



RICHARD ALLEN LEADERSHIP ACADEMY

17800 N.W 25th Avenue. Miami Gardens, Florida 33056

Ph: 305.623.3174 / Fax: 305.624.1668

October 8, 2009

Jose F. Montes de Oca
Chief Auditor/Management & Compliance Audits
Miami-Dade County Public Schools
1450 NE 2nd Avenue, Suite 415
Miami, Florida 33132

RE: Audited Financial Statements for the Fiscal Year Ended June 30, 2009 and Financial Condition Pursuant to FS 218.503

2009 NOV 13 AM 10:39
MANAGEMENT AUDITS
COMPLIANCE AUDITS

Dear Mr. de Oca,

I am writing in response to the review of our audited financial statements for the period ended June 30, 2009. According to the review, The Richard Allen Leadership Academy (The Academy) meets condition (e):

(e) An unreserved or total fund balance or retained earnings deficit, or unrestricted or total assets deficit for which sufficient resources are not available.

Subsequent to the review, it has been required of The Academy to provide a corrective action plan. The plan must describe specific actions that will be taken to correct the conditions cited, and include a detailed budget that identifies realistic revenue projections and appropriations and describes actions to reduce or avoid cost and/or increase revenues. If the plan requires more than one year to correct the condition(s) delineated in F.S. 218.503, then the budgets should be provided for each year necessary to correct the conditions.

Following is a two-year corrective action plan for The Academy. First, I think it is only appropriate to note some major issues and/or expense categories that contributed to our retained earnings deficit and then proceed to address ways by which The Academy will shore up its financial position:

- \$32,900 in management service company contract fees
- Initial presentation of an unrealistic budget based heavily upon a fund development line item.
- \$52,265 in food service cost with no revenue offset
- \$16, 500 in external bookkeeping service cost
- \$ 8, 633 in unplanned capital expenditures

Secondly and more importantly, let me now address how we have or intend to reduce or avoid cost and/or increase revenues.

- During the year, we terminated our contract with the management services company. This service was costing us \$7,500.00 per month. While the company provided great service in getting us started, we did not gain any additional fiscal advantages; that is non-FTE revenue was not generated as promised.
- As noted above, based upon the advice of our former management company service provider, we put forth what proved to be an inflated initial budget based upon unrealistic FTE projections and an unrealistic fund development line item. However, prior to the beginning of our second year, the Board mandated that the Executive Director put forth a more realistic budget and that we live within our FTE generated operating budget – without looking to any fund development for general operating support. For the 2009 – 2010 academic year, we put forth a budget based upon 106 FTE (see attached). To date we are at 96 FTE with recent commitments that will cause us to meet or exceed our FTE projection. For the 2010 – 2011 academic year, we will base our budget on an FTE count of 126.
- During the 2008 – 2009 academic year, we fed 83 young men at an annual cost of \$52, 265. Again, it was our understanding that the management company would lead us in the process of preparing an application for the USDA National School Lunch Program (NSLP). That did not happen and we accordingly did not have revenue offsets for this huge expense. We did put forth what we believed to be a successful NSLP application for this school year; however, we were denied based upon our financial position. We were concerned, however, that this decision was made without taking into account that we had already fed 83 students (Title 1 qualified) without NSLP funding. Had we received the NSLP for the 2008 – 2009 academic year, we would have had a positive retained earnings position.
- The \$16,500 bookkeeping expense was a part of the management services company contract which has been terminated.
- The \$8,633 in unplanned capital expenditures was a onetime cost and is not anticipated to reoccur.

It is our belief that the actions already taken will result in substantial improvement of The Academy's financial position for the 2009 – 2010 academic year. In addition to the above corrective measures, The Academy will also pursue the following:

- Implement a formal short-term and long-term fund development campaign. This effort will be board led and supported via an aggressive marketing campaign made possible by the Implementation Grant.
- It is our intent to substantially improve our financial position and apply for NSLP funding for the 2010 – 2011 academic year. Receipt of this funding will be a significant offset against a huge operating expense.

We sincerely hope that this two-year corrective plan meets with your approval.

Sincerely,

Rev. Paul R. Wiggins
Executive Director

Board of Directors
Dr. Enid Weisman, Assistant Superintendent Charter Schools

**Mount Hermon Community Education Corporation
D/B/A Richard Allen Leadership Academy**

(Addendum to Corrective Action Plan)

Please find our response to your concerns below:

1. What is the source of the following revenues listed in the budget?

- **Meal Receipts (\$20,000.00)**

Meal Receipts represent payments received from parents for meals (breakfast and lunch) for students who do not meet the "free & reduced lunch criteria.

- **Before/After Care (\$72,000) – Is this a grant or a fee to be paid by the parents?**

This is a fee that is being paid by the parents. We are continually seeking other funding opportunities that will enable the corporation to significantly reduce or eliminate this cost to our parents.

2. Does the proposed use of the DOE Implementation Grant funds comply with grant requirements?

Yes; the proposed uses of grant funds comply with grant requirements.

3. What is your justification for having an Executive Director and a Principal considering the school has only 106 students?

Please refer to the attached organization chart for the Mount Hermon Community Education Corporation (MHCEC). The Executive Director has responsibility for providing administrative leadership and implementing the strategic growth and development of the MHCEC; inclusive of its current and future entities. In addition to management oversight and planning, the Executive Director is principally responsible for identifying and bringing in other resources for the purpose of expansion and meeting the needs of our staff and students. The Richard Allen Leadership Academy represents Phase I of a multiphase approach to providing education to youth in the Miami Gardens and surrounding communities. The Principal currently has responsibility for the day-to-day management of the boy's academy (and related entities) and will have similar responsibility for the proposed girl's academy.

We have enclosed for your review revised budgets which more accurately reflect the structure of the MHCEC. In this budget, you will note that a management fee (12.5% in year 1 and 10.0% in year 2) is assessed to the Academy. We have reduced outgoing management related expenditures from the Academy by \$25,000.00 in year one and \$44,000.00 in year two. The Mount Hermon AME Church will provide supplemental income to the MHCEC in a similar amount for the years under review.

We are currently planning for the implementation of a VPK program beginning in the spring of 2010.

Also note that this budget does not reflect any fund development revenue from activities that we are currently planning.

4. What is the Board's spending target for the classroom and actual instruction (salaries for non-instructional staff appear high for a charter school of this size)?

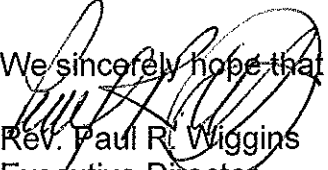
As of this writing, the board has not addressed a spending target for the classroom and actual instruction. We will address this concern at our next board meeting.

5. In year two of the plan, FTE increase by 20 but expenses associated with having more kids such as facility cost, utilities, educational supplies and transportation to name a few remain constant. Please explain this apparent inconsistency.

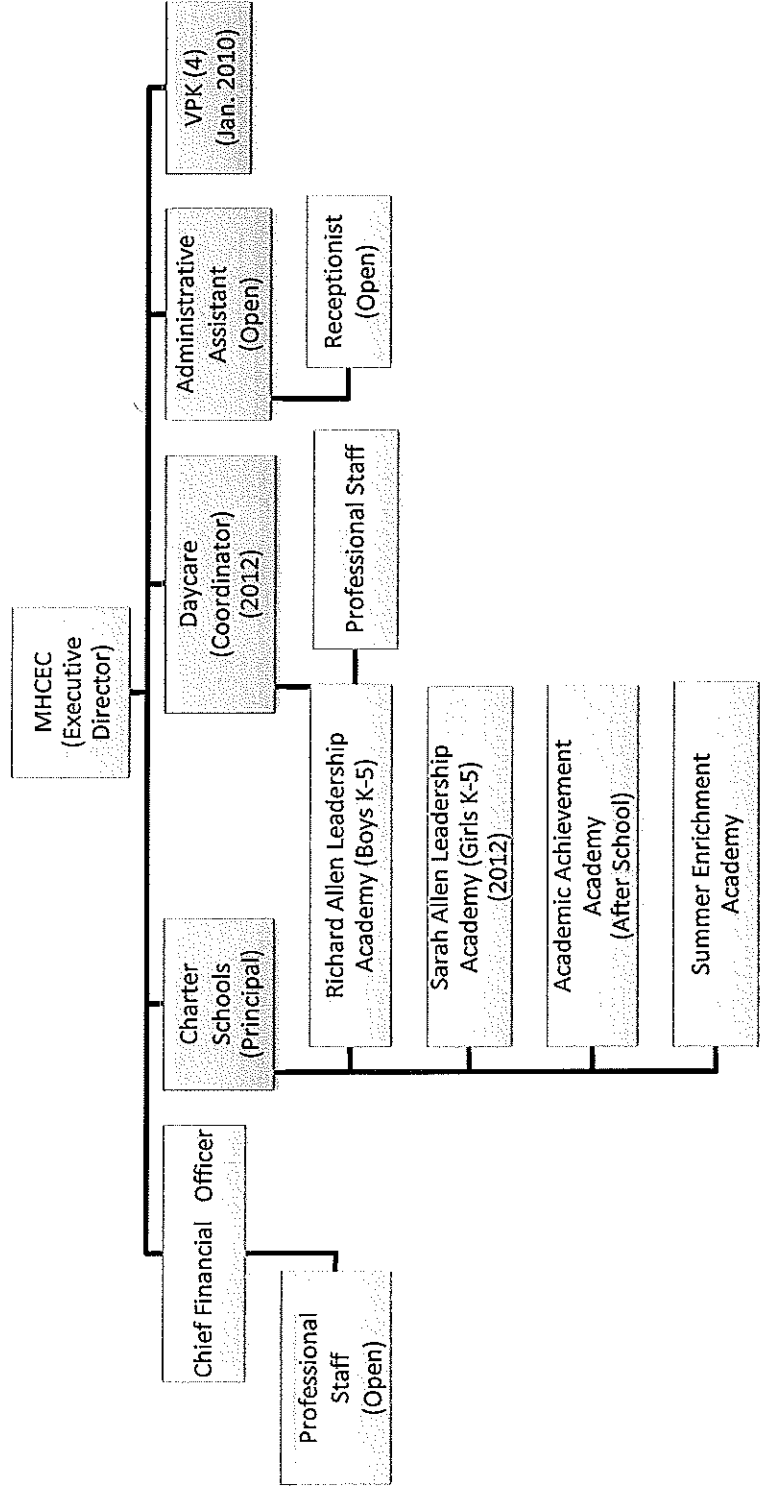
- Based upon the relationship established with the Mount Hermon AME Church; facility cost are relatively modest and reflect only the use of space. We have now budgeted a \$15,000.00 increase in Use of Facility cost in year two to help compensate for utility cost as well as custodial services that have increased as a result of the Academy operating in the building.
- We will revisit our educational supplies budget for year two of the plan.
- A significant number of our parents bring their children to school. Although we witnessed a 22% enrollment increase over the 2008/2009 school year, we did not see a comparable increase in bus ridership. And we do not anticipate a large increase in bus ridership for the 2010/2011 school year. Therefore we have concluded that one bus will be sufficient for our needs

6. Please provide additional information or evidence of probability of the school achieving funding through the National School Lunch Program (application, status of application, etc.).

We will not be able to submit an application until the end of this academic school year. We are basing our probability upon the fact that the only reason we were denied for the NSLP Program is because we had a deficit retained earnings position at the end of our fiscal year. We, however, have put forth a planned budget that we believe will yield a positive retained earnings position at the conclusion of this fiscal year.


We sincerely hope that the responses to your concerns are satisfactory.
Rev. Paul R. Wiggins
Executive Director
Mount Hermon Community Education Corporation

MOUNT HERMON COMMUNITY EDUCATION CORPORATION



BUDGETED OPERATING EXPENSES

Agency Name: Mount Hermon Community Education Corp

Project Name: _____

Period: 08/01/09 - 07/31/10, 12 months

NAME OF FUNDING SOURCE:

	MHCEC		RALA		TOTAL	
	Amount	%	Amount	%	Amount	%
Summer Enrichment Academy	38,400.00				38,400.00	
MDCPS			695,784.00		695,784.00	
Inkind from Mt. Hermon Church	25,000.00				25,000.00	
FTE Management Fee	87,000.00				87,000.00	
Title 1			33,900.00		33,900.00	
DOE Implementation Grant			200,000.00		200,000.00	
Meal Receipts			20,000.00		20,000.00	
VPK	61,956.00				61,956.00	
Before/After Care	72,000.00				72,000.00	
	284,356.00		949,684.00		1,234,040.00	

Salaries:

Position	Name	Annual Salary	%	Amount	%	Amount
Executive Director	P. Wiggins	\$ 77,000.00	100%	77,000.00	100%	77,000.00
Principal	F. Young	\$ 70,000.00	100%	70,000.00	100%	70,000.00
Adm. Assist./Registrar	G. Williams-Cook	\$ 37,500.00	100%	37,500.00	100%	37,500.00
Accountant	A. Young	\$ 36,800.00	100%	36,800.00	100%	36,800.00
Administrative Assistant	TBA	\$ -	0%	-	0%	-
Teacher	A. Stuart	\$ 60,100.00	27%	16,100.00	73%	44,000.00
Teacher	T. Thomas	\$ 50,400.00	29%	14,400.00	71%	36,000.00
Teacher	W. Lopez	\$ 42,600.00	19%	8,100.00	81%	34,500.00
Teacher	H. Smith	\$ 33,000.00	0%	-	100%	33,000.00
Teacher	P. Taylor	\$ 44,900.00	29%	12,900.00	71%	32,000.00
Teacher	J.Hamilton	\$ 46,900.00	28%	12,900.00	72%	34,000.00
Teacher	TBA	\$ 36,800.00	13%	4,800.00	0%	-
Teacher (VPK)	TBA	\$ 32,000.00	50%	16,000.00	0%	-
Para-Professional (VPK)	TBA	\$ 17,000.00	50%	8,500.00	0%	-
Art/Music Teacher	TBA	\$ 10,500.00		-	0%	-
P.E. Teacher	TBA	\$ 10,500.00		-	0%	-
Substitute Teachers	80 days @ \$94 per day	\$ 7,520.00	0%	-	100%	7,520.00
Cook	C. Kelly	\$ 11,900.00	0%	-	100%	11,900.00
Cook Assistant	C. Scurry	\$ 4,858.00	0%	-	100%	4,858.00
				207,500.00	9.7	345,278.00

Fringe Benefits:

Category	Rate	Annual Cost	%	Amount
Fica/Mica	Rate: 7.65%	15,874.00	0%	26,414.00
Workman's Comp	Rate: 1.05%	2,179.00	0%	3,625.00
Unemployment	Rate: 2.70%	5,603.00	0%	9,323.00
Health Ins.	Monthly Cost per staff: \$ 250.00	1,750.00	0%	10,500.00
Life Ins.	Monthly Cost per staff: \$ -	-	0%	-
Retirement	5% of Salaries	0.00%	0%	-
Other	Specify & provide rationale & calculations		0%	-
Dental	Monthly Cost per staff: \$ -	0	0%	0
TOTAL Salaries		207,500.00	9.7	345,278.00
TOTAL Fringe Benefits		25,406.00		49,862.00

Operating Expenses:

Category	Annual Cost	%	Amount
Space		0%	-
TOTAL Operating Expenses	75,268.00	0%	75,268.00

Use of Facility										
Maintenance	\$ 72,500.00					0.0%	100.0%	72,500.00	100%	72,500.00
Electricity	\$ -					0.0%	100.0%	-	100%	-
Telephone	\$ 1,500.00					100.0%	0.0%	-	100%	1,500.00
Water & Sewer	\$ 3,900.00			1,500.00		0.0%	100.0%	3,900.00	100%	3,900.00
Other:	\$ -					0.0%	100.0%	-	100%	-
Transportation	\$ 50,800.00			2,200.00		4.3%	95.7%	48,600.00	100%	50,800.00
Supplies										
Office including reproduction	\$ 6,850.00			3,250.00		47.4%	52.6%	3,600.00	100%	6,850.00
Education Supplies	\$ 30,793.00			8,500.00		27.6%	72.4%	22,293.00	100%	30,793.00
Program Supplies	\$ 51,000.00			1,000.00		2.0%	98.0%	50,000.00	100%	51,000.00
Food	\$ 1,650.00					0.0%	100.0%	1,650.00	100%	1,650.00
Other:	\$ -					0.0%	100.0%	198.00	100%	198.00
Parental Involvement	\$ 198.00					0.0%	100.0%	198.00	100%	198.00
Equipment										
Lease / Rent	\$ -					0.0%	100.0%	-	100%	-
Maintenance	\$ -					0.0%	0%	-	0%	-
Other:	\$ 4,055.00					0.0%	100.0%	4,055.00	100%	4,055.00
Storage										
Insurance										
Liability/Bond/Property	\$ 8,000.00					0.0%	100.0%	8,000.00	100%	8,000.00
Other:	\$ 256.00			256.00		100.0%	0.0%	-	100%	256.00
Backgrounds										
Travel										
Local, including tolls & parking	\$ -					0.0%	100.0%	-	100%	-
Out-of-town	\$ -					0.0%	100.0%	-	100%	-
Professional Services (list each)	\$ 72,404.00					0.0%	100.0%	12,988.00	100%	12,988.00
Consultant	\$ 12,988.00					0.0%	100.0%	14,086.00	100%	14,086.00
Consultant	\$ 14,086.00					0.0%	100.0%	4,800.00	100%	4,800.00
Consultant	\$ 4,800.00					0.0%	100.0%	13,030.00	100%	13,030.00
Consultant	\$ 13,030.00					0.0%	100.0%	20,000.00	100%	20,000.00
Accountant	\$ 20,000.00					0.0%	100.0%	2,500.00	100%	2,500.00
IT	\$ 2,500.00					0.0%	100.0%	5,000.00	100%	5,000.00
Audit	\$ 5,000.00					0.0%	0.0%	-	0%	-
Minor Equipment (up to \$750, list each)	\$ -					0.0%	100.0%	-	100%	-
Major/Capital Equipment (over \$750, list each)	\$ -									
Equipment	\$ 103,254.00					0.0%	100.0%	103,254.00	100%	103,254.00
Other:										
Specify & provide rationale & calculations										
Professional Development	\$ 10,000.00					0.0%	100.0%	10,000.00	100%	10,000.00
Bank Service Charge	\$ 300.00					0.0%	100.0%	300.00	100%	300.00
Payroll Processing	\$ 2,400.00					0.0%	100.0%	2,400.00	100%	2,400.00
Training & Memberships	\$ 6,670.00					0.0%	100.0%	6,670.00	100%	6,670.00
Advertising	\$ 15,928.00					0.0%	100.0%	15,928.00	100%	15,928.00
TOTAL Operating Expenses				16,706.00				425,752.00		442,458.00
Indirect Costs										
5%	\$ 39,143.20					0.0%	100.0%	39,143.00	100%	39,143.00
12.5% Administrative Fee	\$ 87,000.00							87,000.00		87,000.00
TOTAL BUDGET	\$ 249,612.00			\$ 947,035.00		\$	\$	\$ 947,035.00		\$ 1,196,647.00
Contingency	\$ 34,744.00							2,649.00		37,393.00

BUDGETED OPERATING EXPENSES

Agency Name: Mount Hermon Community Education Corp

Project Name:

Period: 08/01/10-07/31/11, 12 months

NAME OF FUNDING SOURCE:

	MHCEC	%	RAIA	Amount	TOTAL
					Amount
Summer Enrichment Academy	38,400.00				38,400.00
MDCPS				722,040.00	722,040.00
Inkind from Mt. Hermon Church	50,000.00				50,000.00
FTE Management Fee	69,577.00				69,577.00
Title 1				33,900.00	33,900.00
DOE Implementation Grant				50,000.00	50,000.00
Meal Receipts				25,000.00	25,000.00
USDA				50,000.00	50,000.00
VPK	61,956.00				61,956.00
Before/After Care	76,000.00				76,000.00
	295,933.00			880,940.00	1,176,873.00

Salaries:

Position	Name	Annual Salary
Executive Director	P. Wiggins	\$ 77,000.00
Principal	F. Young	\$ 70,000.00
Adm. Assist./Registrar	G. Williams-Cook	\$ 37,500.00
Accountant	A. Young	\$ 36,800.00
Administrative Assistant	TBA	\$ 12,500.00
Teacher	A. Stuart	\$ 60,100.00
Teacher	T. Thomas	\$ 50,400.00
Teacher	W. Lopez	\$ 42,600.00
Teacher	H. Smith	\$ 33,000.00
Teacher	P. Taylor	\$ 44,900.00
Teacher	J.Hamilton	\$ 46,900.00
Teacher (VPK)	TBA	\$ 32,000.00
Para-Professional	TBA	\$ 17,000.00
Para-Professional (VPK)	TBA	\$ 17,000.00
Art	TBA	\$ 10,500.00
P.E. Teacher	TBA	\$ 10,500.00
Music Teacher	TBA	\$ 10,500.00
Cook	C. Kelly	\$ 11,900.00
Cook Assistant	C. Scurry	\$ 4,858.00
Substitute Teachers	80 days @ \$94 per day	\$ 7,520.00
		TOTAL Salaries
		239,315.00

Fringe Benefits:

Fica/Mica	Rate: 7.65%	30,124.00
Workman's Comp	Rate: 1.05%	4,135.00
Unemployment	Rate: 2.70%	10,632.00
Health Ins.	Monthly Cost per staff: \$	18,000.00
Life Ins.	Monthly Cost per staff: \$	-
Retirement	5% of Salaries	-
Other	Specify & provide rationale & calculations	-
Dental	Monthly Cost per staff: \$	0
		393,778.00

TOTAL Fringe Benefits Annual Cost

33,283.00 62,891.00

Operating Expenses:

Space

96,174.00

Use of Facility	\$ 87,500.00	-	100.0%	87,500.00	100%	87,500.00
Maintenance	\$ -	-	100.0%	-	100%	-
Electricity	\$ 1,200.00	1,200.00	0.0%	-	100%	1,200.00
Telephone	\$ 3,900.00	-	100.0%	3,900.00	100%	3,900.00
Water & Sewer	\$ -	-	100.0%	-	100%	-
Other:	\$ 50,800.00	2,200.00	4.3%	48,600.00	100%	50,800.00
Supplies						
Office including reproduction	\$ 6,600.00	3,000.00	45.5%	3,600.00	100%	6,600.00
Education Supplies	\$ 26,065.00	8,500.00	32.6%	17,565.00	100%	26,065.00
Program Supplies	\$ 51,000.00	1,000.00	2.0%	50,000.00	100%	51,000.00
Other:	\$ 1,650.00	-	0.0%	1,650.00	100%	1,650.00
Other:	\$ 198.00	-	0.0%	198.00	100%	198.00
Equipment						
Lease / Rent	\$ -	-	0.0%	-	100%	-
Maintenance	\$ -	-	0.0%	-	0%	-
Other:	\$ 2,200.00	-	0.0%	2,200.00	100%	2,200.00
Storage						
Insurance						
Liability/Bond/Property	\$ 8,000.00	-	0.0%	8,000.00	100%	8,000.00
Other:	\$ -	-	100.0%	-	100%	-
Backgrounds						
Travel						
Local, including tolls & parking	\$ -	-	0.0%	-	100%	-
Out-of-town	\$ -	-	0.0%	-	100%	-
Professional Services (list each)						
Consultant	\$ 69,730.00	-	0.0%	-	100%	69,730.00
Consultant	\$ 12,988.00	-	0.0%	-	100%	12,988.00
Consultant	\$ 14,086.00	-	0.0%	-	100%	14,086.00
Consultant	\$ 4,800.00	-	0.0%	-	100%	4,800.00
Consultant	\$ 13,030.00	-	0.0%	-	100%	13,030.00
Consultant	\$ 15,000.00	-	0.0%	-	100%	15,000.00
Consultant	\$ 4,826.00	-	0.0%	-	100%	4,826.00
Audit	\$ 5,000.00	-	0.0%	-	100%	5,000.00
Minor Equipment (up to \$750, list each)	\$ -	-	0.0%	-	0%	-
Major/Capital Equipment (over \$750, list each)	\$ -	-	0.0%	-	100%	-
Equipment	\$ -	-	0.0%	-	100%	-
Other:						
Professional Development	\$ 10,000.00	-	0.0%	-	100%	10,000.00
Bank Service Charge	\$ 300.00	-	0.0%	-	100%	300.00
Payroll Processing	\$ 2,400.00	-	0.0%	-	100%	2,400.00
Training & Memberships	\$ 6,670.00	-	0.0%	-	100%	6,670.00
Advertising	\$ 2,124.00	-	0.0%	-	100%	2,124.00
TOTAL Operating Expenses		15,900.00		314,437.00		330,337.00
Indirect Costs						
5%	\$ 38,352.00	-	0.0%	-	100%	38,352.00
10.0%	Management Fee	\$ 69,578.00	100.0%	69,578.00	100%	69,578.00
TOTAL BUDGET	\$ 288,498.00	\$ 7,435.00	\$	\$ 879,036.00	\$	\$ 1,167,534.00
Contingency						\$ 9,339.00

Richard Allen Leadership Academy 2009 – 2011 Budget Narrative

Revenue

In addition to the FTE revenue, we have budgeted in 1) Contributions from the Mt. Hermon AME Church (\$35,000.00 in both years), and 2) revenue received for meals from non Title 1 students (\$20,000.00 & \$25,000.00 in year 1 & 2 respectively).

Expenses

- RALA terminated the contract with its previous management service company for lack of performance. The duties expected to be provided by the management service company (i.e. management oversight, planning & development, fund development initiatives, grant writing, relationship building, etc...) are now performed by an in-house Executive Director (\$77,000.00).
- The Principal manages the day-to-day operations of the Academy (\$70,000.00).
- The Administrative Asst. /Registrar provide administrative support to the Principal and Executive Director as well as manage the registration and maintenance of student records (\$37,500.00).
- The Accountant provides all accounting functions as well as all payroll related services. This position (\$36,800.00) is partially funded via the contribution from Mt. Hermon (see above).
- Combined instructional staff salaries represent 37% and 41% of FTE in year 1 & 2 respectively. It is our goal to increase this percentage in subsequent years to 45% - 50%.
- We have conservatively added an expense (7,520.00) for substitute teachers.
- The combined cook & cook assistant are necessary positions in preparation for the NSLP grant (free & reduced lunch program).
- Use of Facility cost is estimated to remain constant for the two years at \$72,500.00
- Transportation cost is estimated to remain constant for the two years at \$48,600.00. We do not anticipate a need for a second bus, inasmuch as many of our parents drive their children to school.
- Food cost of \$50,000 & \$51,000.00 is anticipated in year 1 & 2 respectively. We are currently following up on a recommendation from the NSLP office in Tallahassee to see if we can get a locally approved NSLP sponsor to pick us up under their contract. Should this happen, it would result in a substantial savings for the Academy in year 1. In year two, the Academy will reapply to become a local NSLP sponsor which will generate appropriate revenue to offset a significant expense.

BUDGETED OPERATING EXPENSES

Agency Name: Mount Hermon Community Education Corp
Project Name: Richard Allen Leadership Academy
Period: 07/01/09 - 06/30/10 , 12 months

NAME OF FUNDING SOURCE:	Operating Fund (FTE)		Title One		Implementation		TOTAL	
	%	Amount	%	Amount	%	Amount	%	Amount
Summer Enrichment Academy								-
MDCPS 106 students		695,784.00						695,784.00
Contributions from Mt. Hermon Church		35,000.00						35,000.00
Title 1		-		33,900.00				33,900.00
DOE Implementation Grant		-				200,000.00		200,000.00
Meal Receipts		20,000.00						20,000.00
Before/After Care								-
		<u>750,784.00</u>		<u>33,900.00</u>		<u>200,000.00</u>		<u>984,684.00</u>

Salaries:

Position	Name	Annual Salary	%	Amount	%	Amount	%	Amount	%	Amount
Executive Director	P. Wiggins	\$ 77,000.00	100%	77,000.00	0%	-	0%	-	100%	77,000.00
Principal	F. Young	\$ 70,000.00	100%	70,000.00	0%	-	0%	-	100%	70,000.00
Adm. Assist./Registrar	G. Williams-Cook	\$ 37,500.00	100%	37,500.00	0%	-	0%	-	100%	37,500.00
Accountant	A. Young	\$ 36,800.00	100%	36,800.00	0%	-	0%	-	100%	36,800.00
Teacher	A. Stuart	\$ 44,000.00	100%	44,000.00	0%	-	0%	-	100%	44,000.00
Teacher	T. Thomas	\$ 36,000.00	100%	36,000.00	0%	-	0%	-	100%	36,000.00
Teacher	W. Lopez	\$ 34,500.00	100%	34,500.00	0%	-	0%	-	100%	34,500.00
Teacher	H. Smith	\$ 33,000.00	100%	33,000.00	0%	-	0%	-	100%	33,000.00
Teacher	P. Taylor	\$ 32,000.00	100%	32,000.00	0%	-	0%	-	100%	32,000.00
Teacher	J.Hamilton	\$ 34,000.00	100%	34,000.00	0%	-	0%	-	100%	34,000.00
Substitute Teachers	80 days @ \$94 per day	\$ 7,520.00	100%	7,520.00	0%	-	0%	-	100%	7,520.00
Cook	C. Kelly	\$ 11,900.00	100%	11,900.00	0%	-	0%	-	100%	11,900.00
Cook Assistant	C. Scurry	\$ 4,858.00	100%	4,858.00	0%	-	0%	-	100%	4,858.00
				-		-		-	0%	-
TOTAL FTE/Salaries			13.0	459,078.00	-	-	-	-	13.0	459,078.00

Fringe Benefits:

Fica/Mica	Rate: 7.65%			35,119.00		-		-		35,119.00
Workman's Comp	Rate: 1.05%			4,820.00		-		-		4,820.00
Unemployment	Rate: 2.70%			12,395.00		-		-		12,395.00
Health Ins.	Monthly Cost per staff: \$ -			-		-		-		-
Life Ins.	Monthly Cost per staff: \$ -			-		-		-		-
Retirement	5% of Salaries 0.00%			-		-		-		-
Other	Specify & provide rationale & calculations									-
Dental	Monthly Cost per staff: \$ -			0		0				-
										-
TOTAL Fringe Benefits				52,334.00		-		-		52,334.00

Operating Expenses:

Space	Annual Cost	%	Amount	%	Amount	%	Amount	
Use of Facility	\$ 72,500.00	100.0%	72,500.00	0.0%	-		100%	72,500.00
Maintenance	\$ -	100.0%	-	0.0%	-		100%	-
Electricity	\$ -	0.0%	-		-		0%	-

Telephone		\$ 3,900.00	100.0%	3,900.00	0.0%	-	-	100%	3,900.00	
Water & Sewer		\$ -	100.0%	-	0.0%	-	-	100%	-	
Other:	Transportation	\$ 48,600.00	100.0%	48,600.00	0.0%	-	-	100%	48,600.00	
Supplies									-	
Office including reproduction		\$ 3,600.00	0.0%	-	0.0%	-	100.0%	3,600.00	100%	3,600.00
Education Supplies		\$ 22,293.00	0.0%	-	16.3%	3,628.00	83.7%	18,665.00	100%	22,293.00
Program Supplies	Food	\$ 50,000.00	100.0%	50,000.00	0.0%	-	-	100%	50,000.00	
Other:	Food Supplies	\$ 650.00	100.0%	650.00	0.0%	-	-	100%	650.00	
Other:	Parental Involvement	\$ 198.00	0.0%	-	100.0%	198.00	-	100%	198.00	
Equipment										
Lease / Rent		\$ -	100.0%	-	-	-	-	100%	-	
Maintenance				-	-	-	-	0%	-	
Other:	Storage	\$ 3,100.00	100.0%	3,100.00	0.0%	-	-	100%	3,100.00	
Insurance										
Liability/Bond/Property		\$ 8,000.00	100.0%	8,000.00	0.0%	-	-	100%	8,000.00	
Other:	Backgrounds	\$ 256.00	0.0%	-	0.0%	-	-	0%	-	
Travel										
Local, including tolls & parking		\$ -	100.0%	-	0.0%	-	-	100%	-	
Out-of-town		\$ -	100.0%	-	-	-	-	100%	-	
Professional Services (list each)		\$ 72,454.00								
Consultant	CIS	\$ 12,988.00	0.0%	-	100.0%	12,988.00	-	100%	12,988.00	
Consultant	Reading Coach	\$ 14,086.00	0.0%	-	100.0%	14,086.00	-	100%	14,086.00	
Consultant	Speech Therapist	\$ 4,800.00	100.0%	4,800.00	0%	-	-	100%	4,800.00	
Consultant	ESE	\$ 13,080.00	0.0%	-	0%	-	100%	13,030.00	100%	13,030.00
Consultant	Accountant	\$ 20,000.00	0.0%	-	0%	-	100%	20,000.00	100%	20,000.00
Consultant	IT	\$ 2,500.00	0.0%	-	0%	-	100%	2,500.00	100%	2,500.00
Audit		\$ 5,000.00	0.0%	-	-	-	100.0%	5,000.00	100%	5,000.00
Minor Equipment (up to \$750, list each)										
		\$ -	0.0%	-	-	-	100.0%	-	100%	-
		\$ -	100.0%	-	-	-	-	100%	-	
Major/Capital Equipment (over \$750, list each)										
Equipment		\$ 103,254.00	0.0%	-	0.0%	-	100.0%	103,254.00	100%	103,254.00
				-	-	-	-	0%	-	
Other:		Specify & provide rationale & calculations								
Professional Development		\$ 10,000.00	0.0%	-	30.0%	3,000.00	70.0%	7,000.00	100%	10,000.00
Bank Service Charge		\$ 300.00	100.0%	300.00	-	-	-	100%	300.00	
Payroll Processing		\$ 2,400.00	100.0%	2,400.00	-	-	-	100%	2,400.00	
Training & Memberships		\$ 6,670.00	0.0%	-	-	-	100.0%	6,670.00	100%	6,670.00
Advertising		\$ 15,928.00	0.0%	-	-	-	100.0%	15,928.00	100%	15,928.00
TOTAL Operating Expenses				194,250.00		33,900.00		195,647.00		423,797.00
Indirect Costs										
5%	Dade County Public	\$ 39,143.20	88.9%	34,790.00	0.0%	-	11.1%	4,353.00	100%	39,143.00
				-	-	-	-	-	-	
TOTAL BUDGET		\$ 740,452.00				\$ 33,900.00		\$ 200,000.00		\$ 974,352.00
Contingency		\$ 10,332.00				\$ -		\$ -		10,332.00