



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



Organization Information

Organization Name

Ecology Learning Center



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



1. Cover Page

Q1. Name of Entity that Holds the Charter

Ecology Learning Center

Q2. Name of Primary Contact Person

Lēza Packard

Q3. Title of Primary Contact Person

Head of School

Superintendent

Executive Director

Q4. Mailing Address of Primary Contact Person

230 Main Street

Unity, ME 04988

Q5. Telephone Number of Primary Contact Person

207-230-9275

Q6. Email Address of Primary Contact Person

leza.packard@ecologylearningcenter.org

Q7. Physical Address of School

230 Main Street


Unity, ME 04988



2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION
Maine Charter School Commission



Q8.School's Initial Opening Date

Tue Sep 01 2020 (Eastern 

Q9.Current Grades Enrolled

9-12

Q10.Maximum Enrollment per Current charter Contract

120

Q11.Number of Students Currently on the Waitlist

5

Q12.Proposed Grade Levels to be Served at Full Enrollment for Upcoming Charter Term

120

Q13.Proposed Maximum Projected Enrollment at Full Growth for Upcoming Charter Term

132

Applicant Comments :

10% above 120 = 132



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



2. Executive Summary

Provide enrollment and demographic information for **school year 2023-2024**.

Q14. Number of Male Students

56

Q15. Number of Female Students

64

Q16. Number of White Students

117

Q17. Number of Black or African American Students

1

Q18. Number of Hispanic/Latino Students

1

Q19. Number of Asian Students

0

Q20. Number of Other Students

1

Q21. Number of Students with Disabilities



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



42

Applicant Comments :

29 students with IEPs

13 students with 504 plans

Q22.Number of Multilingual Learners

0

Q23.Number of Homeless Students

5

Q24.Number of Students Eligible for Free/Reduced Lunch

38%

Q25.Provide a brief description of the school, including an overview of the mission and vision, educational program, community and local connections, leadership and governance.



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



The Ecology Learning Center (ELC) is dedicated to deeply rooting students in Maine's ecological and cultural landscapes. Its mission is to foster authentic, real-world learning through mentorship and craft, cultivating compassionate and resilient leaders who are prepared to engage with the challenges of today and tomorrow. The vision of the Center is to inspire high school students from Waldo County and beyond to engage actively in their local communities through service learning and apprenticeships. By embracing the theme of "ecology"—the study of relationships between organisms and their environments—students make meaningful connections between school and community, developing the knowledge, skills, and commitment needed to collaboratively address important local challenges.

Educational Program

The ELC offers a standards-based curriculum that meets Maine Learning Results through rigorous courses in English language arts, mathematics, and interdisciplinary projects rooted in ecology-themed science, technology, and social studies. The school's educational program is built upon four key pillars: Place-Based Learning, Hands-on and Performance-Based Assessment, a Reflective and Empowering School Culture, and Dedication to Wellness. These pillars are integrated into the daily life of the school, ensuring that students are prepared for future education, employment, and lifelong learning.

"Work & Wellness Wednesdays" are the ELC's unique and comprehensive curriculum for Career Readiness and Wellness. Courses include Financial Literacy, Public Speaking, College Prep, and Résumé Writing ("Work"), and Nutrition, Human Anatomy, Sex Ed, and Wilderness First Aid ("Wellness"). Class blocks are longer for Wednesday courses than on other days of the week (two hours instead of 50 or 85 minutes) to allow for students to engage in meaningful projects and field trips. The Work & Wellness Wednesdays also include academic support time, all-school community meetings, and leadership opportunities in the form of peer mediation and student government, that empower students to take active roles in their education and community.

ELC fosters a school culture of respect, compassion, and "grit" as students participate fully in the school's food service and facilities maintenance. Working in mixed-grade advisories, every student has a daily chore, from sweeping and vacuuming to sorting recycling, shoveling snow, serving lunch, and washing dishes. Each student takes a turn in the kitchen slicing and dicing alongside our Nutrition Program Director to prepare lunch for the whole school. Leading up to Adventure Wednesdays, Fall Orientation Trips, and Spring Expeditions, our 12th grade students pack meals for



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION

Maine Charter School Commission



the entire school, learning how to portion and package nutritious foods for extended outdoor experiences where there will be no water or electricity. These expectations exemplify the Center's commitment to hands-on, experiential learning and cultivate an ethic of care for people and place.

Community and Local Connections

The ELC is deeply embedded in the local community, fostering strong partnerships with organizations like the Maine Organic Farmers and Gardeners Association, Bowsprit (a residential farm mentorship program in Unity), Farwell Project (a storytelling museum in Thorndike), Unity Public Library (library science skills), Volunteer Regional Food Pantry, and Headstart (early childhood learning at RSU3). These connections broaden the horizons of ELC students, offering them opportunities for future education and employment. We also emphasize community engagement through internships, service learning projects, and seasonal events like AppleFest (contradancing, cider pressing, and pumpkin carving at the Unity Field of Dreams Park in October), Stone Soup Supper (a "friendsgiving" meal in November), and Maple Run (5K run/walk and sap boiling party in March). Programs like the "Teens to Trails" initiative, where our students meet peers across the state for life-changing outdoor experiences, extends the impact of our mission and vision beyond Waldo County.

Leadership and Governance

The ELC operates under the guidance of a committed and qualified board of directors, who support a staff of passionate and engaged teachers. This collaborative leadership structure ensures that our school remains focused on its mission and vision while adapting to the needs of its students and community. Teachers work closely with each other, the head of school, and community members to create a school environment where student-centered, meaningful, and rigorous learning can flourish. Initiatives like peer mediation and Restorative Justice circles further reflect the ELC's dedication to fostering a supportive and inclusive school culture.



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



3. Looking Back: The Record of Performance

This section provides an opportunity to supplement or augment the performance record. Schools should use the Renewal (Year 4) Performance Report as a guide for their responses and *submit only evidence of performance related to the Performance Framework that is not included in the Renewal Performance Report and/or that the authorizer may not have*. Responses should reference the specific criteria and benchmarks in the Performance Framework to which the information applies. Responses may include, but are not limited to, information about interim assessments or progress reports; evidence of performance on school-or mission-specific goals; and describe improvements undertaken at the school; and evidence of progress for any areas in which the school has not previously met or is not currently meeting the performance standard.

Responses should focus on information or evidence relevant to the school's academic, financial, and organizational performance and the school's performance expectations as defined by the authorizer's Performance Framework and the school's charter contract.

Renewal Recommendations will be based on all evidence of school performance in the record, including but not limited to, the school's responses in this section.

3.1. Academic Performance

Q26. Using the results contained in the Performance Framework, explain whether or not the school has met its performance expectations.



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



The Ecology Learning Center has successfully met performance expectations, demonstrating growth against benchmarks. Notably, we have seen significant growth from 9th and 10th grades in Reading. Students with IEPs, 504 plans, and those qualifying for free and reduced lunch demonstrate growth scores in Reading and Math equivalent to or exceeding those of their peers. For 9th grade, 100% of students that we have identified as free & reduced lunch met their growth projection in Math. Our 9th grade cohort in particular demonstrated excellent growth with 100% of both subgroups of Free & Reduced lunch and 504 students meeting their growth projections.

We have also seen growth in our 12th graders. In spring 2023, our first year having a senior class, we administered the Accuplacer and SAT tests. At this time, 22% of students met the SAT Reading benchmark and 11% met the Math benchmark. By spring 2024, these figures increased to 85% for Reading and 67% for Math. Similarly, Accuplacer results improved: Reading scores rose from 35% to 77%, and Math scores from 53% to 71.4% (see Table X).

We attribute growth in student performance to several factors:

- 1. The dedication of our Ed Tech team:** We have expanded our team of Ed Tech IIIs, who regularly collaborate with General Education teachers on student progress. We also provide Common Literature and Essential Math classes, offering focused, small-group instruction tailored to students' needs. Additionally, our Math/Science Lead Teacher offers one-on-one support to students in lower Math groups who require extra help.
- 2. Our Response to Intervention (RTI) program:** Every other week, the entire teaching team—both general and special education—meets to discuss all students identified as struggling academically. We share and record each student's strengths, challenges, effective strategies, and action items. This targeted, collaborative approach has significantly improved academic performance and social-emotional well-being for many students. Each trimester, we reassess these action items to determine if further support is needed.
- 3. Schedule improvements:** Since the school opened in 2020, we have annually evaluated and adjusted the weekly and daily schedule, asking critical questions like, "What is the ideal lesson block length? How do we balance consistency and variability? How can we maximize time on task while allowing deeper engagement in place-based projects?" The most significant changes occurred between AY23 and AY24, shifting from five 50-minute classes per day to a mix of two 50-minute and two 85-minute classes. The 50-minute classes, focused on Math and English, meet four days a week, first thing in the morning, enhancing academic growth through consistency and frequency.
- 4. Teacher training:** Teacher training has been pivotal. Over the past three years, we've invested in professional development with Korah Soll of Rural Aspirations, who helped us establish schoolwide



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION
Maine Charter School Commission



curriculum templates and align them with Common Core standards and place-based education goals. This work has set a high achievement standard across all English and Math classes.


5. **Communication:** We improved student understanding of NWEA scores and factors contributing to higher performance. Our Math Lead Teacher identified a direct correlation between taking more time on the NWEA test and achieving higher scores. We shared this data with students, emphasizing, "Take – Your – Time" on test days, ensuring they understood there was no benefit to finishing early.

We will continue administering the NWEA in fall and spring for grades 9, 10, and 11, using NWEA’s MAP Growth tool to ensure students meet growth expectations.

Q27. Provide any academic performance-related evidence, supplemental data or contextual information *that may not be captured in authorizer records*. Submissions may include supplements related to the Renewal (Year 4) Performance Report. Please reference the specific Performance Framework measures to which the information applies, as appropriate.

See Table X

Applicant Evidence :


Table X_ Academic P...

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by **Leza Packard**

Q28. Provide evidence of outcomes related to any mission-specific academic goals and measures established in the charter contract *(if not already captured in Renewal (Year 4) Performance Report)*.



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



The Ecology Learning Center's primary mission-specific goal is centered around Passion Projects which are student-designed independent studies completed remotely in the first week of January. The concept of Passion Projects was initiated as a response to Covid in the winter of 2020-2021. While many schools were still remote at that time, ELC was dedicated to in-person instruction. However, knowing that families had traveled over the holidays against state mandates, ELC created a forced quarantine by holding a remote Passion Project week. Consequently, ELC had ZERO cases of Covid in the first year of operation and the Passion Projects inspired student ingenuity.

Each year, ELC has further developed and refined the academic rigor of Passion Projects. Teachers introduce the assignment in early December, set clear deadlines, scaffold the assignment to help students set realistic goals, provide guidance through scheduled Google Meet sessions, engage parents to support at home, and practice presentations before showcasing projects to the public at MOFGA's exhibition hall. Ed Techs and the special education teacher provide extra one-on-one support to students with IEPs and 504 plans.

As a result of persistent refinement to the Passion Project process, ELC met its Custom Target goal for two years in a row: at least 75% of students earned an overall score of 80%-100% on the projects. The intended outcome was for students to explore and develop an independent interest that will prepare them for future education and employment opportunities. This outcome was met. (see attachment - Passion Project Data AY23 AY24).


A second mission-specific goal is to increase student participation in outdoor learning experiences. The Director of Outdoor Programs tracked and generated reports for the past three years of the number of students participating in Adventure Wednesdays, Fall Orientation Trips, and Spring Expeditions. From AY22 to AY23, the number of student participation days increased from 646 days to 729 days, an increase of 23%. From AY23 to AY24, the number of student participation days increased from 792 days to 1,229 days, an increase of 64%. These results indicate a stronger buy-in to our mission, vision, and educational program terms. The outdoor programs meet the school's mission to deeply root students in Maine's ecological landscapes and cultivate resilient leaders. Outdoor programs additionally meet the educational program term: Dedicated to Wellness. (see attachment - Outdoor Programs Report AY23 AY24)



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION
Maine Charter School Commission



Applicant Evidence :


ELC Passion Project ...


ELC Outdoor Progra...

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3.2. Financial Performance

Q29. Provide an assurance that the school is current in meeting its liabilities, including but not limited to payroll taxes, debt service payments, and employee benefits.

The Ecology Learning Center is current in meeting all its financial liabilities, including payroll taxes, MEPERS retirement benefits, and debt service obligations. We have never fallen short on this near term measure in the past four years.

Q30. Provide any financial performance-related evidence, supplemental data or contextual information that may not be captured in authorizer records. Submissions may include, but are not limited to, updated financial records and other updates regarding the Renewal (Year 4) Performance Report. Please reference the specific Performance Framework measures to which the information applies, as appropriate.



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



The Year 4 Renewal Performance Report was previously incomplete in terms of financial metrics. The following information is provided to fully represent the financial health of the Ecology Learning Center to date.

Enrollment Variance: The actual enrollment is within an acceptable range, being well within 5% of the projected enrollment in the approved FY24 budget. The budget projected 106 students, while the actual enrollment was 107 students.

Near-Term Financial Measures: The Current Ratio has been consistently acceptable throughout the year and is 1.73 as of June 30, 2024.

Unacceptable Near-Term Metric: The Unrestricted Days Cash on Hand is 24.56 as of June 30, 2024, not accounting for a significant in-kind donation (which would increase the metric to 209.1 days). As of the end of July 2024, Days Cash on Hand is 29.64, not including the in-kind donation. We anticipate Days Cash on Hand metric will be very low from October 2024 through March 2025, returning to the high 20s/ low 30s through June 2025 as indicated in the 3-year financial plan.

Financial Sustainability Measures: These metrics have been consistently acceptable throughout the year and as of the end of FY24. The Total Margin is at 34.77%, and the Debt to Asset Ratio is 20.43% as of June 30, 2024.

Another sustainability measure, Cash Flow, is reported at -\$32,580 for FY24. However, the 2-Year Cash Flow is acceptable at +\$23,487. Reports for both periods are included in Appendix E.

To support these metrics, unaudited Year-End Financial Reports along with the 3-Year Financial Plan (including Balance Sheet) are provided in the Appendix.

3.3. Organizational Performance

Q31. Provide any organizational performance-related evidence, supplemental data or contextual information *that may not be captured in authorizer records*. Submissions may include evidence of current compliance in areas for which the school was found previously to be non-compliant or other updates relevant to the Renewal (Year 4) Performance Report. Please reference the specific Performance Framework measures to which the information applies, as appropriate.



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION
Maine Charter School Commission




The Board of Directors did not comply with Performance Indicator 3.3 regarding public accountability in AY24. This notification highlighted a procedural issue that led to the delayed posting of approved board meeting minutes. Clarifying the roles and responsibilities of the Board Secretary has resolved the issue.

Q32. Provide evidence of outcomes related to any school-established organizational goals, as appropriate.

The ELC Board and Director have worked together to assess our young school's evolving staffing needs, aiming to align job descriptions with staffing capacities while considering budgetary constraints. In our first year, it became clear that the Executive Director's role was too broad. Over the past three years, we've addressed this by creating new positions with clear job descriptions and realigning existing staff responsibilities. This process has led to our current organizational structure (see attachment - AY25 Organizational Chart) which includes an Academic Leadership Team and the addition of a full-time Operations Director to better support our growth.

Applicant Evidence :


AY25 Organizational...

Uploaded on **8/28/2024**

by **Leza Packard**



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



4. Looking to the Future

This section provides the opportunity to detail the school's plans for the next charter term. Consistent with NACSA's Principles & Standards for Quality Charter School Authorizing, the authorizer will make its renewal decisions based on the school's track record of performance, and not on promises of future performance or improvement. Responses to the questions in this section will not be the basis for the authorizer's decision for renewal or non-renewal unless information is provided, or a significant, anticipated change or material modification is proposed which, if not approved, would endanger the future success and sustainability of the school. Any anticipated changes to the school's educational program, governance model, and financial outlook and any proposed material modifications to the school's current charter contract must be proposed below and are subject to approval by the authorizer consistent with authorizer policy and state law. Failure to provide Maine Charter School Commission - Renewal Process Review and Recommendations requested or otherwise relevant information or failure to propose a material modification that is likely to impact the school's academic or organizational success, or its financial sustainability shall be grounds for non-renewal and termination of the school's charter. If the school has any questions about whether information or a proposed change should be included, please contact the authorizer prior to submission of this application. If the school is proposing a material modification that, if not approved, would not endanger the sustainability of the school, this should be noted in the response and an explanation provided.

4.1. Adjustments to the Performance Framework, if any

Q33. Describe and state the rationale for any proposed changes in targets for the performance indicators as stated in the existing contract.

We do not plan to make any changes to the performance indicators.

4.2. Describe, if applicable, plans to change the school's current model as it relates to the topics below. Include a timetable for implementation.



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



Substantive changes, including, but not limited to, grade span served, program delivery, or target population will require additional data analysis and research-based evidence after the initial charter is renewed.

Q34. Education Plan

1. Mission, Vision, Identification of targeted student population and the community the school hopes to serve.
2. Academic Program
3. Special Student Populations
4. Assessment
5. School Climate and Discipline

For information on Sub-recipient Award Calculation and Allocation Policy and Procedure for IDEA Grant, see <http://www.maine.gov/doe/cds/idea> (<http://www.maine.gov/doe/cds/idea>).



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



1. Mission, Vision, Targeted student population
2. Academic Program

We plan to better align the educational philosophy on the ELC website with our mission by the end of AY25. In particular, we will replace "hands-on" with "adventure-based" to clarify how students engage in their learning. Our Outdoor Programs director provides pre-service teacher training in outdoor adventure skills, from how to set up a tent to the use and repair of camping stoves. We offer optional Wilderness First Aid training for staff and older students each spring before Spring Expeditions, and support teachers in earning their ETL (Education Trip Leader) permits, a new Maine state requirement.

We will use the term "internships" instead of "apprenticeships," noting that we are actively strengthening our internship program. We now have a dedicated Internship Coordinator and a published Internship Handbook. The Internship Coordinator has created an evaluation tool for worksite mentors to provide quantifiable feedback on an intern's accomplishments, habits, appearance, punctuality, and attendance. We will update the internship and community engagement partnerships listed on the website, as some are no longer available (Unity College and UMaine Hutchinson Center) and many new partnerships have been added. The number of internship opportunities has increased from less than five to over a dozen, with the goal that options will continue to grow. Additionally, we will adjust the personal portfolio concept to better reflect students' accomplishments at ELC.

With the acquisition of the Clifford Arts and Student Center (the "Cliff"), we will expand arts programming, providing more opportunities in theater, music, and art. A three-year business plan will outline future uses of the Cliff, creating a model for student-led experiential learning. Using Innovation Grant funding from the Charter Commission, we have hired an interim Arts Director who started work in August and will support curriculum development and mentorship to our current art teachers throughout AY25.

The interim Arts Director also helped us find an expert in ceramics to jumpstart the new ceramics studio at the Cliff. The ceramics studio will allow students to explore how various mediums originate from and are created by the natural world. Our vision is to use only sustainable materials in art creation. The ceramics expert will meet with our art teacher and two student leaders in September 2024, with the goal of safely opening the studio to all students enrolled in an art class by December 2024 and the wider community in 2025. We will partner with local clay studio Unity Pond Pottery for bulk orders of clay and pottery events (e.g. Empty Bowls).



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION

Maine Charter School Commission



Artists in residence will play a vital role in teaching students the importance of connecting art to environmental advocacy. We have consulted with a professional dancer and a film producer who are excited to provide artists in residence experiences for our students in the near future (AY25 or AY26).

The gallery will showcase artists who focus on environmental themes, allowing students to see art as a powerful tool for expressing social views and driving change. The new arts curriculum will connect art to environmental advocacy, teaching our students that art never exists in a vacuum: it is, and always has been, both an expression of existing social values and a powerful tool for creating social change. To that end, a senior wrote a musical this summer with an environmental message and will lead fellow students to perform it in December 2024. Students will also have the opportunity to feature their own work in the gallery. We have identified three 12th graders committed to completing their senior internships at the Cliff in AY25, related to gallery shows and performances.

We hope to continue supporting unique learners who may not have IEPs but need extra guidance—those who benefit from a social-emotional intelligence curriculum or come from homeschooling backgrounds. We naturally attract students who have not thrived in their district public schools, often because they have not yet "found their person." These are students who are humble, quiet, inspired, and passionate but were previously overlooked as leaders in other settings. Our student-centered, one-on-one, approach has the power to reach these students, particularly through Passion Projects and senior internships.

3. Special Student Populations

We serve a diverse student population, including those from homeschooling backgrounds and nature-based learning environments. These students seek a place where they can be heard, understood, and supported in their unique learning journeys.

4. Assessment

We are revising the assessment structure for Grade 12. Grades 9 and 11 will continue using the NWEA platform, while Grade 10 remains on the Maine Through Year assessment. Grade 12 will shift from the NWEA to the Accuplacer in both Fall and Spring. We made this change to track growth over



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



time using consistent, comparable data. Administering the same test to seniors in the fall and spring allows us to measure their progress with a test recognized and often required by post-secondary institutions.

Students taking the ASVAB, PSAT, or SAT will not be required to take the Accuplacer or NWEA assessments in Grade 12.

5. School Climate and Discipline

During the 2023-2024 academic year, we implemented creative solutions to address student behavioral needs. We had in-depth conversations with parents, connecting them with resources to support their child's success. We leaned into restorative justice practices, consulting with past teachers who had found success with these students and adopting their approaches. We enforced boundaries on privileges like dances and extracurricular events, provided alternative placements with private tutors, and maintained regular weekly contact with families. Additionally, we supported students in making the most of their elective courses, even if they struggled in academic subjects.

We also consulted the Commission on enrollment practices (see subsection b) to better communicate our expectations to prospective students.

Restorative justice, which emphasizes healing over punishment, forms the cornerstone of our behavioral intervention process. We realize, however, that addressing inappropriate student behavior sometimes calls for tiered, transparent disciplinary steps that show students the link between behaviors and consequences.

All students can develop a growth mindset, but in many cases, their journey toward growth involves a wider community that includes teachers, staff, and guardians. Toward this end, we are already working to build a stronger rapport with guardians. A key outcome of the ELC-guardian relationship will be clear communication with students and guardians about fair and reasonable consequences for behavior that negatively impacts the school climate. We will also help enrolled students gain a deeper understanding of what growth mindsets are and why they are critical through a seminar in the Wellness and Career Readiness curriculum. The seminar will outline expectations for implementing strategies and practices that foster a growth mindset, providing students with a supportive environment to set and pursue their own goals, which can be assessed for impact.



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



Even as we engage this work, we are actively researching other proven strategies to help students develop a growth mindset. As studies have shown a positive correlation between growth mindset and overall community health, we are using Panorama data as a starting point for building the most positive school climate possible.

While there are certainly opportunities for growth, a positive indication of our current community health is that 11 out of 24 alumni voluntarily attended the June 2024 graduation.

Implementing any strategy will require robust engagement from students, staff, and faculty. But, as the performance review noted, participation in the Panorama Survey was insufficient. To address this challenge, the Board and Director are working together to facilitate broader participation in future surveys and develop additional tools for gathering feedback.

Q35. Organizational Plan

1. School Calendar and Daily Schedule
2. Student Recruitment and Enrollment
3. Staffing and Human Resources
4. Management and Operation
5. Parent and Community Development



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION

Maine Charter School Commission



1. School Calendar and Daily Schedule

The Ecology Learning Center calendar aligns as closely as possible with RSU3's calendar since we contract services for bus transportation. This fall we will deviate slightly from RSU3 by starting two days earlier (August 27 instead of August 29 when RSU3 begins) in order to support 3-day, 2-night Orientation trips. We communicated well in advance with families regarding the start day and transportation, facilitating carpooling and hoping for students to engage more closely with the school by transporting their students on the first days.

When RSU3 has a half day, ELC has a remote learning day in order to 1) respectfully not have students traveling to and from Unity for a longer time than they are doing school work and 2) to practice remote learning procedures in case of future unexpected shutdowns. Similarly, when there is a weather-related school closure, ELC has a remote learning day. We train students and parents in the expectations for remote learning days, with specific time deadlines to submit work and teachers available for support via Google Meet and email.

The school day begins at 8:30 and ends at 2:30 (due to time constraints with RSU3 bussing).

We improved the daily schedules for AY25 by placing all-school announcements just before lunch, to take place in our new Cliff where lunch will be served. In this way, students can jump straight into academic classes at 8:30 rather than be delayed by announcements that often went overtime.

The second Wednesday of each month is outdoor Adventure Wednesday. Students explore the ecological landscapes of Maine within an hour of Unity from 8:30 am to 2:30 pm (see attached revised daily schedules for AY25).

2. Student Recruitment and Enrollment

Enrollment begins with targeted marketing strategies, including flyers, to encourage families to complete our Intent to Enroll form. This outreach starts in early winter. In February, we host a series of open houses and visit local middle schools. By March, we offer spots to students on the Intent to Enroll list, unless a lottery is necessary.

Moving forward, we will launch our marketing efforts in the fall, which will include middle school visits and distributing flyers. When we learn of a family's interest, we will schedule an "Introduction Meeting." The purpose of this meeting will be to understand the student's needs while also



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



providing information about the Ecology Learning Center in a safe and transparent environment. Participation in these discussions will be voluntary.

The McKinney-Vento liaison will identify and meet with any students living in inadequate housing or those who are unaccompanied. The Dean of Students will use this meeting to understand any transportation barriers and to build trust with families. If needed, the Dean will schedule a home visit for students facing significant challenges. This visit will help the Dean gain deeper insights into the family's living situation, fostering a trusting relationship where families can share their needs and barriers.

By understanding these challenges, the Ecology Learning Center can take steps to remove obstacles to education, helping students focus on their studies and attend school regularly. This revised enrollment process aims to improve attendance and reduce chronic absenteeism.

3. Staffing and Human Resources

The Ecology Learning Center teaching staff is our greatest asset. The team is stable, highly skilled, mission-aligned, and enthusiastic. Each year pre-service training centers around a 3-day, 2-night camping trip at Camden Hills State Park. This staff orientation exemplifies our mission and prepares the faculty to facilitate a 3-day, 2-night camping trip with students the first week of school. This year's Camden Hills staff training (August 2024) was the first time we had 100% returning faculty, with no new teachers to train. The team operated like a well-oiled machine, preparing meals over camp stoves and co-leading highly productive discussions about how to further achieve academic and social-emotional growth in our students.

The staffing positions we still need to fill are:

- Full Time Special Education Teacher. Our past SpEd teacher is on maternity leave; we hired a part time SpEd teacher who was actually our SpEd teacher in AY21 and AY22, but we need a full time SpEd teacher.
- Part Time Bookkeeper & Administrative Assistant. Our bookkeeper of the past two years recently decided to shift focus in their career.
- Full Time Kitchen Support
- Part Time Van Drivers



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION

Maine Charter School Commission



Human Resources will be managed by the new Operations Director. Within the first month of employment the Director of Operations smoothly took over managing payroll and required trainings for all staff.

4. Management and Operation

The Operations Director oversees the work of three departments: Facilities, Transportation, and Nutrition. All three departments have steadily grown each year, which requires this administrator to supervise nine employees. Facilities began in 2020 with only seven rooms and three restrooms at the flagship building, 230 Main Street. In AY22, ELC occupied all rooms and constructed two more restrooms at 230 Main Street. In AY23, we added the "Annex," a two-story rental building across the street which required us to establish procedures for safely crossing Main Street between classes and conducting fire drills for a split campus. In AY24, we acquired the Clifford Arts & Student Center, an 8,000 square foot theater with 190 seats, art gallery, ceramics studio, kitchen, and classrooms all housed in a beautifully restored timber-framed barn and 1800s farmhouse.

Transportation has similarly grown. In AY21 ELC relied solely on RSU3 buses and parent drivers. In AY22 we purchased two 14-passenger buses. In AY23 we purchased an 11-passenger van. In AY24 we retired the two 14-passenger buses and purchased four more vans to have a fleet of five vans total. Transportation costs in AY24 were exponentially higher between vehicles, fuel, maintenance, and drivers, but it was a necessary investment to support higher enrollment and attendance.

The Nutrition Program will be entirely on ELC's campus for the first time. Rather than transporting meals across town from the Community Center kitchen or MOFGA kitchen as we did for the past 4 years, meals will be prepared, served and eaten at the Cliff. The Operations Director will oversee the expansion, certification, and operation of the new Cliff kitchen, used as both a school cafeteria and rental facility.

5. Parent and Community Development

Parent Development:

The Friends of Ecology Learning Center is a parent group that began in AY22. Friends of ELC operated at a very small scale at that time with weak attendance and minimal action. The Friends of ELC picked up strength at the end of AY23, but only by parents of graduating seniors to support the graduation ceremony. At the end of AY24, the group rebranded itself - Friends **and Families** of ELC - and has become a robust, highly active and organized parent group. FFoELC meets regularly and



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION
Maine Charter School Commission



independent of ELC staff, opened a bank account, established email addresses for its officers tied to the school's G-suite account, and is actively supporting our largest group of incoming students and their families so they feel welcome and prepared for a successful high school experience. FFoELC has representatives of parents from grades 9, 10, and 12, and just orchestrated our fifth annual Ice Cream Social and Potluck with the highest attendance and greatest parent volunteer support yet.

Community Development:

The Clifford Arts & Student Center (the Cliff) has once again become a community hub for Unity and surrounding towns. The Cliff has also connected ELC with countless individuals and organizations that would not have otherwise associated with our school. The Cliff is a happenin' place. We hosted eight concerts, from classical & ragtime piano to celtic music, as fundraisers for our capital campaign. We hosted programs planned by other partner organizations, including a film for the Unity Public Library and a concert for Farwell Project. We hosted two films created by local students through the I Know ME program and the Game Loft that were attended by RSU3 board members. Our students managed the box office and sound engineering for these shows. Now with a brand new Cliff website (www.cliffordartscenter.org) funded by Unity's Economic Development Committee, we anticipate hosting many more exciting performances, films and events that will give our students real-world learning opportunities.

Applicant Evidence :

PDF icon
AY25 Daily Schedule ...

Uploaded on **8/28/2024**
by **Leza Packard**

Q36. Governance Plan

- 1. Governing Body
- 2. Governing Board Composition



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION

Maine Charter School Commission



1. Governing Body

The Ecology Learning Center Board has conducted comprehensive strategic planning over the past three summers. Initially, our goals focused on establishing clear charters for standing committees, developing a thorough vetting process for board members, and creating onboarding materials. Our commitment to continuous improvement is evident from our recent strategic planning session in June 2024, where we achieved two of three goals from the 2021-23 plan. Board self-assessment revealed strengths in meeting structure, purpose, and roles, but highlighted the need for a fundraising strategy and clear annual goals. We have incorporated these insights into our S.M.A.R.T. goals for the 2024-27 strategic plan: Stable Financial Health, Effective Governance and Effective Infrastructure.

2. Governing Board Composition

Beth Alma - Chair

Randy Fox - Vice Chair

Carol McGovern - Secretary

Chris Lewis - Treasurer

Tia Poulin - Member

Josh Kerksmar - Member

Donyse Babin - Member

Q37. Business and Financial Services

1. Budget

2. Financial Management

3. Facilities

4. Transportation

5. Insurance

6. Food Service



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION

Maine Charter School Commission



1. Budget

The budget remains extremely tight as it is driven primarily by the per-pupil subsidy from the state. Although the FY25 budget is based on 125 students, the state subsidy for the first six months of FY25 will remain based on 107 students, even as we incur the costs of the additional students and the additional infrastructure of the Clifford Arts & Student Center to support the student expansion. The June 2024 Strategic Plan of the Ecology Learning Center names Financial Health as one of three goals for the board of directors. It provides for fresh emphasis on braided fundraising, grant writing, and maximizing the business potential of The Clifford Arts & Student Center for potential new income streams.

2. Financial Management

Our new Operations Director, beginning August 2024, will integrate responsibility for managing accounting, human resources and federal grants for efficiency and quality, to support the Executive Director and dedicated Finance Committee chaired by the Board Treasurer. The Operations Director will supervise the bookkeeper.

3. Facilities

With the gift and purchase of The Clifford Arts & Student Center in February 2024, ELC roughly doubled the facility square footage owned by the school. We anticipate continuing to rent the annex building through our lease term (June 2026) but the need for that space remains a question after July 2026.

4. Transportation

We anticipate continuing to contract for transportation with RSU3 for students residing in the local public school district. For students beyond the district, we will continue to transport to/from school via our fleet of vans from "bus stops" within a 20 mile radius of ELC. We have budgeted for rotating replacement of vans beginning in FY25.

5. Insurance

The Ecology Learning Center maintains a commercial umbrella policy with Philadelphia Insurance Company. ELC's coverage includes property and general liability insurance, automobile insurance, D&O insurance, and workers' compensation insurance. August 2020 through August 2024 ELC has



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION Maine Charter School Commission



offered participation in health insurance, dental, and vision insurance to full-time employees, with ELC paying a very significant portion of the premium. Few employees took advantage of this option and yet costs were doubling. For FY25 we have not budgeted for this employee benefit, but hope to revisit affordable health insurance options to offer employees in FY26 and beyond.

6. Food Service

ELC will continue to offer our students daily healthy and delicious, free breakfasts and lunches. Beginning in Sept 2024, ELC will be able to fulfill a goal of preparing student breakfast and lunch on site in our commercial kitchen rather than renting a kitchen off site or purchasing prepared meals, allowing easier and more regular student participation in food preparation, and whole-group dining opportunities. We plan to expand our farm to table cafeteria, incorporating more local food sources. ELC plans to develop and offer an elective course in Local Food Systems/Culinary Arts.

Q38. Education Service Providers

The ELC does not have an education service provider.



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



5. Addressing Special Issues

Q39. This section provides the opportunity to address special issues that the school foresees may have a dramatic impact on the school's educational programs, governance, facilities, services, or budget and to address concerns raised in the Maine Charter School Commission's Performance Report for Renewal.

The Board and school community recognize the significant potential that the Clifford Arts and Student Center offers. We are developing specific coursework and experiences for the 2024-25 school year to leverage this opportunity fully. We understand that careful planning, along with a commitment to plan, implement, review, and revise, will be crucial for maximizing these opportunities.

As we develop balanced budgets, we must consider the true costs of running and maintaining the facility. The Board is aware that revenue may be generated through rental fees and recently (in August 2024) approved a policy and rental agreement for this purpose. Additionally, a robust fundraising plan is essential. This summer, the Board set specific goals and action steps to create and implement an effective fundraising strategy.



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION
Maine Charter School Commission



6. Governing Board Turnover

Q40. Governing Board Turnover Please complete the Governing Board Turnover spreadsheet (attached as a resource to this question). List the number of board members joining and leaving the board in each school year of the current charter period.

Upload Required File Type: excel Max File Size: 30 Total Files Count: 5

Applicant Comments :

In AY21, many of the board members who had helped found the school in 2018-2020 stayed on just long enough for the school to open, then resigned. Their term had ended and / or they were tired, having carried the school from a concept into operation, no less during Covid. So while we gained 5 members during the excitement of the school opening, we also lost 3 members that first year.

In AY22, we similarly lost board members due to fatigue from founding the school.

In AY23, we lost board members due to internal tension (3 friends resigned in succession).

In AY24, the board successfully recruited new members, and 2 left due to personal schedules.

Resources


Governing Board Tu...



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



Applicant Evidence :


Governing Board Tu...

Uploaded on **8/28/2024**
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2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION
Maine Charter School Commission




7. Staff Turnover


Q41. Staffing and Staff Turnover Please complete the Staffing and Staff Turnover table below. List the following information for each year of the current charter period: the number of administrators, teachers, and other staff (actual member and FTE) and the number of departures of administrators, teachers, and other staff during and at the end of each school year. Provide a brief explanation of administrator and teacher departures.

Upload Required File Type: excel Max File Size: 30 Total Files Count: 5

Resources


Staffing and Staff Tu...

Applicant Evidence :


Staffing and Staff Tu...

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Q42. Explanation of Staff Turnover:



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



Administrators include Head of School, Dean of Students, and part time Special Ed Director.

Teachers include Ed Tech IIIs, special education teachers, and electives teachers.

Other Staff include custodians, van drivers, bookkeepers, and administrative assistants.

In AY21, the first year of operation and in the thick of Covid, we had to terminate a full time general education teacher's employment due to a breach of their contract. Following closely after, a full time Ed Tech III left for a higher paying gen ed teaching position at a district school. The art teachers were all part time, with inadequate space and materials, so three art teachers came and went.

Since AY21 we've had a much more stable teaching staff. However, there has been significant turnover in the bookkeepers and administrative assistants. The increase in other staff in AY24 was due to van drivers and establishing the Operations Manager position. We hope to secure a highly-skilled, stable bookkeeper & admin assistant.



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION
Maine Charter School Commission




8. Student Turnover


Q43. **Student Turnover** Please complete the Student Turnover table below. List the following information for each year of the current charter period: the number of students and the number of departures of students during and at the end of each school year. Provide a brief explanation of student departures.

Upload Required File Type: excel Max File Size: 30 Total Files Count: 5

Resources


Student Turnover Sp...

Applicant Evidence :


Student Turnover Sp...

Uploaded on **8/28/2024**
by **Leza Packard**

Q44. **Explanation of Student Turnover:**



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



In AY22, the one departure was due to students returning to their sending school for larger class sizes and AP courses.

In AY23 the two departures were due to students wanting to return to homeschooling, and adulthood.

In AY24, the three departures were due to 1) seeking a more rigorous arts curriculum, 2) transportation, 3) needing behavioral and mental health support. The one departure at the end of the year was due to transportation needs.



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission




9. Projected Budget

Q45. Please provide a copy of your 3-Year Financial Projection which includes a balance sheet.

Upload Required File Type: pdf, excel, word Max File Size: 30 Total Files Count: 1

Applicant Evidence :


FY25-27 3-Year Finan...

Uploaded on **8/28/2024**
by **Leza Packard**



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



10. Signatures

Q46.


Renewal Application Certification/Signature of School Leader

Signature

Lisa Packard

Q47.

Date of Application Approval by the School Leader

Wed Aug 28 2024 (Easterr 

Q48.

Name of School Leader

Lēza Packard

Q49.

Renewal Application Certification/Signature of the Board Chair



2024 MAINE CHARTER SCHOOL COMMISSION - RENEWAL APPLICATION
Maine Charter School Commission



Signature

Elizabeth Alma

Q50.

Date of Application Approval by the School's Governing Board

Wed Aug 28 2024 (Easterr)

Q51.

Name of Board Chair

Elizabeth Alma

Final Status

Reject Approve

Approver Comments



**2024 MAINE CHARTER SCHOOL COMMISSION -
RENEWAL APPLICATION**
Maine Charter School Commission



Table X: Academic Performance-Related Evidence & Supplemental Data

Accuplacer Spring 2023-2024	2023	2024
Percentage of Students Assessed	100%	93%
Percentage of Students with College Readiness Indicator of 239 or above in reading	35%	77%
Percentage of Students with College Readiness Indicator of 226 or above in math	53%	71.4%

SAT Spring 2023-2024	2023	2024
Percentage of Students Assessed	100%	100%
Percentage of Students with EBRW of 530 or higher in reading	22%	85%
Percentage of Students with EBRW of 520 or higher in math	11%	67%

Fall to Spring 2021-2024				
Meeting Projected RIT - MATH				
	Spring 2021	Spring 2022	Spring 2023	Spring 2024
	percentage	percentage	percentage	percentage
Grade 9	48	67	45	42
Grade 10	71	60	59	58
Grade 11		55	52	55
Meeting Projected RIT - READING				
	Spring 2021	Spring 2022	Spring 2023	Spring 2024
	percentage	percentage	percentage	percentage
Grade 9	50	61	60	46
Grade 10	35	83	55	17
Grade 11		82	67	36
KEY				
Class of	Class of	Class of	Class of	Class of 2028

AY23 Passion Project Data

Advisory	Beech	Birch	Cedar	Maple	Oak	Pine	Poplar	Spruce		
Final Grades	95	92	94		95	100	88	90		incomplete
	98	85	81	85	95	100	76	80		
	96	90	79	80	64	93	75	90		
	87	52	91	80	84	93	100	100		
	70	93	72	70	77	94	81	95		
	100	93	85	95	98	92	76	70		
	90	70	83	82	87		87	100		
	97	62	99	85	83	96	100			
	100	95	85	92	88	94	88	75		
	84	82	74		82	96	92	95		
	93	64	95	70	98	94	77	90		
			86	88	94	96	78			
				88			85			
				95		92				
Advisory Total	1010	878	1024	1010	1045	1140	1103	885	8095	/ 9300
Average Grade	92	79.8	85.3	84.2	87.1	95	84.8	88.5	87	/100
# complete	11	11	12	12	12	12	13	10	93	
total assigned	11	12	14	14	12	14	13	11	101	
incompletes		1	2	2	0	2	0	1	8	
Custom Target Goal:										
EXCEEDS	With a goal of 95%, at least 75% of students will earn an overall score of 80%-100% on their Passion Project.					80% of students earned a score of 80%-100%				
						74 / 93 earned 80%-100% Not counting incompletes				
MEETS	With a goal of 95%, at least 65% of students will earn an overall score of 80%-100% on their Passion Project.					65% of students earned a score of 80%-100%				
						66 / 101 earned 80%-100% Counting incompletes as 0%				
Does Not Meet	With a goal of 95%, at least 55% of students will earn an overall score of 80%-100% on their Passion Project.									
Falls Far Below	With a goal of 95%, lower than 45% of students earn an overall score of 80%-100% on their Passion Project.									

AY24 Passion Project Data

Advisory	Beech	Birch	Cedar	Maple	Oak	Pine	Poplar	Spruce		
Final Grades	100	90		69	95	98	90	99		incomplete
	90	70	65	100	100	95	95	95		
	90	80	93	92	60	91		99		
	78	53	92	97	85	92	94	77		
	100	100		100	70	98	84	80		
	93	66	100	77	75	91	93	70		
	80	87	94	98	75	80	90	85		
	100	85	76	87	100	95	70	95		
	90	61	99	90.5	95	94	100	72		
	90	70	80	81	70	92		92		
	90	58	93	100	95	100	93	83		
	98	76			70			84		
	85	76			100	86	72			
	99					92				
Advisory Total	1283	972	792	991.5	1090	1204	881	1031	8244.5	/9500
Average Grade	91	75	88	90	84	93	88	86	87	/100
# complete	14	13	9	11	13	13	10	12	95	
total assigned	14	13	13	11	13	14	13	12	103	
incompletes	0	0	4	0	0	1	3	0	8	
Custom Target Goal:										
EXCEEDS	With a goal of 95%, at least 75% of students will earn an overall score of 80%-100% on their Passion Project.						75% of students earned a score of 80%-100%			
							71 / 95 earned 80%-100%			
MEETS	With a goal of 95%, at least 65% of students will earn an overall score of 80%-100% on their Passion Project.									
Does Not Meet	With a goal of 95%, at least 55% of students will earn an overall score of 80%-100% on their Passion Project.									
Falls Far Below	With a goal of 95%, lower than 45% of students earn an overall score of 80%-100% on their Passion Project.									

ADVENTURE WEDNESDAYS AY 23

Date	Participants	% of school population (between 97-100 students)
October 19, 2022	76	76%
November 18, 2022	78	78%
January 25, 2023	90	90%
March 1, 2023	77	78%
April 12, 2023	80	82%
TOTALS	404 Participant days	81% -5% AY22

ORIENTATIONS AND EXPEDITIONS AY 23

ORIENTATIONS August 31-September 2, 2022		
Grade	Participants	% of grade
9th	18	90%
10th	20	83%
11th	26	84%
12th	16	67%
TOTALS	240 Participant days	81% of total school
EXPEDITIONS May 30-June 2, 2023		
Grade	Participants	% of grade
11th	22	90%
<i>11th alternative</i>	<i>5 (5 field days)</i>	
12th	11	92%
<i>12th alternative</i>	<i>11 (11 field days)</i>	
TOTALS	148	91%
AY 23 TOTAL FIELD DAYS	792 Participant days +23% AY 22	

ADVENTURE WEDNESDAYS AY 24

Date	Participants	% of school population
Sep 13, 2023	82	84%
Oct 18, 2023	85	87%
Nov 8, 2023	81	83%
Dec 13, 2023	82	83%
Feb 7, 2024	66	69%
Mar 13, 2024	80 (avg)	82% (avg)
Apr 10, 2024	81	85%
May 8, 2024	80 (avg)	82% (avg)
TOTALS	637* Participant days	82% of total school +1% AY 23

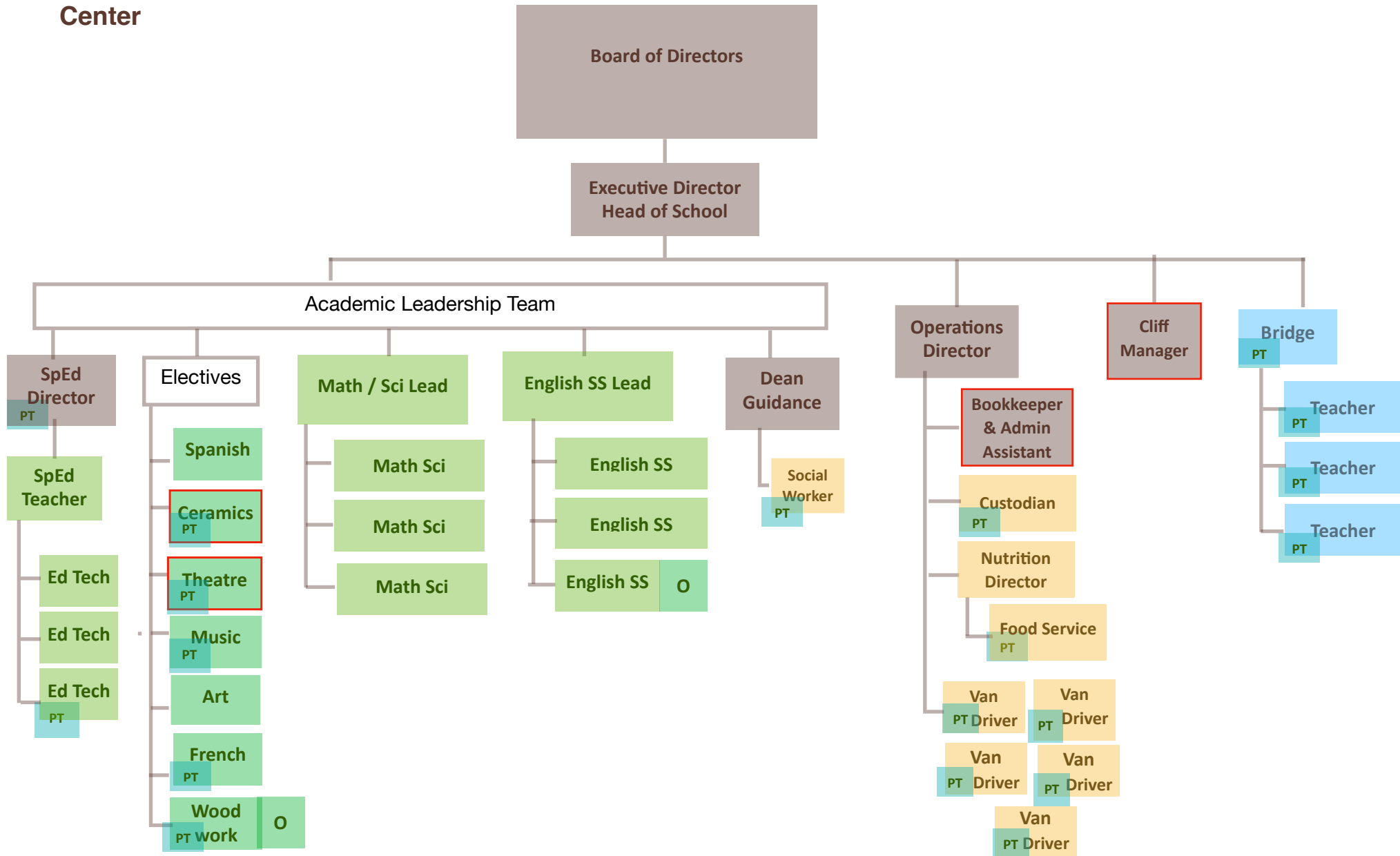
ORIENTATIONS AND EXPEDITIONS AY 24

ORIENTATIONS August 30-September 1, 2023		
Grade	Participants	% of grade
9th	24	96% +6% AY 23
10th	23	88% +5% AY 23
11th	24	96% +12% AY 23
12th	23	85% +18% AY 23
TOTALS	258 Participant days	91% of total school +10% AY 23
EXPEDITIONS & EXPLORATIONS May 28-31, 2024		
Grade	Participants	% of grade
9th & 10th	43 (172 field days)	unknown
11th	22 (88 field days)	100% +10% AY 23
11th alternative	5 (5 field days)	
12th	16 (64 field days)	78% -14% AY23

<i>12th alternative</i>	5 (5 field days)	
EXPED/ EXPLORE TOTALS	334 Participant days	89% -2% AY23
AY 24 TOTAL (Orientation, Adv Weds, Exped/Explore)	1,229 Participant days +64% AY 23	

Organizational Chart: AY25

Enrollment: 120



O = Outdoor Programs PT = Part Time Red Border = New Position

AY25 Daily Schedule

Times	Monday & Thursday	Tuesday & Friday	
8:35-9:25	A	A	(50 min)
9:30-10:20	B	B	(50 min)
10:25-11:50	C	E	(85 min)
11:55-12:05	All School Announcements		(10 min)
12:10-12:45	Lunch		(35 min)
12:45-12:55	Chores		(10 min)
1:00-2:25	D	F	(85 min)
Times	Work & Wellness Wednesday		
8:35-9:25	Academic Support with Advisory		(50 min)
9:30-9:55	Community Meeting		(25 min)
10:00-11:50	AM Course		(110 min)
11:55-12:30	lunch		(35 min)
12:35-2:25	PM Course		(110 min)

School Year	Total Membership	Members Joining	Members Departing	
2020-2021	6	5	3	
2021-2022	8	5	4	
2022-2023	5	2	4	
2023-2024	7	4	2	

	2020-2021	2021-2022	2022-2023	2023-2024
Administrators				
Number and FTEs	3 2.2 FTEs	3 2.2 FTEs	3 2.2 FTEs	4 3.2 FTEs
Departures during school year	0	0	1 (0.2 FTEs)	0
Departures at end of school year	0	1 (0.2 FTEs)	0	1 (1 FTEs)
Teachers				
Number and FTEs	7 5.1 FTEs	11 10.3 FTEs	14 (12.5 FTEs)	19 (14 FTEs)
Departures during school year	4 (2.4 FTEs)	0	0	0
Departures at end of school year	2 (0.4 FTEs)	3 2.2 FTEs	1 0.3 FTEs	1 0.3 FTEs
Other Staff				
Number and FTEs	4 (1.1 FTEs)	5 (3 FTEs)	7 (4.5 FTEs)	11 (6.9 FTEs)
Departures during school year	2 (0.5 FTEs)	1 (1 FTEs)	0	1 (1 FTEs)
Departures at end of school year	2 (0.4 FTEs)	1 (0.4 FTEs)	2 (1.2 FTEs)	3 (2.4 FTEs)

	2020-2021	2021-2022	2022-2023	2023-2024
Number of Students	48	77	98	106
Departures during school year	0	1	2	3
Departures at end of school year	0	0	0	1

This document was exported from Numbers. Each table was converted to an Excel worksheet. All other objects on each Numbers sheet were placed on separate worksheets. Please be aware that formula calculations may differ in Excel.

Numbers Sheet Name	Numbers Table Name	Excel Worksheet Name
P&L Monthly comm	Table 1	P&L Monthly comm
Bal Sht Mnthly Comm	Table 1	Bal Sht Mnthly Comm
Cashflow Comm	Table 1	Cashflow Comm
Inc State Compared Comm	Table 1	Inc State Compared Comm
Revenue Compared Comm	Table 1	Revenue Compared Comm
CAPEX Comm	Table 1	CAPEX Comm
P&L Monthly detail	Table 1	P&L Monthly detail
24 est vs 25 bud	Table 1	24 est vs 25 bud
Inc State Compared BOD	Table 1	Inc State Compared BOD
Revenue Compared BOD	Table 1	Revenue Compared BOD
Balance Sheet	Table 1	Balance Sheet
Veh Depr	Table 1	Veh Depr
Loan Amort	Table 1	Loan Amort
25 bud draft vs 25 bud	Table 1	25 bud draft vs 25 bud
Sheet2	Table 1	Sheet2
old - working budget FY25	Table 1	old - working budget FY25

**Ecology Learning Center
Pro Forma Inc. Statement**

	Jul-24	Aug-24
Revenue		
DOE monthly funding	103,357	103,357
Title Grants	-	-
School lunch reimbursement	-	-
IDEA 5-20	-	-
Donations	5,833	5,833
Private Grants	-	-
Cliff Revenue (42 Depot St)	3,583	3,583
TIF and School fundraising	125	6,125
All Other	808	808
Total Revenue	113,707	119,707
Operating Expenses		
Regular Classroom Instruction	2,654	20,453
Special Education Services	200	7,241
Supplemental Program Services	1,817	11,506
Campus Facilities	11,408	12,453
Transportation	1,250	4,547
Food Service	358	3,413
Campus Administration and Support	2,213	11,399
Interest Expense	1,275	1,304

Depreciation Expense - Vehicles	2,880	2,880
Depreciation Expense - All Other	3,359	3,359
Total Operating Expenses	27,414	78,555
Net Income(Loss)	86,293	41,152
EBITDA	93,807	48,695

Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25
103,357	103,357	103,357	103,357	138,131	138,131	138,131	138,131	138,131
12,748	-	4,443	4,443	4,443	4,443	4,443	4,443	4,443
-	-	5,125	5,125	5,125	5,125	5,125	5,125	5,125
-	-	4,875	4,875	4,875	4,875	4,875	4,875	4,875
5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833
-	-	-	-	-	-	-	-	-
3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583
20,125	125	125	125	10,125	125	125	125	125
808	919	919	919	919	919	919	919	919
146,455	113,818	128,261	128,261	173,035	163,035	163,035	163,035	163,035
38,252	38,252	38,252	38,252	56,051	38,252	38,252	38,252	38,252
15,082	15,082	15,082	15,082	22,123	15,082	15,082	15,082	15,082
28,546	21,296	21,296	21,296	30,985	21,296	21,296	21,296	29,546
13,497	13,497	13,497	14,422	15,467	14,422	14,422	13,497	13,497
15,145	15,145	15,145	15,145	18,442	15,145	15,145	15,145	15,145
10,577	10,577	10,577	10,577	13,631	10,577	10,577	10,577	10,577
31,086	20,586	20,586	21,186	30,373	21,221	21,186	21,186	21,186
1,290	1,236	1,263	1,209	1,235	1,221	1,090	1,192	1,140

2,880	2,303	2,303	2,303	2,303	2,303	2,303	2,303	2,303
3,359	3,359	3,359	3,359	3,359	3,359	3,359	3,359	3,359
159,714	141,333	141,360	142,831	193,969	142,878	142,712	141,889	150,086
(13,259)	(27,514)	(13,099)	(14,570)	(20,934)	20,157	20,323	21,146	12,948
(5,730)	(20,617)	(6,174)	(7,699)	(14,037)	27,040	27,075	28,000	19,750

Jun-25	FY 2025	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26
138,132	1,448,929	123,637	123,637	123,637	123,637	123,637	123,637	123,637
4,443	48,291	-	-	15,043	-	5,243	5,243	5,243
5,125	41,000	-	-	-	-	5,125	5,125	5,125
4,875	39,000	-	-	-	-	5,753	5,753	5,753
5,833	70,000	5,833	5,833	5,833	5,833	5,833	5,833	5,833
-	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000
3,583	43,000	5,500	5,500	5,500	5,300	5,300	5,500	5,300
125	37,500	125	6,125	20,125	125	125	125	10,125
919	10,700	1,477	1,477	1,477	1,588	1,588	1,588	1,588
163,036	1,738,420	138,573	144,573	173,615	138,484	154,604	154,804	164,604
	-							
106,157	491,334	2,775	21,451	40,127	40,127	40,127	40,127	58,804
26,934	177,155	210	7,603	15,836	15,836	15,836	15,836	23,229
31,969	262,141	1,881	12,055	29,897	22,334	22,334	22,334	32,508
13,497	163,579	12,479	13,576	14,672	14,672	14,672	15,736	16,833
15,145	160,540	1,438	4,900	16,157	16,157	16,157	16,157	19,619
18,256	120,273	366	3,573	10,984	10,984	10,984	10,984	14,191
56,221	278,430	3,805	13,451	34,123	23,098	22,898	22,898	32,544
1,163	14,616	1,111	1,134	1,119	1,069	1,089	1,039	1,059

2,886	29,950	2,886	2,886	2,886	2,886	2,886	2,886	2,886
3,359	40,308	3,359	3,359	3,359	3,359	3,359	3,359	3,359
275,586	1,738,326	30,311	83,988	169,161	150,523	150,343	151,357	205,032
(112,550)	-	108,262	60,585	4,455	(12,039)	4,261	3,447	(40,428)
(105,142)	84,968	115,619	67,964	11,819	(4,725)	11,595	10,732	(33,124)

Feb-26	Mar-26	Apr-26	May-26	Jun-26	FY 2026	Jul-26	Aug-26	Sep-26
123,637	123,637	123,637	123,637	123,637	1,483,648	128,630	128,630	128,630
5,243	5,243	5,243	5,243	5,243	56,983	-	-	15,398
5,125	5,125	5,125	5,125	5,125	41,000	-	-	-
5,753	5,753	5,753	5,753	5,753	46,020	-	-	-
5,833	5,833	5,833	5,833	5,833	70,000	5,833	5,833	5,833
2,000	2,000	2,000	2,000	2,000	24,000	5,000	5,000	5,000
5,300	5,300	5,300	5,300	5,300	64,400	6,500	6,500	6,500
125	125	125	125	125	37,500	125	6,125	20,125
1,588	1,588	1,588	1,588	1,588	18,726	2,313	2,313	2,313
154,604	154,604	154,604	154,604	154,604	1,842,277	148,401	154,401	183,799
					-			
40,127	40,127	40,127	40,127	111,427	515,474	2,903	22,500	42,098
15,836	15,836	15,836	15,836	28,280	186,013	221	7,983	16,628
22,334	22,334	22,334	30,897	33,541	274,783	1,949	12,632	31,315
15,736	15,736	14,672	14,672	14,672	178,130	11,407	12,559	13,710
16,157	16,157	16,157	16,157	16,157	171,367	1,653	5,288	17,258
10,984	10,984	10,984	10,984	19,047	125,053	374	3,742	11,410
22,934	22,898	22,898	22,898	59,452	303,894	8,317	18,446	40,150
1,044	929	1,012	965	981	12,551	934	950	934

2,886	2,886	2,886	2,886	2,886	34,637	2,886	2,886	2,886
3,359	3,359	3,359	3,359	3,359	40,308	3,359	3,359	3,359
151,398	151,247	150,267	158,781	289,803	1,842,211	34,004	90,345	179,749
3,206	3,357	4,337	(4,177)	(135,199)	-	114,397	64,056	4,051
10,495	10,532	11,595	3,033	(127,972)	87,562	121,577	71,251	11,230

Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	FY 2027
128,630	128,630	128,630	128,630	128,630	128,630	128,630	128,630	128,630	1,543,564
-	5,366	5,366	5,366	5,366	5,366	5,366	5,366	5,366	58,329
-	5,145	5,145	5,145	5,145	5,145	5,145	5,145	5,145	41,162
-	5,888	5,888	5,888	5,888	5,888	5,888	5,888	5,888	47,107
5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	70,000
5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
6,300	6,300	6,500	6,300	6,300	6,300	6,300	6,300	6,300	76,400
125	125	125	10,125	125	125	125	125	125	37,500
2,424	2,424	2,424	2,424	2,424	2,424	2,424	2,424	2,527	28,855
148,312	164,712	164,912	174,712	164,712	164,712	164,712	164,712	164,815	1,962,917
									-
42,098	42,098	42,098	61,695	42,098	42,098	42,098	42,098	116,962	540,841
16,628	16,628	16,628	24,391	16,628	16,628	16,628	16,628	29,694	195,313
23,425	23,425	23,425	34,107	23,425	23,425	23,425	32,315	35,192	288,058
13,710	13,710	14,934	16,085	14,934	14,934	13,710	13,710	13,710	167,116
17,258	17,258	17,258	20,893	17,258	17,258	17,258	17,258	17,258	183,156
11,410	11,410	11,410	14,777	11,410	11,410	11,410	11,410	19,876	130,048
28,574	28,574	28,574	38,703	28,613	28,674	28,674	28,674	67,085	373,058
888	901	857	869	852	755	819	776	785	10,320

2,886	2,886	2,886	2,886	2,886	2,886	2,886	2,886	2,886	34,637
3,359	3,359	3,359	3,359	3,359	3,359	3,359	3,359	3,359	40,308
160,236	160,249	161,428	217,765	161,462	161,426	160,267	169,115	306,808	1,962,854
(11,924)	4,463	3,484	(43,053)	3,250	3,286	4,446	(4,402)	(141,993)	-
(4,790)	11,610	10,587	(35,939)	10,348	10,287	11,510	2,619	(134,962)	62
									85,327

Ecology Learning Center												
Pro Forma Balance Sheet												
	FY 2025											
	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Assets:												
Current assets:												
Cash	122,068	140,597	131,368	107,252	97,579	86,381	68,845	92,386	105,963	130,464	146,715	83,074
Accounts Receivable	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352
Total current assets	127,420	145,949	136,720	112,604	102,931	91,733	74,197	97,738	111,315	135,816	152,067	88,426
Equipment & Technology	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976
Vehicles	172,785	172,785	172,785	172,785	172,785	172,785	172,785	172,785	172,785	172,785	172,785	207,785
230 Main St Building	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000
Main St. Land (Farrar)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	40,000	40,000	40,000	40,000
42 Depot Street (Cliff)	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100
A/D non-building	(45,081)	(47,961)	(50,841)	(53,144)	(55,447)	(57,750)	(60,053)	(62,356)	(64,659)	(66,962)	(69,265)	(72,152)
A/D Building/Building Improv.	(76,089)	(79,448)	(82,807)	(86,166)	(89,525)	(92,884)	(96,243)	(99,602)	(102,961)	(106,320)	(109,679)	(113,038)
Building Improvement	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715
Total Fixed Assets, net	1,602,406	1,596,167	1,589,928	1,584,266	1,578,604	1,572,942	1,567,280	1,561,618	1,565,956	1,560,294	1,554,632	1,583,386
Total assets	1,729,825	1,742,116	1,726,648	1,696,870	1,681,535	1,664,676	1,641,477	1,659,356	1,677,270	1,696,110	1,706,699	1,671,812
Liabilities and equity:												
Current liabilities:												
Accr Summer Payroll	26,667											80,000
Payroll Liab	161	161	161	161	161	161	161	161	161	161	161	161
MainePERS	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491
Total current liabilities	28,319	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	81,652
BSB Loan for 230 Main	173,087	172,475	171,861	171,225	170,606	169,965	169,342	168,717	168,030	167,400	166,747	166,113
Vehicle Loan FY 23	14,465	14,157	13,846	13,531	13,217	12,898	12,579	12,259	11,928	11,604	11,274	10,945
Vehicle Loan FY 24	78,838	77,563	76,279	74,967	73,664	72,334	71,011	69,679	68,287	66,935	65,557	64,185
Total liabilities	294,709	265,847	263,639	261,375	259,139	256,849	254,585	252,307	249,897	247,590	245,231	322,895
Unrestricted Net Assets	1,348,824	1,348,824	1,348,824	1,348,824	1,348,824	1,348,824	1,348,824	1,348,824	1,348,824	1,348,824	1,348,824	1,348,824
Net Income (current FY)	86,293	127,445	114,186	86,672	73,573	59,003	38,069	58,226	78,549	99,696	112,644	94
Total liabilities and equity	1,729,826	1,742,116	1,726,648	1,696,871	1,681,536	1,664,676	1,641,478	1,659,357	1,677,271	1,696,110	1,706,699	1,671,813

FY 2026											FY 2027			
Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	
141,861	179,659	187,979	179,755	187,852	195,085	158,462	165,458	172,491	180,587	180,121	128,650	193,394	234,480	
5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	
147,213	185,011	193,331	185,107	193,204	200,437	163,814	170,810	177,843	185,939	185,473	134,002	198,746	239,832	
29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	
207,785	207,785	207,785	207,785	207,785	207,785	207,785	207,785	207,785	207,785	207,785	207,785	207,785	207,785	
405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	
40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	
(75,038)	(77,925)	(80,811)	(83,697)	(86,584)	(89,470)	(92,357)	(95,243)	(98,129)	(101,016)	(103,902)	(106,789)	(109,675)	(112,561)	
(116,397)	(119,756)	(123,115)	(126,474)	(129,833)	(133,192)	(136,551)	(139,910)	(143,269)	(146,628)	(149,987)	(153,346)	(156,705)	(160,064)	
199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	
1,577,141	1,570,896	1,564,650	1,558,405	1,552,159	1,545,914	1,539,669	1,533,423	1,527,178	1,520,932	1,514,687	1,508,442	1,502,196	1,495,951	
1,724,354	1,755,906	1,757,981	1,743,512	1,745,363	1,746,351	1,703,483	1,704,233	1,705,020	1,706,871	1,700,160	1,642,443	1,700,942	1,735,783	
26,667											80,000	26,667		
161	161	161	161	161	161	161	161	161	161	161	161	161	161	
1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	
28,319	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	81,652	28,319	1,652	
165,456	164,816	164,174	163,511	162,864	162,196	161,544	160,891	160,177	159,519	158,838	158,175	157,490	156,821	
10,612	10,279	9,943	9,604	9,264	8,920	8,576	8,229	7,876	7,525	7,170	6,814	6,455	6,095	
62,788	61,395	59,993	58,566	57,142	55,695	54,250	52,796	51,293	49,816	48,317	46,818	45,298	43,777	
267,174	238,142	235,762	233,332	230,922	228,463	226,023	223,568	220,997	218,511	215,977	293,459	237,562	208,346	
1,348,918	1,348,918	1,348,918	1,348,918	1,348,918	1,348,918	1,348,918	1,348,918	1,348,918	1,348,918	1,348,918	1,348,918	1,348,984	1,348,984	
108,262	168,847	173,302	161,263	165,524	168,970	128,542	131,748	135,105	139,443	135,265	67	114,397	178,453	
1,724,354	1,755,907	1,757,982	1,743,513	1,745,364	1,746,351	1,703,483	1,704,233	1,705,021	1,706,872	1,700,160	1,642,444	1,700,943	1,735,783	

Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27
	-								
242,211	233,922	242,033	249,121	209,683	216,532	223,320	231,331	230,451	171,990
5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352	5,352
247,563	239,274	247,385	254,473	215,035	221,884	228,672	236,683	235,803	177,342
			-						
29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976	29,976
207,785	207,785	207,785	207,785	207,785	207,785	207,785	207,785	207,785	207,785
405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000
40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100	886,100
(115,448)	(118,334)	(121,221)	(124,107)	(126,993)	(129,880)	(132,766)	(135,653)	(138,539)	(141,425)
(163,423)	(166,782)	(170,141)	(173,500)	(176,859)	(180,218)	(183,577)	(186,936)	(190,295)	(193,654)
199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715	199,715
1,489,705	1,483,460	1,477,215	1,470,969	1,464,724	1,458,478	1,452,233	1,445,988	1,439,742	1,433,497
1,737,268	1,722,734	1,724,600	1,725,442	1,679,759	1,680,363	1,680,905	1,682,670	1,675,545	1,610,839
									80,000
161	161	161	161	161	161	161	161	161	161
1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1,491
1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	81,652
156,150	155,458	154,782	154,085	153,404	152,720	151,980	151,291	150,582	149,888
5,733	5,367	5,000	4,629	4,257	3,883	3,504	3,125	2,742	2,358
42,246	40,693	39,139	37,564	35,987	34,398	32,774	31,162	29,530	27,894
205,780	203,170	200,572	197,930	195,300	192,653	189,909	187,229	184,506	261,792
1,348,984	1,348,984	1,348,984	1,348,984	1,348,984	1,348,984	1,348,984	1,348,984	1,348,984	1,348,984
182,504	170,580	175,043	178,528	135,475	138,725	142,011	146,457	142,055	62
1,737,269	1,722,734	1,724,600	1,725,442	1,679,759	1,680,363	1,680,905	1,682,671	1,675,546	1,610,839

Ecology Learning Center
Pro Forma Cashflow

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Operating Activities												
Net Income ecl tax	86,293	41,152	(13,259)	(27,514)	(13,099)	(14,570)	(20,934)	20,157	20,323	21,146	12,948	(112,550)
Adjustments:												
Accrued Summer Payroll	(53,333)	(26,667)	-	-	-	-	-	-	-	-	-	80,000
Depreciation	6,239	6,239	6,239	5,662	5,662	5,662	5,662	5,662	5,662	5,662	5,662	6,245
Net Cash provided by Ops	39,199	20,724	(7,020)	(21,852)	(7,437)	(8,908)	(15,272)	25,819	25,985	26,808	18,611	(26,305)
Investing activities												
Vehicles												(35,000)
Land (Main st)									(10,000)			
Building												
Furn, Fixture & equipment												
All Other												
Net cash provided by Investing	-	-	-	-	-	-	-	-	(10,000)	-	-	(35,000)
Financing Activities												
BSB Loan for 230 Main	(630)	(612)	(614)	(636)	(618)	(641)	(623)	(625)	(687)	(630)	(652)	(635)
Vehicle Loan FY 23	(309)	(308)	(310)	(315)	(314)	(319)	(318)	(321)	(330)	(325)	(329)	(329)
Vehicle Loan FY 24	(1,285)	(1,275)	(1,284)	(1,312)	(1,303)	(1,330)	(1,323)	(1,332)	(1,391)	(1,352)	(1,378)	(1,372)
Net cash provided by Financing	(2,224)	(2,195)	(2,209)	(2,263)	(2,236)	(2,290)	(2,264)	(2,278)	(2,409)	(2,307)	(2,359)	(2,336)
Net cash increase for the period	36,975	18,529	(9,229)	(24,116)	(9,673)	(11,198)	(17,536)	23,541	13,576	24,501	16,251	(63,641)
Cash at the beginning of period	85,093	122,068	140,597	131,368	107,252	97,579	86,381	68,845	92,386	105,963	130,464	146,715
Cash at end of period	122,068	140,597	131,368	107,252	97,579	86,381	68,845	92,386	105,963	130,464	146,715	83,074

Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26
108,262	60,585	4,455	(12,039)	4,261	3,447	(40,428)	3,206	3,357	4,337	(4,177)	(135,199)	114,397	64,056	4,051
(53,333) 6,245	(26,667) 6,245	- 6,245	- 6,245	- 6,245	- 6,245	- 6,245	- 6,245	- 6,245	- 6,245	- 6,245	80,000 6,245	(53,333) 6,245	(26,667) 6,245	- 6,245
61,174	40,163	10,700	(5,793)	10,506	9,692	(34,183)	9,451	9,603	10,583	2,068	(48,953)	67,309	43,635	10,296
(657)	(640)	(642)	(664)	(647)	(668)	(651)	(654)	(713)	(659)	(680)	(664)	(685)	(669)	(671)
(333)	(333)	(335)	(340)	(340)	(344)	(344)	(346)	(354)	(351)	(355)	(355)	(359)	(360)	(362)
(1,397)	(1,392)	(1,403)	(1,427)	(1,423)	(1,447)	(1,444)	(1,455)	(1,503)	(1,477)	(1,499)	(1,498)	(1,520)	(1,520)	(1,532)
(2,388)	(2,365)	(2,380)	(2,430)	(2,410)	(2,459)	(2,440)	(2,455)	(2,570)	(2,486)	(2,534)	(2,518)	(2,564)	(2,549)	(2,565)
58,787	37,798	8,320	(8,224)	8,096	7,233	(36,623)	6,996	7,033	8,096	(466)	(51,471)	64,744	41,086	7,731
83,074	141,861	179,659	187,979	179,755	187,852	195,085	158,462	165,458	172,491	180,587	180,121	128,650	193,394	234,480
141,861	179,659	187,979	179,755	187,852	195,085	158,462	165,458	172,491	180,587	180,121	128,650	193,394	234,480	242,211

Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27
(11,924)	4,463	3,484	(43,053)	3,250	3,286	4,446	(4,402)	(141,993)
-	-	-	-	-	-	-	-	80,000
6,245	6,245	6,245	6,245	6,245	6,245	6,245	6,245	6,245
(5,678)	10,708	9,730	(36,807)	9,496	9,532	10,691	1,843	(55,747)
(692)	(676)	(697)	(681)	(684)	(740)	(689)	(709)	(694)
(366)	(367)	(371)	(372)	(374)	(379)	(379)	(382)	(384)
(1,553)	(1,554)	(1,575)	(1,577)	(1,589)	(1,625)	(1,612)	(1,631)	(1,636)
(2,611)	(2,597)	(2,642)	(2,630)	(2,647)	(2,744)	(2,680)	(2,723)	(2,714)
(8,289)	8,111	7,088	(39,438)	6,849	6,788	8,011	(880)	(58,461)
242,211	233,922	242,033	249,121	209,683	216,532	223,320	231,331	230,451
233,922	242,033	249,121	209,683	216,532	223,320	231,331	230,451	171,990

**Ecology Learning Center
Income Statement Comparison**

	FY 25 Bud		FY 25 Bud		FY 26 Bud		FY 27 Bud		
	FY 2024	FY 2024	FY 2025	% chng vs.	% chng vs.	FY 2026	% chng vs.	FY 2027	% chng vs.
	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>FY 24 Bud</u>	<u>FY 24 Est</u>	<u>Budget</u>	<u>FY 25 Bud</u>	<u>Budget</u>	<u>FY 26 Bud</u>
# of Students	106	106	May-00	18%	18%	127	2%	130	2%
Revenue	1,403,891	2,284,473	1,738,420	24%	-24%	1,842,277	6%	1,962,917	7%
Expenses									
Regular Classroom Instruction	468,737	524,387	491,334	5%	-6%	515,474	5%	540,841	5%
Special Education Services	156,895	173,560	177,155	13%	2%	186,013	5%	195,313	5%
Supplemental Program Services	174,868	151,271	262,141	50%	73%	274,783	5%	288,058	5%
Campus Facilities	92,343	128,825	163,579	77%	27%	178,130	9%	167,116	-6%
Transportation	108,738	168,845	160,540	807%	-5%	171,367	7%	183,156	7%
Food Service	115,242	84,424	120,273	11%	-29%	125,053	4%	130,048	4%
Campus Administration and Support	222,290	208,292	278,430	142%	230%	303,894	9%	373,058	23%
Interest Expense	17,695	13,739	14,616			12,551		10,320	
Depreciation Expense - Vehicles	26,042	26,042	29,950			34,637		34,637	
Depreciation Expense - All Other	17,593	24,564	40,308			40,308		40,308	
All Other	3,001	12,052	0						
Total Operating Expenses	1,403,444	1,516,000	1,738,326	24%	15%	1,842,211	6%	1,962,854	7%
Net Income(Loss)	447	768,473	94			67		62	

Ecology Learning Center Revenue Comparison

	FY 2024		FY 25 Bud		FY 25 Bud		FY 26 Bud		FY 27
	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>% chng vs. FY 24 Bud</u>	<u>% chng vs. FY 24 Est</u>	<u>Budget</u>	<u>% chng vs. FY 25 Bud</u>	<u>Budget</u>	<u>Bud</u>
									<u>% chng vs. FY 26 Bud</u>
Number of Students	106	106	125			127		130	
DOE monthly funding	1,199,035	1,194,917	1,448,929	21%	21%	1,483,648	2%	1,543,564	4%
Title Grants	44,756	1,111	48,291	8%	4248%	56,983	18%	58,329	2%
School lunch reimbursement	43,900	28,966	41,000	-7%	42%	41,000	0%	41,162	0%
IDEA 5-20	21,000	13,697	39,000	86%	185%	46,020	18%	47,107	2%
Donations	70,000	110,386	70,000	1183%	-37%	70,000	0%	70,000	0%
Private Grants			0			24,000		60,000	150%
Cliff Revenue (42 Depot St)		5,236	43,000			64,400	50%	76,400	19%
TIF and School fundraising	5,455	18,027	37,500			37,500	0%	37,500	0%
Cliff acquisition gifts		886,100							
All Other	19,745	26,032	10,700			18,726	75%	28,855	54%
Revenue	1,403,891	2,284,473	1,738,420	24%	-24%	1,842,277	6%	1,962,917	7%

**Ecology Learning Center
Capital Purchases**

Capital Purchase/Disposal- FY 2025 Budget

<u>Functional Area</u>	<u>Amount</u>	<u>Comment</u>
Transportation	35,000	Need for van redundancy Purch 6/25
Land	10,000	Final payment for Farrar land purchase
Facilities	(5,000)	Sale of two yellow buses by 9/24

Capital Purchase/Disposal- FY 2026 & 2027 Budget

Nothing was budgeted as we are still assessing the needs of CLIFF

Ecology Learning Center		
Income		
	401	State Subsidy
	401A	State Subsidy recalculated, January - June 2023
	450	Program Income
NEW	452	Facility Rental (Cliff)
	455	Rental Income
NEW	458	Event Admissions
	500	Special Revenue
	502	Title VB - Rural Education Achievement Program
	503	Title I
	504	Title IIA
NEW	506	Title III
	505	Title IV
	509	School Breakfast - Federal Reimbursement
	514	School Lunch - Federal Reimbursement free
	520	IDEA 5-20
	600	Other Revenue
	601	TIF Funds
	602	Misc Revenue
		BRIDGE PROGRAM
	607	9-12 Student Activity Fees
	609	Revenue from Maine Business Partners
	614	Staff Lunch Payments
	650	Fundraising Income
	652	General Fundraising/Grants
	653	Individual Donations/Contributions
	654	Unity Foundation
	700	Student Activity Accounts
	701	Yearbooks
	702	T-Shirt Sales
NEW	703	<i>Outdoor Opportunities/Trips</i>
		Carryover
		Total Income

Expenditures		
1000A	Instructional Services	
1000	Regular Classroom Instruction	
	1000	9-12 Reg Classroom Instruction
	1001	Teacher Salary
	1002	Teacher Benefit-Retirement
	1003	Teacher SS & Medicare
	1004	Teacher SUI
	1005	Teacher WC
	1006	Teacher Benefit-Health
	1001L	World Language Teacher Salary
NEW	1002L	World Language Teacher Benefit-Retirement
	1003L	World Language Teacher SS & Medicare
	1004L	World Language Teacher SUI
	1005L	World Language Teacher WC
	1041	Substitute Salary
	1043	Substitute SS & Medicare
	1044	Substitute SUI
	1045	Substitute WC
	1061	Lead Teacher Stipends
	1100	Books
	1101	Online Software Subscription
	1102	Online Periodicals Subscription
	1110	Instructional Supplies
	1111	Furniture & Equipment - Supply
	1115	Miscellaneous
	1117	Technology Hardware-Supply
	1123	Other Purchased Services
	1140	Field Trip Transportation
	1150	Staff Development & Training
	1151	Staff Development & Training Books
	1152	Membership Dues & Fees
	1180	Contracted Instructional Services
1300	Campus Title IA	
	1313	ED Tech III - Salary
	1314	ED Tech Benefit-Retirement
	1315	ED Tech - SS & Medicare
	1316	ED Tech - SUI

	1317	ED Tech - WC
	1318	Ed Tech Benefit-HEALTH
	1331	Coordinator-Stipend
	1332	Coordinator-Retirement
	1333	Coordinator-Medicare&Fica
	1334	Coordinator-SUI
	1336	Coordinator-Health
1600	Title IVA	
	1600H	
	1610H	Instructional Supplies
2000A	Special Education Services	
2000	Spec. ED Services- Gen Fund	
	2000H	9-12 Spec. Ed Serv- Gen Fund
	2110H	Supplies
	2160	Contracted Psychological Services
	2161	Contracted Occupational Therapy Services
	2162	Contracted Physical Therapy Services
	2163	SPED Contracted Services - Director
NEW	2170	SpEd Director Salary
	2173	SpEd Director S S & Medicare
	2174	SpEd Director SUI
	2175	SpEd Director WC
2300	Campus Speech/Language	
	2301H	Speech Path. Teacher Sal.
	2302	Speech Path. Teach Ben- Ret
	2303	Speech Path. Teach S S & Med
	2304	Speech Path. Teach SUI
	2305	Speech Path. Teach WC
	2360	Contracted Speech Services
2800	SPED Resource Room	
	2801	Teacher Salary
	2802	Teacher Benefit-Retirement
	2803	Teacher SS & Medicare
	2804	Teacher SUI
	2805	Teacher WC
	2806	Teacher Benefit-HEALTH
	2813	Ed Tech III - Salary
	2814	Ed Tech Benefit-Retirement

	2815	Ed Tech - SS & Medicare
	2816	Ed Tech - SUI
	2817	Ed Tech - WC
	2818	Ed Tech Benefit-HEALTH
	2851	Books
	2852	Supplies
	2862	Staff Development & Training
2900	Special Ed Admin & Support	
	2951	Office Supplies
	2964	Postage & Shipping
3800	IDEA Resource Room	
	3801	Teacher Salary
	3802	Teacher Benefit-Retirement
	3803	Teacher SS & Medicare
	3804	Teacher SUI
	3805	Teacher WC
	3813	Ed Tech III Salary
	3814	Ed Tech Benefit-Retirement
	3815	Ed Tech - SS & Medicare
	3816	Ed Tech - SUI
	3817	Ed Tech - WC
	3863	Special Ed Staff Training
4100	Supplemental Program Services	
		BRIDGE PROGRAM
	4101	Art/Music Teacher Salary
	4102	Art/Music Teacher Benefit-Retirement
	4103	Art/Music Teacher SS & Medicare
	4104	Art/Music Teacher SUI
	4105	Art/Music Teacher WC
	4110	Art & Enrichment Supplies
	4111	Community Service Supplies
	4112	Music Supplies
	4113	Agriculture Ed Supplies
	4114	Contracted Community Services
	4115	Outdoor Progr Instructor Salary
	4116	Outdoor Programs Instructor SS & Medicare
	4117	Outdoor Programs Instructor SUI
	4118	Outdoor Programs Instructor WC

	4130	Co-Curricular Activities
	4131	Co-Curricular Purchased Services - Outdoor Skills
	4132	Co-Curricular Activity Supplies
	4133	Co-Curricular Contracted Services-Outdoor Instructo
	4134	Extra-Curricular Athletic Programs Misc. Expenses
	4135	Outdoor Programs Misc
	4136	Outdoor Programs Equipment (tents, stoves)
	4137	Outdoor Programs Professional Development
	4138	Outdoor Programs Memberships/Subscriptions
	4139	Outdoor Programs Food
	4140	Outdoor Programs Lodging (campground fees)
	4170	Co-curricular Transportation
	4171	Extra-curricular Transportation
	4172	Extra-Curricular Arts Programs
NEW	4181	<i>Arts Facility Manager-Salary</i>
NEW	4182	<i>Arts Facility Manager-Retirement Benefits</i>
NEW	4183	<i>Arts Facility Manager-SS & Medicare</i>
NEW	4184	<i>Arts Facility Manager-SUI</i>
NEW	4185	<i>Arts Facility Manager-WC</i>
4500A	Student Support Programs & Testing	
4500	Campus Student Support Program & Services	
	4501	Guidance Salary
	4502	Guidance Ben - Retirement
	4503	Guidance SS & Med
	4504	Guidance SUI
	4505	Guidance WC
	4506	Guidance Ben - Health
	4510	Health Supplies
	4510H	Health Supplies - misc
	4521	Dean of Students Salary
	4522	Dean of Students Retirement
	4523	Dean of Students SS & Med
	4524	Dean of Students SUI
	4525	Dean of Students WC
	4526	Dean of Students Health Insurance
	4530	Staff Development & Training
	4560	Contracted Service - Nurse

	4561	Contracted Service - Counseling Services
	4562	Health Record costs requested from MDOE
4600	Student Testing and Assessment	
5000	Campus Facilities	
	5001	Custodian Salary
	5003	Custodian SS & Medicare
	5004	Custodian - SUI
	5005	Custodian - WC
	5110	Custodial Supplies
	5200	Utilities - electric
	5201	Telephone
	5202	Sewer
	5203	Internet Services
	5204	Fire & Security
	5205	Waste Disposal
	5206	Plowing
	5207	Fuel - mowing
	5208	Propane/Oil Heating Sources
	5209	Roof Maintenance
	5310	Maintenance Supplies
	5311	Maintenance Equipment - Supply
	5312	Maintenance Equipment - Fixed Asset
	5313	Facilities Rental
	5314	Equipment Rental
	5315	Misc
	5317	Building Depreciation Expense
		FY 2023 asset depr
		FY 2024 asset depr
	5360	Contracted Prof Services
	5370	Maintenance & Repair Services
	5371	Water & Air Quality Maintenance & Repairs
	5380	Liability and Prop Insurance
	5401	Facilities Manager Salary
	5403	Facilities Manager SS & Med
	5404	Facilities Manager SUI
	5405	Facilities Manager WC
	5421	GroundsKeeper Farm Salary

	5423	GroundsKeeper Farm SS & Med
	5424	GroundsKeeper Farm SUI
	5425	GroundsKeeper Farm WC
5500	Campus Capital Renewal and Renovation	
	5501	Purchase Property
	5500	9-12 Capital Renov and Renewal-Other
	5510	Property-Supply
	5550	Transportation - purchase of vehicles
	5560	Contracted Services
	5570	Repairs and Maintenance Services
	Building	
	5580	Capital Renewal Contingency Fund
	5581	Loan Principal
	5582	Loan Interest
6000	Transportation	
	6001	Bus Driver Salary
	6003	Bus Driver SS and Medicare
	6004	Bus Driver SUI
	6005	Bus Driver WC
	6010	Busing Costs-RSU3
NEW	6012	Gas
NEW	6013	Busing Costs-rentals
	6011	Student Transport Private Source
	6017	Vehicle Depreciation Expense
		FY 2023 van purch dep
		FY 2024 van purch dep
	6018	Purchased Repairs & Maintenance
	6000	Transportation - Other
6500	Food Service	
	Food Service - Lunch	
	6501	Food Service Salary - Culinary Arts Teacher
	6502	Food Service Benefit - Retirement
	6503	Food Service SS & Medicare
	6504	Food Service SUI

	6505	Food Service WC
	6506	Food Service Benefit - Health
	6507	Food Service Cafeteria Support Salary
	6508	Food Service Cafeteria Support SS & Medicare
	6509	Food Service Cafeteria Support SUI
	6510	Food Service Cafeteria Support WC
NEW	6511	Food Service Cafeteria Support Benefit - Retirement
	6550	Staff Development & Training
Food Service - Breakfast		
	6602	Non-Food Supplies
	6603	Food for students
	Food Service-Lunch	
	6610	Purchased Served Lunch
	6611	Lunch Non-Food Supplies
	6612	Food for students
	6616	Non-Food Supplies
	6643	Food Service Facility Rental
7000	Campus Administration and Support	
	7001	Principal Salary
	7002	Principal Benefit-Retirement
	7003	Principal - SS & Medicare
	7004	Principal - SUI
	7005	Principal - WC
	7006	Principal Benefit- HEALTH
	7007	Principal Benefit- Other
	7011	Administrative Assistant Salary
	7012	Administrative Assistant Retirement Benefits
	7013	Administrative Assistant - SS & Medicare
	7014	Administrative Assistant - SUI
	7015	Administrative Assistant - WC
	7021	Bookkeeper Salary
	7023	Bookkeeper - SS & Medicare
	7024	Bookkeeper - SUI
	7025	Bookkeeper - WC
NEW	7031	Office & Accounting Manager Salary
NEW	7032	Office & Accounting Manager Retirement Benefits
NEW	7033	Office & Accounting Manager - SS & Medicare

NEW	7034	Office & Accounting Manager - SUI
NEW	7035	Office & Accounting Manager - WC
NEW	7041	Tech Advisor Salary
NEW	7042	Tech Advisor Retirement Benefits
NEW	7043	Tech Advisor Salary - SS & Medicare
NEW	7044	Tech Advisor Salary - SUI
NEW	7045	Tech Advisor Salary - WC
	7100	Principal Discretionary Funds
	7102	Books and Subscriptions
	7103	Misc
	7161	Staff Development Books
	7167	Tech Hardware Supply
	7169	Tech Software Supply
7200	Campus Operating Expenses	
	7209	Office Supplies
	7210	Copier Supplies
	7213	Tech Hardware Supply
	7220	Misc
	7222	Postage & shipping
	7223	Copier Lease Agreement
	7225	Licenses, Dues, and Fees
9000A	Administration & Support & School Board Related Expenses	
9000	School Board Related Expenses	
	9010	Conferences and Training
	9015	Audit
	9016	Legal Services
	9017	Other Insurance Bonds
	9020	Finance Costs
	9022	Bank Fees
	9023	WC Constant Expense
	9024	Student Accident Insurance
	9026	Liability & Property Insurance
	9027	Sales Tax
9100	Administration & Support	
	9101	Director Salary

	9102	Director Benefit - Retirement
	9103	Director - SS & Medicare
	9104	Director SUI
	9105	Director - WC
	9106	Director Benefit - HEALTH
	9107	Director Benefit Other
	9111	Operations Manager Salary
	9112	Operations Manager- Retirement
	9113	Operations Manager- SS & Medicare
	9114	Operations Manager- SUI
	9115	Operations Manager- WC
	9116	Operations Manager Benefit- HEALTH
	9117	Operations Manager Other
	9156	Marketing
	9159	State of Maine Single Annual Report Filing Fee
	9163	Postage & Shipping
	9164	Staff Recruitment Expense
	9165	Background Checks
	9194	Membership Dues and Fees
	9196	General Fundraising Expenses
	9199	Discretionary Expenses
9500 CRCS Fiscal Service Center		
	9560	Office Supplies
	9590	Payroll Services
		Contracted Grant Writing
		Total Expenditures
		Reserve Fund
		Net Income(Loss)
PAYROLL NOTES		
26 pay periods begin August, most months have 2 pay periods, August has one		
22 pay periods begin August, most months have 2 pay periods, August has one		

FY25						
125 students	FY 2025	FY 2026	Fy 2027			
	1,448,929	1,495,239	1,555,433			
	-					
	-					
	3,000	4,400	4,400			
	7,200	7,200	7,200			
	40,000	60,000	72,000			
	-	-	-			
	12,748	15,043	15,398			
	18,599	21,947	22,465			
	6,832	8,062	8,252			
	112	132	135			
	10,000	11,800	12,079			
	4,000	4,000	4,162			
	37,000	37,000	37,000			
	39,000	46,020	47,107			
	-					
	16,000	16,000	16,000			
	2,000	10,026	20,155			
	-	-	-			
	500	500	500			
	-	-	-			
	1,000	1,000	1,000			
	-	-	-			
	-	24,000	60,000			
	70,000	70,000	70,000			
	-	-	-			
	-	-	-			
	-	-	-			
	1,500	1,500	1,500			
	20,000	20,000	20,000			
	-					
	1,738,420	1,842,277	1,962,917			
	-					

-					
-					
-					
-					
347,441	364,813	383,054			
35,439	37,211	39,071			
5,038	5,290	5,554			
4,240	4,452	4,675			
2,015	2,116	2,222			
-	-	-			
52,620	55,251	58,014			
4,255	4,468	4,691			
1,439	1,511	1,586			
1,060	1,113	1,169			
305	320	336			
5,000	5,000	5,000			
383	383	383			
221	221	221			
29	29	29			
4,000	4,400	4,840			
1,000	1,000	1,000			
300	300	300			
400	400	400			
3,000	3,000	3,000			
2,000	2,000	2,000			
200	200	200			
12,250	12,863	13,506			
-	-	-			
-	-	-			
6,000	6,300	6,615			
200	210	221			
500	525	551			
2,000	2,100	2,205			
-	-	-			
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8,000	8,400	8,820			
-	-	-			
-	-	-			
-	-	-			
18,350	19,268	20,231			
1,404	1,474	1,548			
530	557	584			
106	112	117			
-	-	-			
3,000	3,150	3,308			
-	-	-			
230	241	253			
132	139	146			
17	18	19			
-	-	-			
-	-	-			
50,000	52,500	55,125			
5,100	5,355	5,623			
725	761	799			
530	557	584			
290	305	320			
-	-	-			
75,515	79,291	83,255			
7,703	8,088	8,492			

1,095	1,150	1,207			
1,590	1,670	1,753			
438	460	483			
-	-	-			
1,000	1,050	1,103			
100	105	110			
1,000	1,050	1,103			
-	-	-			
200	210	221			
100	105	110			
-	-	-			
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112,712	118,348	124,265			
5,070	5,324	5,590			
5,541	5,818	6,109			
1,590	1,670	1,753			
654	686	721			
3,000	3,150	3,308			
200	200	200			
1,000	1,000	1,000			
300	300	300			
200	200	200			
6,915	7,261	7,624			
347	364	383			
200	210	221			
26	27	29			

-	-	-			
-	-	-			
500	500	500			
3,000	3,000	3,000			
2,500	2,500	2,500			
500	500	500			
1,000	1,000	1,000			
1,000	1,050	1,103			
1,500	1,575	1,654			
4,000	4,200	4,410			
1,000	1,050	1,103			
8,500	8,925	9,371			
-	-	-			
8,500	8,925	9,371			
18,839	19,781	20,770			
1,922	2,018	2,119			
273	287	301			
265	278	292			
109	115	120			
-	-	-			
-	-	-			
-	-	-			
30,673	32,207	33,817			
3,129	3,285	3,449			
445	467	490			
265	278	292			
178	187	196			
-	-	-			
100	100	100			
-	-	-			
30,673	32,207	33,817			
3,129	3,285	3,449			
445	467	490			
265	278	292			
178	187	196			
-	-	-			
-	-	-			
1,000	1,050	1,103			

-	-	-			
100	105	110			
400	420	441			
-	-	-			
-	-	-			
12,000	12,600	13,230			
918	964	1,012			
529	556	583			
70	73	77			
3,000	3,150	3,308			
21,400	22,470	23,594			
4,200	4,284	4,370			
750	788	827			
5,500	5,775	6,064			
3,400	3,570	3,749			
100	150	225			
3,700	4,255	4,893			
50	300	1,800			
30,000	34,500	39,675			
-	-	-			
1,500	1,500	1,500			
200	200	200			
-	-	-			
22,800	25,536	-			
-	-	-			
8,000	8,000	8,000			
40,308	40,308	40,308			
-	-	-			
-	-	-			
3,500	4,025	4,629			
5,500	5,500	5,500			
7,000	7,000	7,000			
20,000	23,000	26,450			
8,400	8,820	9,261			
643	675	708			
370	389	408			
49	51	54			
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-	-	-			
14,616	12,551	10,320			
-	-	-			
-	-	-			
64,400	67,620	71,001			
4,927	5,173	5,432			
2,840	2,982	3,131			
374	392	412			
60,000	63,000	66,150			
13,000	14,950	17,193			
-	-	-			
-	-	-			
-	-	-			
-	-	-			
29,950	34,637	34,637			
15,000	17,250	19,838			
-	-	-			
-	-	-			
-	-	-			
-	-	-			
-	-	-			
44,000	46,200	48,510			
4,488	4,712	4,948			
638	670	703			
530	557	584			

255	268	281			
-	-	-			
21,769	22,857	24,000			
316	331	348			
530	557	584			
126	133	139			
2,220	2,331	2,448			
200	210	221			
-	-	-			
100	105	110			
4,000	4,200	4,410			
-	-	-			
100	102	104			
2,000	2,040	2,081			
37,000	37,740	38,495			
2,000	2,040	2,081			
-	-	-			
-	-	-			
-	-	-			
36,373	38,192	40,101			
3,710	3,896	4,090			
527	554	581			
265	278	292			
211	222	233			
-	-	-			
-	-	-			
31,921	33,517	35,193			
3,256	3,419	3,590			
463	486	510			
530	557	584			
185	194	204			
-	-	-			
-	-	-			
-	-	-			
-	-	-			
48,000	50,400	52,920			
4,896	5,141	5,398			
696	731	767			

530	557	584			
278	292	307			
9,420	9,891	10,386			
961	1,009	1,059			
137	143	151			
133	140	147			
55	57	60			
-	-	-			
200	210	221			
2,000	4,000	8,000			
-	-	-			
-	-	-			
-	-	-			
-	-	-			
-	-	-			
1,000	1,050	1,103			
500	525	551			
-	-	-			
-	-	-			
150	158	165			
5,000	5,250	5,513			
100	100	100			
-	-	-			
-	-	-			
-	-	-			
3,000	3,000	3,000			
10,500	11,025	11,576			
2,000	2,000	2,000			
1,650	1,650	1,650			
100	100	100			
1,150	1,150	1,150			
200	200	200			
-	-	-			
-	-	-			
-	-	-			
-	-	-			
-	-	-			
36,373	38,192	40,101			

	3,710	3,896	4,090		
	527	554	581		
	265	278	292		
	211	222	233		
	-	-	-		
	-	-	-		
	47,000	49,350	51,818		
	4,794	5,034	5,285		
	682	716	751		
	530	557	584		
	273	286	301		
	-	-	-		
	-	-	-		
	300	315	331		
	35	37	39		
	-	-	-		
	100	105	110		
	-	-	-		
	2,600	2,600	2,600		
	1,500	1,500	1,500		
	4,434	6,813	42,443		
	-	-	-		
	-	-	-		
	-	-	-		
	5,000	5,250	5,513		
	-	8,100	24,000		
	-	-	-		
	-	-	-		
	1,738,326	1,842,211	1,962,854		
	-	-	-		
	-	-	-		
	-	-	-		
	94	67	62		
	-	-	-		

and January has 3, accrued summer payroll will be 4 more pay periods at 6.30.2
and January has 3, final pay period is in June 2025

Ecology Learning Center			FY25			
			125 students	FY 2025	FY 2026	Fy 2027
Income						
	401	State Subsidy		1,448,929	1,495,239	1,555,433
	401A	State Subsidy recalculated, January-June 2023		-		
	450	Program Income		-		
NEW	452	Facility Rental (Cliff)		3,000	4,400	4,400
	455	Rental Income		7,200	7,200	7,200
NEW	458	Event Admissions		40,000	60,000	72,000
	500	Special Revenue		-	-	-
	502	Title VB - Rural Education Achievement Program		12,748	15,043	15,398
	503	Title I		18,599	21,947	22,465
	504	Title IIA		6,832	8,062	8,252
NEW	506	Title III		112	132	135
	505	Title IV		10,000	11,800	12,079
	509	School Breakfast - Federal Reimbursement		4,000	4,000	4,162
	514	School Lunch - Federal Reimbursement free		37,000	37,000	37,000
	520	IDEA 5-20		39,000	46,020	47,107
	600	Other Revenue		-		
	601	TIF Funds		16,000	16,000	16,000
	602	Misc Revenue		2,000	10,026	20,155
		BRIDGE PROGRAM		-	-	-
	607	9-12 Student Activity Fees		500	500	500
	609	Revenue from Maine Business Partners		-	-	-
	614	Staff Lunch Payments		1,000	1,000	1,000
	650	Fundraising Income		-	-	-
	652	General Fundraising/Grants		-	24,000	60,000
	653	Individual Donations/Contributions		70,000	70,000	70,000
	654	Unity Foundation		-	-	-
	700	Student Activity Accounts		-	-	-

	701	Yearbooks	-	-	-
	702	T-Shirt Sales	1,500	1,500	1,500
NEW	703	<i>Outdoor Opportunities/Trips</i>	20,000	20,000	20,000
		Carryover	-		
		Total Income	1,738,420	1,842,277	1,962,917
			-		
Expenditures			-		
1000A	Instructional Services		-		
1000	Regular Classroom Instruction		-		
	1000	9-12 Reg Classroom Instruction	-		
	1001	Teacher Salary	347,441	364,813	383,054
	1002	Teacher Benefit-Retirement	35,439	37,211	39,071
	1003	Teacher SS & Medicare	5,038	5,290	5,554
	1004	Teacher SUI	4,240	4,452	4,675
	1005	Teacher WC	2,015	2,116	2,222
	1006	Teacher Benefit-Health	-	-	-
	1001L	World Language Teacher Salary	52,620	55,251	58,014
NEW	1002L	World Language Teacher Benefit-Retirement	4,255	4,468	4,691
	1003L	World Language Teacher SS & Medicare	1,439	1,511	1,586
	1004L	World Language Teacher SUI	1,060	1,113	1,169
	1005L	World Language Teacher WC	305	320	336
	1041	Substitute Salary	5,000	5,000	5,000
	1043	Substitute SS & Medicare	383	383	383
	1044	Substitute SUI	221	221	221
	1045	Substitute WC	29	29	29
	1061	Lead Teacher Stipends	4,000	4,400	4,840
	1100	Books	1,000	1,000	1,000
	1101	Online Software Subscription	300	300	300
	1102	Online Periodicals Subscription	400	400	400
	1110	Instructional Supplies	3,000	3,000	3,000
	1111	Furniture & Equipment - Supply	2,000	2,000	2,000
	1115	Miscellaneous	200	200	200

	1117	Technology Hardware-Supply		12,250	12,863	13,506
	1123	Other Purchased Services		-	-	-
	1140	Field Trip Transportation		-	-	-
	1150	Staff Development & Training		6,000	6,300	6,615
	1151	Staff Development & Training Books		200	210	221
	1152	Membership Dues & Fees		500	525	551
	1180	Contracted Instructional Services		2,000	2,100	2,205
1300	Campus Title IA			-	-	-
	1313	ED Tech III - Salary		-	-	-
	1314	ED Tech Benefit-Retirement		-	-	-
	1315	ED Tech - SS & Medicare		-	-	-
	1316	ED Tech - SUI		-	-	-
	1317	ED Tech - WC		-	-	-
	1318	Ed Tech Benefit-HEALTH		-	-	-
	1331	Coordinator-Stipend		-	-	-
	1332	Coordinator-Retirment		-	-	-
	1333	Coordinator-Medicare&Fica		-	-	-
	1334	Coordinator-SUI		-	-	-
	1336	Coordinator-Health		-	-	-
1600	Title IVA			-	-	-
	1600H			-	-	-
	1610H	Instructional Supplies		-	-	-
2000A	Special Education Services			-	-	-
2000	Spec. ED Services- Gen Fund			-	-	-
	2000H	9-12 Spec. Ed Serv- Gen Fund		-	-	-
	2110H	Supplies		-	-	-
	2160	Contracted Psychological Services		8,000	8,400	8,820
	2161	Contracted Occupational Therapy Services		-	-	-
	2162	Contracted Physical Therapy Services		-	-	-
	2163	SPED Contracted Services - Director		-	-	-
NEW	2170	SpEd Director Salary		18,350	19,268	20,231
	2173	SpEd Director S S & Medicare		1,404	1,474	1,548

	2174	SpEd Director SUI		530	557	584
	2175	SpEd Director WC		106	112	117
2300	Campus Speech/Language			-	-	-
	2301H	Speech Path. Teacher Sal.		3,000	3,150	3,308
	2302	Speech Path. Teach Ben- Ret		-	-	-
	2303	Speech Path. Teach S S & Med		230	241	253
	2304	Speech Path. Teach SUI		132	139	146
	2305	Speech Path. Teach WC		17	18	19
	2360	Contracted Speech Services		-	-	-
2800	SPED Resource Room			-	-	-
	2801	Teacher Salary		50,000	52,500	55,125
	2802	Teacher Benefit-Retirement		5,100	5,355	5,623
	2803	Teacher SS & Medicare		725	761	799
	2804	Teacher SUI		530	557	584
	2805	Teacher WC		290	305	320
	2806	Teacher Benefit-HEALTH		-	-	-
	2813	Ed Tech III - Salary		75,515	79,291	83,255
	2814	Ed Tech Benefit-Retirement		7,703	8,088	8,492
	2815	Ed Tech - SS & Medicare		1,095	1,150	1,207
	2816	Ed Tech - SUI		1,590	1,670	1,753
	2817	Ed Tech - WC		438	460	483
	2818	Ed Tech Benefit-HEALTH		-	-	-
	2851	Books		1,000	1,050	1,103
	2852	Supplies		100	105	110
	2862	Staff Development & Training		1,000	1,050	1,103
2900	Special Ed Admin & Support			-	-	-
	2951	Office Supplies		200	210	221
	2964	Postage & Shipping		100	105	110
3800	IDEA Resource Room			-	-	-
	3801	Teacher Salary		-	-	-
	3802	Teacher Benefit-Retirement		-	-	-
	3803	Teacher SS & Medicare		-	-	-

	3804	Teacher SUI		-	-	-
	3805	Teacher WC		-	-	-
	3813	Ed Tech III Salary		-	-	-
	3814	Ed Tech Benefit-Retirement		-	-	-
	3815	Ed Tech - SS & Medicare		-	-	-
	3816	Ed Tech - SUI		-	-	-
	3817	Ed Tech - WC		-	-	-
	3863	Special Ed Staff Training		-	-	-
4100	Supplemental Program Services			-	-	-
		BRIDGE PROGRAM		-	-	-
	4101	Art/Music Teacher Salary		112,712	118,348	124,265
	4102	Art/Music Teacher Benefit-Retirement		5,070	5,324	5,590
	4103	Art/Music Teacher SS & Medicare		5,541	5,818	6,109
	4104	Art/Music Teacher SUI		1,590	1,670	1,753
	4105	Art/Music Teacher WC		654	686	721
	4110	Art & Enrichment Supplies		3,000	3,150	3,308
	4111	Community Service Supplies		200	200	200
	4112	Music Supplies		1,000	1,000	1,000
	4113	Agriculture Ed Supplies		300	300	300
	4114	Contracted Community Services		200	200	200
	4115	Outdoor Progr Instructor Salary		6,915	7,261	7,624
	4116	Outdoor Programs Instructor SS & Medicare		347	364	383
	4117	Outdoor Programs Instructor SUI		200	210	221
	4118	Outdoor Programs Instructor WC		26	27	29
	4130	Co-Curricular Activities		-	-	-
	4131	Co-Curricular Purchased Services - Outdoor Skills		-	-	-
	4132	Co-Curricular Activity Supplies		500	500	500
	4133	Co-Curricular Contracted Services-Outdoor Instructo		3,000	3,000	3,000
	4134	Extra-Curricular Athletic Programs Misc. Expenses		2,500	2,500	2,500
	4135	Outdoor Programs Misc		500	500	500
	4136	Outdoor Programs Equipment (tents, stoves)		1,000	1,000	1,000
	4137	Outdoor Programs Professional Development		1,000	1,050	1,103

	4138	Outdoor Programs Memberships/Subscriptions	1,500	1,575	1,654
	4139	Outdoor Programs Food	4,000	4,200	4,410
	4140	Outdoor Programs Lodging (campground fees)	1,000	1,050	1,103
	4170	Co-curricular Transportation	8,500	8,925	9,371
	4171	Extra-curricular Transportation	-	-	-
	4172	Extra-Curricular Arts Programs	8,500	8,925	9,371
NEW	4181	<i>Arts Facility Manager-Salary</i>	18,839	19,781	20,770
NEW	4182	<i>Arts Facility Manager-Retirement Benefits</i>	1,922	2,018	2,119
NEW	4183	<i>Arts Facility Manager-SS & Medicare</i>	273	287	301
NEW	4184	<i>Arts Facility Manager-SUI</i>	265	278	292
NEW	4185	<i>Arts Facility Manager-WC</i>	109	115	120
			-	-	-
4500A	Student Support Programs & Testing		-	-	-
4500	Campus Student Support Program & Services		-	-	-
	4501	Guidance Salary	30,673	32,207	33,817
	4502	Guidance Ben - Retirement	3,129	3,285	3,449
	4503	Guidance SS & Med	445	467	490
	4504	Guidance SUI	265	278	292
	4505	Guidance WC	178	187	196
	4506	Guidance Ben - Health	-	-	-
	4510	Health Supplies	100	100	100
	4510H	Health Supplies - misc	-	-	-
	4521	Dean of Students Salary	30,673	32,207	33,817
	4522	Dean of Students Retirement	3,129	3,285	3,449
	4523	Dean of Students SS & Med	445	467	490
	4524	Dean of Students SUI	265	278	292
	4525	Dean of Students WC	178	187	196
	4526	Dean of Students Health Insurance	-	-	-
	4530	Staff Development & Training	-	-	-
	4560	Contracted Service - Nurse	1,000	1,050	1,103
	4561	Contracted Service - Counseling Services	-	-	-
	4562	Health Record costs requested from MDOE	100	105	110

4600	Student Testing and Assessment		400	420	441
			-	-	-
5000	Campus Facilities		-	-	-
	5001	Custodian Salary	12,000	12,600	13,230
	5003	Custodian SS & Medicare	918	964	1,012
	5004	Custodian - SUI	529	556	583
	5005	Custodian - WC	70	73	77
	5110	Custodial Supplies	3,000	3,150	3,308
	5200	Utilities - electric	21,400	22,470	23,594
	5201	Telephone	4,200	4,284	4,370
	5202	Sewer	750	788	827
	5203	Internet Services	5,500	5,775	6,064
	5204	Fire & Security	3,400	3,570	3,749
	5205	Waste Disposal	100	150	225
	5206	Plowing	3,700	4,255	4,893
	5207	Fuel - mowing	50	300	1,800
	5208	Propane/Oil Heating Sources	30,000	34,500	39,675
	5209	Roof Maintenance	-	-	-
	5310	Maintenance Supplies	1,500	1,500	1,500
	5311	Maintenance Equipment - Supply	200	200	200
	5312	Maintenance Equipment - Fixed Asset	-	-	-
	5313	Facilities Rental	22,800	25,536	-
	5314	Equipment Rental	-	-	-
	5315	Misc	8,000	8,000	8,000
	5317	Building Depreciation Expense	40,308	40,308	40,308
		FY 2023 asset depr	-	-	-
		FY 2024 asset depr	-	-	-
	5360	Contracted Prof Services	3,500	4,025	4,629
	5370	Maintenance & Repair Services	5,500	5,500	5,500
	5371	Water & Air Quality Maintenance & Repairs	7,000	7,000	7,000
	5380	Liability and Prop Insurance	20,000	23,000	26,450
	5401	Facilities Manager Salary	8,400	8,820	9,261

	5403	Facilities Manager SS & Med		643	675	708
	5404	Facilities Manager SUI		370	389	408
	5405	Facilities Manager WC		49	51	54
	5421	GroundsKeeper Farm Salary		-	-	-
	5423	GroundsKeeper Farm SS & Med		-	-	-
	5424	GroundsKeeper Farm SUI		-	-	-
	5425	GroundsKeeper Farm WC		-	-	-
				-	-	-
5500	Campus Capital Renewal and Renovation			-	-	-
	5501	Purchase Property		-	-	-
	5500	9-12 Capital Renov and Renewal-Other		-	-	-
	5510	Property-Supply		-	-	-
	5550	Transportation - purchase of vehicles		-	-	-
	5560	Contracted Services		-	-	-
	5570	Repairs and Maintenance Services		-	-	-
	Building			-	-	-
	5580	Capital Renewal Contingency Fund		-	-	-
	5581	Loan Principal		-	-	-
	5582	Loan Interest		14,616	12,551	10,320
				-	-	-
6000	Transportation			-	-	-
	6001	Bus Driver Salary		64,400	67,620	71,001
	6003	Bus Driver SS and Medicare		4,927	5,173	5,432
	6004	Bus Driver SUI		2,840	2,982	3,131
	6005	Bus Driver WC		374	392	412
	6010	Busing Costs-RSU3		60,000	63,000	66,150
NEW	6012	Gas		13,000	14,950	17,193
NEW	6013	Busing Costs-rentals		-	-	-
	6011	Student Transport Private Source		-	-	-
	6017	Vehicle Depreciation Expense		-	-	-
		FY 2023 van purch dep		-	-	-
		FY 2024 van purch dep		29,950	34,637	34,637

	6018	Purchased Repairs & Maintenance		15,000	17,250	19,838
	6000	Transportation - Other		-	-	-
				-	-	-
6500	Food Service			-	-	-
	Food Service - Lunch			-	-	-
	6501	Food Service Salary - Culinary Arts Teacher		44,000	46,200	48,510
	6502	Food Service Benefit - Retirement		4,488	4,712	4,948
	6503	Food Service SS & Medicare		638	670	703
	6504	Food Service SUI		530	557	584
	6505	Food Service WC		255	268	281
	6506	Food Service Benefit - Health		-	-	-
	6507	Food Service Cafeteria Support Salary		21,769	22,857	24,000
	6508	Food Service Cafeteria Support SS & Medicare		316	331	348
	6509	Food Service Cafeteria Support SUI		530	557	584
	6510	Food Service Cafeteria Support WC		126	133	139
NEW	6511	Food Service Cafeteria Support Benefit - Retirement		2,220	2,331	2,448
	6550	Staff Development & Training		200	210	221
	Food Service - Breakfast			-	-	-
	6602	Non-Food Supplies		100	105	110
	6603	Food for students		4,000	4,200	4,410
	Food Service-Lunch			-	-	-
	6610	Purchased Served Lunch		100	102	104
	6611	Lunch Non-Food Supplies		2,000	2,040	2,081
	6612	Food for students		37,000	37,740	38,495
	6616	Non-Food Supplies		2,000	2,040	2,081
	6643	Food Service Facility Rental		-	-	-
				-	-	-
7000	Campus Administration and Support			-	-	-
	7001	Principal Salary		36,373	38,192	40,101
	7002	Principal Benefit-Retirement		3,710	3,896	4,090
	7003	Principal - SS & Medicare		527	554	581

	7004	Principal - SUI		265	278	292
	7005	Principal - WC		211	222	233
	7006	Principal Benefit- HEALTH		-	-	-
	7007	Principal Benefit- Other		-	-	-
	7011	Administrative Assistant Salary		31,921	33,517	35,193
	7012	Administrative Assistant Retirement Benefits		3,256	3,419	3,590
	7013	Administrative Assistant - SS & Medicare		463	486	510
	7014	Administrative Assistant - SUI		530	557	584
	7015	Administrative Assistant - WC		185	194	204
	7021	Bookkeeper Salary		-	-	-
	7023	Bookkeeper - SS & Medicare		-	-	-
	7024	Bookkeeper - SUI		-	-	-
	7025	Bookkeeper - WC		-	-	-
NEW	7031	Office & Accounting Manager Salary		48,000	50,400	52,920
NEW	7032	Office & Accounting Manager Retirement Benefits		4,896	5,141	5,398
NEW	7033	Office & Accounting Manager - SS & Medicare		696	731	767
NEW	7034	Office & Accounting Manager - SUI		530	557	584
NEW	7035	Office & Accounting Manager - WC		278	292	307
NEW	7041	Tech Advisor Salary		9,420	9,891	10,386
NEW	7042	Tech Advisor Retirement Benefits		961	1,009	1,059
NEW	7043	Tech Advisor Salary - SS & Medicare		137	143	151
NEW	7044	Tech Advisor Salary - SUI		133	140	147
NEW	7045	Tech Advisor Salary - WC		55	57	60
	7100	Principal Discretionary Funds		-	-	-
	7102	Books and Subscriptions		200	210	221
	7103	Misc		2,000	4,000	8,000
	7161	Staff Development Books		-	-	-
	7167	Tech Hardware Supply		-	-	-
	7169	Tech Software Supply		-	-	-
				-	-	-
7200	Campus Operating Expenses			-	-	-
	7209	Office Supplies		1,000	1,050	1,103

	7210	Copier Supplies		500	525	551
	7213	Tech Hardware Supply		-	-	-
	7220	Misc		-	-	-
	7222	Postage & shipping		150	158	165
	7223	Copier Lease Agreement		5,000	5,250	5,513
	7225	Licenses, Dues, and Fees		100	100	100
				-	-	-
9000A	Administration & Support & School Board Related Expenses			-	-	-
9000	School Board Related Expenses			-	-	-
	9010	Conferences and Training		3,000	3,000	3,000
	9015	Audit		10,500	11,025	11,576
	9016	Legal Services		2,000	2,000	2,000
	9017	Other Insurance Bonds		1,650	1,650	1,650
	9020	Finance Costs		100	100	100
	9022	Bank Fees		1,150	1,150	1,150
	9023	WC Constant Expense		200	200	200
	9024	Student Accident Insurance		-	-	-
	9026	Liability & Property Insurance		-	-	-
	9027	Sales Tax		-	-	-
9100	Administration & Support			-	-	-
				-	-	-
	9101	Director Salary		36,373	38,192	40,101
	9102	Director Benefit - Retirement		3,710	3,896	4,090
	9103	Director - SS & Medicare		527	554	581
	9104	Director SUI		265	278	292
	9105	Director - WC		211	222	233
	9106	Director Benefit - HEALTH		-	-	-
	9107	Director Benefit Other		-	-	-
	9111	Operations Manager Salary		47,000	49,350	51,818
	9112	Operations Manager- Retirement		4,794	5,034	5,285
	9113	Operations Manager- SS & Medicare		682	716	751
	9114	Operations Manager- SUI		530	557	584

	9115	Operations Manager- WC		273	286	301
	9116	Operations Manager Benefit- HEALTH		-	-	-
	9117	Operations Manager Other		-	-	-
	9156	Marketing		300	315	331
	9159	State of Maine Single Annual Report Filing Fee		35	37	39
	9163	Postage & Shipping		-	-	-
	9164	Staff Recruitment Expense		100	105	110
	9165	Background Checks		-	-	-
	9194	Membership Dues and Fees		2,600	2,600	2,600
	9196	General Fundraising Expenses		1,500	1,500	1,500
	9199	Discretionary Expenses		4,434	6,813	42,443
				-	-	-
9500 CRCS Fiscal Service Center				-	-	-
	9560	Office Supplies		-	-	-
	9590	Payroll Services		5,000	5,250	5,513
		Contracted Grant Writing		-	8,100	24,000
				-	-	-
				-	-	-
		Total Expenditures		1,738,326	1,842,211	1,962,854
				-	-	-
		Reserve Fund		-	-	-
				-	-	-
		Net Income(Loss)		94	67	62
				-	-	-
PAYROLL NOTES						
26 pay periods begin August, most months have 2 pay periods, August has one and January has 3, accrued summer payroll w						
22 pay periods begin August, most months have 2 pay periods, August has one and January has 3, final pay period is in June						

Ecology Learning Center

Balance Sheet

As of June 30, 2024

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
100 Bangor Savings Bank GF	95,557.03
101 Camden National Bank	0.00
102 Nutrition 4345	0.00
103 Transportation 4450	0.00
104 Office 4477	0.00
110 BSB iPad Deposits Escrow	3,668.00
Total Bank Accounts	\$99,225.03
Accounts Receivable	
130 Regular AR	0.00
131 Grants AR	58,434.08
Total Accounts Receivable	\$58,434.08
Other Current Assets	
12000 *Undeposited Funds	0.00
Total Other Current Assets	\$0.00
Total Current Assets	\$157,659.11
Fixed Assets	
1116C1 Tech/Hrdwr Fixed Asset Grp C1	0.00
1116C2 Tech/Hrdwr - Fixed Asset Grp C2	15,551.94
151 Equipment & Technology	14,424.00
153 Vehicles	163,403.95
155 230 Main St Building	405,000.00
156 W/S Main Property	30,000.00
157 42 Depot Street Building	886,100.00
160 Accum Depr xcpt Bldng&Bldng Imp	-43,795.34
161 Accum Depr for Bldngs&Bldng imp	-75,166.63
5312H Maint. Equip- Fixed Asset	4,053.00
5316 Facilities - Fixed Asset	7,365.76
5500 Capital Renewal & Renovations	
5511 Property Fixed Asset	175,594.00
Total 5500 Capital Renewal & Renovations	175,594.00
5700 Capital Enhancement & Improve	10,692.54
6626C2 Food Serv Furn/Equ Fixed Asset	2,009.00
Total Fixed Assets	\$1,595,232.22
TOTAL ASSETS	\$1,752,891.33

Ecology Learning Center

Balance Sheet

As of June 30, 2024

	TOTAL
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
200 Accounts Payable	0.00
Total Accounts Payable	\$0.00
Credit Cards	
212 Bangor Savings Bank Credit Card	0.00
Total Credit Cards	\$0.00
Other Current Liabilities	
231 Accrued Summer Payroll	86,908.50
232 Payroll Liabilities	67.55
233 MainePERS Liabilities	1,967.64
240 Bangor Line of Credit	0.00
Total Other Current Liabilities	\$88,943.69
Total Current Liabilities	\$88,943.69
Long-Term Liabilities	
260 EID Loan	0.00
261 BSB Loan 7116	173,784.94
262 Loan - Chevy Van	14,381.10
265 BSB Vehicle Loan 8329- 4 Vehicles	80,124.62
267 Notes Payable	0.00
Total Long-Term Liabilities	\$268,290.66
Total Liabilities	\$357,234.35
Equity	
303 Unrestricted Net Assets	572,996.27
Net Income	822,660.71
Total Equity	\$1,395,656.98
TOTAL LIABILITIES AND EQUITY	\$1,752,891.33

Ecology Learning Center

Statement of Cash Flows

July 2023 - June 2024

	TOTAL
OPERATING ACTIVITIES	
Net Income	822,660.71
Adjustments to reconcile Net Income to Net Cash provided by operations:	
130 Regular AR	2,021.24
131 Grants AR	44,564.78
200 Accounts Payable	0.00
212 Bangor Savings Bank Credit Card	0.00
231 Accrued Summer Payroll	-14,456.10
232 Payroll Liabilities	80.82
233 MainePERS Liabilities	-4,869.88
240 Bangor Line of Credit	0.00
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	27,340.86
Net cash provided by operating activities	\$850,001.57
INVESTING ACTIVITIES	
153 Vehicles	-103,594.90
156 W/S Main Property	-10,000.00
157 42 Depot Street Building	-886,100.00
160 Accum Depr xcpt Bldng&Bldng Imp	26,042.04
161 Accum Depr for Bldngs&Bldng imp	25,809.29
5312H Maint. Equip- Fixed Asset	-4,053.00
Net cash provided by investing activities	\$ -951,896.57
FINANCING ACTIVITIES	
261 BSB Loan 7116	-7,263.15
262 Loan - Chevy Van	-3,546.38
265 BSB Vehicle Loan 8329- 4 Vehicles	80,124.62
Net cash provided by financing activities	\$69,315.09
NET CASH INCREASE FOR PERIOD	\$ -32,579.91
Cash at beginning of period	131,804.94
CASH AT END OF PERIOD	\$99,225.03

Ecology Learning Center

Statement of Cash Flows

July 2022 - June 2024

	TOTAL
OPERATING ACTIVITIES	
Net Income	960,749.41
Adjustments to reconcile Net Income to Net Cash provided by operations:	
130 Regular AR	1,846.55
131 Grants AR	33,892.56
200 Accounts Payable	-42,221.00
212 Bangor Savings Bank Credit Card	0.00
231 Accrued Summer Payroll	32,339.44
232 Payroll Liabilities	67.46
233 MainePERS Liabilities	-2,957.06
240 Bangor Line of Credit	0.00
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	22,967.95
Net cash provided by operating activities	\$983,717.36
INVESTING ACTIVITIES	
151 Equipment & Technology	-14,424.00
153 Vehicles	-128,802.90
156 W/S Main Property	-30,000.00
157 42 Depot Street Building	-886,100.00
160 Accum Depr xcpt Bldng&Bldng Imp	37,163.52
161 Accum Depr for Bldngs&Bldng imp	44,591.93
5312H Maint. Equip- Fixed Asset	-4,053.00
5511 Capital Renewal & Renovations:Property Fixed Asset	-66,626.00
Net cash provided by investing activities	\$ -1,048,250.45
FINANCING ACTIVITIES	
261 BSB Loan 7116	-14,173.47
262 Loan - Chevy Van	14,381.10
265 BSB Vehicle Loan 8329- 4 Vehicles	80,124.62
267 Notes Payable	0.00
303 Unrestricted Net Assets	7,688.00
Net cash provided by financing activities	\$88,020.25
NET CASH INCREASE FOR PERIOD	\$23,487.16
Cash at beginning of period	75,737.87
CASH AT END OF PERIOD	\$99,225.03

Ecology Learning Center

Profit and Loss

July 2023 - June 2024

	TOTAL
Income	
401 State Subsidy	1,209,974.80
450 Program Income	4,292.22
455 Rental Income	5,400.00
458 Event Admissions	1,687.00
Total 450 Program Income	11,379.22
452 Facility Rental Income	200.00
500 Special Revenue	
502 Title V	16,383.00
503 Title I	23,838.22
504 Title IIA	1,017.68
505 Title IVA	4,775.02
509 School Breakfast - Fed Reimburs	1,992.72
514 Schl Lunch-Fed Reimb Free	29,968.09
520 IDEA 5-20	35,438.61
560 Foundation Grants	2,500.00
Total 500 Special Revenue	115,913.34
600 Other Revenue	
602 Misc Revenue	3,936.59
607 9-12 Student Activity Fee	475.00
614 Staff Lunch Payments	601.64
Total 600 Other Revenue	5,013.23
650 Fundraising Income	0.00
652 Capital Campaign	95,033.35
653 Individual Donations/Contrib	31,986.51
654 Unity Foundation	50,000.00
Total 650 Fundraising Income	177,019.86
700 Student Activity Accounts	545.00
701 Yearbook	805.00
702 T-Shirt Sales	1,362.00
Total 700 Student Activity Accounts	2,712.00
800 In-Kind donations	836,100.00
Total Income	\$2,358,312.45
GROSS PROFIT	\$2,358,312.45

Ecology Learning Center

Profit and Loss

July 2023 - June 2024

	TOTAL
Expenses	
1000A Instructional Services	349.00
1000H 9-12 Reg Classroom Instruct	4,546.17
1001H Teacher Salary	327,355.85
1002H Teacher Ben-Retirement	29,590.50
1003H Teacher SS & Medicare	7,995.41
1004H Teacher SUI	3,457.13
1005H Teacher WC	1,565.29
1006H Teacher Ben-Health	37,193.78
1007H Teacher Ben-Other	-1,222.07
1011H Ed Tech I Salary	0.00
1015H Ed Tech SS & Med	0.00
1016H Ed Tech SUI	0.00
1041H Substitute Salary	5,203.00
1043H Substitute SS & Med	398.04
1044H Substitute SUI	164.69
1045H Substitute WC	44.58
1100H Books	337.72
1101H Online Software Subscription	559.91
1102H Online Periodicals Subscription	460.25
1110H Supplies	6,469.45
1111H Furniture & Equipment- Supply	1,775.96
1115H Miscellaneous	1,043.29
1117H Tech Hardware- Supply	16,764.61
1123H Other Purchased Services	100.00
1140H Field Trip Transportation	0.00
1150H Staff Development & Training	5,855.00
1151H Staff Develop & Training Books	83.31
1152H Membership Dues & Fees	955.00
1180H Contracted Instructional Serv	1,760.00
Total 1000H 9-12 Reg Classroom Instruct	452,456.87
1001L World Language Teacher Salary	40,691.95
1003L Lang Teacher SS& Medicare	2,003.12
1004L Lang Teacher SUI	1,099.14
1005L Lang Teacher WC	191.99
1300H 9-12 Title IA	
1313H Ed Tech III- Salary	10,078.86
1314H Ed Tech Ben- Ret	1,023.37
1315H Ed Tech- SS & Med	148.91
1316H Ed Tech SUI	116.72
1317H Ed Tech- WC	48.00
Total 1300H 9-12 Title IA	11,415.86
Total 1000A Instructional Services	508,207.93

Ecology Learning Center

Profit and Loss

July 2023 - June 2024

	TOTAL
2000A Special Education Services	
2000 Spec. ED Services- Gen Fund	
2000H 9-12 Spec. Ed Serv- Gen Fund	
2160H Contracted Psychological Serv.	8,117.50
2170H SpEd Director Salary	19,999.98
2173H SpEd Director SS & Medicare	1,339.28
2174H SpEd Director SUI	475.05
2175H SpEd Director WC	95.44
Total 2000H 9-12 Spec. Ed Serv- Gen Fund	30,027.25
Total 2000 Spec. ED Services- Gen Fund	30,027.25
2300H 9-12 Speech/Language	
2301H Speech Path. Teacher Sal.	4,348.94
2303H Speech Path. Teach SS & Med	310.59
2304H Speech Path. Teach SUI	143.21
2305H Speech Path. Teach WC	17.85
Total 2300H 9-12 Speech/Language	4,820.59
2800H 9-12 Resource Room	
2801H Teacher Salary	32,047.96
2802H Teacher Ben- Ret	1,471.24
2803H Teacher SS & Med	1,573.04
2804H Teacher SUI	328.33
2805H Teacher WC	141.38
2813H Ed Tech III- Salary	80,255.98
2814H Ed Tech Ben- Ret.	7,115.31
2815H Ed Tech- SS & Med	1,873.97
2816H Ed Tech- SUI	1,276.52
2817H Ed Tech- WC	350.88
2851H Books	1,134.10
2852H Supplies	89.16
Total 2800H 9-12 Resource Room	127,657.87
2900 Special Ed Admin & Support	
2951 Office Supplies	851.39
Total 2900 Special Ed Admin & Support	851.39
2964 Postage & Shipping	114.87
Total 2000A Special Education Services	163,471.97

Ecology Learning Center

Profit and Loss

July 2023 - June 2024

	TOTAL
3000A Spec ED Ser. Local Ent IDEA-B	
3000H 9-12 Regular Classroom	
3150H Staff Dev. & Training	99.00
Total 3000H 9-12 Regular Classroom	99.00
3800H 9-12 Resource Room	
3801H Teacher Salary	6,843.62
3803H Teacher SS & Medicare	523.56
3804H Teacher SUIH	75.97
3805H Teacher WC	32.26
3813H Ed Tech III- Salary	10,033.31
3814H Ed Tech Ben- Ret	1,023.37
3815H Ed Tech- SS & Med	145.47
3816H Ed Tech- SUI	116.72
3817H Ed tech- WC	47.78
Total 3800H 9-12 Resource Room	18,842.06
Total 3000A Spec ED Ser. Local Ent IDEA-B	18,941.06
4100 9-12 Supplemental Prog & Serv	
4101H Art/Music Teacher Salary	43,997.18
4102H Art/Music Teacher Ben- Ret	3,320.38
4103H Art/Music Teacher SS & Med	1,249.09
4104H Art/Music Teacher SUI	567.32
4105H Art/Music Teacher WC	187.77
4110H Art & Enrichment Supplies	2,534.45
4114H Contracted Community Services	250.00
4115H Outdoor Progr Instructor Salary	15,082.20
4116H Outdoor Prog Insturctor SS &Med	702.36
4117H Outdoor Programs Instructor SUI	291.20
4118H Outdoor Programs Instructor WC	79.92
4130H Co-Curricular Activities	10,617.85
4131H Co-Curricular Purch. Serv	3,225.25
4132H Co-Curricular Activity Supplies	477.78
4133H Co-Curric Contracted Outdr Inst	2,820.00
4135H Outdoor Programs Misc (aka Co-Curricular Misc)	1,179.44
4136 Outdoor Programs Equipment (tents, stoves)	2,037.04
4138 Outdoor Programs Memberships/Subscriptions (GearShare)	900.00
4139 Outdoor Programs food (overnight & day)	235.00
4140 Outdoor Programs Lodging (campground fees) not MLLS	362.16
4170H Co-Curric Transportation	2,051.54
4172 Extra Curricular Arts Programs	5,915.00
Total 4100 9-12 Supplemental Prog & Serv	98,082.93

Ecology Learning Center

Profit and Loss

July 2023 - June 2024

	TOTAL
4500A Student Support Programs & Test	
4500H 9-12 Student Suppt Prog & Serv.	
4501H Guidance Salary	29,409.58
4502H Guidance Ben- Ret	2,986.16
4503H Guidance SS & Med	426.37
4504H Guidance SUI	146.39
4505H Guidance WC	139.38
4510H Health Supplies	913.48
4521H Dean of Students	29,408.57
4522H Dean of Students Ben.- Retire.	2,986.06
4523H Dean of Students SS & Med	426.36
4524H Dean of Students SUI	146.39
4525H Dean of Students WC	139.29
4530H Staff Develpoment & Training	278.00
Total 4500H 9-12 Student Suppt Prog & Serv.	67,406.03
4600H Student Testing & Assesment	529.92
Total 4500A Student Support Programs & Test	67,935.95
5000H 9-12 Facilities DT	
5001H Custodian Salary	7,465.43
5003H Custodian SS & Med	570.92
5004H Custodian- SUI	231.35
5005H Custodian- WC	31.67
5110H Custodial Supplies	2,110.57
5200H Utilities	13,597.38
5201H Telephone	5,194.47
5202H Utilities- Sewer	375.00
5203H Internet Services	1,819.46
5204H Fire & Security	2,034.72
5205H Waste Disposal	14.00
5206H Plowing	1,090.00
5207H Fuel- Mowing	125.00
5208H Propane	12,128.57
5310H Maint. Supplies	2,575.23
5311H Maint. Equip- Supply	165.81
5313H FacilitiesRental	24,200.00
5314H Equipment Rental	850.00
5315H Misc.	2,661.00
5317H Depreciation Expense	25,809.29
5370H Maint. & Repair Serv.	2,419.73
5371H Waer & Air Qual Maint & Rep	7,083.66
5380H Liabilty & Prop. Insur.	13,388.97
5401 Facilities Manager Salary	0.00
5403 Facilities Manager SS&Med	0.00

Ecology Learning Center

Profit and Loss

July 2023 - June 2024

	TOTAL
5404 Facilities Manager SUI	0.00
5405 Facilities Manager WC	13.07
Total 5000H 9-12 Facilities DT	125,955.30
5500H 9-12 Capital Renewal & Reno	
5510H Property- Supply	251.33
5550H Vehicle Purchase	0.00
5570H Repairs & Maint. Serv	1,709.64
5582H Loan Interest	13,925.97
Total 5500H 9-12 Capital Renewal & Reno	15,886.94
6000 Transportation	17,508.93
6001 Bus Driver Salary	62,154.54
6003 Bus Drive Ss & Medicare	4,709.23
6004 Bus Driver SUI	1,763.13
6005 Bus Driver WC	310.66
6010 Busing Costs	77,214.64
6017 Vehicle Depreciation Expense	35,423.14
6018 Purchased Repairs & Maint	14,163.16
Total 6000 Transportation	213,247.43
6600 Food Service	
6501H Food Service Salary	47,669.43
6502H Food Service Benefit-Retirement	4,027.04
6503H Food Service SS & Medicare	1,785.77
6504H Food Service SUI	782.23
6505H Food Service WC	228.93
6507H Food Service Cafeteria Salary	14,608.44
6508 Food Service Cafeteria SS & Med	1,117.60
6509 Food Service Cafeteria SUI	232.05
6510 Food Service Cafeteria WC	69.49
6602 Breakfast Non-Food Supplies	57.61
6603 Breakfast Food for Students	2,767.82
6611 Lunch Non-Food Supplies	1,950.10
6612 Lunch Food for Students	35,053.16
6616 Non Food Supplies	1,823.23
6643H Food Service Facility Rental	1,404.00
Total 6600 Food Service	113,576.90
7000H Admin & Support	
7001H Principal Salary	28,167.10
7002H Principal Benefit- Ret	2,873.01
7003H Principal- SS & Medicare	408.44
7004H Principal- SUI	139.21
7005H Principal- WC	168.50
7011H Administrative Assistant Salary	33,615.40

Ecology Learning Center

Profit and Loss

July 2023 - June 2024

	TOTAL
7012H Admin Asst. Ben- Ret	2,683.44
7013H Admin. Asst- SS & Medicare	1,260.70
7014H Admin. Asst- SUI	639.29
7015H Admin Asst.- WC	166.89
7041H Bookkeeper Salary	17,800.00
7042H Bookkeeper SS& Medicare	1,361.65
7043H Bookkeeper SUI	510.67
7044H Bookkeeper WC	85.13
7102H Books & Subscriptions	242.57
7103H Misc.	189.21
7167H Tech Hardware- Supply	476.75
Total 7000H Admin & Support	90,787.96
7200H 9-12 Operating Expenses	
7209H Office Supplies	972.25
7210H Copier Supplies	911.48
7220H Misc.	302.30
7222H Postage & Shipping	131.48
7223H Copier Lease Agreement	6,122.11
7225H Licenses Dues & Fees	333.00
Total 7200H 9-12 Operating Expenses	8,772.62
9000A Admin & Support & School Board	
9010 Conferences & Training	1,750.00
9015 Audit	9,613.34
9020 Finance Costs	78.67
9022 Bank Fees	1,191.89
9023 WC Constant Expense	271.73
9026 Liability & Property Insurance	-157.00
9027 Sales tax	2,026.24
Total 9000A Admin & Support & School Board	14,774.87
9100 Administration & Support	
9101 Director Salary	28,167.10
9102 Director Benefit- Retirement	2,873.01
9103 Director- SS & Medicare	408.44
9104 Director SUI	139.21
9105 Director- WC	168.49
9111 Operations Manager Salary	39,712.51
9112 Operations Manager- Retirement	3,328.83
9113 Operations Manager- SS & Medicare	1,402.13
9114 Operations Manager- SUI	601.65
9115 Operations Manager- WC	188.59
9156 Marketing	722.90
9164 Staff Recruitment	215.50
9194 Membership Dues & fees	2,610.00

Ecology Learning Center

Profit and Loss

July 2023 - June 2024

	TOTAL
9196 General Fundraising Expenses	3,123.51
9199 Discretionary Expenses	3,667.06
Total 9100 Administration & Support	87,328.93
9500 Fiscal Service Center	
9560 Office Supplies	75.00
9590 Payroll Services	8,605.95
Total 9500 Fiscal Service Center	8,680.95
Total Expenses	\$1,535,651.74
NET OPERATING INCOME	\$822,660.71
Other Expenses	
Reconciliation Discrepancies-1	0.00
Total Other Expenses	\$0.00
NET OTHER INCOME	\$0.00
NET INCOME	\$822,660.71

the Ecology Learning Center
Treasury Report–June FY24

Submitted on 7/31/2024

Financial Performance Overview (Accrual Basis)

<u>Total Income</u>	<u>Total Expenses</u>	<u>Net Income</u>
\$2,354,346 (w/ in-kind)	\$1,535,652	\$818,694

<u>Cash at Beginning of Period</u>	<u>Cash at End of Period</u>
\$131,805	\$99,225

<u>Current Assets</u>	<u>Current Liabilities</u>
\$153,692	\$88,944

<u>Total Assets</u>	<u>Total Liabilities</u>	<u>Total Equity</u>
\$1,748,925	\$357,234	\$1,391,690

Performance Framework Metrics: Near-term Liquidity and Stability

Current Ratio: 1.73	Acceptable: above 1.1	Status: Acceptable
Days Cash on Hand: 24.56 days (exlc. In-kind donation)	Acceptable: at least 30 days	Status: Unacceptable

Performance Framework Metrics: Long-term Liquidity and Stability

Debt to Asset Ratio: 20.43%	Acceptable: below 90%	Status: Acceptable
Total Margin: 34.77%	Acceptable: at least 0%	Status: Acceptable

Date Approved:

Authorized Signature:

Comments:

Date Approved:

Authorized Signature: