

Exhibit B

Renewal Proposal Overview

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: Thurgood Marshall Leadership Academy

Charter School Address: 2310 Weisser Park Ave, Fort Wayne, IN 46803

Designated Representative and Contact Information (Phone & Email): Jonathan C. Ray, 260.745.3100
jray@fwurbanleague.org

Mission Statement: attached

School Leader/Principal: Tameka Wilson

Current Board of Directors	
Leroy Jackson	Jonathan Ray
Joyce Graham-Coats	Kirby Moss
Cedric Walker	Joyce Graham-Coats
Carla Wilder	Delois McKinley-Eldridge
Andella Starks	

Current Grades Served	Future Enrollment	Grade Span for Next Charter Term	Maximum Enrollment for Next Charter Term
K-8	Year 6	175	225
K-8	Year 7	180	225
K-8	Year 8	190	225
K-8	Year 9	200	225
K-8	Year 10	210	225
	At Capacity		

Identify ESP or partner organization (if applicable): America Quality Schools

Exhibit C

Statement of Assurances

This form must be signed by a duly authorized representative of the applicant for renewal and submitted with the Renewal Application. An application will be considered incomplete if it is not accompanied by the Assurances Form signed by an authorized individual.

As the authorized representative of the applicant, I hereby certify that the information submitted in this application for charter renewal for TMLA (name of school) to be located at 2310 Weisser Park (location of school) is true to the best of my knowledge and belief; and further I understand that, if awarded a renewal, the school:

- 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 will operate the 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 the ICSB and the Indiana Department of Education. 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 the 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 the ICSB may revoke the charter if the ICSB deems that the recipient is not fulfilling the academic goals, fiscal management, or legal and operational responsibilities outlined in the charter.

Signature from Authorized Representative of the Charter School Applicant

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.

Print Name and Title

Tameka Wilson, Principal

Date

4/27/17

Sign Name

Jamel M. W.

Mission Statement

Thurgood Marshall Leadership Academy will partner with students, parents, and the community to promote economic self-reliance, parity, power and civil rights through a college preparatory education that fully prepares students for college success and socially just citizenship.



The American Quality Schools Corporation

910 W Van Buren Street • Suite 500 • Chicago, IL 60607

(312) 226-3355 • Fax (312) 226-1027

www.aqs.org

Dear Charter Authorizer,

We are submitting this document as our request, on behalf of the Ft. Wayne Urban League, to have our Thurgood Marshall Leadership Academy (TMLA) charter renewed.

The Fort Wayne Urban League and our organization, American Quality Schools (AQS), both have a history and record of working to provide minority children with the educational foundation which will allow them equal opportunities in our nation.

The educational achievement gap between American students is a complex, well documented and serious problem which continues, after decades, to challenge every state, including Indiana. It is an issue not responsive to quick and easy formulas, but we know it can be addressed successfully because we, at AQS, have done it. In the most poor and dangerous neighborhoods in Chicago and in Indiana we have shown that, given ample time, young African American people can succeed. In one poor, gang-infected neighborhood on Chicago's west side, an AQS school sent more students to college than had occurred at that school in the previous decade. Three of our charter schools located in Chicago received the highest academic rating from the Chicago Board of Education. Our Indiana schools have been the recipient of awards and two of our Indiana charter elementary schools received the highest academic rating by the Indiana State Board of Education. So it can be done – but such success does not happen quickly.

The Thurgood Marshall Leadership Academy has made slow, but clear progress over a number of obstacles. The community climate in Ft. Wayne has not been receptive to charter schools which made it difficult for us to enroll sufficient numbers of students. This situation, through effort and hard work, has now turned around and future enrollment prospects are even brighter. Teacher retention has stabilized and we now have a core of dedicated, competent and caring teachers. The state changes regarding standards and decisions regarding the grades of schools and test changes have not contributed toward a consistent and dependable set of assessments. TMLA made steady progress on state assessments, then things changed, and our school, like almost all schools in Indiana, had a decline in scores. An examination of all schools, charter and traditional public, in Fort Wayne with similar demographics and free lunch profiles as TMLA (100% African American and 100% free and reduced lunches) all illustrate the challenge faced in closing the achievement gap among our young people. **What is especially important is that those students who have enrolled in our school from the beginning have shown both academic growth and have reached proficiency status.** That is the clearest indication that we are on the right track to successfully educating our students as enrollments have now grown and stabilized.

Finally, as other traditional public schools and charter schools have found themselves in severe debt and financial mismanagement, the Urban League and AQS are proud of our record of careful, prudent management of public tax dollars. TMLA is in a very good financial condition.

For all these reasons, on behalf of the Fort Wayne Urban League and American Quality Schools, we respectfully ask that our charter be renewed so that we can continue the good work we have begun for the children of our community.

Sincerely,

Michael J Bakalis

President

American Quality Schools

Jonathan Ray

Executive Director

Ft. Wayne Urban League

Thurgood Marshall Leadership Academy

Renewal Application

Thurgood Marshall Leadership Academy (TMLA) requests renewal of its current charter, which expires at the end of the 2016-2017 school year. TMLA has proudly and effectively served the Fort Wayne community for approximately five years, and desires to continue to provide an excellent academic program and to offer a reliable and sustainable choice to students who seek an alternative to the larger, traditional school environment. While open, TMLA has continued to increase enrollment, provide hands-on educational opportunities and develop meaningful relationships with many different community partners. TMLA has established a safe haven for its families and has developed significant after-school programs to serve our students and their needs.

While we recognize the need to improve our school's academic performance, this area of growth will be addressed in a manner that allows TMLA to move forward as a high performing charter. With a renewed focus on its mission and vision, TMLA has developed school-wide goals and a plan to continue to retain and recruit highly qualified teachers.

While behavioral expectations were a significant concern in 2012, TMLA hired a Dean of Student Services and also partnered with Meridian Health Services and Aberdeen Counseling Group. Within the past year, our discipline issues have declined 42% overall from grade K-8. Students behave according to the rules and expectations and disruptive behavior is minimal and does not interfere with other students' learning. In 2014, the school developed a school pledge and began to include a morning meeting at the start of the day for the entire school to gather together before beginning instructional time. During this time, exceptional students are honored, school announcements are made and the school pledge and pledge of allegiance are recited.

With disruptive behaviors in decline, the focus on developing a highly structured learning environment was determined to be the next focus. Teachers needed assistance with providing clear learning goals and implementing a variety of instructional strategies and materials to support students' diverse needs and ensure student engagement. Three main goals were (1) increasing higher order thinking skills (2) developing strategies to improve reading across the curriculum, and (3) analyzing data for instruction. To meet these goals, American Quality Schools (AQS) hired two Regional Managers and designated funds from the general account specifically for professional development. TMLA became a member of the Region 8 Education Service Center and hired the Outreach Coordinator to provide professional development for the staff.

In order to ensure all teachers were establishing a culture of high expectations for students and maintaining growth in perspective to the goals set forth, professional development provided ongoing support for teachers' continued learning every Wednesday afternoon. Teachers met regularly to collaborate, establish improvements for goals and make data-informed instructional decisions. Weekly classroom walkthroughs were provided by both Principal and Regional Managers. Both the leadership team and teachers are establishing a culture of high expectations for academic learning.

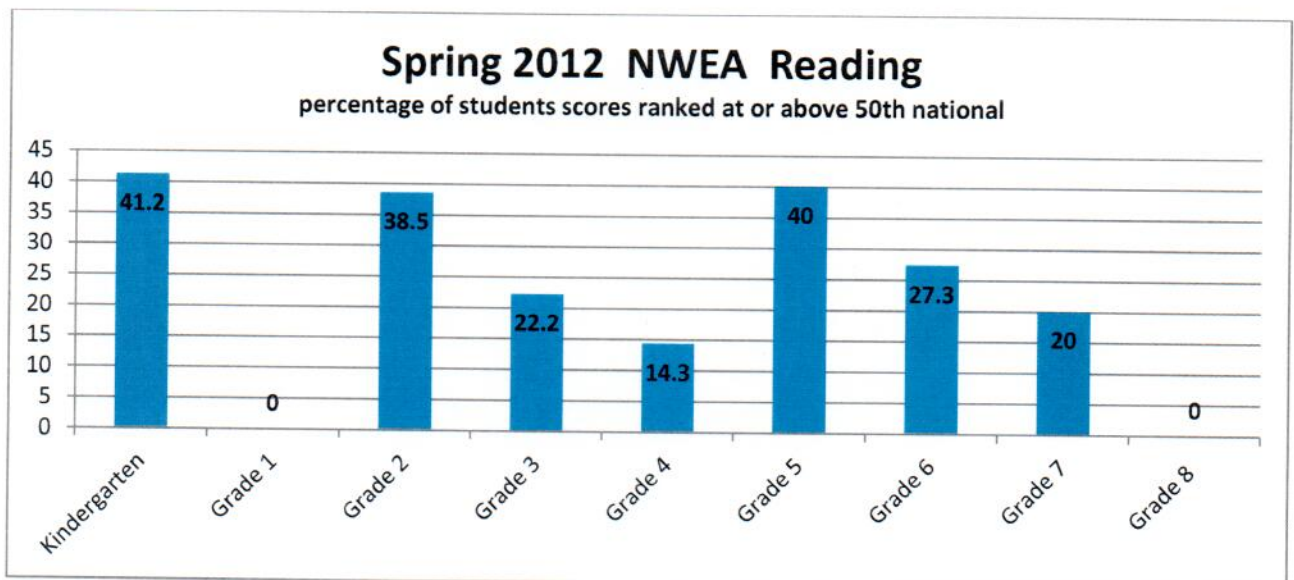
TMLA continues to implement academic and behavioral interventions for struggling and at-risk students. We provide opportunities for students to form positive relationships with their peers at the school as well. Some of the initiatives include the Urban League Afterschool Program, I-Can Tutoring Program, Parent-Teacher Organization, and student interns from Indiana University-Purdue University Fort Wayne to assist with Response to Intervention (RTI).

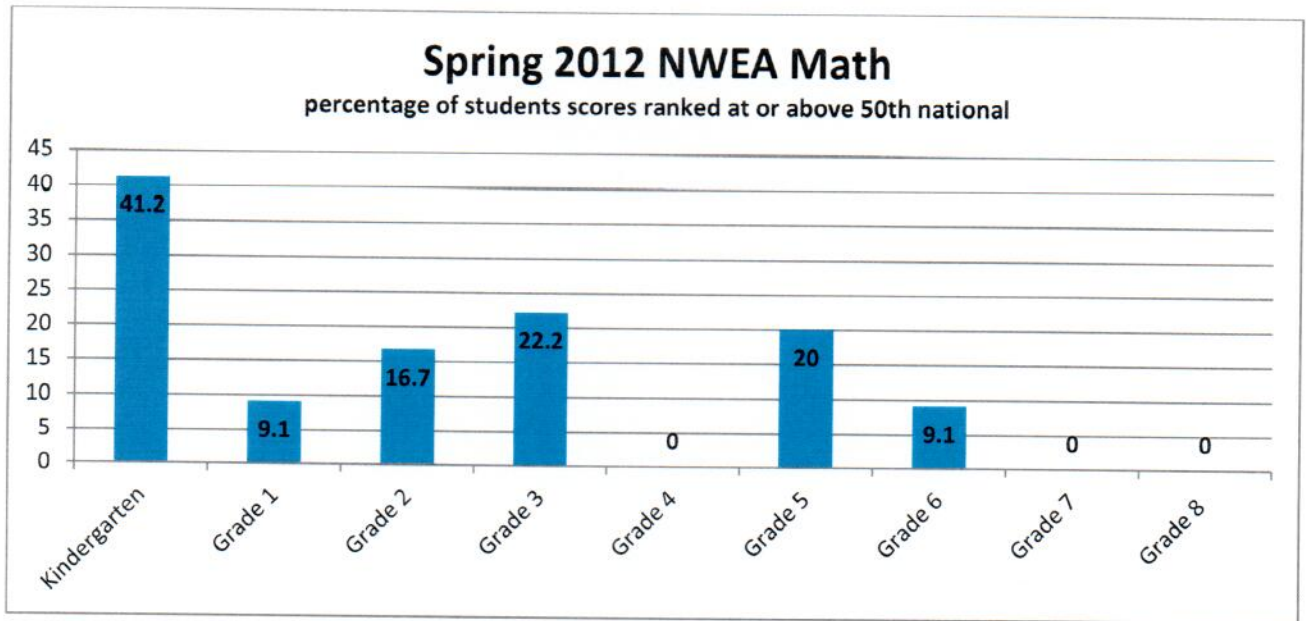
While TMLA has multiple goals and sub-goals in our immediate mission toward improvement, our realistic goal is quite simple: We strive to be the best public school not only in the region, but in the state. This measure of excellence will be based on both qualitative and quantitative data that accurately reflects standards-based learning. We feel this is an imminently attainable goal.

Section I: Performance Review

1.1. a. School meets standards according to Indiana's K-12 Accountability System (A-F Model) under Public Law 221

TMLA serves in a low socio-economic area with 100% of our students receiving free lunch. TMLA offers a well-rounded educational program based on Indiana's College and Career Readiness Standards and provides opportunities for all students to thrive in a challenging, yet nurturing environment. TMLA strongly takes into consideration the level of achievement the approximate 100 students were at when the school opened in 2012. Students entered at least two grade levels below according to our school-wide assessment, NWEA, in both reading and math. The bar graph below illustrates the extent to which our incoming students are at a readiness level below the grade level norm.



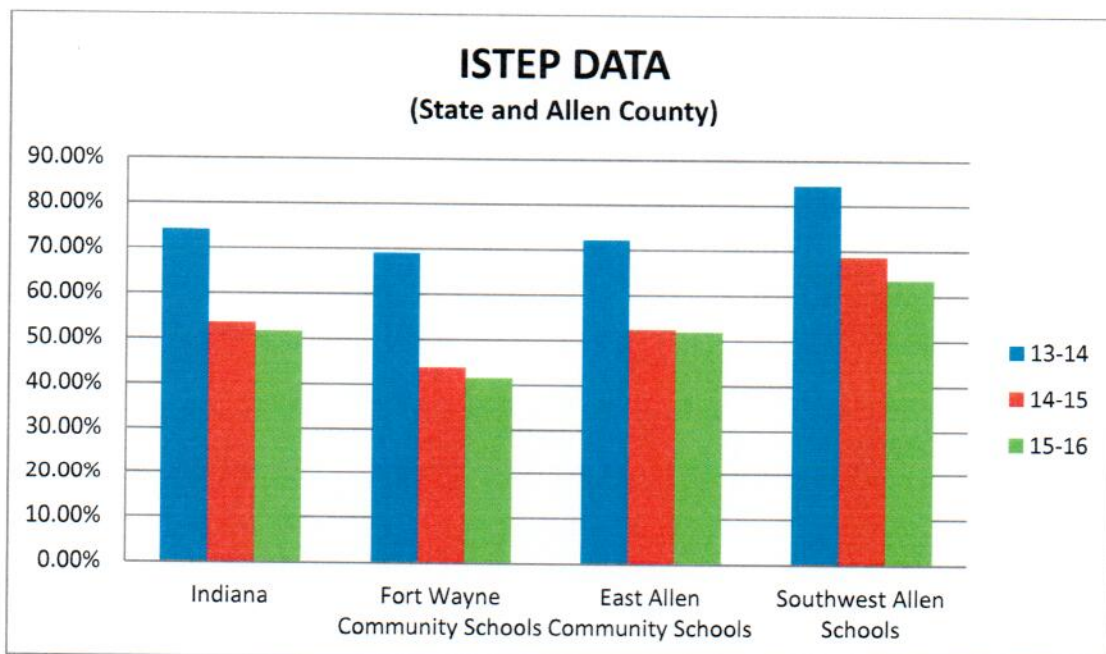


At the beginning of each school year teachers meet with parents to identify student strengths and areas of growth and establish a plan for each individual using the NWEA goal setting worksheet. It became a concern to identify, target and meet the needs of students who were underachieving. To meet this challenge the following measures were implemented within the first two years: (1) teacher assistants were hired to assist with the high demand of intervention (2) Student Services Coordinator was hired to assist with behavioral interventions highly aligned with academics (3) curriculum maps were developed for each grade level to assist with creating assessments and benchmarks to align with state standards. As outlined in the graph below, TMLA began to see an upward trajectory in the state proficiency scores for the 2013-2014 school year. For both Reading and Math, the school increased 6.8%. The scores increased 19% for Reading and 4.2% for Math. TMLA's school letter grade rose from an F to a C due to student growth in both the top 75% and the bottom 25%.

TMLA's I-STEP Scores			
Year	Both	LA	Math
12-13	26.5%	29.7%	47.1%
13-14	33.3%	48.7%	51.3%

The model detailed above served the students of TMLA well for the beginning two years. At-risk students began to graduate out of the intervention program and received guided support within the general education classroom. High achieving students are challenged through the rigor of our project based learning opportunities, where high levels of differentiation can occur.

For the 2014-2015 school, TMLA experienced a decline in their test scores and growth of the top 75% and bottom 25% of students. The state received a wavier and held schools harmless from the school letter grade. During this time, both the state standards and the state assessment changed drastically. Although, TMLA began to see an upward trajectory before the change, TMLA's ISTEP scores dropped 25% or more for each dimension. **Not only did TMLA experience a significant decline, the entire state of Indiana also experienced a drastic decline in average test scores.** In the graph below, local school districts in Allen County and the State of Indiana both continued to drop while TMLA showed an increase of 2.5% for the 15-16 school year.



Year	Both	LA	Math
12-13	26.5%	29.7%	47.1%
13-14	33.3%	48.7%	51.3%
14-15	7.1%	22.6%	16.7%
15-16	9.6%	28.3%	11.1%

The following year, 2015-2016, TMLA experiences an upward trajectory in two dimensions of the state standards. Despite the decline in test scores, TMLA continues to have a sense of urgency, and through this comes the desire to innovate, and to create powerful teachable moments in order for students to come away with a remarkable cognitive experience. **Students whom attended TMLA for 3 or more years, have continued to show proficiency on the state assessment and also are scoring within their grade level norms on NWEA.** Pictured below is a table examining the students that have been enrolled at TMLA for 3 or more years and the amount of students that are meeting grade level norms for NWEA in both math and reading. TMLA will continue to strive to show growth and meet proficiency on state assessment in order to meet standards on the A-F Accountability system.

Proficient in Math	Proficient in Reading
61.1%	77.78%

1.2. a. & b. Students achieve proficiency on state assessments in English Language Arts or English 10 and students achieve proficiency on state assessments in Math or Algebra I

In order to achieve such strong results, TMLA utilizes a wide range of research-based assessment methods, programs and materials including:

1. Accelerated Reader
2. Accelerated Math
3. Sumdog
4. Mclass
5. Smeken's Reading Curriculum
6. Moving with Math

All staff, including support staff, develops annual professional goals and receives feedback from Regional Managers, administration, peers and parents. The rigor of our standards based program is predicated in large part on the training and current abilities to develop implement and sustain a comprehensive, research-based curriculum.

TMLA has adopted the Smeken's Reading and Writing teaching strategies and curriculum. Staff participates in workshops and meets regularly as a team for Smeken's WebPd classes. In 2016-2017, TMLA has been able to recruit and retain high qualified staff. All of the classroom

teachers from the previous year returned to TMLA. Retaining staff is vital for the success of our students because it ensures consistency within the annual professional goals analyzed the previous school year.

TMLA included professional development from Doug Thieme, the Outreach Coordinator, who presented material to increase math and reading scores. Presentations included *Shifting Beliefs to Increase Rigor in Mathematics*, *Process Standards*, *Engaging in Mathematical Practices*, *Reading and Assessments* and *Text Evidence Based Research*. Regional Managers present on High Order Thinking Skills and Rigor and Relevance. The staff participated in annual Book Studies. Currently we are reading Teach like a Champion and Teaching with Love and Logic. Both texts examine ways to increase rigor and also ways to assist at-risk students.

1.2. c. Students achieve proficiency on the IREAD-3 state assessment

TMLA has shown success with students taking the IREAD-3 assessment during the three week summer program using our scholastic guided reading material and Sumdog as guide. TMLA has developed a plan to use the same curriculum for students with a RIT score of less than 189 in NWEA. These students will receive an extra 30 minutes of reading intervention throughout the school year instead of waiting until the summer to provide intervention to those students that are not successful in passing the IREAD-3 assessment. TMLA is conscious of the increase in third grades for the current 2016-2017 school year and has taken into account the demand for intervention with the increase in enrollment. TMLA has hired a Reading Interventionist to assist with intervention using Title I funds.

1.2. d. & e. Students perform better on state examinations in English Language Arts or English 10 than students at comparable schools and students perform better on state examinations in Math or Algebra 1 than students at comparable schools

TMLA strives to be the highest performing school in the region. TMLA has developed a plan to increase its enrollment but also sustain it. TMLA increased its enrollment for the current school year by approximately 50 students. Below is a table outlining the popular schools that TMLA students transfer out from. The school table shows the points for proficiency on ISTEP. The state average for Math is 60.5% and 67.4% for Reading. Three of the following schools are categorized as “F” schools, while the others are D, C and B schools. One key factor of the comparable schools below are the age of the schools. TMLA began to show an increase after the second year of being in existence and also after the second year of the drastic changes from the new state assessment. The schools below have been educating schools for at least twelve years or

more. It is important to take into consideration the decline in the state's proficiency scores and the age of TMLA. TMLA will continue to increase its school's proficiency on the state assessment and begin to outperform the comparable schools. **It should be noted that TMLA is the only elementary school in Fort Wayne that is characterized by a student population of 100% free and reduced lunch and 100% African American.**

	Thurgood Marshall Leadership Academy (0138)	Timothy L Johnson Academy (1539)	Kekionga Middle School (0121)	Lane Middle School (0126)	Fairfield Elementary School (0136)	Merle J Abbett Elementary School (0137)
Performance Domain Grades 3-8 (out of 50 points)	11.50	12.33	16.53	24.60	23.30	10.88
Growth Domain Grades 4-8 (out of 100 points)	30.90	51.90	34.65	48.00	57.90	30.90
Overall points (out of 100)	42.4	64.3	51.2	72.6	81.2	41.80
Overall grade	F	D	F	C	B	F
Math Proficiency	14.3%	21.8%	27.3%	41.6%	44.8%	16.1%
Reading Proficiency	31.7%	27.5%	38.8%	56.8%	48.4%	27.4%

1.3. a. & b. The school's lowest performing quartile makes expected annual growth in English/Language Arts to maintain or achieve proficiency, as measured by Indiana's Growth Model and reported through Student Growth Percentiles (SGP) and the school's lowest performing quartile makes expected annual growth in Math to maintain or achieve proficiency, as measured by Indiana's Growth Model and reported through Student Growth Percentiles (SGP)

As TMLA grows, we are able to hire additional support staff and also provide more resources to our students. **Students enroll into TMLA, at least two or more grade levels below and research states these particular students will need to work at a faster pace than their current classmates.** In order to achieve this goal, TMLA has created tiered support that requires an ongoing and coordinated effort by all teachers to affirm that students who start out behind can achieve catch up growth. Research states low performers struggle more because they get far less appropriate instruction every day than the achieving students do. Our tiered support system provides high quality lessons to increase proficiency.

The graphs below detail student growth in both Reading and Math from the year TMLA opened to its fourth year of existence. Student growth according to NWEA has nearly doubled for nearly all grade levels. **According to the 2015-2016 Growth Model, 75% of the bottom 25% grew in Reading and 43.8% of the bottom 25% grew in Mathematics.** TMLA has shown drastic increase in growth and will continue to implement its intervention strategies to support the low achieving students.

English- Student Growth from Fall 2012 to Spring 2013									
	K	1	2	3	4	5	6	7	8
% Meeting Fall-Spring Target Growth	47%	29%	54%	50%	33%	20%	73%	25%	60%
% with Some Growth, but did not meet target	47%	71%	38%	25%	33%	20%	9%	0%	20%
% with No Growth or decline from Fall-Spring	7%	0%	8%	25%	33%	60%	18%	75%	20%

English- Student Growth from Fall 2015 to Spring 2016									
	K	1	2	3	4	5	6	7	8
% Meeting Fall-Spring Target Growth	75%	41%	73%	64%	55%	43%	77%	25%	70%
% with Some Growth, but did not meet target	23%	50%	21%	25%	33%	20%	9%	0%	20%
% with No Growth or decline from Fall-Spring	2%	9%	6%	11%	12%	37%	14%	75%	10%

Math- Student Growth from Fall 2012 to Spring 2013									
	K	1	2	3	4	5	6	7	8
% Meeting Fall-Spring Target Growth	67%	25%	67%	50%	33%	20%	36%	25%	40%
% with Some Growth, but did not meet target	33%	75%	25%	67%	60%	60%	27%	0%	0%
% with No Growth or decline from Fall-Spring	0%	0%	0%	25%	0%	20%	36%	75%	60%

Math- Student Growth from Fall 2015 to Spring 2016									
	K	1	2	3	4	5	6	7	8
% Meeting Fall-Spring Target Growth	67%	25%	67%	50%	33%	20%	36%	25%	40%
% with Some Growth, but did not meet target	33%	75%	25%	67%	60%	60%	27%	0%	0%
% with No Growth or decline from Fall-Spring	0%	0%	0%	25%	0%	20%	36%	75%	60%

1.3. c.& d. The school's top performing 75% makes expected annual growth in English/Language Arts to maintain or achieve proficiency, as measured by Indiana's Growth Model and reported through Student Growth Percentiles (SGP) and The school's top performing 75% makes expected annual growth in Math to maintain or achieve proficiency, as measured by Indiana's Growth Model and reported through Student Growth Percentiles (SGP)

TMLA has applied for the High Ability Grant for the past two years. TMLA has selected two staff to attend workshops on High Ability and also attend college courses for High Ability Certification. The grant provides tools for assisting students that are high achievers within their school. Since our school is majority of low achieving students, we have to be mindful of ensuring the high achievers are being pushed towards an upper trajectory. According to the 2015-2016 accountability system, 71.3% of our top 75% grew in Math and 56.8% of our top 75% grew in Reading. Once again, our growth has been on a constant incline since our existence. We must now achieve raising proficiency on the state assessment.

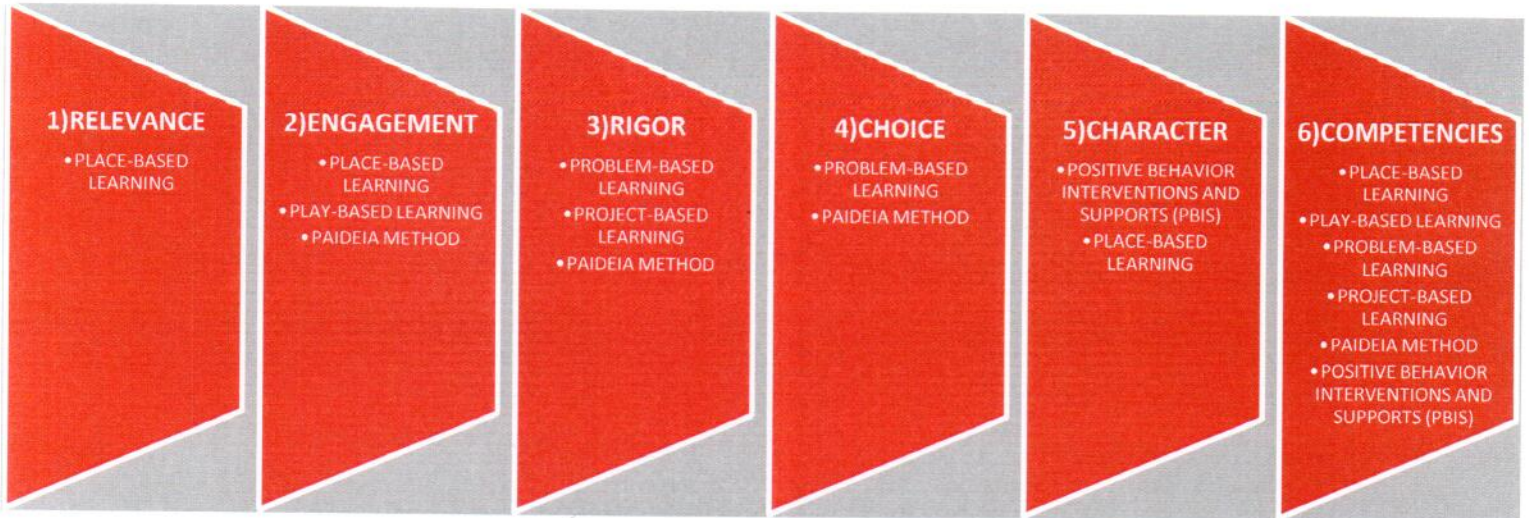
Section II: Improvement

Educational Plan for Thurgood Marshall Leadership Academy:

Thurgood Marshall Leadership Academy under the management of American Quality Schools (AQS) will continue to use the proven educational model; the Core Knowledge Curriculum as our primary program foundation – the core subject areas of reading/language arts, mathematics, science, and social studies being within this framework. Researchers at Johns Hopkins University found that Core Knowledge is associated with many positive changes in school, and that these changes are most pronounced when implementation of Core Knowledge is pursued with fidelity. Core Knowledge is ideal as it focuses on providing all students with a clear foundational background for advanced learning. Fine arts, health/PE, and character education will also continue to be a part of our curriculum. All subject matter will align to the Indiana College and Career Readiness State Standards.

For Reading/Language Arts, TMLA will continue to utilize Reading Street; for Mathematics, we will continue to use Envision; for Science, we use a hands-on, research-based, experiential approach, derived from Core Knowledge, which helps students gain an understanding of scientific concepts and engage in real hands-on projects within their school and neighborhood. For Social Studies, we use materials derived from the Core Knowledge curriculum that allow students to be able to participate in American culture as active and informed citizens using historical information to compare, analyze, synthesize, and evaluate options and decisions to make informed judgments on life issues and current events. To further enhance our Social Studies curriculum, TMLA will also increase its time commitment to our Social Justice theme. Music instruction is a key factor in education as well, as it allows students to explore a variety of genres and the ways they overlap while broadening their understanding of music's depth, breadth, and relevance in our global society. Fine Arts will continue to play a key role in creative expression. Students also have regular Physical Education/Health courses and continue to have various opportunities for athletic activities before and after school such as our award-winning Competition Maverick Step Team and our elementary and middle school basketball teams. Character education is an integral part of the social/emotional curriculum at TMLA. We use the Character Counts! Program which is nationally recognized and focuses on the six pillars of character: Trustworthiness, Respect, Responsibility, Fairness, Caring and Citizenship. In addition, case study textbooks published by AQS and written by AQS teachers and staff are used as part of character education curriculum.

American Quality Schools (AQS) is committed to creating a culture of continuous learning and improvement. To this end, the AQS Thurgood Marshall Leadership Academy will begin to use as its foundation and focus, the "AQS 6" which is a basis of instruction and implementation which makes all AQS schools unique. The AQS 6 is comprised of six principles and six implementation strategies we believe characterize what students need and must possess in our 21st century global environment:



“AQS 6” Principles:

RELEVANCE must be incorporated into instruction, offering students an understanding of how academics relate to the world around them. **RIGOR** is essential to ensure college- and career-readiness skills. **ENGAGEMENT** through place-based and play-based learning is central to our instructional program, as student engagement and motivation is key to achievement. **CHOICES** through problem-based learning enable students to have input in what they need to succeed in school; our philosophy is to offer students opportunities to learn in different settings and in varying learning styles. We also strongly believe in the need for **CHARACTER** building in students. Lastly, we expect students to achieve certain **COMPETENCIES** prior to entering high school. Our “competencies” approach is based on research by Harvard educator Tony Wagner who lists four essential competencies: competencies for lifelong learning, citizenship competencies, and competencies for personal growth and health, and workplace competencies.

“AQS 6” Implementation:

1) PLACED-BASED LEARNING	• Place-based learning is an educational approach that uses all aspects of the local environment, including local cultural, historical, and sociopolitical situations and the natural and built environment, as the integrating context for learning.
2) PROJECT-BASED LEARNING	• Project-based learning is an instructional model that involves students in investigations of compelling problems that culminate in authentic products.
3) PLAY-BASED LEARNING	• Through play-based learning, children develop an understanding of the social and physical conditions that define their world. Children may play alone or in a group. The adult's role is to guide and extend the play activities. Adults continually evaluate children's play to discover what it is children are learning and to then help shape and extend this learning.
4) PROBLEM-BASED LEARNING	• Problem-based learning is an approach that challenges students to learn through engagement of a real problem. It simultaneously develops both problem-solving strategies and disciplinary knowledge skills by placing students in the active role of problem solvers confronted with an ill-structured situation that simulates the kind of problems they are likely to face in complex organizations.
5) PAIDEIA METHOD	• Paideia represents a philosophy and strategy for structuring the school organization and utilizing various teaching strategies, including <i>Didactic Instruction</i> , <i>Intellectual Coaching</i> , and <i>Paideia Seminar</i> .
6) POSITIVE BEHAVIOR INTERVENTIONS AND SUPPORTS (PBIS)	• PBIS is a proactive systems approach to establishing the behavioral supports and social culture, and needed for all students in a school to achieve social, emotional, and academic success. As a Response to Intervention model, PBIS applies a three-tiered system of support, and a problem-solving process to enhance the capacity of schools to effectively educate all students.

Core Knowledge at a Glance

	Preschool	Kindergarten	First Grade	Second Grade	Third Grade
Language Arts/English	<ul style="list-style-type: none"> I. Oral Language II. Nursery Rhymes, Poems, Finger-Plays, and Songs III. Storybook Reading and Storytelling IV. Emerging Literacy Skills 	<ul style="list-style-type: none"> I. Listening and Speaking II. Reading III. Writing IV. Language Conventions V. Poetry VI. Fiction VII. Sayings and Phrases 	<ul style="list-style-type: none"> I. Listening and Speaking II. Reading III. Writing IV. Language Conventions V. Poetry VI. Fiction VII. Sayings and Phrases 	<ul style="list-style-type: none"> I. Listening and Speaking II. Reading III. Writing IV. Language Conventions V. Poetry VI. Fiction VII. Sayings and Phrases 	<ul style="list-style-type: none"> I. Reading and Writing II. Poetry III. Fiction IV. Sayings and Phrases
History and Geography	<ul style="list-style-type: none"> Time: <ul style="list-style-type: none"> I. Vocabulary II. Measures of Time III. Passage of Time (Past, Present, Future) Space: <ul style="list-style-type: none"> I. Vocabulary II. Actual and Representational Space III. Simple Maps IV. Basic Geographic Concepts 	<ul style="list-style-type: none"> World: <ul style="list-style-type: none"> I. Geography: Spatial Sense II. Overview of the Seven Continents American: <ul style="list-style-type: none"> I. Geography II. Native American Peoples, Past and Present III. Early Exploration and Settlement IV. Presidents, Past and Present V. Symbols and Figures 	<ul style="list-style-type: none"> World: <ul style="list-style-type: none"> I. Geography II. Early World Civilizations III. Modern Civilization and Culture: Mexico American: <ul style="list-style-type: none"> I. Early People and Civilizations II. Early Exploration and Settlement III. From Colonies to Independence: The American Revolution IV. Early Exploration of American West V. Symbols and Figures 	<ul style="list-style-type: none"> World: <ul style="list-style-type: none"> I. Geography II. Early Asian Civilizations III. Modern Japanese Civilization IV. The Ancient Greek Civilization American: <ul style="list-style-type: none"> I. American Government: The Constitution II. The War of 1812 III. Westward Expansion IV. The Civil War V. Immigration and Citizenship VI. Fighting for a Cause VII. Geography of the Americas VIII. Symbols and Figures 	<ul style="list-style-type: none"> World: <ul style="list-style-type: none"> I. World Geography II. The Ancient Roman Civilization III. The Vikings American: <ul style="list-style-type: none"> I. The Earliest Americans II. Early Exploration of North America III. The Thirteen Colonies: Life and Times Before the Revolution
Visual Arts	<ul style="list-style-type: none"> I. Attention to visual detail II. Creating Art III. Looking at and Talking about Art 	<ul style="list-style-type: none"> I. Elements of Art II. Sculpture III. Looking at and talking About Art 	<ul style="list-style-type: none"> I. Art from Long Ago II. Elements of Art III. Kinds of Pictures: Portrait and still Life 	<ul style="list-style-type: none"> I. Elements of Art II. Sculpture III. Kinds of Pictures: Landscapes IV. Abstract Art V. Architecture 	<ul style="list-style-type: none"> I. Elements of Art II. American Indian Art III. Art of Ancient Rome and Byzantine Civilization
Music	<ul style="list-style-type: none"> I. Attention to Differences in Sound II. Produce Sounds III. Listen and Sing IV. Listen and Move 	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding III. Songs 	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding (Composers; Orchestras; Opera; Ballet; Jazz) III. Songs 	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding (Orchestra; Keyboards; Composers) III. Songs 	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding (Orchestra; Composers) III. Songs
Mathematics	<ul style="list-style-type: none"> I. Patterns and Classification II. Geometry III. Measurement IV. Numbers and Number Sense V. Addition and Subtraction with Concrete Objects VI. Money 	<ul style="list-style-type: none"> I. Patterns and Classification II. Numbers and Number Sense III. Money IV. Computation V. Measurement VI. Geometry 	<ul style="list-style-type: none"> I. Patterns and Classification II. Numbers and Number Sense III. Money IV. Computation V. Measurement VI. Geometry 	<ul style="list-style-type: none"> I. Numbers and Number Sense II. Fractions III. Money IV. Computation V. Measurement VI. Geometry 	<ul style="list-style-type: none"> I. Numbers and Number Sense II. Fractions and Decimals III. Money IV. Computation V. Measurement VI. Geometry
Science	<ul style="list-style-type: none"> I. Human Characteristics, Needs and Development II. Animal Characteristics, Needs and Development III. Plant Characteristics, Needs and Growth IV. Physical Elements (Water, Air, Light) V. Introduction to Magnetism VI. Seasons and Weather VII. Taking Care of the Earth VIII. Tools 	<ul style="list-style-type: none"> I. Plants and Plant Growth II. Animals and Their Needs III. Human Body (Five Senses) IV. Introduction to Magnetism V. Seasons and Weather VI. Taking Care of the Earth VII. Science Biographies 	<ul style="list-style-type: none"> I. Living Things and Their Environments II. Human Body (Body Systems) III. Matter IV. Properties of Matter: Measurement V. Introduction to Electricity VI. Astronomy VII. The Earth VIII. Science Biographies 	<ul style="list-style-type: none"> I. Cycles in Nature (Seasonal Cycles; Life Cycles; Water Cycle) II. Insects III. Human Body (Cells; Digestive and Excretory Systems) IV. Magnetism V. Simple Machines VI. Science Biographies 	<ul style="list-style-type: none"> I. Introduction to Classification of Animals II. Human Body (Muscular, Skeletal, and Nervous Systems; Vision and Hearing) III. Light and Optics IV. Sound V. Ecology VI. Astronomy VII. Science Biographies

	Fourth Grade	Fifth Grade	Sixth Grade	Seventh Grade	Eighth Grade
Language Arts/English	<ul style="list-style-type: none"> I. Writing, Grammar, and Usage II. Poetry III. Fiction IV. Speeches V. Sayings and Phrases 	<ul style="list-style-type: none"> I. Writing, Grammar, and Usage II. Poetry III. Fiction and Drama IV. Speeches V. Sayings and Phrases 	<ul style="list-style-type: none"> I. Writing, Grammar, and Usage II. Poetry III. Fiction and Drama IV. Sayings and Phrases 	<ul style="list-style-type: none"> I. Writing, Grammar, and Usage II. Poetry III. Fiction, Nonfiction, and Drama IV. Foreign Phrases Commonly Used in English 	<ul style="list-style-type: none"> I. Writing, Grammar, and Usage II. Poetry III. Fiction, Nonfiction, and Drama IV. Foreign Phrases Commonly Used in English
History and Geography	<ul style="list-style-type: none"> World: I. World Geography (Spatial Sense; Labels) II. European Exploration, Trade, and the Spread of Islam and the "Holy Wars" III. The Renaissance and the Reformation IV. England from the Golden Age to the Glorious Revolution V. China: Dynasties and Conquerors American I. The American Revolution II. Making a Constitutional Government III. Early Presidents and Politics IV. Reformers V. Symbols and Figures 	<ul style="list-style-type: none"> World: I. World Geography (Spatial Sense; Labels) II. Early American Civilizations III. American Exploration, Trade, and the Clash of Cultures IV. The Renaissance and the Reformation V. England from the Golden Age to the Glorious Revolution VI. Russia: Early Growth and Expansion VII. Feudal Japan American I. Westward Expansion II. The Civil War: Causes, Conflicts, Consequences III. Native Americans: Cultures and Conflicts IV. U.S. Geography 	<ul style="list-style-type: none"> World: I. World Geography (Spatial Sense; Deserts) II. Lasting Ideas from Ancient Civilizations III. The Enlightenment IV. The French Revolution V. Romanticism VI. Industrialism, Capitalism, and Socialism VII. Latin American Independence Movements American I. Immigration, Industrialization, and Urbanization II. Reform 	<ul style="list-style-type: none"> I. America Becomes a World Power II. World War I: "The Great War," 1914-1918 III. Russian Revolution IV. America from the Twenties to the New Deal V. World War II VI. Geography of United States 	<ul style="list-style-type: none"> I. The Decline of European Colonialism II. The Civil Rights Movement III. The Vietnam War and the Rise of Social Activism IV. The Middle East and Oil Politics V. The End of the Cold War: The Expansion of Democracy and Continuing Challenges VI. Civics: The Constitution—Principles and Structure of American Democracy VII. Geography of Canada and Mexico
Visual Arts	<ul style="list-style-type: none"> I. Art of the Middle Ages in Europe II. Islamic Art and Architecture III. Art of Africa IV. Art of China V. Art of a New Nation: The United States 	<ul style="list-style-type: none"> I. Art of the Renaissance II. American Art: Nineteenth-Century United States III. Art of Japan 	<ul style="list-style-type: none"> I. Art History: Periods and Schools (Classical; Gothic; Renaissance; Baroque; Rococo; Neoclassical; Romantic; Realist) 	<ul style="list-style-type: none"> I. Art History: Period and Schools (Impressionism; Post-Impressionism; Expressionism and Abstraction; Modern American Painting) 	<ul style="list-style-type: none"> I. Art History: Periods and Schools (Painting Since World War II; Photography; 20th-Century Sculpture) II. Architecture Since the Industrial Revolution
Music	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding (Orchestra; Vocal Ranges; Composers) III. Songs 	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding (Composers; Connections) III. American Musical Traditions (Spirituals) IV. Songs 	<ul style="list-style-type: none"> I. Elements of Music II. Classical Music: From Baroque to Romantic (Bach, Handel, Haydn, Mozart, Beethoven, Schubert, Chopin, Schumann) 	<ul style="list-style-type: none"> I. Elements of Music II. Classical Music: Romanticism and Nationalists (Brahms, Berlioz, Liszt, Wagner, Dvorak, Grieg, Tchaikovsky) III. American Musical Traditions (Blues and Jazz) 	<ul style="list-style-type: none"> I. Elements of Music II. Non-Western Music III. Classical Music: Nationalists and Moderns IV. Vocal Music (Opera; American Musical Theater)
Mathematics	<ul style="list-style-type: none"> I. Numbers and Number Sense II. Fractions and Decimals III. Money IV. Computation V. Measurement VI. Geometry 	<ul style="list-style-type: none"> I. Numbers and Number Sense II. Ratio and Percent III. Fractions and Decimals IV. Computation V. Measurement VI. Geometry VII. Probability and Statistics VIII. Pre-Algebra 	<ul style="list-style-type: none"> I. Numbers and Number Sense II. Ratio, Percent, and Proportion III. Computation IV. Measurement V. Geometry VI. Probability and Statistics VII. Pre-Algebra 	<ul style="list-style-type: none"> I. Pre-Algebra (Properties of the Real Numbers; Polynomial Arithmetic; Equivalent Equations and Inequalities; Integer Exponents) II. Geometry (Three-Dimensional Objects; Angle Pairs; Triangles; Measurement) III. Probability and Statistics 	<ul style="list-style-type: none"> I. Algebra (Properties of the Real Numbers; Relations, Functions, and Graphs; Linear Equations and Functions; Arithmetic of Rational Expression; Quadratic Equations and Functions) II. Geometry (Analytic Geometry; Introduction to Trigonometry; Triangles and proofs)
Science	<ul style="list-style-type: none"> I. Human Body (Circulatory and Respiratory Systems) II. Chemistry: Basic Terms and Concepts III. Electricity IV. Geology: The Earth and Its Changes V. Meteorology VI. Science Biographies 	<ul style="list-style-type: none"> I. Classifying Living Things II. Cells: Structures and Processes III. Plant Structures and Processes IV. Life Cycles and Reproduction V. Human Body (Endocrine and Reproductive Systems) VI. Chemistry: Matter and Change VII. Science Biographies 	<ul style="list-style-type: none"> I. Plate Tectonics II. Oceans III. Astronomy: Gravity, Stars, and Galaxies IV. Energy: Heat, and Energy Transfer V. The Human Body: Lymphatic and Immune Systems VI. Science Biographies 	<ul style="list-style-type: none"> I. Atomic Structure II. Chemical Bonds and Reactions III. Cell Division and Genetics IV. History of the Earth and Life Forms V. Evolution VI. Science Biographies 	<ul style="list-style-type: none"> I. Physics II. Electricity and Magnetism III. Electromagnetic Radiation and Light IV. Sound Waves V. Chemistry of Food and Respiration VI. Science Biographies

Section III: Proposed Changes to the Charter Agreement

The Fort Wayne Urban League (FWUL) does not seek any changes from the current charter agreement.

Thurgood Marshall Leadership Academy

Budget Narrative

During the last 4 years, Thurgood Marshall Leadership Academy (TMLA) has shown tremendous growth. A school that opened its doors with 90 students during 2012-2013 school year, has grown to 158 students for 2016-2017 school year, that's a 76% growth, with an average of 17 new students per school year. At that rate, Thurgood Marshall Leadership Academy will continue to grow and within the next 5 years, reach student capacity of 225 students.

ALIGNMENT

The 5-year business plan for TMLA, is to continue to grow its student capacity, through Core Knowledge Curriculum, Reading Street, Accelerated Reader/Math, SumDog, Mclass, Smeken's Reading and Moving with Math. These assessment programs, software and curriculum will be utilized throughout the next 5 years, to ensure TMLA continues the path of success.

1. State and Local funds were derived from using a conservative per pupil rate provided by ICSB and historical state funding information
2. Salaries over the next 5 years are based on a 1% raise for all staff, with a positive bottom line, this percentage of salary raises, can increase between 2%-5% for all staff. The budget includes, Principal, Administrative Assistants, Teaching Staff, Special Education Teachers, Teacher Assistants, Physical Education, Spanish Teacher, and Reading/Math Specialist
3. Health insurance will remain the same, due to the consistency of TMLA, we are expecting no drastic percentage increase in cost
4. Professional development cost is based on increase in staff, due to increase in the student population, to ensure all teaching staff is properly prepared for TMLA student growth
5. Computer are included in the budget for the next 5 years to ensure proper coverage/ratio of student /computer usage during testing
6. Extracurricular activities for the Basketball Team, National recognized Maverick Step Team and the Cheerleading Team are based on student growth and the demand from student participation

ASSUMPTIONS

Funding for TMLA is based on Federal, State and Local funds.

1. Federal funding, such as, Title I, Title II and SPED PART B are based on the needs of the student. The budget reflects slight increases over the next 5 years, based on the increase in student growth and % of free and reduced lunch participants. Federal funds will always be used to provide the appropriate Reading / Math Specialist, Dean of Student Services and programs needed to increase test scores for TMLA
2. State funding, such as Basic Grant, Special Education, Textbook Reimbursement, Summer School, Charter and Innovation Network School Grants are based on conservative/historical amounts, with slight increases over the next 5 years, based on student growth. These funds are

used in all capacities to ensure TMLA provides the best curriculum, staff and environment for its students

3. Local funds, such as donations, are based on philanthropic funding

REVENUE ESTIMATES

Revenue estimates can vary greatly depending on the source. Research and historical understanding of the Indiana Department of Education funding system, has allowed our budget to be based on the following:

1. Per pupil base rate of \$5,088 foundation grant and \$3,539 for the complexity grant from 2018-2022, per the ICSB budget template with no projected increase.
2. Other revenue rates are based on historical financial estimates for TMLA, such as Food Service Program, Textbook Reimbursement, Summer School, Charter and Innovation Network School, Federal Title I/Title II grants, with slight increase over the next 5 years.

American Quality Schools (AQS) has prepared the budget based on knowledge and experience with Indiana Charter Schools, Indiana Department of Education and ICSB. The budgets revenue and expenditures have been reviewed to ensure proper usage of funds to best facilitate the learning experience of TMLA. TMLA currently has no debt liability and continues to show a positive bottom line, despite the original student count from 2012-2013 school year. AQS has and will continue to provide conservative budgets for TMLA to ensure that we are able to retain staff and provide the proper education.

INDIANA CHARTER SCHOOL BOARD

5-Year Pro Forma Budget Submission Template

General Instructions for Renewal School Applicants

- Complete the School Enrollment Projection tab in ORANGE
 - Complete the Year 6 - Budget and Cash Flow tab in PURPLE
 - Complete ALL FIVE annual budget tabs in BLUE
 - Complete ALL FIVE staffing tabs in GREEN
 - Enter information into the WHITE cells
 - Do not enter information into the GREY cells
- NOTE: 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.
- We encourage applicants to contact the Indiana Department of Education Office of School Finance to learn more about Indiana's funding formula and all grant and operating funds available. Visit <http://www.doe.in.gov/idoefinance> for more information.

School Name: THURGOOD MARSHALL LEADERSHIP ACADEMY

SCHOOL ENROLLMENT PROJECTIONS

Planned Number of Students															TOTAL	% ELL	% SPED	% SNAP, TANF or Foster Care
ACADEMIC YEAR	K	1	2	3	4	5	6	7	8	9	10	11	12					
Year 6: 2017-2018	40	36	28	20	20	11	8	6	6						175			
Year 7: 2018-2019	40	40	28	28	16	8	8	6	6						180			
Year 8: 2019-2020	40	40	28	26	20	16	8	6	6						190			
Year 9: 2020-2021	40	40	28	28	20	16	16	6	6						200			
Year 10: 2021-2022	40	40	28	28	20	16	16	16	6						210			

Planned Number of Classes														
ACADEMIC YEAR	K	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
Year 6: 2017-2018	2	2	2	1	1	1	1	1	1					12
Year 7: 2018-2019	2	2	2	2	1	1	1	1	1					13
Year 8: 2019-2020	2	2	2	2	1	1	1	1	1					13
Year 9: 2020-2021	2	2	2	2	1	1	1	1	1					13
Year 10: 2021-2022	2	2	2	2	1	1	1	1	1					13

Note: FDK students are treated as 1 for purposes of ADM. 1/2 day kindergarten students are 0.5 ADM

	2018-2022
Foundation Grant	\$ 5,088
Complexity Grant	\$ 3,539

School Name: THURGOOD MARSHALL LEADERSHIP ACADEMY						
REVENUE	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
State Revenue						
Basic Grant	\$ 1,152,764	\$ 1,509,725	\$ 1,552,860	\$ 1,639,130	\$ 1,725,400	\$ 1,811,670
Special Education (part of basic grant)	\$ 26,900	\$ 29,794	\$ 30,645	\$ 32,348	\$ 34,050	\$ 35,753
State Matching Funds for School Lunch Program	\$ 300	\$ 300	\$ 400	\$ 500	\$ 600	\$ 700
School Lunch Program	\$ 1,500	\$ 1,500	\$ 1,700	\$ 1,900	\$ 2,100	\$ 2,300
Technology Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Remediation Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gifted and Talented Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Textbook Reimbursement	\$ 10,025	\$ 10,000	\$ 10,000	\$ 12,000	\$ 14,000	\$ 16,000
Summer School	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900
Charter and Innovation Network School Grant Program	\$ 79,000	\$ 87,500	\$ 90,000	\$ 95,000	\$ 100,000	\$ 105,000
Charter and Innovation Network School Advance Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other State Revenue (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other State Revenue (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Revenue						
Public Charter School Program (PCSP) Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Law 101-476 (IDEA)	\$ 28,237	\$ 30,000	\$ 30,000	\$ 32,000	\$ 34,000	\$ 36,000
Title I	\$ 79,749	\$ 85,000	\$ 90,000	\$ 92,000	\$ 94,000	\$ 96,000
Title II	\$ 4,665	\$ 4,700	\$ 4,800	\$ 5,000	\$ 5,200	\$ 5,400
Federal Lunch Program	\$ 117,503	\$ 140,000	\$ 150,000	\$ 160,000	\$ 170,000	\$ 180,000
Federal Breakfast Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue Federal sources (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue Federal sources (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues						
Committed Philanthropic Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Before and After Care Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Student Fees (after school activities)	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Fundraising	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 1,512,043	\$ 1,909,919	\$ 1,971,805	\$ 2,081,278	\$ 2,190,750	\$ 2,300,223
EXPENDITURES						
Personnel Expenses						
Wages, Benefits and Payroll Taxes	\$ 720,892	\$ 846,159	\$ 898,194	\$ 907,176	\$ 916,248	\$ 925,410
Substitute Teachers	\$ 10,000	\$ 20,000	\$ 20,000	\$ 25,000	\$ 30,000	\$ 35,000
Professional Development	\$ 10,833	\$ 10,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 25,000
Bonuses	\$ 4,665	\$ 4,700	\$ 4,800	\$ 5,000	\$ 5,200	\$ 5,400
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ 833	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Personnel Expenses	\$ 747,224	\$ 880,859	\$ 937,994	\$ 957,176	\$ 971,448	\$ 990,810
Instructional Supplies and Resources						
Textbooks	\$ 5,000	\$ 10,000	\$ 12,000	\$ 14,000	\$ 16,000	\$ 18,000
Library, periodicals, etc	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Technology	\$ 26,780	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Assessment materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Computers	\$ 10,438	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Software	\$ 7,796	\$ 10,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Other classroom supplies	\$ 7,500	\$ 9,000	\$ 10,000	\$ 11,000	\$ 12,000	\$ 13,000
Field trips, other unclassified items	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Co-curricular & Athletics	\$ 27,000	\$ 29,000	\$ 31,000	\$ 33,000	\$ 35,000	\$ 37,000
Fees-Uniforms	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Advertising	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Instructional Supplies and Resources	\$ 93,714	\$ 107,200	\$ 114,200	\$ 119,200	\$ 124,200	\$ 129,200

Support Supplies and Resources							
Administrative Computers	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Administrative Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration Dues, fees, misc expenses	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Office supplies	\$ 7,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500
Office Furniture	\$ 3,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Support Supplies and Resources	\$ 13,500	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500
Board Expenses							
Charter Board Services, including Board Training, retreats	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charter Board Supplies & Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charter Board Dues, fees, etc	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Board Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Purchased or Contracted Services							
Legal Services	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Audit Services (compliant with SBOA requirements)	\$ 16,700	\$ 16,550	\$ 16,550	\$ 16,550	\$ 16,550	\$ 16,550	\$ 16,550
Payroll Services	\$ 2,397	\$ 3,357	\$ 3,357	\$ 3,570	\$ 3,602	\$ 3,634	\$ 3,634
Accounting Services	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Printing/Newsletter/Annual Report Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants	\$ 7,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Internet Services	\$ 4,356	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Telephone/Telecommunication Services	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Total Insurance Costs (per ICSB requirements detailed in charter school application)	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Travel	\$ 6,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Postage	\$ 1,075	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Special Education Services	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Student Information Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Food service	\$ 119,302	\$ 140,000	\$ 150,000	\$ 160,000	\$ 170,000	\$ 180,000	\$ 180,000
Transportation	\$ 194,897	\$ 168,000	\$ 170,000	\$ 172,000	\$ 174,000	\$ 176,000	\$ 176,000
Nursing Services	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Professional Purchased or Contracted Services	\$ 377,977	\$ 392,157	\$ 404,339	\$ 426,370	\$ 438,402	\$ 450,434	\$ 450,434
Facilities							
Rent, mortgage, or other facility cost	\$ 38,626	\$ 42,000	\$ 44,400	\$ 46,800	\$ 49,200	\$ 51,600	\$ 51,600
Furniture & Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gas/electric	\$ 10,500	\$ 11,500	\$ 12,500	\$ 13,500	\$ 14,500	\$ 15,500	\$ 15,500
Water/Sewer	\$ 5,500	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Grounds Keeping	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Maintenance Services	\$ 24,000	\$ 26,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 34,000	\$ 34,000
Custodial	\$ 51,600	\$ 54,000	\$ 56,400	\$ 58,800	\$ 61,200	\$ 63,600	\$ 63,600
Waste disposal	\$ 5,500	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Debt Service for Facilities (Interest Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Facilities	\$ 138,726	\$ 148,500	\$ 156,300	\$ 164,100	\$ 171,900	\$ 179,700	\$ 179,700
Other							
Contingency	\$ 11,796	\$ 46,186	\$ 47,505	\$ 50,144	\$ 52,784	\$ 55,423	\$ 55,423
Indiana Charter School Board Administrative Fee	\$ 7,200	\$ 15,097	\$ 15,529	\$ 16,391	\$ 17,254	\$ 18,117	\$ 18,117
CMO/EMO Fee	\$ 94,373	\$ 153,952	\$ 158,351	\$ 167,148	\$ 175,945	\$ 184,742	\$ 184,742
Charter and Innovation Network School Advance Program Interest Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Escrow account for closure	\$ -	\$ 40,000	\$ 50,000	\$ 60,000	\$ 70,000	\$ 80,000	\$ 80,000
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (please describe)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other	\$ 113,369	\$ 255,235	\$ 271,384	\$ 293,683	\$ 315,983	\$ 338,282	\$ 338,282
Total Expenditures	\$ 1,484,509	\$ 1,806,451	\$ 1,906,717	\$ 1,983,029	\$ 2,044,432	\$ 2,110,926	\$ 2,110,926
Carryover/Deficit	\$ 27,534	\$ 103,468	\$ 65,088	\$ 98,248	\$ 146,318	\$ 189,297	\$ 189,297
Cumulative Carryover/(Deficit)	\$ 27,534	\$ 131,002	\$ 196,090	\$ 294,338	\$ 440,656	\$ 629,953	\$ 629,953

Expected Renewal School Annual Operating Budget -- YEAR 6 -- Fiscal Year July 1-June 30

REVENUE		
State Revenue	Amount	Notes
Basic Grant	#####	Foundation amount for all charter schools in FY2017 is \$5088, regardless of corporation of legal settlement. Students in Full Day Kindergarten are treated as 1 student, 1/2 day kindergarten is treated as 0.5 for purposes of ADM.
Special Education (part of basic grant)	\$ 29,794	
State Matching Funds for School Lunch Program	\$ 300	
School Lunch Program	\$ 1,500	
Technology Grants		
Remediation Program		
Gifted and Talented Program		
Textbook Reimbursement	\$ 10,000	
Summer School	\$ 6,900	
Charter and Innovation Network School Grant Program	\$ 87,500	Under the FY16/17 appropriation, all charters in their first two years are automatically awarded \$500 / student for capital and transportation costs. Please review IC 20-24-13 for criteria for schools in subsequent years.
Charter and Innovation Network School Advance Program		Note: Please review IC 20-49-9 for information.
Other State Revenue (please describe)		
Other State Revenue (please describe)		
Federal Revenue		
Public Charter School Program (PCSP) Grant		NOTE: This is a competitive grant for planning & implementation. Funding is not guaranteed. The funding for the PCSP grant is distributed through a reimbursement process. Contact Jeff Barber at the IDOE with questions.
Public Law 101-476 (IDEA)	\$ 30,000	SPED B Grant
Title I	\$ 85,000	
Title II	\$ 4,700	
Federal Lunch Program	\$ 140,000	
Federal Breakfast Reimbursement		
Other Revenue Federal sources (please describe)		
Other Revenue Federal sources (please describe)		
Other Revenues		
Committed Philanthropic Donations		
Before and After Care Fees		
Interest Income		
Student Fees (after school activities)	\$ 1,500	
Fundraising	\$ 3,000	
Other (please describe)		
Other (please describe)		
Total Revenue	#####	
EXPENDITURES		
Personnel Expenses		
Wages, Benefits and Payroll Taxes	\$ 846,159	Use staffing workbook
Substitute Teachers	\$ 20,000	
Professional Development	\$ 10,000	
Bonuses	\$ 4,700	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Personnel Expenses	\$ 880,859	

Instructional Supplies and Resources		
Textbooks	\$ 10,000	Possible textbook reimbursement grant
Library, periodicals, etc		
Technology	\$ 30,000	Classroom/Other Tech (BlueMarble/DMETek/TRCEducation)
Assessment materials		
Computers	\$ 10,000	Chromebooks
Software	\$ 10,000	Programs and assessments
Other classroom supplies	\$ 9,000	Class/Parental Involvement
Field trips, other unclassified items	\$ 5,000	
Co-curricular & Athletics	\$ 29,000	After school Step/Basketball/Cheer Team ALL Expenses
Fees-Uniforms	\$ 600	Dues and Fees/Uniforms
Advertising	\$ 3,600	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Instructional Supplies and Resources	\$ 107,200	
Support Supplies and Resources		
Administrative Computers	\$ 2,000	
Administrative Software		
Administration Dues, fees, misc expenses	\$ 3,000	
Office supplies	\$ 16,500	Supplies/Printing
Office Furniture	\$ 1,000	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Support Supplies and Resources	\$ 22,500	
Board Expenses		
Charter Board Services, including Board Training, retreats		
Charter Board Supplies & Equipment		
Charter Board Dues, fees, etc		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Board Expenses	\$ -	
Professional Purchased or Contracted Services		
Legal Services	\$ 10,000	
Audit Services (compliant with SBOA requirements)	\$ 16,550	DWD, 403B, SBOA Fee
Payroll Services	\$ 3,357	ADP Payroll fee, \$39.50 fingerprint reimb new employees
Accounting Services	\$ 500	Check and AP Vouchers
Printing/Newsletter/Annual Report Services		
Consultants	\$ 10,000	PD Consultant
Internet Services	\$ 5,000	ERATE Discount included
Telephone/Telecommunication Services	\$ 5,000	ERATE Discount included
Total Insurance Costs (per ICSB requirements detailed in charter school application)	\$ 20,000	
Travel	\$ 7,500	
Postage	\$ 1,000	
Special Education Services	\$ 5,000	Speech Pathology
Student Information Services		
Food service	\$ 140,000	Food Service Prof contracted services
Transportation	\$ 168,000	
Nursing Services	\$ 250	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Professional Purchased or Contracted Services	\$ 392,157	

Facilities		
Rent, mortgage, or other facility cost	\$ 42,000	Zion Lutheran Church
Furniture & Equipment		
Gas/electric	\$ 11,500	
Water/ Sewer	\$ 6,000	
Grounds Keeping	\$ 3,000	
Maintenance Services	\$ 26,000	Repairs
Custodial	\$ 54,000	Cleaning services
Waste disposal	\$ 6,000	
Debt Service for Facilities (Interest Only)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Facilities	\$ 148,500	
Other		
Contingency	\$ 46,186	
Indiana Charter School Board Administrative Fee	\$ 15,097	Assume 1% of Basic Grant (Row 6).
CMO/EMO Fee	\$ 153,952	Be certain to reflect the full amount of any fee, including the management fee and any pass-through fees. If pass-through fees are reflected elsewhere in the budget, please clearly indicate this in the Budget Narrative.
Charter and Innovation Network School Advance Program Interest Costs		
Escrow account for dissillusionment / closure	\$ 40,000	Schools are required to maintain an account in reserve to cover expenses for school closing. \$10,000 should be placed in reserve starting in year 2 with a balance of \$30,000 by year 4.
Other (please describe)		
Other (please describe)		
Total Other	\$ 255,235	
Total Expenditures	#####	
Carryover/Deficit	\$ 103,468	

Cumulative Carryover/(Deficit)

Expected Renewal School Annual Operating Budget -- YEAR 7 -- Fiscal Year July 1-June 30		
REVENUE	Amount	Notes
State Revenue		
		Foundation amount for all charter schools in FY2017 is \$5088, regardless of corporation of legal settlement. Students in Full Day Kindergarten are treated as 1 student, 1/2 day kindergarten is treated as 0.5 for purposes of ADM.
Basic Grant	\$ 1,552,860	
Special Education (part of basic grant)	\$ 30,645	
State Matching Funds for School Lunch Program	\$ 400	
School Lunch Program	\$ 1,700	
Technology Grants		
Remediation Program		
Gifted and Talented Program		
Textbook Reimbursement	\$ 10,000	
Summer School	\$ 6,900	
Charter and Innovation Network School Grant Program	\$ 90,000	Under the FY16/17 appropriation, all charters in their first two years are automatically awarded \$500 / student for capital and transportation costs. Please review IC 20-24-13 for criteria for schools in subsequent years.
Charter and Innovation Network School Advance Program		Note: Please review IC 20-49-9 for information.
Other State Revenue (please describe)		
Other State Revenue (please describe)		
Federal Revenue		
		NOTE: This is a competitive grant for planning & implementation. Funding is not guaranteed. The funding for the PCSP grant is distributed through a reimbursement process. Contact Jeff Barber at the IDOE with questions.
Public Charter School Program (PCSP) Grant		
Public Law 101-476 (IDEA)	\$ 30,000	SPED B Grant
Title I	\$ 90,000	
Title II	\$ 4,800	
Federal Lunch Program	\$ 150,000	
Federal Breakfast Reimbursement		
Other Revenue Federal sources (please describe)		
Other Revenue Federal sources (please describe)		
Other Revenues		
Committed Philanthropic Donations		
Before and After Care Fees		
Interest Income		
Student Fees (after school activities)	\$ 1,500	
Fundraising	\$ 3,000	
Other (please describe)		
Other (please describe)		
Total Revenue	\$ 1,971,805	
EXPENDITURES		
Personnel Expenses		
Wages, Benefits and Payroll Taxes	\$ 898,194	Use staffing workbook
Substitute Teachers	\$ 20,000	
Professional Development	\$ 15,000	
Bonuses	\$ 4,800	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Personnel Expenses	\$ 937,994	

Instructional Supplies and Resources		
Textbooks	\$ 12,000	Possible textbook reimbursement grant
Library, periodicals, etc		
Technology	\$ 30,000	Classroom/Other Tech (BlueMarble/DMETek/TRCEducation)
Assessment materials		
Computers	\$ 10,000	Chromebooks
Software	\$ 12,000	Programs and assessments
Other classroom supplies	\$ 10,000	Class/ParentalInvolvement
Field trips, other unclassified items	\$ 5,000	
Co-curricular & Athletics	\$ 31,000	After school Step/Basketball/Cheer Team ALL Expenses
Fees-Uniforms	\$ 600	Dues and Fees/Uniforms
Advertising	\$ 3,600	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Instructional Supplies and Resources	\$ 114,200	
Support Supplies and Resources		
Administrative Computers	\$ 2,000	
Administrative Software		
Administration Dues, fees, misc expenses	\$ 3,000	
Office supplies	\$ 16,500	Supplies/Printing
Office Furniture	\$ 1,000	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Support Supplies and Resources	\$ 22,500	
Board Expenses		
Charter Board Services, including Board Training, retreats		
Charter Board Supplies & Equipment		
Charter Board Dues, fees, etc		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Board Expenses	\$ -	
Professional Purchased or Contracted Services		
Legal Services	\$ 10,000	
Audit Services (compliant with SBOA requirements)	\$ 16,550	DWD, 403B, SBOA Fee
Payroll Services	\$ 3,539	ADP Payroll fee, \$39.50 fingerprint reimb new employees
Accounting Services	\$ 500	Check and AP Vouchers
Printing/Newsletter/Annual Report Services		
Consultants	\$ 10,000	PD Consultant
Internet Services	\$ 5,000	ERATE Discount included
Telephone/Telecommunication Services	\$ 5,000	ERATE Discount included
Total Insurance Costs (per ICSB requirements detailed in charter school application)	\$ 20,000	
Travel	\$ 7,500	
Postage	\$ 1,000	
Special Education Services	\$ 5,000	Speech Pathology
Student Information Services		
Food service	\$ 150,000	Food Service Prof contracted services
Transportation	\$ 170,000	
Nursing Services	\$ 250	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Professional Purchased or Contracted Services	\$ 404,339	

Facilities		
Rent, mortgage, or other facility cost	\$ 44,400	Zion Lutheran Church
Furniture & Equipment		
Gas/electric	\$ 12,500	
Water/ Sewer	\$ 6,000	
Grounds Keeping	\$ 3,000	
Maintenance Services	\$ 28,000	Repairs
Custodial	\$ 56,400	Cleaning services
Waste disposal	\$ 6,000	
Debt Service for Facilities (Interest Only)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Facilities	\$ 156,300	
Other		
Contingency	\$ 47,505	
Indiana Charter School Board Administrative Fee	\$ 15,529	Assume 1% of Basic Grant (Row 6).
		Be certain to reflect the full amount of any fee, including the management fee and any pass-through fees. If pass-through fees are reflected elsewhere in the budget, please clearly indicate this in the Budget Narrative.
CMO/EMO Fee	\$ 158,351	
Charter and Innovation Network School Advance Program Interest Costs		
		Schools are required to maintain an account in reserve to cover expenses for school closing. \$10,000 should be placed in reserve starting in year 2 with a balance of \$30,000 by year 4.
Escrow account for disillusionment / closure	\$ 50,000	
Other (please describe)		
Other (please describe)		
Total Other	\$ 271,384	
Total Expenditures	\$ 1,906,717	
Carryover/Deficit	\$ 65,088	

Cumulative Carryover/(Deficit) \$ 168,556

Expected Renewal School Annual Operating Budget -- YEAR 8 -- Fiscal Year July 1-June 30

REVENUE		
REVENUE	Amount	Notes
State Revenue		
Basic Grant	#####	Foundation amount for all charter schools in FY2017 is \$5088, regardless of corporation of legal settlement. Students in Full Day Kindergarten are treated as 1 student, 1/2 day kindergarten is treated as 0.5 for purposes of ADM.
Special Education (part of basic grant)	\$ 32,348	
State Matching Funds for School Lunch Program	\$ 500	
School Lunch Program	\$ 1,900	
Technology Grants		
Remediation Program		
Gifted and Talented Program		
Textbook Reimbursement	\$ 12,000	
Summer School	\$ 6,900	
Charter and Innovation Network School Advance Program	\$ 95,000	Under the FY16/17 appropriation, all charters in their first two years are automatically awarded \$500 / student for capital and transportation costs. Please review IC 20-24-13 for criteria for schools in subsequent years.
Charter and Innovation Network School Advance Program		Note: Please review IC 20-49-9 for information.
Other State Revenue (please describe)		
Other State Revenue (please describe)		
Federal Revenue		
Public Charter School Program (PCSP) Grant		NOTE: This is a competitive grant for planning & implementation. Funding is not guaranteed. The funding for the PCSP grant is distributed through a reimbursement process. Contact Jeff Barber at the IDOE with questions.
Public Law 101-476 (IDEA)	\$ 32,000	
Title I	\$ 92,000	SPED B Grant
Title II	\$ 5,000	
Federal Lunch Program	\$ 160,000	
Federal Breakfast Reimbursement		
Other Revenue Federal sources (please describe)		
Other Revenues		
Committed Philanthropic Donations		
Before and After Care Fees		
Interest Income		
Student Fees (after school activities)	\$ 1,500	
Fundraising	\$ 3,000	
Other (please describe)		
Other (please describe)		
Total Revenue	#####	
EXPENDITURES		
Personnel Expenses		
Wages, Benefits and Payroll Taxes	\$ 907,176	Use staffing workbook
Substitute Teachers	\$ 25,000	
Professional Development	\$ 20,000	
Bonuses	\$ 5,000	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Personnel Expenses	\$ 957,176	

Instructional Supplies and Resources		
Textbooks	\$ 14,000	Possible textbook reimbursement grant
Library, periodicals, etc		
Technology	\$ 30,000	Classroom/Other Tech (BlueMarble/DMETek/TRCEducation)
Assessment materials		
Computers	\$ 10,000	Chromebooks
Software	\$ 12,000	Programs and assessments
Other classroom supplies	\$ 11,000	Class/ParentalInvolvement
Field trips, other unclassified items	\$ 5,000	
Co-curricular & Athletics	\$ 33,000	After school Step/Basketball/Cheer Team ALL Expenses
Fees-Uniforms	\$ 600	Dues and Fees/Uniforms
Advertising	\$ 3,600	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Instructional Supplies and Resources	\$ 119,200	
Support Supplies and Resources		
Administrative Computers	\$ 2,000	
Administrative Software		
Administration Dues, fees, misc expenses	\$ 3,000	
Office supplies	\$ 16,500	Supplies/Printing
Office Furniture	\$ 1,000	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Support Supplies and Resources	\$ 22,500	
Board Expenses		
Charter Board Services, including Board Training, retreats		
Charter Board Supplies & Equipment		
Charter Board Dues, fees, etc		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Board Expenses	\$ -	
Professional Purchased or Contracted Services		
Legal Services	\$ 10,000	
Audit Services (compliant with SBOA requirements)	\$ 16,550	DWD, 403B, SBOA Fee
Payroll Services	\$ 3,570	ADP Payroll fee, \$39.50 fingerprint reimb new employees
Accounting Services	\$ 500	Check and AP Vouchers
Printing/Newsletter/Annual Report Services		
Consultants	\$ 20,000	PD Consultant
Internet Services	\$ 5,000	ERATE Discount included
Telephone/Telecommunication Services	\$ 5,000	ERATE Discount included
Total Insurance Costs (per ICSB requirements detailed in charter school application)	\$ 20,000	
Travel	\$ 7,500	
Postage	\$ 1,000	
Special Education Services	\$ 5,000	Speech Pathology
Student Information Services		
Food service	\$ 160,000	
Transportation	\$ 172,000	
Nursing Services	\$ 250	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Professional Purchased or Contracted Services	\$ 426,370	

Facilities		
Rent, mortgage, or other facility cost	\$ 46,800	Zion Lutheran Church
Furniture & Equipment		
Gas/electric	\$ 13,500	
Water/ Sewer	\$ 6,000	
Grounds Keeping	\$ 3,000	
Maintenance Services	\$ 30,000	Repairs
Custodial	\$ 58,800	Cleaning services
Waste disposal	\$ 6,000	
Debt Service for Facilities (Interest Only)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Facilities	\$ 164,100	
Other		
Contingency	\$ 50,144	
Indiana Charter School Board Administrative Fee	\$ 16,391	Assume 1% of Basic Grant (Row 6).
		Be certain to reflect the full amount of any fee, including the management fee and any pass-through fees. If pass-through fees are reflected elsewhere in the budget, please clearly indicate this in the Budget Narrative.
CMO/EMO Fee	\$ 167,148	
Charter and Innovation Network School Advance Program Interest Costs		
		Schools are required to maintain an account in reserve to cover expenses for school closing. \$10,000 should be placed in reserve starting in year 2 with a balance of \$30,000 by year 4.
Escrow account for dissillusionment / closure	\$ 60,000	
Other (please describe)		
Other (please describe)		
Total Other	\$ 293,683	
Total Expenditures	#####	
Carryover/Deficit	\$ 98,248	

Cumulative Carryover/(Deficit) \$ 266,804

Expected Renewal School Annual Operating Budget -- YEAR 9 -- Fiscal Year July 1-June 30

REVENUE		
REVENUE	Amount	Notes
State Revenue		
Basic Grant	#####	Foundation amount for all charter schools in FY2017 is \$5088, regardless of corporation of legal settlement. Students in Full Day Kindergarten are treated as 1 student, 1/2 day kindergarten is treated as 0.5 for purposes of ADM.
Special Education (part of basic grant)	\$ 34,050	
State Matching Funds for School Lunch Program	\$ 600	
School Lunch Program	\$ 2,100	
Technology Grants		
Remediation Program		
Gifted and Talented Program		
Textbook Reimbursement	\$ 14,000	
Summer School	\$ 6,900	
Charter and Innovation Network School Advance Program	\$ 100,000	
Charter and Innovation Network School Advance Program		Note: Please review IC 20-49-9 for information.
Other State Revenue (please describe)		
Federal Revenue		
Public Law 101-476 (IDEA)	\$ 34,000	SPED B Grant
Title I	\$ 94,000	
Title II	\$ 5,200	
Federal Lunch Program	\$ 170,000	
Federal Breakfast Reimbursement		
Other Revenue Federal sources (please describe)		
Other Revenue Federal sources (please describe)		
Other Revenues		
Committed Philanthropic Donations		
Before and After Care Fees		
Interest Income		
Student Fees (after school activities)	\$ 1,500	
Fundraising	\$ 3,000	
Other (please describe)		
Other (please describe)		
Total Revenue	#####	
EXPENDITURES		
Personnel Expenses		
Wages, Benefits and Payroll Taxes	\$ 916,248	Use staffing workbook
Substitute Teachers	\$ 30,000	
Professional Development	\$ 20,000	
Bonuses	\$ 5,200	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Personnel Expenses	\$ 971,448	

Instructional Supplies and Resources		
Textbooks	\$ 16,000	Possible textbook reimbursement grant
Library, periodicals, etc		
Technology	\$ 30,000	Classroom/Other Tech (BlueMarble/DMETek/TRCEducation)
Assessment materials		
Computers	\$ 10,000	Chromebooks
Software	\$ 12,000	Programs and assessments
Other classroom supplies	\$ 12,000	Class/Parental Involvement
Field trips, other unclassified items	\$ 5,000	
Co-curricular & Athletics	\$ 35,000	After school Step/Basketball/Cheer Team ALL Expenses
Fees-Uniforms	\$ 600	Dues and Fees/Uniforms
Advertising	\$ 3,600	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Instructional Supplies and Resources	\$ 124,200	
Support Supplies and Resources		
Administrative Computers	\$ 2,000	
Administrative Software		
Administration Dues, fees, misc expenses	\$ 3,000	
Office supplies	\$ 16,500	Supplies/Printing
Office Furniture	\$ 1,000	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Support Supplies and Resources	\$ 22,500	
Board Expenses		
Charter Board Services, including Board Training, retreats		
Charter Board Supplies & Equipment		
Charter Board Dues, fees, etc		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Board Expenses	\$ -	
Professional Purchased or Contracted Services		
Legal Services	\$ 10,000	
Audit Services (compliant with SBOA requirements)	\$ 16,550	DWD, 403B, SBOA Fee
Payroll Services	\$ 3,602	ADP Payroll fee, \$39.50 fingerprint reimb new employees
Accounting Services	\$ 500	Check and AP Vouchers
Printing/Newsletter/Annual Report Services		
Consultants	\$ 20,000	PD Consultant
Internet Services	\$ 5,000	ERATE Discount included
Telephone/Telecommunication Services	\$ 5,000	ERATE Discount included
Total Insurance Costs (per ICSB requirements detailed in charter school application)	\$ 20,000	
Travel	\$ 7,500	
Postage	\$ 1,000	
Special Education Services	\$ 5,000	Speech Pathology
Student Information Services		
Food service	\$ 170,000	
Transportation	\$ 174,000	
Nursing Services	\$ 250	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Professional Purchased or Contracted Services	\$ 438,402	

Facilities		
Rent, mortgage, or other facility cost	\$ 49,200	Zion Lutheran Church
Furniture & Equipment		
Gas/electric	\$ 14,500	
Water/ Sewer	\$ 6,000	
Grounds Keeping	\$ 3,000	
Maintenance Services	\$ 32,000	Repairs
Custodial	\$ 61,200	Cleaning services
Waste disposal	\$ 6,000	
Debt Service for Facilities (Interest Only)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Facilities	\$ 171,900	
Other		
Contingency	\$ 52,784	
Indiana Charter School Board Administrative Fee	\$ 17,254	Assume 1% of Basic Grant (Row 6). Be certain to reflect the full amount of any fee, including the management fee and any pass-through fees. If pass-through fees are reflected elsewhere in the budget, please clearly indicate this in the Budget Narrative.
CMO/EMO Fee	\$ 175,945	
Charter and Innovation Network School Advance Program Interest Costs		
Escrow account for dissillusionment / closure	\$ 70,000	Schools are required to maintain an account in reserve to cover expenses for school closing. \$10,000 should be placed in reserve starting in year 2 with a balance of \$30,000 by year 4.
Other (please describe)		
Other (please describe)		
Total Other	\$ 315,983	
Total Expenditures	#####	
Carryover/Deficit	\$ 146,318	

Cumulative Carryover/(Deficit) \$ 413,122

Expected Renewal School Annual Operating Budget -- YEAR 10 -- Fiscal Year July 1-June 30

REVENUE		
State Revenue	Amount	Notes
Basic Grant	#####	<p>Foundation amount for all charter schools in FY2017 is \$5088, regardless of corporation of legal settlement. Students in Full Day Kindergarten are treated as 1 student, 1/2 day kindergarten is treated as 0.5 for purposes of ADM.</p>
Special Education (part of basic grant)	\$ 35,753	
State Matching Funds for School Lunch Program	\$ 700	
School Lunch Program	\$ 2,300	
Technology Grants		
Remediation Program		
Gifted and Talented Program		
Textbook Reimbursement	\$ 16,000	
Summer School	\$ 6,900	
Charter and Innovation Network School Advance Program	\$ 105,000	<p>Under the FY16/17 appropriation, all charters in their first two years are automatically awarded \$500 / student for capital and transportation costs. Please review IC 20-24-13 for criteria for schools in subsequent years.</p>
Charter and Innovation Network School Advance Program		<p>Note: Please review IC 20-49-9 for information.</p>
Other State Revenue (please describe)		
Federal Revenue		
Public Law 101-476 (IDEA)	\$ 36,000	SPED B Grant
Title I	\$ 96,000	
Title II	\$ 5,400	
Federal Lunch Program	\$ 180,000	
Federal Breakfast Reimbursement		
Other Revenue Federal sources (please describe)		
Other Revenue Federal sources (please describe)		
Other Revenues		
Committed Philanthropic Donations		
Before and After Care Fees		
Interest Income		
Student Fees (after school activities)	\$ 1,500	
Fundraising	\$ 3,000	
Other (please describe)		
Other (please describe)		
Total Revenue	#####	
EXPENDITURES		
Personnel Expenses		
Wages, Benefits and Payroll Taxes	\$ 925,410	Use staffing workbook
Substitute Teachers	\$ 35,000	
Professional Development	\$ 25,000	
Bonuses	\$ 5,400	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Personnel Expenses	\$ 990,810	

Instructional Supplies and Resources		
Textbooks	\$ 18,000	Possible textbook reimbursement grant
Library, periodicals, etc		
Technology	\$ 30,000	Classroom/Other Tech (BlueMarble/DMETek/TRCEducation)
Assessment materials		
Computers	\$ 10,000	Chromebooks
Software	\$ 12,000	Programs and assessments
Other classroom supplies	\$ 13,000	Class/Parental Involvement
Field trips, other unclassified items	\$ 5,000	
Co-curricular & Athletics	\$ 37,000	After school Step/Basketball/Cheer Team ALL Expenses
Fees-Uniforms	\$ 600	Dues and Fees/Uniforms
Advertising	\$ 3,600	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Instructional Supplies and Resources	\$ 129,200	
Support Supplies and Resources		
Administrative Computers	\$ 2,000	
Administrative Software		
Administration Dues, fees, misc expenses	\$ 3,000	
Office supplies	\$ 16,500	Supplies/Printing
Office Furniture	\$ 1,000	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Support Supplies and Resources	\$ 22,500	
Board Expenses		
Charter Board Services, including Board Training, retreats		
Charter Board Supplies & Equipment		
Charter Board Dues, fees, etc		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Board Expenses	\$ -	
Professional Purchased or Contracted Services		
Legal Services	\$ 10,000	
Audit Services (compliant with SBOA requirements)	\$ 16,550	DWD, 403B, SBOA Fee
Payroll Services	\$ 3,634	ADP Payroll fee, \$39.50 fingerprint reimb new employees
Accounting Services	\$ 500	Check and AP Vouchers
Printing/Newsletter/Annual Report Services		
Consultants	\$ 20,000	PD Consultant
Internet Services	\$ 5,000	ERATE Discount included
Telephone/Telecommunication Services	\$ 5,000	ERATE Discount included
Total Insurance Costs (per ICSB requirements detailed in charter school application)	\$ 20,000	
Travel	\$ 7,500	
Postage	\$ 1,000	
Special Education Services	\$ 5,000	Speech Pathology
Student Information Services		
Food service	\$ 180,000	
Transportation	\$ 176,000	
Nursing Services	\$ 250	
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Professional Purchased or Contracted Services	\$ 450,434	

Facilities		
Rent, mortgage, or other facility cost	\$ 51,600	Zion Lutheran Church
Furniture & Equipment		
Gas/electric	\$ 15,500	
Water/ Sewer	\$ 6,000	
Grounds Keeping	\$ 3,000	
Maintenance Services	\$ 34,000	Repairs
Custodial	\$ 63,600	Cleaning services
Waste disposal	\$ 6,000	
Debt Service for Facilities (Interest Only)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Other (please describe)		
Total Facilities	\$ 179,700	
Other		
Contingency	\$ 55,423	
Indiana Charter School Board Administrative Fee	\$ 18,117	Assume 1% of Basic Grant (Row 6).
		Be certain to reflect the full amount of any fee, including the management fee and any pass-through fees. If pass-through fees are reflected elsewhere in the budget, please clearly indicate this in the Budget Narrative.
CMO/EMO Fee	\$ 184,742	
Charter and Innovation Network School Advance Program Interest Costs		
		Schools are required to maintain an account in reserve to cover expenses for school closing. \$10,000 should be placed in reserve starting in year 2 with a balance of \$30,000 by year 4.
Escrow account for dissillusionment / closure	\$ 80,000	
Other (please describe)		
Other (please describe)		
Total Other	\$ 338,282	
Total Expenditures	#####	
Carryover/Deficit	\$ 189,297	

Cumulative Carryover/(Deficit)

\$ 602,419