## East Bay Innovation Academy

Multiyear Budget Summary DRAFT

## SUMMARY

Revenue
LCFF Entitlement
Federal Revenue
Other State Revenues
Local Revenues
Fundraising and Grants
Total Revenue
Expenses
Compensation and Benefits
Books and Supplies
Services and Other Operating Expenditures
Depreciation
Total Expense

| $\mathbf{2 0 2 0 / 2 1}$ | $\mathbf{2 0 2 0 / 2 1}$ | $\mathbf{2 0 2 0 / 2 1}$ | $\mathbf{2 0 2 1 / 2 2}$ |
| ---: | ---: | ---: | ---: |
| Approved Budget | Current Forecast | Notes | Preliminary Budget |
|  |  |  |  |
| $5,418,258$ | $5,453,154$ | $5,598,041$ |  |
| 721,089 | 488,716 | 350,197 |  |
| 774,619 | $1,157,681$ | $1,198,915$ |  |
| 162,336 | 173,287 | 174,361 |  |
| 144,056 | 104,056 | 140,750 |  |
| $\mathbf{7 , 2 2 0 , 3 5 8}$ | $\mathbf{7 , 3 7 6 , 8 9 4}$ | $\mathbf{7 , 4 6 2 , 2 6 4}$ |  |
|  |  |  |  |
| $4,953,494$ | $4,991,879$ | $5,362,971$ |  |
| 383,774 | 471,153 | 329,852 |  |
| $1,859,095$ | $1,642,112$ | $\mathbf{1 , 7 1 6 , 8 3 3}$ |  |
| - | $\mathbf{7 , 1 0 5 , 1 4 4}$ | $\mathbf{7 , 4 0 9 , 6 5 6}$ |  |
| $\mathbf{7 , 1 9 6 , 3 6 2}$ |  |  | $\mathbf{5 2 , 6 0 8}$ |
| $\mathbf{2 3 , 9 9 6}$ | $\mathbf{2 7 1 , 7 5 1}$ |  |  |
|  |  |  |  |



| Fund Balance |  |  |  |
| :---: | :---: | :---: | :---: |
| Beginning Balance (Unaudited) | 417,368 | 688,226 | 959,977 |
| Audit Adjustment | - | - | - |
| Beginning Balance (Audited) | 417,368 | 688,226 | 959,977 |
| Operating Income | 23,996 | 271,751 | 52,608 |
| Ending Fund Balance (including Depreciation) | 441,364 | 959,977 | 1,012,585 |
| Ending Fund Balance as a \% of Expenses | 6\% | 14\% | 14\% |

Ending Fund Balance as a \% of Expenses

Capital Outlay

## East Bay Innovation Academy

Multiyear Budget Summary DRAFT

| $2020 / 21$ | $2020 / 21$ | $2020 / 21$ | 2021/22 | 2021/22 |
| :---: | :---: | :---: | :---: | :---: |
| Approved Budget | Current Forecast | Notes | Preliminary Budget | Notes |

## Detail

| Enrollment Breakdown |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| 6 | 112 | 112 | - | 100 |
| 7 | 128 | 128 | - | 115 |
| 8 | 123 | 123 |  | 120 |
| 9 | 60 | 60 | - | 85 |
| 10 | 76 | 76 | - | 55 |
| 11 | 64 | 64 | - | 68 |
| 12 | 64 | 64 | - | 62 |
| Enrollment Summary | - | - |  | - |
| 4-6 | 112 | 112 | - | 100 |
| 7-8 | 251 | 251 | - | 235 |
| 9-12 | 264 | 264 | - | 270 |
| Total Enrolled | 627 | 627 | - | 605 |
| ADA \% |  |  |  |  |
| 4-6 | 95\% | 95\% | - | 96\% |
| 7-8 | 95\% | 95\% | - | 96\% |
| 9-12 | 92\% | 92\% | - | 93\% |
| Average | 94\% | 94\% | - | 95\% |
| ADA |  |  |  |  |
| 4-6 | 106.4 | 106.4 | - | 96.0 |
| 7-8 | 238.5 | 238.5 | - | 225.6 |
| 9-12 | 242.9 | 242.9 | - | 251.1 |
| Total ADA | 587.7 | 587.7 | - | 572.7 |
| Demographic Information |  |  |  |  |
| Prior Year |  |  |  |  |
| ADA (P-2) | 593.58 | 587.80 | - | 588 |
| CALPADS Enrollment (for unduplicated \% calc) | 620 | 620 | - | 627 |
| \# Unduplicated Count (CALPADS) | 207 | 207 | - | 235 |
| \# Free \& Reduced Lunch (FRL) (CALPADS) | 177 | 177 | - | 207 |
| \#ELL (CALPADS) | 39 | 39 | - | 51 |
| Current Year | - | - | - | - |
| CALPADS Enrollment (for unduplicated \% calc) | 627 | 630 | - | 605 |
| \# Unduplicated Count (CALPADS) | 209 | 235 | - | 226 |
| \# Free \& Reduced Lunch (FRL) (CALPADS) | 179 | 207 | - | 200 |
| \# ELL (CALPADS) | 39 | 51 | - | 49 |
| New Students | 7 | 7 | - | - |

## East Bay Innovation Academy

Multiyear Budget Summary DRAFT

| LCFF Entitlement |  |
| :---: | :---: |
| 8011 | Charter Schools LCFF - State Aid |
| 8012 | Education Protection Account Entitlement |
| 8019 | State Aid - Prior Years |
| 8096 | Charter Schools in Lieu of Property Taxes |
|  | SUBTOTAL - LCFF Entitlement |
| 8100 | Federal Revenue |
| 8181 | Special Education - Entitlement |
| 8182 | Special Education Reimbursement |
| 8220 | Child Nutrition Programs |
| 8290 | No Child Left Behind |
| 8291 | Title I |
| 8292 | Title II |
| 8294 | Title IV |
| 8297 | PY Federal - Not Accrued |
| 8299 | All Other Federal Revenue |
|  | SUBTOTAL - Federal Income |
| 8300 | Other State Revenues |
| 8319 | Other State Apportionments - Prior Years |
| 8381 | Special Education - Entitlement (State) |
| 8382 | Special Education Reimbursement (State) |
| 8520 | Child Nutrition-State |
| 8545 | School Facilities Apportionments |
| 8550 | Mandated Cost Reimbursements |
| 8560 | State Lottery Revenue |
| 8590 | All Other State Revenue |
|  | SUBTOTAL - Other State Income |
| 8600 | Other Local Revenue |
| 8634 | Food Service Sales |
| 8660 | Interest |
| 8676 | After School Program Revenue |
| 8690 | Other Local Revenue |
| 8693 | Field Trips |
| 8697 | Pass through revenue from local sources |
| 8699 | All Other Local Revenue |
| 8701 | Oakland Measure N |
| 8702 | Oakland Measure G |
| 8703 | Oakland Measure G1 |
|  | SUBTOTAL - Local Revenues |
| 8800 | Donations/Fundraising |
| 8801 | Donations - Parents |
| 8802 | Donations - Private |
| 8803 | Fundraising |
|  | SUBTOTAL - Fundraising and Grants |
| TOTA | NUE |


| 2020/21 | 2020/21 | 2020/21 | 2021/22 | 2021/22 |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Approved Budget | Current Forecast | Notes | Preliminary Budget | Notes |  |
| 3,806,332 | 3,841,228 | Backfills State Aid | 3,855,350 | Backfills State Aid |  |
| 118,716 | 118,716 | Greater of: \$200 per ADA or 36.47\% of State Aid | 114,540 | Greater of: \$200 per ADA or 19\% of State Aid |  |
| - | - |  | - |  |  |
| 1,493,210 | 1,493,210 | In accordance with Local Property Tax of $\$ 2515.6$ per ADA | 1,628,152 | In accordance with Local Property Tax of \$2842.94 per ADA |  |
| 5,418,258 | 5,453,154 |  | 5,598,041 |  |  |
| 77,500 | 77,500 | \$125 per PY CBEDS Enrollment | 78,750 | \$125 per PY CBEDS Enrollment |  |
| 202,500 | - | Level 3 NPS reimbursed at $90 \%$ of cost | - | Level 3 NPS reimbursed at $90 \%$ of cost for out of state, Seneca |  |
| 37,921 | 6,636 | Estimated reimbursement at 40\% of total Food | 20,582 | Estimated reimbursement at $35 \%$ of total Food Service Cost. |  |
| - | - | - | - |  |  |
| 38,055 | 38,055 | \$215 per Title I eligible student | 42,435 | \$205 per Title I eligible student |  |
| 12,390 | 12,390 | \$70 per Title I eligible student | 14,490 | \$70 per Title I eligible student |  |
| 10,000 | 10,000 | \$0 per Title I eligible student | 10,000 | \$0 per Title I eligible student |  |
| - | 1,412 | - - | - |  |  |
| 342,723 | 342,723 | ESSER/CR/GEER | 183,940 | Esser II |  |
| 721,089 | 488,716 | - | 350,197 |  | - |
| 237 | 2,027 | Se5 - - | - |  | - |
| 357,273 | 356,069 | \$625 per CY ADA | 363,309 | \$634 per CY ADA |  |
| 82,080 | 164,160 | $80 \%$ of $\$ 3 \mathrm{~K}$ per service count. Ultimately it will be lesser of this estimate or the actual MH budget. | 177,760 | $80 \%$ of $\$ 3 \mathrm{~K}$ per service count. Ultimately it will be lesser of this estimate or the actual MH budget. |  |
| 3,160 | 498 | Estimated reimbursement at 3\% of total Food | 2,940 | Estimated reimbursement at 5\% of total Food Service Cost. |  |
| 178,500 | 178,500 | \$1065.6 per ADA or 0.75 of rent, lesser of the two | 249,750 | $\$ 750$ per ADA or 0.75 of rent, lesser of the two |  |
| 17,270 | 17,270 | \$17 per PY ADA | 15,029 | \$14 per PY 6-8 ADA, \$42 per 9-12 ADA |  |
| 89,923 | 111,669 | \$190 per ADA per SSC | 108,813 | \$190 per ADA per SSC |  |
| 46,176 | 327,489 | GF funds, IPI and ELO | 281,313 | IPI and ELO |  |
| 774,619 | 1,157,681 | - | 1,198,915 |  | - |
| - | - | Estimated reimbursement at 0\% of total Food | 5,881 | Estimated reimbursement at $10 \%$ of total Food Service Cost. |  |
| 1 | 1 | Que - | 1 |  | - |
| - | - | Quest revenues at 50 students, $\$ 300$ per trimester | - |  |  |
| 18,810 | 29,761 | Quest revenues at 50 students, $\$ 300$ per trimester | 18,150 | \$30 per Students Total |  |
| - | - |  | - |  |  |
| - | - | - | - |  |  |
| 103.950 | 103950 | Probation $\$ 525$ per arades 9-12 student | 116.025 |  |  |
| 103,950 | $103,950$ | Probation; \$525 per grades 9-12 student | $116,025$ | $\$ 850$ per grades $9-12$ student, but still implementation (\$200) \$1M for charters, allocated by ADA\% among OUSD charters |  |
| 39,575 | 39,575 | Grades 6-8 enrollment, multiplied by $80 \%$ oakland resident, 20\% LCFF \%. Per pupil allocation (\$190 for staff $\$ 450$ for art) | 34,304 | Grades 6-8 enrollment, multiplied by $80 \%$ oakland resident, $20 \%$ LCFF \%. Per pupil allocation ( $\$ 190$ for staff, $\$ 450$ for art) |  |
| 162,336 | 173,287 |  | 174,361 |  | - |
| 94,050 | 54,050 | \$150 per Students Total | 90,750 | \$150 per Students Total |  |
| 50,000 | 50,000 | - | 50,000 | Silicon Valley Schools, other |  |
| 6 | 6 | Other | - | NGLC |  |
| 144,056 | 104,056 | - - | 140,750 |  | - |
| 7,220,358 | 7,376,894 |  | 7,462,264 |  |  |

## East Bay Innovation Academy

Multiyear Budget Summary DRAFT

## EXPENSES

| $2020 / 21$ | 2020/21 | 2020/21 | 2021/22 | 2021/22 |
| :---: | :---: | :---: | :---: | :---: |
| Approved Budget | Current Forecast | Notes | Preliminary Budget | Notes |


| Compensation \& Benefits |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1000 | Certificated Salaries |  |  |  |  |  |  |
| 1100 | Teachers Salaries | 1,995,119 | 2,047,919 | 29 FTE (4 each ELA, math, history, science, 2 codina. 2 Spanish: 2 art. 2 PE) |  | 2,163,669 | 29 FTE (6 ELA, 5 math, 5 history; 6 science; 1 coding, 2 Spanish, 2 art. 2 PE) |
| 1103 | Teacher - Substitute Pay | 53,355 | 20,000 | 0 FTE |  | - |  |
| 1148 | Teacher - Special Ed | 259,367 | 259,367 | 4 FTE, RSP |  | 267,203 | 4 FTE, RSP |
| 1160 | Teacher - Custom 2 | 158,298 | 158,298 | 2 FTE |  | 228,217 | 3 FTE, School psychologist, MH counselor, academic counselor |
| 1170 | Teacher - Custom 3 | 57,960 | 57,960 | 1 FTE |  | 85,000 | 1 FTE, Specialist |
| 1300 | Certificated Supervisor \& Administrator Salaries | 320,025 | 321,441 | 3 FTE, ED, DSSS,Asst DI |  | 334,198 | 3 FTE, ED, DSSS, Dir of Inst |
| 1311 | Cert Admin - DESEL, Curr. Instr. | 522,599 | 522,599 | 5 FTE, 2 Principals, 2 Deans, DCCR |  | 530,920 | 5 FTE, 2 Principals, 2 Deans, DCCR |
|  | SUBTOTAL - Certificated Employees | 3,366,723 | 3,387,584 |  | - | 3,609,206 | - |
| 2000 | Classified Salaries |  |  |  |  |  |  |
| 2104 | Classified - SPED | 191,305 | 191,305 | 5 FTE |  | 211,600 | 4 FTE, 4 IA |
| 2300 | Classified Supervisor \& Administrator Salaries | 103,300 | 106,733 | 1 FTE, Ops |  | 120,000 | 1 FTE, Ops |
| 2400 | Classified Clerical \& Office Salaries | 145,540 | 145,540 | 3 FTE (2 Office Managers) |  | 179,473 | 3 FTE (2 Office Manager, 1 Data Support) |
| 2402 | Classified Clerical \& Office Salaries - Community En | 88,983 | 88,983 | 1 FTE, DESD |  | 91,787 | 1 FTE, DESD |
| 2905 | Other Classified - After School | - | - |  |  | - |  |
| 2928 | Other Classified - Food | - | - |  |  | - |  |
|  | SUBTOTAL - Classified Employees | 529,128 | 532,561 |  | - | 602,860 | - |
| 3000 | Employee Benefits |  |  |  |  |  |  |
| 3100 | STRS | 543,726 | 547,095 |  | - | 578,195 | - |
| 3300 | OASDI-Medicare-Alternative | 89,688 | 90,260 |  | - | 98,830 | - |
| 3400 | Health \& Welfare Benefits | 354,215 | 354,215 |  | - | 397,554 | - |
| 3500 | Unemployment Insurance | 21,685 | 22,287 |  | - | 19,866 | - |
| 3600 | Workers Comp Insurance | 38,959 | 48,368 |  | - | 42,121 | - |
| 3900 | Other Employee Benefits | 9,371 | 9,509 |  | - | 14,339 | - |
|  | SUBTOTAL - Employee Benefits | 1,057,643 | 1,071,733 |  | - | 1,150,905 | - |

## East Bay Innovation Academy

|  |  | 2020/21 | 2020/21 | 2020/21 | 2021/22 | 2021/22 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Approved Budget | Current Forecast | Notes | Preliminary Budget | Notes |  |
| 4000 | Books \& Supplies |  |  |  |  |  |  |
| 4100 | Approved Textbooks \& Core Curricula Materials | 13,794 | 13,794 | \$22 per Student | 13,576 | \$22 per Student |  |
| 4200 | Books \& Other Reference Materials | 3,204 | 3,204 | \$103 per Teacher | 3,057 | \$105 per Teacher |  |
| 4300 | Materials \& Supplies | 34,485 | 19,485 | \$55 per Student | 33,941 | \$56 per Student |  |
| 4320 | Educational Software | 66,430 | 66,430 | Achieve3000, Apex, CPM pilot, NWEA, WeVideo, Overarad. other | 60,500 | \$100 per Student |  |
| 4330 | Office Supplies | 28,215 | 28,215 | \$45 per Student | 36,300 | \$60 per Student |  |
| 4352 | Quest (After School) | 3,000 | 3,000 | Snacks (\$40/day), Jumbula and supplies | - |  |  |
| 4400 | Noncapitalized Equipment | 10,404 | 12,434 | safety equipment, GGA fan, printer | 10,612 |  |  |
| 4410 | Classroom Furniture, Equipment \& Supplies | 35,000 | 40,000 | new classrooms | 35,000 |  |  |
| 4420 | Computers (individual items less than $\$ 5 \mathrm{k}$ ) | 60,000 | 160,000 | Replacing 6th and 7th CBs (270 at \$320 ea), new | 50,000 |  |  |
| 4423 | Staff Computers | 35,000 | 15,000 | 9th ( 100 at $\$ 400$ ea). 6 machines, $\$ 800$ each | 15,000 |  |  |
| 4430 | Non Classroom Related Furniture, Equipment \& Sup | 30,000 | 90,000 | lunch tables, 10 CB carts | 10,000 |  |  |
| 4710 | Student Food Services | 63,202 | 16,590 | Assumes that $43 \%$ of total Food Service Cost is reimbursed. Revolution Foods | 58,806 | Assumes that 50\% of total Food Service Cost is reimbursed |  |
| 4720 | Other Food | 1,040 | 3,000 | Volunteers, back to school night | 3,060 |  |  |
|  | SUBTOTAL - Books and Supplies | 383,774 | 471,153 | - | 329,852 |  | - |

## East Bay Innovation Academy

| Multiyear Budget Summary DRAFT |  | 2020/21 | 2020/21 | 2020/21 | 2021/22 | 2021/22 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Approved Budget | Current Forecast | Notes | Preliminary Budget | Notes |
| 5000 | Services \& Other Operating Expenses |  |  |  |  |  |
| 5220 | Travel and Lodging | 5,000 | 5,000 |  | 5,100 |  |
| 5300 | Dues \& Memberships | 15,511 | 15,511 | CCSA, Board on Track, other | 12,761 |  |
| 5450 | Insurance - Other | 78,375 | 62,409 | \$95 per Student | 60,500 | \$100 per Student |
| 5515 | Janitorial, Gardening Services \& Supplies | 156,000 | 141,000 | Blanca at $\$ 7.5 \mathrm{~K} / \mathrm{mo}$, both sites | 120,000 | Sergio at \$6.2k/mo + Roosevelt \$75K |
| 5535 | Utilities - All Utilities | 96,000 | 66,000 | PG\&E, WM, etc. | 97,920 | Including \$42K for Roosevelt |
| 5610 | Rent | 238,000 | 238,000 | \$19833 per Monthly Rate | 333,000 | \$26500 per Monthly Rate |
| 5611 | Prop 39 Related Costs | 131,306 | 131,306 | \$126K for Marshall (\$4.62/sq ft) | 133,100 | \$126K for Marshall, \$69K for Roosevelt |
| 5615 | Repairs and Maintenance - Building | 10,404 | 10,404 | \$867 per Monthly Rate | 10,612 | \$884 per Monthly Rate |
| 5616 | Repairs and Maintenance - Computers | 10,000 | - | Safeware, Acer | 10,000 |  |
| 5803 | Accounting Fees | 15,000 | 15,000 | CLA - Audit and Form 990 | 10,000 |  |
| 5806 | Assemblies | 7,500 | 7,500 | Promotion/graduation venue, expenses | 7,650 |  |
| 5809 | Banking Fees | 35,000 | 35,000 |  | 5,100 |  |
| 5810 | Intersession | 35,000 | 40,000 | \$0 per Student | 72,600 | \$120 per Student |
| 5812 | Business Services | 68,666 | 78,666 | Flat Fee \$67K | 84,000 | Flat Fee \$84K |
| 5815 | Consultants - Instructional | 35,000 | 35,000 | Measure N, residents | 80,000 | Measure N , residents, tutoring |
| 5820 | Consultants - Non Instructional - Custom 1 | 25,000 | 15,000 | Includes WASC | 30,000 | CCR |
| 5824 | District Oversight Fees | 54,183 | 54,532 | 1.0\% of LCFF General Purpose Grant | 55,980 | 1.0\% of LCFF General Purpose Grant |
| 5836 | Fingerprinting | 3,483 | 3,483 | \$65 per FTE | 3,553 | \$66 per FTE |
| 5839 | Fundraising Expenses | 15,000 | 15,000 | Including Bloomerang, grant writing | 15,300 |  |
| 5845 | Legal Fees | 60,000 | 58,000 | \$4000 per Monthly Rate | 52,800 | \$4400 per Monthly Rate |
| 5851 | Marketing and Student Recruiting | 10,000 | 10,000 | Schoolmint, EOC | 10,200 |  |
| 5857 | Payroll Fees | 5,094 | 5,094 | \$424 per Monthly Rate | 5,196 | \$433 per Monthly Rate |
| 5860 | Printing and Reproduction | 500 | 737 |  | 510 |  |
| 5861 | Prior Yr Exp (not accrued) | - | 20,964 |  | - |  |
| 5863 | Professional Development | 24,000 | 24,000 | BTSA, other | 33,000 |  |
| 5866 | SPED MH Day/NPS Services | 425,000 | 231,667 | 1 residential NPS, 2 day program | 160,000 | 1 out of state NPS, 1 in-state NPS, Seneca |
| 5869 | Special Education Contract Instructors | 125,000 | 105,000 | Includes speech and OT | 100,000 |  |
| 5872 | Special Education Encroachment | 13,455 | 13,455 |  | 13,724 |  |
| 5874 | Sports | - ${ }^{\text {- }}$ | -70 |  | 10,000 |  |
| 5875 | Staff Recruiting | 7,793 | 67,700 |  | 7,949 |  |
| 5878 | Student Assessment | 30,000 | 20,000 | AP, CELDT | 30,000 | AP, CB |
| 5880 | Student Health Services | 449 | 1,949 |  | 458 |  |
| 5881 | Student Information System | 30,000 | 30,412 | Illuminate, Echo, School Messenger, MSA | 30,000 | PowerSchool, School Messenger, Echo |
| 5884 | Substitutes | -- | - |  | 20,000 |  |
| 5887 | Technology Services | 50,000 | 55,000 | ACOE internet, Bonsai | 56,100 | ACOE internet, Bonsai |
| 5900 | Communications | 36,000 | 26,000 | AT\&T Fiber at both sites (\$1500/mo), phone (\$750/mo) | 36,720 | \$3060 per Monthly Rate |
| 5915 | Postage and Delivery | 1,624 | 3,324 |  | 3,000 |  |
|  | SUBTOTAL - Services \& Other Operating Exp. | 1,859,095 | 1,642,112 |  | 1,716,833 |  |

East Bay Innovation Academy
Multiyear Budget Summary DRAFT

Capital Outlay
Buildings \& Improvement of Buildings School Libraries
Equipment
Computers (capitalizable items)
Furniture (capitalizable items)
Other Equipment (capitalizable items)
Equipment Replacement
School Defined)
School Defined)
SUBTOTAL - Capital Outlay

## TOTAL EXPENSES

$6900 \quad$ Total Depreciation (includes Prior Years)
TOTAL EXPENSES including Depreciation

| $2020 / 21$ | $2020 / 21$ | 2020/21 | 2021/22 | 2021/22 |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Approved Budget | Current Forecast | Notes | Preliminary Budget | Notes |  |
| - | - |  | - |  | - |
| - | - |  | - |  |  |
| - | - |  | - |  | - |
| - | - |  | - |  | - |
| - | - |  | - |  | - |
| - | - |  | - |  | - |
| - | - |  | - |  | - |
| - | - |  | - |  | - |
| - | - |  | - |  | - |
|  |  |  |  |  |  |
| - | - |  | - |  | - |
|  |  |  |  |  |  |
| 7,196,362 | 7,105,144 |  | 7,409,656 |  | - |
| - | - |  | - |  | - |
| 7,196,362 | 7,105,144 |  | 7,409,656 |  |  |

