

## **ECRA Supplemental Budget Information**

### **Budget Detail of Major Spending and Staff Controls**

Contains major budget items and provides some context for the school's investments.

### **LCAP Costs**

Basic description of the LCAP Spending. Any excess spending will be applied to other restricted funding sources (e.g. Title I)

### **New Positions**

This addresses new positions to either replace/reduce consultants or satisfy additional compliance from LAUSD and/or LCAP.

### **Classified Staff Compensation**

This addresses some payroll issues from the last update, and creates other payroll categories. The classified staff compensation table will likely see more changes due to minimum wage increases.

**Budget Detail of Major Spending and Staff Controls**

	Description	Total Cost	Notable Costs (>\$50K)	Special Notes
A-1	121 Classroom and 15 Special Ed. Teachers	15,930,768		
A-2	8 Counselors	937,104		
A-3	5 Other Non-Administrative Certificated	585,690		Out of classroom certificated employees (e.g. librarian)
A-4	2 Technology Staff	339,570		Chief Information officer and Director of Technology
A-5	1 Executive Director and 4 Assistant Principals	991,988		School may hire a 5th assistant principal. As a note, LAUSD has one certificated administrator per 180 ADA. Using the same ratio, ECRA should have ~20 instead of the projected 5.
A-6	21 Special Education Assistants	1,088,447		
A-7	15 Buildings & Ground, and 2 Plant Managers	1,087,017		
A-8	14 Security Aides (7 are outsourced)	656,855		Current security aides may stay with ECRA. New aides will be from Naerok Security. Current aides can move over to Naerok since they can receive more assignments since they can send them to other jobs when ECR is not in session.
	Naerok Security (Campus Security)		328,427	Outsourced security
A-9	20 Clerical, Business and Technology Staff	1,426,720		Additional staff is for LCAP compliance and fiscal structure changes for LAUSD. New position search will begin at the end of June. There is a consultant reviewing payroll and responsibilities which will result in pay category changes.
A-10	CBO, Business Director, STEM Director	560,310		
A-11	Community/ Development Director, Compliance Manager and Accounting Manager	353,400		Additional staff is for LCAP programs and fiscal structure changes for LAUSD. New position search will begin at the end of June.
A-12	Part-Time Staff (e.g. Youth Services, Student Workers, etc.)	629,200		
A-13	Other Pay and Duties	1,304,730		Other pay for certificated staff (e.g. stipends, professional development, tutoring, auxiliaries, etc.)
A-14	LCAP Related Transfer	(1,367,050)		Transfers from general obligations for LCAP and other restricted programs.
<b>Permanent Staff Related</b>		<b>24,524,748</b>		
B-1	Legal Services	322,000		ECR will look for part-time legal counsel to reduce outsourced legal services. This is to speed up compliance wanted by the district.
B-2	Accounting Services (e.g. EdTec, FCMAT)	270,000		Outsourced accounting services, including FCMAT, Feddersen & Company and EdTec (Back Office Provider).
B-3	Facilities and Maintenance Consulting and Services (e.g. LAUSD, Naerok)	280,000		Outsourced maintenance services and consulting for facility management to Naerok and LAUSD.
B-4	Other (The Setup HR, Magnetic Communications, etc.)	290,000		Mainly outside consultants for specialized services. Consultants are used because they are cheaper than having underutilized staff people, and ECR is not in position to develop that expertise.
	Los Angeles School Police		120,000	
B-5	Substitutes	300,000		Mainly Kelly Services
B-6	Special Education Services	400,000		Normally specialized special education services that doesn't justify a full-time hire.
B-7	LAUSD Special Education Encroachment	557,815		A special education encroachment fee LAUSD charges charter schools
B-8	LAUSD Charter Oversight	308,944		An oversight fee LAUSD charges charter schools.
<b>Consulting, Staffing, Other Services Related</b>		<b>2,728,759</b>		
C-1	Charter Safe Insurance	370,781		Workers compensation and general liability insurance.
C-2	Facilities & Rent	1,180,000		Includes rent, utilities and communications.

		LAUSD (5440 Valley Circle)		350,000	Rent for main campus
		LAUSD (Miguel Leonis)		100,000	Rent for alternative school
C-3	Travel, Training & Dues		863,709		Includes CCSA Conference, National Charter Conference, Payroll Subscriptions (Paychex, Stratus Time), Trainings, Workshops, Advocacy, AVID, etc.
		19XX · Teachers - Other		163,709	Teacher professional development
		Teacher Conferences		100,000	Trainings and other services
		5830 · Pupil Transportation and Field Trips		300,000	Student related field trips and buses
		Other School Related Dues		130,000	Includes PSAT, Turnitin, Aeries, etc.
C-4	Printing & Copying		184,000		Costs related to printing and copying. Payments are primarily to The Print Spot and Canon.
		5605 · Equipment Rental		50,000	Copier Rental
		4330 · Office Supplies		90,000	Copy paper and supplies
C-5	Other Costs		1,805,000		
		6900 · Depreciation		280,000	Mainly wear and tear on equipment.
		School Supplies		1,480,000	Includes food services, textbooks, school supplies, custodial supplies, etc.
C-6	LCAP Related Transfer		(150,000)		
	<b>Supplies and Operational Costs Related</b>		<b>4,253,490</b>		
D-1	Goal 1 - Ensure Implementation of Academic Programs for Core Subjects		250,358		Cost of substitutes for faculty time and classroom modernization
		4400 · Noncapitalized Furniture/Equipment		200,000	Classroom modernization (~10 classes/year)
D-2	Goal 2 - Solidify a Clear Schoolwide Identity in Terms of College & Career Readiness		20,000		PSAT and other creating a foundation for college and career readiness
D-3	Goal 3 - Ensure That All Students Receive Personalized Supports to Succeed		1,045,181		Technology, extra hours, and program support
		1940 · Teachers - Summer School		200,000	Credit recovery
		1900 · Other Certificated		112,000	Director of Student Technology
		Microsoft Surface Pro & Chromebooks		560,000	
D-4	Goal 3 - Alternative Education and Independent Studies Program		1,060,982		Cost of 6 teachers, 1 administrator, 1 office person, and rent.
		LAUSD (Miguel Leonis)		100,000	
D-5	Goal 4 - Build Parents' Capacity as Partners		29,304		
	<b>LCAP Supplemental Related</b>		<b>2,405,825</b>		<b>Though overall supplemental spending is higher than funding, only a portion of it can be used to offset supplemental spending.</b>

## New Positions

ECR lost the following operational positions:

Assistant Principal  
Human Resource Manager  
Main Office Person (Part-time)  
Analyst  
Controller  
Accountant  
Attendance

ECR is replacing these positions with the following:

	<b>Step</b>	
General Counsel	49	Most likely a part-time person. This should reduce legal fees. No hire will occur if the right person is not found.
Compliance Manager	22	Assist with compliance, payroll and procurement.
Accounting Manager / Controller	22 - 33	Replace controller. Replacement will most likely be a manager position closer to 22.
Fiscal Specialist or Analyst	Classified Table	Replace analyst.
Fiscal Specialist	Classified Table	Replace accountant for increase compliance promised under the notice to cure.
Director for Volunteers, Development, and Community Relations	30	LCAP and SPSA requires more parent involvement. ECR needs to increase fundraising efforts.

The hires still puts ECR well below staffing ratios at LAUSD and nearby Los Angeles conversion schools. This level of staffing will still generate significant savings compared to per ADA spending from school districts and conversion schools.

**LCAP Costs**

	<b>Cost Notes</b>	<b>Supp %</b>	<b>Total 2016/17</b>	<b>Supp. 2016/17</b>	<b>Total 2017/18</b>	<b>Supp. 2017/18</b>	<b>Total 2018/19</b>	<b>Supp. 2018/19</b>
<b>1. Ensure implementation of academic content</b>								
Provide training and collaboration time to ensure common faculty understandings about the key instructional shifts tied to CCSS and/or NGSS	At least 120 teachers at 3 Hours (Optional) = \$9K ... Budget at 20% of max, or \$2K	20%	9,000	1,800	9,000	1,800	9,000	1,800
Develop CCSS-aligned curricular maps by course in English/Language Arts and Mathematics establishing common scope and sequence, priority standards, and common formative assessments by the end of the 2016-17 school year.	At least 10 substitutes for a full day at \$275/day.	20%	2,750	550	2,750	550	2,750	550
Develop NGSS-aligned curricular maps by course in Science establishing common scope and sequence, priority standards, and common formative assessments by the end of the 2017-18 school year.	At least 10 substitutes for a full day at \$275/day.	20%	2,750	550	2,750	550	2,750	550
Ensure that Common Formative Assessments (CFAs) exist in each academic course to measure student mastery of standards that embody CCSS focus on Depth of Knowledge (DOK)	At least 10 substitutes for a full day at \$275/day.	20%	2,750	550	2,750	550	2,750	550
Provide EL coaching to core academic teachers on helping EL students access CCSS and ELD standards	Average teacher cost, with benefits, is about \$120K/year. 1/5th, since 1 period is conference, is about \$24K.	100%	24,000	24,000	24,000	24,000	24,000	24,000
Provide training on analyzing and using both summative (e.g., SBAC) and formative assessment data, including assessment resources and tools	25% of analysts time at \$70K with benefits.	20%	17,500	3,500	17,500	3,500	17,500	3,500
Encourage bi-annual faculty participation in subject/content area/instructional strategy conferences where participants must document and share (report back) on what was learned.	Done during PD.	20%	-	-	-	-	-	-
Include regular examination of student work against common rubrics/criteria in teacher collaboration (by course or department)	At least 10 substitutes for a full day at \$275/day.	20%	2,750	550	2,750	550	2,750	550
Maintain 95% faculty meeting highly-qualified definition	Done through hiring.	20%	-	-	-	-	-	-
Maintain school facilities to promote optimal learning environment	\$200K/year allocation	20%	200,000	40,000	200,000	40,000	200,000	40,000
<b>2. Solidify a clear school-wide identity in terms of</b>								
Expand student access to AP classes; become more proactive about supporting more students regardless of level	Done during PD.	20%	-	-	-	-	-	-

Provide professional development to faculty on specific behaviors and actions that will be used to reinforce and embody a “college-going culture” and/or “career exploration”	Done during PD.	20%	-	-	-	-	-	-
Reinvigorate implementation of AVID program	Done during PD.	20%	-	-	-	-	-	-
Implement PSAT Testing for all 9-11th grade students	Cost depends on participation level. Budget at \$20K.	20%	20,000	4,000	20,000	4,000	20,000	4,000
Enroll more students in higher-level math (i.e., beyond Algebra II) by offering regular Statistics, Math Analysis, and AVID Calculus	Done during PD.	20%	-	-	-	-	-	-
By the end of 9th grade, identify each students’ career/industry sector interests and then provide counseling on educational requirements for different careers in that sector	Budget \$5K for extra hours, consultants and/or analyst time.	20%	N/A	N/A	5,000	1,000	5,000	1,000
Integrate with Naviance during Career & College Readiness course and during 9th grade classroom visitations by counselors	Budget \$5K for extra hours, consultants and/or analyst time.	20%	N/A	N/A	5,000	1,000	5,000	1,000
Involve students in field trips or guest speakers tied to an academic or CTE class annually	Budget \$5K for extra hours, consultants and/or analyst time.	20%	N/A	N/A	N/A	N/A	5,000	1,000
Provide increased information regarding trade schools/certification programs	Budget \$5K for time by Director and Counselor.	20%	N/A	N/A	5,000	1,000	5,000	1,000
Scale up existing and develop one additional Career Pathways (i.e., a sequence of 3 or more classes) to allow student to explore their career interests and engage in project-based and applied learning	Develop two courses at \$2K/each	20%	N/A	N/A	N/A	N/A	4,000	800
Partner with community businesses and organizations to provide internships, field trips, job shadowing, and project based learning	10% of Community and Development Director with a total cost of \$120K/year	20%	N/A	N/A	N/A	N/A	12,000	2,400
Require a portfolio of College & Career Readiness for graduation (including career aspirations/goals, resume, letters of recommendation, samples of exemplary work, etc.)	No cost	20%	N/A	N/A	N/A	N/A	-	-

**3. Ensure that all students receive personalized**

Define structure and curriculum for Summer Bridge Program for incoming 9th graders identified as needing extra help	\$2K each for 3 people.	20%	N/A	N/A	6,000	1,200	6,000	1,200
Improve Freshman Orientation Process, Support, and Follow Up	No cost	20%	N/A	N/A	-	-	-	-
Provide diagnostic testing in reading and math for incoming freshman in Math and Reading to aid in correct placement consistent with skill and ability level and/or to support differentiation	\$1K set aside	20%	N/A	N/A	1,000	200	1,000	200
Expand AP preparation (“AP Bridge”) over the summer	3 auxiliaries at \$10K/each	100%	N/A	N/A	30,000	30,000	30,000	30,000

Expand the role of the Black Student Union	No cost	20%	-	-	-	-	-	-	
Provide Career and College Readiness training for Latino and African American youth through “The Village” and “La Familia” assemblies, field trips, and guest speakers	Hispanics Scholars Club (part of La Familia)	\$10K set aside for services	20%	10,000	2,000	10,000	2,000	10,000	2,000
Implement Guardian Scholars Program for Foster Youth (with Pierce College)	Identify foster and homeless youth and ensure access to materials and individualized counseling and other services	50% of a \$3K stipend	100%	1,500	1,500	1,500	1,500	1,500	1,500
Continue to utilize Student Success Team model for struggling students	No cost	20%	-	-	-	-	-	-	
Provide alternative school options, incorporating traditional and independent study programs that allow students to make up credits taking into consideration emotional and maturity level of the student.	6 teachers (\$120K/each), 1 office person (\$60K/each), \$100K for rent	100%	880,000	880,000	880,000	880,000	880,000	880,000	
Restructure and expand 7th period intervention courses to targeted students	3 auxiliaries at \$10K/each	100%	N/A	N/A	30,000	30,000	30,000	30,000	
Continue to offer Summer School focused on credit recovery with priority given to FRPM and EL students	15 auxiliaries at \$10K/each	100%	150,000	150,000	150,000	150,000	150,000	150,000	
Offer online credit recovery programs (e.g., Ingenuity)	\$8500/year	100%	8,500	8,500	8,500	8,500	8,500	8,500	
Provide peer mentoring, tutoring, and support groups with priority given to FRPM and EL students.	\$10K/year	100%	10,000	10,000	10,000	10,000	10,000	10,000	
Provide pilot technology-based literacy intervention programs to assist underperforming students, including Surface Pros for Title I students.	700 students at \$800/computer	100%	560,000	560,000	560,000	560,000	560,000	560,000	
Provide pilot technology-based literacy intervention programs to assist underperforming students, including Chromebooks for ESL and underperforming, unduplicated EL students.	100 students at \$500/computer	100%	50,000	50,000	50,000	50,000	50,000	50,000	
Support FRPM and EL student technology	75% of Director of Technology's time at \$150K with benefits	100%	112,500	112,500	112,500	112,500	112,500	112,500	
Provide nutritional snacks for students in the extended day programs.	\$30K/year	100%	30,000	30,000	30,000	30,000	30,000	30,000	
Develop, implement, and maintain a Student Relationship Management (SRM) dashboard	\$50K/year for staff, consultants and subscription	20%	50,000	10,000	50,000	10,000	50,000	10,000	
Refer targeted students to: Tarzana Treatment Center, the Body Image Group, Anxiety Group, Anger Management programs and/or mental health/therapy services on- or off-campus.	No additional cost	20%	-	-	-	-	-	-	
Develop a cadre of peer mentors for the PAL (Peer Active Listeners)	No additional cost	20%	N/A	N/A	-	-	-	-	

Introduce communication tools (e.g., ticket system, Google Doc) to close the feedback loop between the Attendance Coordinator and teachers.

Done during PD. 20% - - N/A N/A N/A N/A

**4. Build parents' capacity as partners in supporting**

Redesign the school website to include links to monthly electronic parent newsletter and options for parent volunteerism and the Parent Center on campus

Minor additional costs from refresh. 20% - - N/A N/A N/A N/A

Publicize and reinforce the Aeries portal as a tool for parent-teacher communication and information sharing tied to student performance on classroom assessments.

Minor additional costs 20% - - - - - -

Provide curricular night for parents/families focused on each of the four academic core subject areas (one each annually for English, Math, Science, and History/Social Studies)

\$2K/year budget 20% N/A N/A 2,000 400 2,000 400

Introduce student led conferencing, phasing in gradually and building on work from AVID.

\$2K/year budget 20% N/A N/A 2,000 400 2,000 400

Conduct an annual needs assessment of parent satisfaction, parent education desires, and priorities for school improvement to enable all parents to weigh in on school planning decisions

10% of Business Director with a total cost of \$120K/year 20% 12,000 2,400 12,000 2,400 12,000 2,400

Recruit parents into advisory committees (SSC, ELAC, SAC - school advisory council for Title I)

10% of Community and Development Director with a total cost of \$120K/year 20% 12,000 2,400 12,000 2,400 12,000 2,400

Provide parent workshops/training on a variety of topics tied to student achievement and school improvement goals.

\$2K/year budget 20% 2,000 400 2,000 400 2,000 400

Use La Familia and The Village Nation as key partners to enhance parent/family linkages to school activities, programs, and services.

10% of Community and Development Director with a total cost of \$120K/year 20% N/A N/A 12,000 2,400 12,000 2,400

Expand the Latino Outreach program, ELAC, and SSC for families of EL students

10% of Community and Development Director with a total cost of \$120K/year 20% N/A N/A 12,000 2,400 12,000 2,400

Develop a cadre of parent volunteers

10% of Community and Development Director with a total cost of \$120K/year 20% N/A N/A 12,000 2,400 12,000 2,400

Totals 2,171,505 1,896,700 2,293,509 1,969,100 2,314,510 1,973,300



**Classified Staff Compensation  
FY 7/1/16 to 6/30/17**

**NON-CLERICAL**

Posit.	Campus Aide	Campus Aide Senior	Instruct. Aide	Education Aide	Special Ed Asst.	Additional Adult Asst.	Buildings & Grounds	Asst. Plant Mngr II	Youth Svcs/Coach Ath. Asst.	Athletic Trainers
Basis	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
1	14.60	16.30	16.06	13.23	20.03	23.75	14.29	18.30	17.66	28.27
2	15.28	17.07	16.85	13.92	21.07	24.02	14.97	19.25	17.66	29.07
3	16.06	17.95	17.67	14.60	22.18	24.28	15.69	20.19	17.66	29.86
4	16.85	18.83	18.63	15.28	23.30	24.55	16.47	21.27	17.66	30.66
5	17.68	19.79	19.54	16.06	24.52	24.81	17.27	22.38	17.66	31.45
6	17.68	19.79	19.54	16.06	24.52	24.81	18.18	22.38	17.66	31.45
7	17.68	19.79	19.54	16.06	24.52	24.81	19.11	22.38	17.66	31.45
10	18.03	20.19	19.94	16.38	25.03	25.33	19.50	22.84	17.66	31.45
15	18.40	20.61	20.35	16.71	25.56	25.86	19.90	23.32	17.66	31.45
AA Degree	+\$0.25	+\$0.25	+\$0.25	+\$0.25	+\$0.25	+\$0.25	+\$0.25	+\$0.25	+\$0.25	
BA Degree	+\$0.50	+\$0.50	+\$0.50	+\$0.50	+\$0.50	+\$0.50	+\$0.50	+\$0.50	+\$0.50	
MA Degree										+\$1.00

**CLERICAL**

Posit.	Office Asst. I	Office Asst. II	Office Asst. Senior I	Office Asst. Senior II	Admin. Asst. I	Admin. Asst. II	Business Specialist	Fiscal Specialist	Acctg. Tech. I	Acctg. Tech. II	Acctg.
Basis	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
1	11.30	14.26	16.49	19.12	22.73	27.97	26.01	28.71	16.23	18.40	23.86
2	11.87	14.98	17.32	20.12	23.90	29.44	27.38	30.23	17.04	19.34	24.89
3	12.48	15.70	18.20	21.22	25.17	31.02	28.80	31.80	17.91	20.34	26.19
4	13.12	16.49	19.12	22.73	26.50	32.69	30.36	33.54	18.82	21.38	27.59
5	13.80	17.32	20.12	23.90	27.90	34.44	31.97	35.33	19.77	22.47	29.07
6	13.80	17.32	20.12	23.90	27.90	34.44	31.97	35.33	20.82	23.68	29.07
7	13.80	17.32	20.12	23.90	27.90	34.44	31.97	35.33	21.91	24.93	29.07
10	14.07	17.67	20.53	24.40	28.49	35.18	32.27	35.63	22.36	25.46	29.68
15	14.35	18.03	20.96	24.91	29.09	35.93	32.57	35.93	22.83	25.99	30.31
AA Degree	+\$0.25	+\$0.25	+\$0.25	+\$0.25	+\$0.25	+\$0.25					
BA Degree	+\$0.50	+\$0.50	+\$0.50	+\$0.50	+\$0.50	+\$0.50					
MA Degree							+\$1.00	+\$1.00	+\$1.00	+\$1.00	+\$1.00

HS Worker/Intern 10.50 Increases to \$12.00 on July 1, 2017  
 College Worker/Intern 15.00  
 Graduate Worker/Intern 20.00 to 40.00

**Los Angeles Minimum Wage**

	Hourly
Pre-2016	\$9.00
1/1/2016	\$10.50
7/1/2017	\$12.00
7/1/2018	\$13.25
7/1/2019	\$14.25
7/1/2020	\$15.00

**California Minimum Wage**

	Hourly	Monthly Exempt	Annual Exempt
1/1/2017	\$10.50	\$3,640	\$43,680
1/1/2018	\$11.00	\$3,813	\$45,760
1/1/2019	\$12.00	\$4,160	\$49,920
1/1/2020	\$13.00	\$4,507	\$54,080
1/1/2021	\$14.00	\$4,853	\$58,240
1/1/2022	\$15.00	\$5,200	\$62,400

**Other**

If anyone is making less from category or pay changes, then their pay is frozen until caught up.  
 11.5% for CalPERS stipend  
 \$0.29/hour differential for qualified bi-lingual classified employees  
 If a person has both an AA and BA degree, they only receive the \$0.50 differential

2015-16 to 2017-18 Admin Salary Table

Non-Executive Management Pay Table

			1	2	3	4	5
22G	A	basis	65,046	68,786	72,523	76,653	80,848
	E	basis	58,542	61,908	65,271	68,988	72,763
	B	basis	55,290	58,469	61,645	65,156	68,721
24G	A	basis	68,932	72,833	76,832	81,191	85,646
	E	basis	62,039	65,550	69,149	73,072	77,082
	B	basis	58,593	61,909	65,308	69,013	72,800
26G	A	basis	73,029	77,126	81,386	86,022	90,772
	E	basis	65,727	69,414	73,248	77,420	81,695
	B	basis	62,076	65,558	69,179	73,119	77,157
30G	A	basis	81,957	86,479	91,327	96,518	101,920
	E	basis	73,762	77,831	82,195	86,867	91,729
	B	basis	69,665	73,508	77,629	82,042	86,633
32G	A	basis	86,839	91,573	96,762	102,264	108,009
	E	basis	78,155	82,416	87,087	92,038	97,209
	B	basis	73,814	77,838	82,249	86,925	91,809
33G	A	basis	89,385	94,249	99,586	105,217	111,176
	E	basis	80,137	84,499	89,285	94,333	99,675
	B	basis	75,686	79,805	84,324	89,092	94,138
34G	A	basis	91,669	96,812	102,345	108,172	114,179
	E	basis	82,186	86,797	91,758	96,982	102,369
	B	basis	77,622	81,975	86,660	91,594	96,681
35G	A	basis	94,249	99,586	105,217	111,176	117,428
	E	basis	84,499	89,285	94,333	99,675	105,280
	D	basis	81,610	86,232	91,108	96,268	101,681
	B	basis	79,805	84,324	89,092	94,138	99,432
36G	A	basis	96,812	102,345	108,172	114,179	120,758
	E	basis	86,797	91,758	96,982	102,369	108,265
	D	basis	83,830	88,622	93,666	98,867	104,563
	B	basis	81,975	86,660	91,594	96,681	102,251
37G	A	basis	99,586	105,217	111,176	117,428	124,038
	E	basis	89,285	94,333	99,675	105,280	111,206
	D	basis	86,232	91,108	96,268	101,681	107,405
	B	basis	84,324	89,092	94,138	99,432	105,028

38G	A	basis	102,345	108,172	114,179	120,758	127,400
	E	basis	91,758	96,982	102,369	108,265	114,222
	D	basis	88,622	93,666	98,867	104,563	110,316
	B	basis	86,660	91,594	96,681	102,251	107,876
39G	A	basis	105,217	111,176	117,428	124,038	131,057
	E	basis	94,333	99,675	105,280	111,206	117,499
	D	basis	91,108	96,268	101,681	107,405	113,482
	B	basis	89,092	94,138	99,432	105,028	110,971
40G	A	basis	107,667	113,640	120,218	126,878	134,093
	E	basis	96,528	101,884	107,782	113,753	120,222
	D	basis	93,228	98,401	104,097	109,864	116,112
	B	basis	91,166	96,224	101,794	107,434	113,543
41G	A	basis	110,180	116,383	122,944	129,866	137,439
	E	basis	98,783	104,343	110,225	116,431	123,222
	D	basis	95,405	100,777	106,458	112,450	119,009
	B	basis	93,294	98,547	104,103	109,963	116,376
42G	A	basis	113,135	119,664	126,291	133,473	141,276
	E	basis	101,432	107,284	113,226	119,665	126,661
	D	basis	97,964	103,617	109,355	115,574	122,331
	B	basis	95,796	101,325	106,936	113,017	119,624
43G	A	basis	116,383	122,944	129,866	137,439	145,193
	E	basis	104,343	110,225	116,431	123,222	130,173
	D	basis	100,777	106,458	112,450	119,009	125,723
	B	basis	98,547	104,103	109,963	116,376	122,941
44G	A	basis	119,664	126,291	133,473	141,276	149,224
	E	basis	107,284	113,226	119,665	126,661	133,787
	D	basis	103,617	109,355	115,574	122,331	129,214
	B	basis	101,325	106,936	113,017	119,624	126,354
45G	A	basis	122,944	129,866	137,439	145,193	153,322
	E	basis	110,225	116,431	123,222	130,173	137,461
	D	basis	106,458	112,450	119,009	125,723	132,762
	B	basis	104,103	109,963	116,376	122,941	129,825
46G	A	basis	123,940	130,910	138,549	146,400	154,561
	E	basis	111,118	117,368	124,217	131,255	138,572
	D	basis	107,315	113,356	119,969	126,767	133,834
	B	basis	104,946	110,847	117,316	123,964	130,874
47G	A	basis	124,953	132,003	139,708	147,592	155,851

	E	basis	112,027	118,348	125,256	132,324	139,729
	D	basis	108,197	114,302	120,974	127,800	134,952
	B	basis	105,802	111,773	118,297	124,973	131,965
48G	A	basis	125,997	133,082	140,818	148,800	157,124
	E	basis	112,963	119,315	126,251	133,407	140,870
	D	basis	109,100	115,235	121,934	128,847	136,054
	B	basis	106,687	112,686	119,237	125,996	133,044
49G	A	basis	127,254	134,436	141,945	150,041	158,462
	E	basis	114,089	120,529	127,261	134,519	142,070
	D	basis	110,188	116,408	122,910	129,920	137,213
	B	basis	107,751	113,833	120,190	127,046	134,177
Differentials						Regular	On-Line
	Non-Business Group						
		Spanish fluency / proficiency				3,000	
		Non-Administrative Masters				5,000	1,500
		Ph.D				10,000	3,000
	Business Group						
		JD				8,000	
		MBA				8,000	2,500
		CPA				5,000	a
		CFA, CFP, CFM, CMA, CIA, etc.				2,500	/each
	Work Basis						
		A-Basis				2,080	hours/year
		E-Basis				1,872	hours/year
		D-Basis				1,808	hours/year
		B-Basis				1,768	hours/year