9,045,376.11
<b>CHANGE IN NET ASSETS:</b>				
	\$ 18,097.00	\$ 890,071.38	\$ 908,168.38	\$ 474,423.89

**Footnotes:**

(1) Including, but not limited to: alternative education program grants (IC 20-20-41); educational technology plan grants (IC 20-20-13); school safety plan grants (IC 20-21-1-2); dual language pilot program grants (IC 20-20-41-2); teacher and student achievement fund grants (IC 20-20-43-3); student and parent support services grants (IC 20-24-6); etc.

(2) This is a competitive grant. Funding is not guaranteed. The funding for the PCSP grant is distributed through a reimbursement process. Contact EOC's Office of The Grants and Support for more information.

(3) Office of Superintendent includes the Head of School, School Leader, Executive Director, Chief Executive Officer, as well as associate or assistant executive positions; Office of the Principal includes Vice- and Assistant Principals; Other School Administration includes Chief Academic Officers; Directors, Deans, and Comptrollers of Curriculum, Instruction, Facility, Student, Assessment, Student Achievement, and similar positions.

(4) Includes Staffing for Instruction and Curriculum Development, Instructional Staff Training, etc.

(5) Secretary, Superintendent, Attendance Clerk, Office Manager, Cafeteria Worker, and other full or part-time employees not specifically described.

(6) Three quarters of one percent (0.75%) of the base tuition support or adult learner grant amount received by the school.

(7) Include only those fees (per-pupil, contingent, or fixed) paid to a management company for educational or management services and describe how the fee is calculated in the budget narrative. All amounts separate from a specific "management fee" paid to a management company or an affiliate of the management company must be included elsewhere in the worksheet (e.g., lease payments, instructional supplies, software, technology, etc.) and described in the "Other Expenses" Columns and/or in the Budget Narrative.

## Attachment 2: Budget Narrative

We have made the following 5-year revenue assumptions following a conservative enrollment model. Budget A does NOT contain revenue or expenses for the expansion described in [Section III](#) in the event that the Indiana General Assembly does not agree to increase our enrollment funding cap above 825 students. Budget B includes the enrollment increases detailed in the [Enrollment Plan](#), and the related increases in staffing, revenue, and expenses. The following revenue assumptions were made in both budgets:

- State Funding: We assumed a 0% increase each year in per pupil funding over the next five years since funding for adult high schools has not increased since 2017.
- Federal Funding: There was a conservative assumption also made that federal funding would remain unchanged over the next five years. DORS is eligible for very little federal funding as an adult high school, including ESSER funding.
- Other Funding: The same conservative assumptions were made for other funding to remain unchanged for the first two years, and a slight increase in donations for the last three years. The current year's budget has an estimate for In-Kind due to professional development that is expected to be provided this year.

Again, Budget A does NOT account for the expansion and, therefore, does not contain increases in staffing positions or related programming expenses. Budget B includes additional staff to support the added students as well as the related costs associated with the extra salaries & benefits, supplies, and resources. The following assumptions were made in both budgets in regard to expenses:

- Salaries & Benefits: An assumption of an average 3% annual increase to both Salaries and Benefits was budgeted for each of the next 5 years.
- Instructional Supplies and Resources and Purchased or Other Services: While costs are continuing to rise across the globe, Christel House Indianapolis is expecting to only increase costs anywhere from 0-3%. Christel House Indianapolis has done a great job to date to control costs and find creative ways to use resources available to us.
- Administrative Resources: Other Administrative Expense increase each of the next five years to cover increased costs of network-wide expenses. In FY21, Christel House Indianapolis transitioned from an allocation method where all network-wide expenses were allocated at the school level to a methodology where the network has a separate budget and the schools pay a prorated, per pupil fee to cover network-level expenses. These administrative fees cover any costs associated with salaries & benefits, supplies, and resources that impact all schools in the network and allow us to create a level of equity while we experience inequitable funding and expenses between our schools.
- Facilities Expense: While costs are continuing to rise across the globe, Christel House Indianapolis is expecting to only increase costs by anywhere from 3-5%. Christel House Indianapolis has done a great job to date to control costs and find creative ways to use resources available to us.

### Attachment 3: Statement of Assurances

#### Statement of Assurances

The charter school agrees to comply with the following provisions: *(Read and check)*

- 1. A resolution or motion has been adopted by the charter school applicant's governing body that authorizes the submission of this application, including all understanding and assurances contained herein, directing and authorizing the applicant's designated representative to act in connection with the application and to provide such additional information as required.
- 2. Recipients operate (or will operate if not yet open) a charter school in compliance with all federal and state laws, including Indiana Charter Schools Law as described in all relevant sections of IC § 20-24.
- 3. Recipients will, for the life of the charter, participate in all data reporting and evaluation activities as required by ICSB and IDOE. See in particular IC § 20-20-8-3 and relevant sections of IC § 20-24.
- 4. Recipients will comply with all relevant federal laws including, but not limited to, the *Age Discrimination in Employment Act* of 1975, Title VI of the *Civil Rights Act* of 1964, Title IX of the *Education Amendments of 1972*, section 504 of the *Rehabilitation Act* of 1973, Part B of the *Individuals with Disabilities Education Act*, and section 427 of the *General Education Provision Act*.
- 5. Recipients will comply with all provisions of the Non regulatory Guidance—Public Charter Schools Program of the U.S. Department of Education, which includes the use of a lottery for enrollment if the charter school is oversubscribed, as well as with applicable Indiana law. See also relevant sections of IC § 20-24.
- 6. Recipients shall ensure that a student's records, and, if applicable, a student's individualized education program as defined at 20 U.S.C. § 1401(14) of the *Individuals with Disabilities Education Act*, will follow the student, in accordance with applicable federal and state law.
- 7. Recipients will comply with all provisions of the *Elementary and Secondary Education Act of 1965, as amended by the Every Student Succeeds Act of 2015 ("ESSA")*, including but not limited to, provisions on school prayer, the Boy Scouts of America Equal Access Act, the Armed Forces Recruiter Access to Students and Student Recruiting Information, the Unsafe School Choice Option, the Family Educational Rights and Privacy Act ("FERPA") and assessments.
- 8. Recipients will operate with the organizer serving in the capacity of fiscal agent for the charter school and in compliance with generally accepted accounting principles.
- 9. Recipients will at all times maintain all necessary and appropriate insurance coverage.



- 10. Recipients will indemnify and hold harmless ICSB, the State of Indiana, all school corporations providing funds to the charter school (if applicable), and their officers, directors, agents and employees, and any successors and assigns from any and all liability, cause of action, or other injury or damage in any way relating to the charter school or its operation.
- 11. Recipients understand that ICSB may revoke the charter if ICSB deems that the recipient is not fulfilling the academic goals, fiscal management, or legal and operational responsibilities outlined in the charter.

I, the undersigned, am an authorized representative of the charter school applicant and do hereby certify that the information submitted in this application is accurate and true to the best of my knowledge and belief. In addition, I do hereby certify to the assurances contained above.

Dr. Sarah Weimer

Name



Signature

10/20/2022

Date