

Exhibit Q: Budget Narrative – DOE Facility

1. We assume an enrollment of 180 students in the first year, 20 in K, 20 in 1, 40 in 5, 40 in 6, 60 in 9. The population will increase to 320 in year 2, 440 in year 3 and 495 in year 4. We assume an attrition of 5 students in grade 11 and 5 students in grade 12.
2. We assume that 2% of our students will require special education services for less than 20% of the day.
3. We assume that 8% of our students will require special education services for between 20 % and 60% of the day.
4. We assume that none of our students will require special education services more than 60% of the day.
5. Not applicable.
6. We assume a conservative estimate of 72% of the students will be Title I eligible.
7. We assume a per pupil spending rate of \$9,048 and a increase of 3% in each of the succeeding 5 years.
8. We assume a grant of \$90,000 in the planning year and City of New York start up grants in the first 4 years.
9. We assume additional funding of \$6,875 per student for special education students who receive services between 20% and 60% of the day.
10. Not applicable.
11. Not applicable.
12. Not applicable
13. We assume NYSTL, NYSSL and NYSLIBL funding of \$78 per pupil.
14. We assume a NYS Stimulus Grant of \$50,000 for the first 3 years.
15. We assume Title I funding of 60% of the per capita allocations based on county poverty levels. For Manhattan, this amounts to \$473 per pupil for 72% of the student body. These funds will be directed to funding part of the Parent Advocate position and summer/after school programs during the first year.
16. We assume no Title II, III and IV monies.

17. We assume IDEA revenue of \$1,336 for students with an IEP.
18. We assume \$175,000 per year for 3 years from Federal PCSP grant.
19. We assume NYCCCSE grant of \$50,000 with Ross matching through support of start-up leadership salaries (see item 22 below) of \$80,000 for more than a 2-to-1 match on the latter grant.
20. Includes 75% of two Ross Institute staff members assigned to the design and development of Ross Global Academy Charter School with primary responsibility for managing the charter application process and documentation and coordinating implementation plan for the Charter School once approval is granted (\$162,187 each year for the Start-up Year and Year 1). Financial and Development support of Ross Global Academy at 10% of staff in these departments for planning year and first year of operation (\$38,750 each year for the Start-up Year and Year 1). Start-up year costs for materials, photocopying and mailing costs associated with preparation of charter application and all follow up documents: \$5,000. Recruitment efforts: Ross Institute is supporting the costs associated with recruitment (advertising, mailing and developing a web site) for Ross Global Academy Charter School and has spent approximately \$3,500 to date. (See Expense Line 66).
21. Ross Institute will also provide funding of \$80,000 to support the salaries and benefits of the President and Director for the start-up year. We assume an in-kind contribution of \$50,000 for consultant services from NYU in the planning year.
22. Ross Institute will fund short-term loans for start-up costs and to ensure the quality of the program. Repayment of these loans is reflected in debt service.
23. We assume district revenues will remain constant.
24. We assume state revenues will remain constant.
25. We assume federal revenues will remain constant.
26. We assume other revenue will vary depending on our ability to solicit contributions and the size of the contingency fund.
27. We assume teacher average class size of 20:1.
28. We assume special education class size of 16:1. In addition, we will contract for certain special education services (See line 97).
29. We include an increasing amount for substitute teachers as the teacher headcount increases each year. At \$100 per day, the budget allows for 111 substitute days in Year 1 (7 days per teacher) and increases to 279 days by Year 5 (6 days per

teacher). Our administrators and any available teachers will cover for absentees. The cross-disciplinary curriculum and teacher teams at the School support alternate teacher coverage of classes, allowing students to continue to be learning productively despite a teacher absence. From our experience at Ross School, this policy strengthens team spirit and cohesion among the faculty, and minimizes abuse of the system yet allows us to plan for unavoidable health-related absences.

30. We assume one teaching assistant will serve kindergarten and first grade in the first year of operation. The other will act as a parent advocate and liaison, supporting the School's outreach to parents. Once the school is fully enrolled, the number of teaching assistants increases to four. Teaching assistants will support teachers as requested, including one-on-one help in the classroom and supervision outside of the classroom, such as during lunch and playground activities. In addition to teaching assistants, university students will provide supplementary tutoring and student support.
31. We assume 4 specialty teachers: 1 art, 1 music, 1 physical education and 1 English Language Learner in Year 1 with appropriate staffing increases in Years 2-5, e.g. specialty teachers grow to 10 in year 4.
32. We assume a need for alternate teachers who will focus on providing instruction to students who are suspended or expelled. At \$100 day, the number of alternate days begins at 55 days in year one and increases to 223 days by Year 5. As an additional resource, we have included the services of experienced teachers to implement the Ross curriculum. This is reflected in Line 98-Contractual professional academic services
33. We assume a general education teacher will serve as a part time media specialist. As an additional resource , we have included media services in Line 98-Contractual professional academic services.
34. We assume that we will have 1 social worker in the first year.
35. We assume no guidance counselor in the first year but will hire in years 2-4.
36. We assume no other support staff.
37. We assume one President.
38. We assume one Director of Operations.
39. Teaching assistants (line 30) will incorporate typical school-aide duties into their responsibilities.
40. Professional academic services are included in Line 98 which includes professional development, instructional supervision and quality assurance.

41. We assume 1 business manager will assist the Director for Operations.
42. We assume 1 administrative assistant will supervise the office.
43. We assume that New York University will provide interns to coordinate health services and that the DOE will support a nurse when school enrollment exceeds 200.
44. We assume the DOE will pay the cost of the custodians.
45. We assume that the DOE will pay the cost of the security guards.
46. We assume no other administrative staff.
47. We assume that we will pay 20% more than the starting salary for a master's degree and add 3% annually for a cost of living raise. Teachers will be required to work an 8 hour day to provide an extended day for all students.
48. We assume the same starting salary for special education teachers as general education teachers.
49. We assume the number of substitute days will increase as the student body and faculty headcount increases (see line 29 explanation).
50. We assume teaching assistants will earn \$25,000 and receive 3% annual raises.
51. We assume specialty teachers will earn the same as general education teachers and are counted on line 47.
52. We assume the number of alternate days will increase as the student body and faculty headcount increases (see line 32 explanation).
53. We assume that we will hire a teacher with dual certification including media specialist license to supervise the library part time. Classroom libraries will be used extensively.
54. We assume social workers will earn \$50,880 in the first year and receive a 3% annual raise.
55. We assume guidance counselors will earn \$52,407 in the second year and receive 3% annual increases.
56. Not applicable.

57. We assume a President will be hired in January of the planning year at pro-rated salary of \$65,000 for six months. In the first year salary for the President will be \$130,000 and 3% increases thereafter.
58. We assume a Director of Operations will be hired in January of the planning year at pro-rated salary of \$45,000 for six months. In the first year the salary for the Director will be \$90,000 and 3% increases thereafter.
59. Not applicable.
60. NYU is funding an education consultant who is a member of the design team.
61. We assume the business manager will earn \$60,000 and receive 3% increases.
62. We assume the administrative staff will earn \$30,000 and 3% increases.
63. We assume that New York University will provide interns to coordinate health services in the first year and the DOE will pay for a school nurse when school enrollment exceeds 2000.
64. We assume the DOE will pay the custodians.
65. We assume the DOE will pay the security officers.
66. Ross inkind support. See revenue line #20 above for further details.
67. We assume payroll taxes of 11% of total salaries.
68. We assume health benefits will be 15% of total salaries.
69. We assume retirement benefits will be 3% of total salaries.
70. We assume life insurance will be 1 % of total salaries.
71. We assume worker's compensation will be 1% of total salaries.
72. Not applicable.
73. Total personnel service expenditures is the sum of salaries, fringe benefits and payroll taxes. Ours totals 31%.
74. In the first year we assume a start up cost of \$225 per student (180). The Ross Model uses fewer textbooks.
75. In the first year, we assume start up costs of approximately \$110 per student.

76. We assume \$150 per pupil for supplies.
77. We assume the first year expenses for student furniture will be \$25,000.
78. Curriculum development and implementation is included in professional services in Line 98
79. We are assuming a small investment in technology that will grow with the enrollment.
80. We assume that the 9 curricular domains will receive a budget of \$5000 each.
81. Above.
82. Above.
83. Above.
84. Above.
85. Above
86. Above.
87. Above.
88. Above.
89. Above.
90. We assume each teacher will be given a \$200 discretionary budget for supplies.
91. Not applicable.
92. Not applicable.
93. We assume a small budget but will pursue outside funding to increase this in future years.
94. We assume that we will need 4 science labs over the first 4 years.
95. Not applicable.
96. Not applicable.

97. We assume outside special education services will be necessary for some children.
98. We assume the payment of a licensing fee to the Ross Institute and funds to pay for curriculum, implementation of the curriculum, professional development services, and quality assurance.
99. We assume that mandated special education services will be needed on a regular basis.
100. We assume a basic maintenance contract will cost \$10,000.
101. Summer and after-school enrichment programs are necessary to promote student achievement. Title 1 funds are dedicated to these activities in Year 1.
102. We assume telephone service will cost \$5,000 per year.
103. We assume that postage will cost \$3,000.
104. We assume the cost of leasing a copier and supplies will be \$10,000.
105. We assume computers and related technology will cost \$10,000.
106. We assume administrative furniture will cost \$10,000 in the start-up year.
107. We believe legal fees will be substantially reduced by the use of pro-bono services.
108. Not applicable.
109. Audits are required by NYS Charter law.
110. Marketing costs will be annual costs e.g. printing, ads, open houses.
111. Teacher recruitment costs are high especially in the shortage areas e.g. mathematics, special education, bilingual education.
112. We are allocating \$1,000 per teacher and directors for conferences.
113. Travel costs are linked to attendance at conferences.
114. Dues for professional organizations and publications are essential for professional development.
115. Subscriptions are essential to professional development.

116. We assume no bank charges because of our cash flow.
117. Not applicable.
118. We assume that we will use DOE food services since we are in a DOE facility.
119. We will use DOE transportation.
120. A small amount of funds have been set aside to implement a wellness program. This will also be a focus area for our fund-raising efforts.
121. We assume a \$1 per year lease from the DOE.
122. Average insurance estimates were \$36,000.
123. Not applicable.
124. Not applicable.
125. Not applicable.
126. Not applicable.
127. Not applicable.
128. Not applicable.
129. Not applicable.
130. Not applicable.
131. We assume interest only payments at 5% beginning in the Start-up Year and repayment of principal and interest starting in year three. A loan repayment schedule has been prepared that assumes a 10-year term for the loan.
132. Not applicable.
134. Our goal is to build a reserve of 5% of annual expenditures.
135. Not applicable.
136. This is a total of expenditures.
137. We assume no surplus. Any surpluses will be utilized to enhance the education of students and to build the contingency reserve.

Exhibit Q: Budget Narrative – Subsidized Leased Facility

1. We assume an enrollment 180 students in the first year, 20 in K, 20 in 1, 40 in 5, 40 in 6, 60 in 9. The population will increase to 320 in year 2, 440 in year 3 and 500 in year 4. We assume an attrition of 5 students in grade 11 and 5 students in grade 12.
2. We assume that 2% of our students will require special education services for less 20% of the day.
3. We assume that 8% of our students will require special education services for between 20 % and 60% of the day.
4. We assume that none of our students will require special education services more than 60% of the day.
5. Not applicable.
6. We assume a conservative estimate of 72% of the students will be Title I eligible.
7. We assume a per pupil spending rate of \$9,048 and a increase of 3% in each of the succeeding 5 years.
8. We assume a grant of \$90,000 in the planning year and City of New York start up grants in the first 4 years.
9. We assume additional funding of \$6,875 per student for special education students who receive services between 20% and 60% of the day.
10. Not applicable.
11. Not applicable.
12. Not applicable
13. We assume NYSTL, NYSSL and NYSLIBL funding of \$78 per pupil.
14. We assume a NYS Stimulus Grant of \$50,000 for the first 3 years.
15. We assume Title I funding of 60% of the per capita allocations based on county poverty levels. For Manhattan, this amounts to \$473 per pupil for 72% of the student body. These funds will be directed to funding part of the Parent Advocate position and summer/after school programs during the first year.
16. We assume no Title II, III and IV monies.

17. We assume IDEA revenue of \$1,336 for students with an IEP.
18. We assume \$175,000 per year for 3 years from Federal PCSP grant.
19. We assume NYCCCSE grant of \$50,000 with Ross matching through support of start-up leadership salaries (see item 22 below) of \$80,000 for more than a 2-to-1 match on the latter grant.
20. Includes 75% of two Ross Institute staff members assigned to the design and development of Ross Global Academy Charter School with primary responsibility for managing the charter application process and documentation and coordinating implementation plan for the Charter School once approval is granted (\$162,187 each year for the Start-up Year and Year 1). Financial and Development support of Ross Global Academy at 10% of staff in these departments for planning year and first year of operation (\$38,750 each year for the Start-up Year and Year 1). Start-up year costs for materials, photocopying and mailing costs associated with preparation of charter application and all follow up documents: \$5,000. Recruitment efforts: Ross Institute is supporting the costs associated with recruitment (advertising, mailing and developing a web site) for Ross Global Academy Charter School and has spent approximately \$3,500 to date. (See Expense Line 66).
21. Ross Institute will also provide funding of \$80,000 to support the salaries and benefits of the President and Director for the start-up year. We assume an in-kind contribution of \$50,000 for consultant services from NYU in the planning year.
22. Ross Institute will fund short-term loans for start-up costs and to ensure the quality of the program. Repayment of these loans is reflected in debt service.
23. We assume district revenues will remain constant.
24. We assume state revenues will remain constant.
25. We assume federal revenues will remain constant.
26. We assume other revenue will vary depending on our ability to solicit contributions and the size of the contingency fund.
27. We assume a higher teacher average class size of 24:1 under the lease option because of fewer teachers (7) as a result of funds being redirected to cover lease costs.
28. We assume special education class size of 16:1.
29. We include an increasing amount for substitute teachers as the teacher headcount increases each year. At \$100 per day, the budget allows for 111 substitute days in

Year 1 (7 days per teacher) and increases to 279 days by Year 5 (6 days per teacher). Our administrators and any available teachers will cover for absentees. The cross-disciplinary curriculum and teacher teams at the School support alternate teacher coverage of classes, allowing students to continue to be learning productively despite a teacher absence. From our experience at Ross School, this policy strengthens team spirit and cohesion among the faculty, and minimizes abuse of the system yet allows us to plan for unavoidable health-related absences.

30. We assume one teaching assistant will serve kindergarten and first grade in the first year of operation. The other will act as a parent advocate and liaison, supporting the School's outreach to parents. Once the school is fully enrolled, the number of teaching assistants increases to four. Teaching assistants will support teachers as requested, including one-on-one help in the classroom and supervision outside of the classroom, such as during lunch and playground activities. In addition to teaching assistants, university students will provide supplementary tutoring and student support.
31. We assume 3 specialty teachers: 1 art, 1 physical education and 1 English Language Learner in Year 1 with appropriate staffing increases in Years 2-5, e.g. specialty teachers grow to 7 in year 4. Under the DOE facility option, the number of specialty teachers grows to 10 in year 4 because there are more funds available for teachers as a result of no annual lease obligations.
32. We assume a need for alternate teachers who will focus on providing instruction to students who are suspended or expelled. At \$100 day, the number of alternate days begins at 55 days in year one and increases to 223 days by Year 5. As an additional resource, we have included the services of experienced teachers to implement the Ross curriculum. This is reflected in Line 98-Contractual professional academic services.
33. We assume a general education teacher will serve as a part time media specialist. As an additional resource, we have included media services in Line 98-Contractual professional academic services.
34. We assume that we will have 1 social worker in the first year.
35. We assume no guidance counselor in the first year but will hire in years 2-4.
36. We assume no other support staff.
37. We assume a President and Director model, a President for Year 1 and adding the Director in Year 2.
38. Director of Operations to be added in Year 2.

39. Teaching assistants (line 30) will incorporate typical school-aide duties into their responsibilities.
40. Professional academic services are included in Line 98 which includes professional development, instructional supervision and quality assurance.
41. We assume 1 business manager will assist the Director for Operations.
42. We assume 1 administrative assistant will supervise the office.
43. We assume that New York University will provide interns to coordinate health services and that the DOE will support a nurse when school enrollment exceeds 200.
44. We assume that we will contract for custodial services.
45. We assume that we will contract for security services.
46. We assume no other administrative staff.
47. We assume that we will pay 20% more than the starting salary for a master's degree and add 3% annually for a cost of living raise. Teachers will be required to work an 8 hour day to provide an extended day for all students.
48. We assume the same starting salary for special education teachers as general education teachers.
49. We assume the number of substitute days will increase as the student body and faculty headcount increases (see line 29 explanation).
50. We assume teaching assistants will earn \$25,000 and receive 3% annual raises.
51. We assume specialty teachers will earn the same as general education teachers and are counted on line 47.
52. We assume the number of alternate days will increase as the student body and faculty headcount increases (see line 32 explanation).
53. We assume that we will hire a teacher with dual certification including media specialist license to supervise the library part time. Classroom libraries will be used extensively.
54. We assume social workers will earn \$50,880 in the first year and receive a 3% annual raise.

55. We assume guidance counselors will earn \$52,407 in the second year and receive 3% annual increases.
56. Not applicable.
57. We assume a President will be hired in January of the planning year at pro-rated salary of \$65,000 for six months. In the first year salary for the President will be \$130,000 and 3% increases thereafter.
58. We assume a Director of Operations will be hired in Year 2 at a salary of \$90,000 and 3% increases thereafter.
59. Not applicable.
60. NYU is funding an education consultant who is a member of the design team.
61. We assume the business manager will earn \$60,000 and receive 3% increases.
62. We assume the administrative staff will earn \$30,000 and 3% increases.
63. We assume that New York University will provide interns to coordinate health services in the first year and the DOE will pay for a school nurse when school enrollment exceeds 2000.
64. We assume that we will contract for custodial services.
65. We assume that we will contract for a security guard.
66. Ross inkind support. See revenue line #20 above for further details.
67. We assume payroll taxes of 11% of total salaries.
68. We assume health benefits will be 15% of total salaries.
69. We assume retirement benefits will be 3% of total salaries.
70. We assume life insurance will be 1% of total salaries.
71. We assume worker's compensation will be 1% of total salaries.
72. Not applicable.
73. Total personnel service expenditures is the sum of salaries, fringe benefits and payroll taxes. Ours totals 31%.
74. In the first year we assume a start up cost of \$225 per student (180).

75. In the first year, we assume start up costs of approximately \$110 per student.
76. We assume \$150 per pupil for supplies.
77. We assume the first year expenses for student furniture will be \$25,000.
78. Curriculum development and implementation is included in professional services in Line 98.
79. We are assuming a small investment in technology that will grow with the enrollment.
80. We assume that the 9 curricular domains will receive a budget of \$4,000 each.
81. Above.
82. Above.
83. Above.
84. Above.
85. Above
86. Above.
87. Above.
88. Above.
89. Above.
90. We assume each teacher will be given a \$200 discretionary budget for supplies.
91. Not applicable.
92. Not applicable.
93. We assume a small budget but will pursue outside funding to increase this in future years.
94. We assume that we will need 4 science labs over the first 4 years.
95. Not applicable.

96. Not applicable.
97. We assume outside special education services will be necessary for some children.
98. We assume the payment of a licensing fee to the Ross Institute and funds to pay for curriculum, implementation of the curriculum, professional development services, and quality assurance.
99. We assume that mandated special education services will be needed on a regular basis.
100. We assume a basic maintenance contract will cost \$10,000.
101. Summer and after-school enrichment programs are necessary to promote student achievement. Title 1 funds are dedicated to these activities in Year 1.
102. We assume telephone service will cost \$3,000 per year.
103. We assume that postage will cost \$1,600.
104. We assume the cost of leasing a copier and supplies will be \$6,000.
105. We assume computers and related technology will cost \$10,000.
106. We assume administrative furniture will cost \$5,000.
107. We believe first year legal fees will be reduced by pro-bono services.
108. Not applicable.
109. Audits are required by NYS Charter law.
110. Marketing costs will be annual costs e.g. printing, ads, open houses.
111. Teacher recruitment costs are high especially in the shortage areas e.g. mathematics, special education, bilingual education.
112. We are allocating \$1,000 per teacher and directors for conferences.
113. Travel costs are linked to attendance at conferences.
114. Dues for professional organizations and publications are essential for professional development.

115. Subscriptions are essential to professional development.
116. We assume no bank charges because of our cash flow.
117. Not applicable.
118. We assume that we will use DOE food services.
119. We will use DOE transportation.
120. A small amount of funds have been set aside to implement a wellness program. This will also be a focus area for our fund-raising efforts.
121. We assume leased space needs at 100 sq. ft. per student (18,000 sq.ft Year 1, 32,000 sq ft Year 2, 44,000 sq. ft. Year 3, 50,000 sq. ft. Years 4 and 5) at a subsidized cost of \$10 per sq. ft..
122. Average insurance estimates were \$36,000.
123. We assume initial contracted custodial services of \$25,000 that increase in proportion to additional space.
124. Not applicable.
125. We estimate the cost of maintenance supplies at \$5,000 that increase in proportion to additional space.
126. Not applicable.
127. We estimate utilities to cost \$10,000 and increase in proportion to space.
128. We estimate initial security costs at \$7,000 that increase in proportion to space.
129. Not applicable.
130. Not applicable.
131. We assume interest only payments at 5% beginning in the Start-up Year and repayment of principal and interest starting in year three. A loan repayment schedule has been prepared that assumes a 10-year term for the loan.
132. Not applicable.
134. Our goal is to build a reserve of 5% of annual expenditures.
135. Not applicable.

136. This is a total of expenditures.

137. We assume no surplus. Any surpluses will be utilized to enhance the education of students and to build the contingency reserve

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Exhibit Q: Budget Narrative – Market Rate Leased Facility

1. We assume an enrollment 180 students in the first year, 20 in K, 20 in 1, 40 in 5, 40 in 6, 60 in 9. The population will increase to 320 in year 2, 440 in year 3 and 500 in year 4. We assume an attrition of 5 students in grade 11 and 5 students in grade 12.
2. We assume that 2% of our students will require special education services for less 20% of the day.
3. We assume that 8% of our students will require special education services for between 20 % and 60% of the day.
4. We assume that none of our students will require special education services more than 60% of the day.
5. Not applicable.
6. We assume a conservative estimate of 72% of the students will be Title I eligible.
7. We assume a per pupil spending rate of \$9,048 and a increase of 3% in each of the succeeding 5 years.
8. We assume a grant of \$90,000 in the planning year and City of New York start up grants in the first 4 years.
9. We assume additional funding of \$6,875 per student for special education students who receive services between 20% and 60% of the day.
10. Not applicable.
11. Not applicable.
12. Not applicable
13. We assume NYSTL, NYSSL and NYSLIBL funding of \$78 per pupil.
14. We assume a NYS Stimulus Grant of \$50,000 for the first 3 years.
15. We assume Title I funding of 60% of the per capita allocations based on county poverty levels. For Manhattan, this amounts to \$473 per pupil for 72% of the student body. These funds will be directed to funding part of the Parent Advocate position and summer/after school programs during the first year.
16. We assume no Title II, III and IV monies.

17. We assume IDEA revenue of \$1,336 for students with an IEP.
18. We assume \$175,000 per year for 3 years from Federal PCSP grant.
19. We assume NYCCCSE grant of \$50,000 with Ross matching through support of start-up leadership salaries (see item 22 below) of \$80,000 for more than a 2-to-1 match on the latter grant.
20. Includes 75% of two Ross Institute staff members assigned to the design and development of Ross Global Academy Charter School with primary responsibility for managing the charter application process and documentation and coordinating implementation plan for the Charter School once approval is granted (\$162,187 each year for the Start-up Year and Year 1). Financial and Development support of Ross Global Academy at 10% of staff in these departments for planning year and first year of operation (\$38,750 each year for the Start-up Year and Year 1). Start-up year costs for materials, photocopying and mailing costs associated with preparation of charter application and all follow up documents: \$5,000. Recruitment efforts: Ross Institute is supporting the costs associated with recruitment (advertising, mailing and developing a web site) for Ross Global Academy Charter School and has spent approximately \$3,500 to date. (See Expense Line 66).
21. Ross Institute will also provide funding of \$80,000 to support the salaries and benefits of the President and Director for the start-up year. We assume an in-kind contribution of \$50,000 for consultant services from NYU in the planning year.
22. Ross Institute will fund short-term loans for start-up costs and to ensure the quality of the program. Repayment of these loans is reflected in debt service.
23. We assume district revenues will remain constant.
24. We assume state revenues will remain constant.
25. We assume federal revenues will remain constant.
26. We assume other revenue will vary depending on our ability to solicit contributions and the size of the contingency fund.
27. We assume a higher teacher average class size of 24:1 under the lease option because of fewer teachers (7) as a result of funds being redirected to cover lease costs.
28. We assume special education class size of 16:1.
29. We include an increasing amount for substitute teachers as the teacher headcount increases each year. At \$100 per day, the budget allows for 111 substitute days in

Year 1 (7 days per teacher) and increases to 279 days by Year 5 (6 days per teacher). Our administrators and any available teachers will cover for absentees. The cross-disciplinary curriculum and teacher teams at the School support alternate teacher coverage of classes, allowing students to continue to be learning productively despite a teacher absence. From our experience at Ross School, this policy strengthens team spirit and cohesion among the faculty, and minimizes abuse of the system yet allows us to plan for unavoidable health-related absences.

30. We assume one teaching assistant will serve kindergarten and first grade in the first year of operation. The other will act as a parent advocate and liaison, supporting the School's outreach to parents. Once the school is fully enrolled, the number of teaching assistants increases to four. Teaching assistants will support teachers as requested, including one-on-one help in the classroom and supervision outside of the classroom, such as during lunch and playground activities. In addition to teaching assistants, university students will provide supplementary tutoring and student support.
31. We assume 3 specialty teachers: 1 art, 1 physical education and 1 English Language Learner in Year 1 with appropriate staffing increases in Years 2-5, e.g. specialty teachers grow to 7 in year 4. Under the DOE facility option, the number of specialty teachers grows to 10 in year 4 because there are more funds available for teachers as a result of no annual lease obligations.
32. We assume a need for alternate teachers who will focus on providing instruction to students who are suspended or expelled. At \$100 day, the number of alternate days begins at 55 days in year one and increases to 223 days by Year 5. As an additional resource, we have included the services of experienced teachers to implement the Ross curriculum. This is reflected in Line 98-Contractual professional academic services.
33. We assume a general education teacher will serve as a part time media specialist. As an additional resource, we have included media services in Line 98-Contractual professional academic services.
34. We assume that we will have 1 social worker in the first year.
35. We assume no guidance counselor in the first year but will hire in years 2-4.
36. We assume no other support staff.
37. We assume a President and Director model, a President for Year 1 and adding the Director in Year 2.
38. Director of Operations to be added in Year 2.

39. Teaching assistants (line 30) will incorporate typical school-aide duties into their responsibilities.
40. Professional academic services are included in Line 98 which includes professional development, instructional supervision and quality assurance.
41. We assume 1 business manager will assist the Director for Operations.
42. We assume 1 administrative assistant will supervise the office.
43. We assume that New York University will provide interns to coordinate health services and that the DOE will support a nurse when school enrollment exceeds 200.
44. We assume that we will contract for custodial services.
45. We assume that we will contract for security services.
46. We assume no other administrative staff.
47. We assume that we will pay 20% more than the starting salary for a master's degree and add 3% annually for a cost of living raise. Teachers will be required to work an 8 hour day to provide an extended day for all students.
48. We assume the same starting salary for special education teachers as general education teachers.
49. We assume the number of substitute days will increase as the student body and faculty headcount increases (see line 29 explanation).
50. We assume teaching assistants will earn \$25,000 and receive 3% annual raises.
51. We assume specialty teachers will earn the same as general education teachers and are counted on line 47.
52. We assume the number of alternate days will increase as the student body and faculty headcount increases (see line 32 explanation).
53. We assume that we will hire a teacher with dual certification including media specialist license to supervise the library part time. Classroom libraries will be used extensively.
54. We assume social workers will earn \$50,880 in the first year and receive a 3% annual raise.

55. We assume guidance counselors will earn \$52,407 in the second year and receive 3% annual increases.
56. Not applicable.
57. We assume a President will be hired in January of the planning year at pro-rated salary of \$65,000 for six months. In the first year salary for the President will be \$130,000 and 3% increases thereafter.
58. We assume a Director of Operations will be hired in Year 2 at a salary of \$90,000 and 3% increases thereafter.
59. Not applicable.
60. NYU is funding an education consultant who is a member of the design team.
61. We assume the business manager will earn \$60,000 and receive 3% increases.
62. We assume the administrative staff will earn \$30,000 and 3% increases.
63. We assume that New York University will provide interns to coordinate health services in the first year and the DOE will pay for a school nurse when school enrollment exceeds 2000.
64. We assume that we will contract for custodial services.
65. We assume that we will contract for a security guard.
66. Ross inkind support. See revenue line #20 above for further details.
67. We assume payroll taxes of 11% of total salaries.
68. We assume health benefits will be 15% of total salaries.
69. We assume retirement benefits will be 3% of total salaries.
70. We assume life insurance will be 1% of total salaries.
71. We assume worker's compensation will be 1% of total salaries.
72. Not applicable.
73. Total personnel service expenditures is the sum of salaries, fringe benefits and payroll taxes. Ours totals 31%.
74. In the first year we assume a start up cost of \$225 per student (180).

75. In the first year, we assume start up costs of approximately \$110 per student.
76. We assume \$150 per pupil for supplies.
77. We assume the first year expenses for student furniture will be \$25,000.
78. Curriculum development and implementation is included in professional services in Line 98.
79. We are assuming a small investment in technology that will grow with the enrollment.
80. We assume that the 9 curricular domains will receive a budget of \$4,000 each.
81. Above.
82. Above.
83. Above.
84. Above.
85. Above
86. Above.
87. Above.
88. Above.
89. Above.
90. We assume each teacher will be given a \$200 discretionary budget for supplies.
91. Not applicable.
92. Not applicable.
93. We assume a small budget but will pursue outside funding to increase this in future years.
94. We assume that we will need 4 science labs over the first 4 years.
95. Not applicable.

96. Not applicable.
97. We assume outside special education services will be necessary for some children.
98. We assume the payment of a licensing fee to the Ross Institute and funds to pay for curriculum, implementation of the curriculum, professional development services, and quality assurance.
99. We assume that mandated special education services will be needed on a regular basis.
100. We assume a basic maintenance contract will cost \$10,000.
101. Summer and after-school enrichment programs are necessary to promote student achievement. Title 1 funds are dedicated to these activities in Year 1.
102. We assume telephone service will cost \$3,000 per year.
103. We assume that postage will cost \$1,600.
104. We assume the cost of leasing a copier and supplies will be \$6,000.
105. We assume computers and related technology will cost \$10,000.
106. We assume administrative furniture will cost \$5,000.
107. We believe first year legal fees will be reduced by pro-bono services.
108. Not applicable.
109. Audits are required by NYS Charter law.
110. Marketing costs will be annual costs e.g. printing, ads, open houses.
111. Teacher recruitment costs are high especially in the shortage areas e.g. mathematics, special education, bilingual education.
112. We are allocating \$1,000 per teacher and directors for conferences.
113. Travel costs are linked to attendance at conferences.
114. Dues for professional organizations and publications are essential for professional development.

115. Subscriptions are essential to professional development.
116. We assume no bank charges because of our cash flow.
117. Not applicable.
118. We assume that we will use DOE food services.
119. We will use DOE transportation.
120. A small amount of funds have been set aside to implement a wellness program. This will also be a focus area for our fund-raising efforts.
121. We assume leased space needs at 100 sq. ft. per student (18,000 sq. ft Year 1, 32,000 sq ft Year 2, 44,000 sq. ft. Year 3, 50,000 sq. ft. Years 4 and 5) at a subsidized cost of \$24 per sq. ft..
122. Average insurance estimates were \$36,000.
123. We assume initial contracted custodial services of \$25,000 that increase in proportion to additional space.
124. Not applicable.
125. We estimate the cost of maintenance supplies at \$5,000 that increase in proportion to additional space.
126. Not applicable.
127. We estimate utilities to cost \$10,000 and increase in proportion to space.
128. We estimate initial security costs at \$7,000 that increase in proportion to space.
129. Not applicable.
130. Not applicable.
131. We assume interest only payments at 5% beginning in the Start-up Year and repayment of principal and interest starting in year three. A loan repayment schedule has been prepared that assumes a 10-year term for the loan.
132. Not applicable.
134. Our goal is to build a reserve of 5% of annual expenditures.
135. Not applicable.

136. This is a total of expenditures.

137. We are currently investigating the options for addressing this significant deficit attributable to a lease at full market price of \$24 per sq. ft.