

THE SUNY CHARTER SCHOOLS INSTITUTE

*RENEWAL RECOMMENDATION REPORT
ACHIEVEMENT FIRST BROOKLYN
CHARTER SCHOOL'S
AUTHORITY TO OPERATE:*

*ACHIEVEMENT FIRST ASPIRE
CHARTER SCHOOL*

*ACHIEVEMENT FIRST BROWNSVILLE
CHARTER SCHOOL*

*ACHIEVEMENT FIRST CROWN
HEIGHTS CHARTER SCHOOL*

Report Date: December 7, 2022

Review Date: September 20, 2022

SUNY Charter Schools Institute
H. Carl McCall SUNY Building
353 Broadway
Albany, NY 12246

518.445.4250
www.newyorkcharters.org



Charter Schools Institute
The State University of New York

CONTENTS

1 EDUCATION CORPORATION BACKGROUND

4 RENEWAL RECOMMENDATION

7 EXECUTIVE SUMMARY

9 CHARTER SCHOOLS BACKGROUND

29 DATA PRESENTATION

39 FISCAL ANALYSIS

51 FUTURE PLANS

54 APPENDICES

A: Charter Schools Overview

B: Benchmark Summary

C. Education Corporation Overview

D: Report Information

EDUCATION CORPORATION BACKGROUND

ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS



MISSION

The mission of Achievement First Brooklyn Charter Schools is to deliver on the promise of equal educational opportunity for all of America's children. That is what we work for, every day. We know that all children—regardless of race, zip code, or economic status—deserve access to great schools.

CURRENT EDUCATION CORPORATION SNAPSHOT

*First Charter Opened:
Fall 2005*

Serves: Kindergarten – 12th

*Number of Charters Due for
Renewal:
3*

*Total Number of Charters:
12*

*Chartered Enrollment:
9,234*

PROPOSED FUTURE EDUCATION CORPORATION SNAPSHOT

Serves: Kindergarten – 12th

*Proposed Future Charter
Enrollment:
10,130*

*Information about each
charter is found below
in the Charter School
Background section of this
report*

EDUCATION CORPORATION BACKGROUND

KEY DESIGN ELEMENTS

Unwavering focus on breakthrough student achievement;	+
Consistent, proven, standards-based curriculum;	+
Strategically uses common and interim assessments and student performance;	+
Principals have the power to lead their school and execute vision;	+
Increased supervision over the quality of instruction;	+
Aggressively recruit and develop talent;	+
Disciplined, achievement oriented school culture;	+
Provide rigorous, high-quality, focused training for principals and leaders; and,	+
Parents and community as partners.	+

EDUCATION CORPORATION BACKGROUND

EDUCATION CORPORATION BACKGROUND

Achievement First Brooklyn Charter Schools (“AF Brooklyn Schools” or the “education corporation”), a not-for-profit charter school education corporation, has the authority to operate 12 charters. Three charters, Achievement



First Aspire Charter School (“AF Aspire”), Achievement First Brownsville Charter School (“AF Brownsville”), and Achievement First Crown Heights (“AF Crown Heights”) are due for renewal. The State University of New York Board of Trustees (the “SUNY Trustees”) approved the charter for AF Aspire on May 11, 2010. AF Aspire opened in the fall of 2013 initially serving 170 students in Kindergarten and 1st grade and has since expanded to serve 944 students in Kindergarten through 9th grade at three sites in Brooklyn and plans to expand to serve 11th grade in the next charter term. The SUNY Trustees approved the charter for AF Brownsville on October 26, 2007. AF Brownsville opened in the fall of 2008 initially serving 168 students in Kindergarten and 1st grade. AF Brownsville has grown to serve 1,304 students in

Kindergarten through 12th grade at two co-located facilities in Brooklyn. AF Crown Heights received its original charter from the New York City Department of Education (“NYCDOE”) in 2005 and initially served 237 students in Kindergarten, 1st and 5th grade. The school merged with the SUNY authorized Achievement First Bushwick Charter School (“AF Bushwick”) effective December 7, 2015. AF Crown Heights presently serves 1,304 students in Kindergarten through 12th grade. Achievement First, Inc. (the “network”), the charters’ management organization, provides operational, fiscal and legal services to all twelve charters to ensure fidelity to the high quality educational program to students throughout Queens and Brooklyn.

NOTEWORTHY

Achievement First Brooklyn High School’s speech and debate team has over 50 participants and regularly travels to competitions and meets across the country. In 2018, an Achievement First participant won first place at a national meet at Columbia University for her speech on “Why Black Lives Matter.”

RESPONSE TO INTERRUPTED INSTRUCTION CAUSED BY COVID-19

AF Brooklyn Schools reviewed and updated its values and guiding principles to address the challenges of the pandemic. Charters across the education corporation applied these principals, such as embracing challenges and caring for the whole person, to provide a program that is responsive and rigorous across all learning modalities. In the first two years of the pandemic, AF Brooklyn Schools focused on adapting instruction to different modalities of remote, hybrid, or in-person learning while ensuring a fluid and rigorous educational program. Now, AF Brooklyn Schools’ focus is to provide social-emotional services, student specific goal setting support, and increased interventions to Kindergarten through 12th grade students so that they may make academic progress as quickly as possible.

RENEWAL RECOMMENDATION

FULL-TERM RENEWAL

Renewal through July 31, 2025. *The SUNY Charter Schools Institute (the “Institute”) recommends the SUNY Trustees’ Charter Schools Committee approve the following Applications for Charter Renewal:*

- *Achievement First Aspire Charter School;*
- *Achievement First Brownsville Charter School; and*
- *Achievement First Crown Heights Charter School*

for two years through July 31, 2025 to align each related education corporation’s charter expiration and renewal schedule going forward. If renewed, each charter will be granted the authority to provide instruction to students in such configuration as set forth in each charter’s Application for Renewal. The Institute makes this recommendation as each charter meets the requirements set forth in the Policies for Renewal of Not-For-Profit Charter School Education Corporations and Charter Schools Authorized by the Board of Trustees of the State University of New York (the “SUNY Renewal Policies”).¹

The table below presents information on the Institute’s plan² to align the charter expiration dates of the charters under the education corporation. By the school year 2024-25, the charter expiration dates for all charter schools in Achievement First Brooklyn Charter Schools will align. At that time, the Institute will conduct a full renewal review of all charters in the education corporation:

CHARTER	2022-23	2023-24	2024-25	2025-26	2026-27
AF Voyager			Alignment Year		
AF Aspire	Charter Expiration		Alignment Year		
AF Brownsville	Charter Expiration		Alignment Year		
AF Crown Heights	Charter Expiration		Alignment Year		

1. SUNY Renewal Policies (p. 12) are available on the [Institute’s website](#).

2. The above plan does not guarantee a specific renewal outcome for the education corporation or any of its charter schools.



RENEWAL RECOMMENDATION

CHARTER	2022-23	2023-24	2024-25	2025-26	2026-27
AF Bushwick		Charter Expiration	Alignment Year		
AF East NY		Charter Expiration	Alignment Year		
AF Linden		Charter Expiration	Alignment Year		
AF North Brooklyn		Charter Expiration	Alignment Year		
AF Apollo			Alignment Year		
AF Endeavor			Alignment Year		
AF Legacy			Alignment Year		

RENEWAL RECOMMENDATION



To earn a **Subsequent Full-Term Renewal**, a charter must demonstrate that it has met or come close to meeting its academic Accountability Plan goals.

REQUIRED FINDINGS

In addition to making recommendations based on determinations of whether each charter has met the SUNY Trustees' specific renewal criteria, the Institute makes the following findings required by the New York Charter Schools Act of 1998 (as amended, the "Act"):

- 1: each charter, as described in the Application for Charter Renewal, meets the requirements of the Act and all other applicable laws, rules, and regulations;
- 2: the education corporation can demonstrate the ability to operate each charter in an educationally and fiscally sound manner in the next charter term; and,
- 3: given the programs it will offer, its structure, and its purpose, approving each charter to operate for another two years is likely to improve student learning and achievement and materially further the purposes of the Act.³

3. See *New York Education Law § 2852(2)*.

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

During their charter terms, AF Aspire, AF Brownsville, and AF Crown Heights are each an academic success, having met or come close to meeting their key Accountability Plan goals. The information below presents the key findings for the SUNY Trustees and highlights the successes of the charters.

FINDINGS & INFORMATION

Is each charter due for renewal an academic success?

AF Aspire, AF Brownsville, and AF Crown Heights are each an academic success. Each charter replicates the existing, high performing program found in AF Brooklyn Schools and that has proven to generate high student achievement. AF Aspire, AF Brownsville, and AF Crown Heights have each established a track record of meeting Accountability Plan goals. Specifically:

- Each charter up for renewal performed higher than each district average in both ELA and mathematics by at least 10 percentage points.
- In comparison to schools throughout New York State enrolling similar proportions of economically disadvantaged students, the three charters up for renewal performed higher than expected to a meaningful degree each year in the charter term with available and credible state assessment data in ELA and mathematics.
- The record of performance growth in ELA and mathematics at all three charters up for renewal is sufficiently high that the established record of high academic performance is likely to continue through the subsequent charter term, if granted.
- AF Brownsville and AF Crown Heights have graduated cohorts of high school students. The most recent four year graduation rates at both charters exceed 90%. Both charters also posted college matriculation rates higher than 95% among the most recent high school graduation cohorts.

Is each charter due for renewal an effective, viable organization?

AF Aspire, AF Brownsville, and AF Crown Heights are effective, viable organizations. The AF Brooklyn Schools board's governance of the education corporation and oversight of the network and charter leadership provide for clear academic, financial, and legal accountability structures. The network supports charter school operations, allowing each charter's leadership team to focus on effectively managing the respective academic programs. The network's academic and nonacademic support systems ensure a rigorous academic program, effective operations, fiscal strength, and legal compliance.

Is each charter due for renewal fiscally sound?

AF Aspire, AF Brownsville, and AF Crown Heights are fiscally sound based on the evidence collected through the renewal review. The education corporation has met its fiscal benchmarks throughout the charter term, and presents a reasonable and appropriate fiscal plan for the next charter term.

EXECUTIVE SUMMARY

If the SUNY Trustees renew the education corporation's authority to operate each charter due for renewal, are its plans for the charters reasonable, feasible, and achievable?

AF Brooklyn Schools' plans for AF Aspire, AF Brownsville and AF Crown Heights, if renewed, are reasonable, feasible, and achievable. The charters will continue delivering the existing high quality educational program during the next charter term.

Based on the Institute's review of each charter's performance as posted over the charter term; a review of the Application for Charter Renewal submitted by the education corporation; a review of academic, organizational, governance, and financial documentation; and a renewal review of each charter's academic program, the Institute finds that each charter due for renewal meets the required criteria for renewal.

The Institute recommends that the SUNY Trustees grant AF Aspire, AF Brownsville, and AF Crown Heights a Subsequent Renewal through July 31, 2025 to align the charter expiration dates.

CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST ASPIRE CHARTER SCHOOL

982 Hegeman Avenue, Brooklyn, New York | Grades: K-4 | NYC Community School District 19
970 Vermont Street, Brooklyn, New York | Grades: 5-8 | NYC Community School District 19
600 Central Avenue, Brooklyn, New York | Grades: 9 | NYC Community School District 32

The SUNY Trustees approved the original charter for AF Aspire on May 11, 2010. The charter opened in fall 2013, serving 170 students in Kindergarten and 1st grade.

PROGRAM

AF Aspire serves grades Kindergarten – 9th and is an academic success having met its academic accountability plan goals. The charter implements the Achievement First educational program with fidelity, with particular emphasis on STEM and project based learning. The network’s organizational structure supports AF Aspire’s instructional leadership. Teachers implement an effective academic program and the operations roles ensure operational, legal, and fiscal functions run smoothly. The charter is fiscally sound. AF Aspire plans to expand its educational program to serve Kindergarten through 11th grade in the next charter term.

CHARTER LEADERS

ELEMENTARY

Jordan Hardy (2020-21 to Present)

Jenika Mullen (2020)

Georgia Bambrick (2018-19 to 2019-20)

Sarah Iannucci (2013-14 to 2017-18)

MIDDLE SCHOOL

Hope Fox (2022-23 to Present)

Zachary Segall (2017-18 to 2021-20)

HIGH SCHOOL

Nana Effah (2021-22 to Present)

CURRENT CHARTER

Serves: Kindergarten – 9th

Chartered Enrollment:
944

Charter Expires on:
July 31, 2023

PROPOSED FUTURE CHARTER

Serves: Kindergarten – 11th

Chartered Enrollment:
1,225

Charter Expiration:
July 31, 2025

CHARTER SCHOOL BACKGROUND

CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	640	633	99%	K-6
2019-20	732	750	102%	K-7
2020-21	824	841	102%	K-8
2021-22	894	793	89%	K-9
2022-23	944	753	80%	K-9

NOTEWORTHY

In the last charter term, AF Aspire implemented a new project-based learning model into its educational program. The model is designed to allow for greater student choice and to give students the opportunity to practice problem solving skills that are transferable to high school and college programs. Regular academic instruction is modified for two weeks each year so students can study various topics of their choice, such as neuroscience or photography. AF is collecting baseline data now to understand how program participation supports college acceptance, matriculation, and persistence.

TIMELINE OF CHARTER SCHOOL RENEWAL



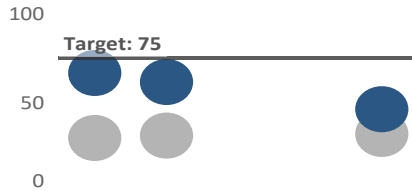


CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST ASPIRE CHARTER SCHOOL

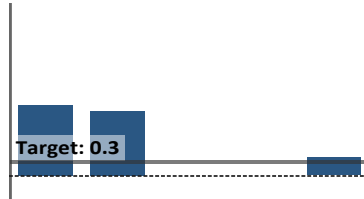
ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

District Comparison. The percentage of students at **the charter** performing at or above proficiency in ELA compared to the district.



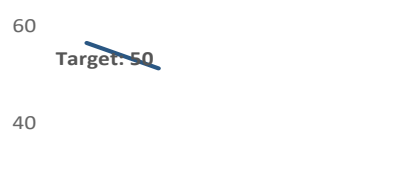
Test Year	Comp Grades	District %	Charter %
2018	3-5	31	67
2019	3-6	32	62
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	33	47

Effect Size. The chart shows charter's effect size above its predicted level of performance in **ELA** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	Effect Size
2018	3-5	1.45
2019	3-6	1.32
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	0.33

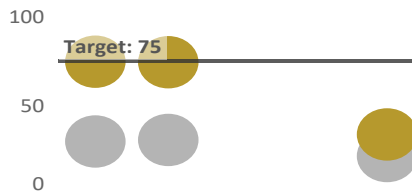
Comparative Growth Measure: Mean Growth Percentile. The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	56.4
2019	51.2
2020	N/A
2021	N/A
2022	N/A

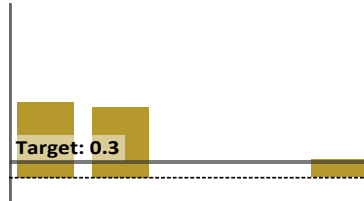
MATHEMATICS ACCOUNTABILITY PLAN GOAL

District Comparison. The percentage of students at **the charter** performing at or above proficiency in mathematics compared to the district.



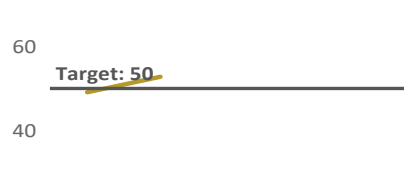
Test Year	Comp Grades	District %	Charter %
2018	3-5	31	75
2019	3-6	32	75
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	23	35

Effect Size. The chart shows charter's effect size above its predicted level of performance in **mathematics** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	Effect Size
2018	3-5	1.54
2019	3-6	1.43
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	0.32

Comparative Growth Measure: Mean Growth Percentile. The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.



Test Year	Charter Mean Growth
2018	49.2
2019	52.9
2020	N/A
2021	N/A
2022	N/A

CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST ASPIRE CHARTER SCHOOL



SPECIAL POPULATIONS PERFORMANCE*

	2018	2019	2022
Students with Disabilities Enrollment	73	85	114
Tested on State Exam	38	50	65
Charter Percent Proficient on ELA Exam	28.9	18.0	15.4
District Percent Proficient	11.3	12.3	12.4
ELL Enrollment	23	22	33
Tested on NYSESLAT Exam	20	21	27
Charter Percent 'Commanding' or Making Progress	30.0	14.3	22.2

* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

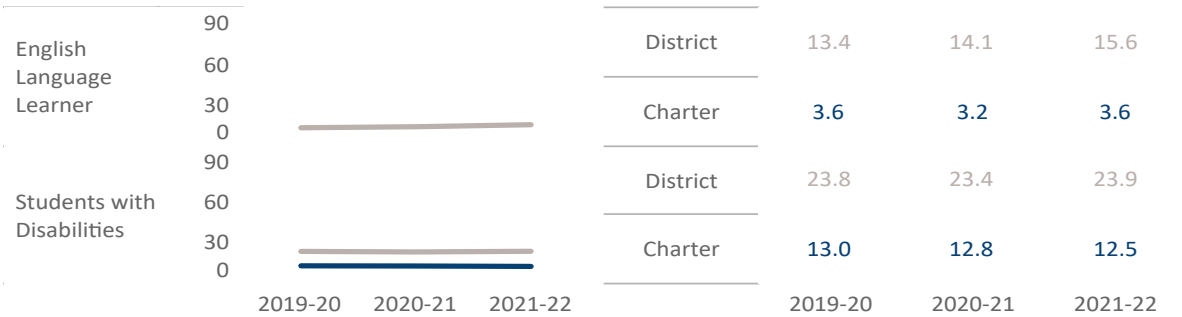


CHARTER SCHOOL BACKGROUND

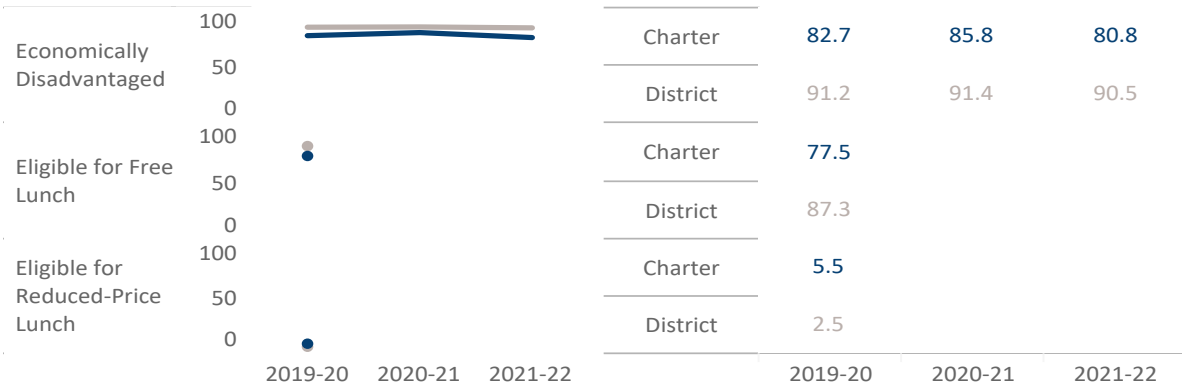
Achievement First Aspire Charter School

Brooklyn CSD 19

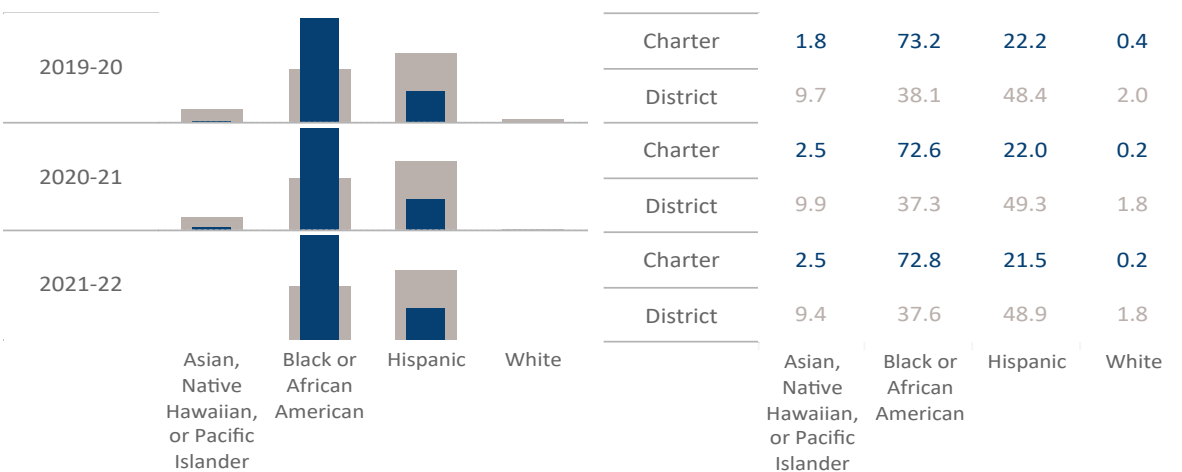
Student Demographics: Special Populations



Student Demographics: Free/Reduced Lunch



Student Demographics: Race/Ethnicity

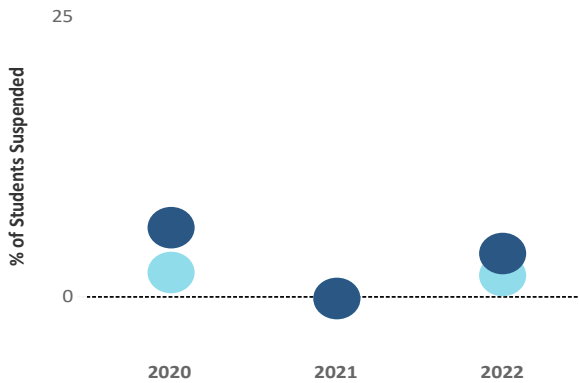


* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



CHARTER SCHOOL BACKGROUND

Achievement First Aspire Charter School



Brooklyn CSD 19

	ISS Rate	OSS Rate
2020	2.3	6.3
2021	0.0	0.0
2022	2.1	4.0

Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by NYCDOE: the total number of students receiving an in school or out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

Persistence in Enrollment: The percentage of students eligible to return from previous year who did return

2019-20	89.0
2020-21	89.1
2021-22	83.4

Expulsions: The number of students expelled from the charter each year

Year	2020	2021	2022
	0	0	0

Achievement First Aspire Charter School's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	92.4	80.6
	English language learners	12.0	3.6
	students with disabilities	16.8	12.3
retention	economically disadvantaged	89.9	84.3
	English language learners	91.3	82.1
	students with disabilities	90.1	81.8

* Data reported in these charts reflect information reported by the education corporation and validated by the Institute.

CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST BROWNSVILLE CHARTER SCHOOL

2021 Bergen Street, Brooklyn, New York | Grades: K-8 | NYC Community School District 23
301 Vermont Street, Brooklyn, New York | Grades: 9-12 | NYC Community School District 19

The SUNY Trustees approved the original charter for AF Brownsville on October 26, 2007. The charter opened in fall 2008, serving 168 students in Kindergarten and 1st grade.

PROGRAM

AF Brownsville serves grades Kindergarten – 12th and is an academic success having met its academic accountability plan goals. AF Brownsville implements the Achievement First educational program model with fidelity. The network's organizational structure supports AF Brownsville's instructional leadership. Teachers implement an effective academic program and the operations roles ensure operational, legal, and fiscal functions run smoothly. The charter is fiscally sound and will continue to deliver the existing high quality educational program.

CHARTER LEADERS

ELEMENTARY

Ana Samper (2021-22 to Present)
Zonya Hicks (2018-19 to 2021-22)
Jesse Balis-Harris (2017-18)
Katherine Roger (2015-16 to 2016-17)
Michelle Kagan (2012-13 to 2014-15)
Gina Ribeiro (Musumeci) (2008-09 to 2011-12)

MIDDLE SCHOOL

Allison Laird (2019-20 to Present)
Keith Brooks (2012-13 to 2018-19)

HIGH SCHOOL

Martin Palamore (2020-21 to Present)
Sabrina Silver (2016-17 to 2019-20)

CURRENT CHARTER

Serves: Kindergarten – 12th
Chartered Enrollment:
1,304
Charter Expires on:
July 31, 2023

PROPOSED FUTURE CHARTER

Serves: Kindergarten – 12th
Chartered Enrollment:
1,317
Charter Expiration:
July 31, 2025

CHARTER SCHOOL BACKGROUND

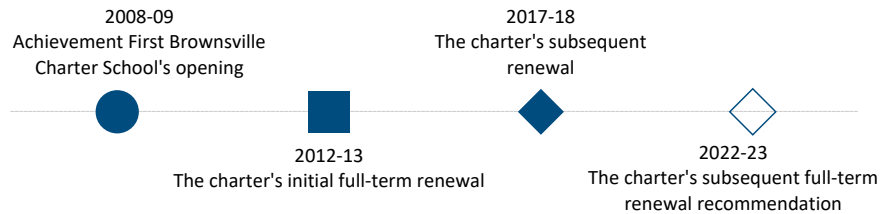
CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	1,119	1,046	93%	K-11
2019-20	1,229	1,133	92%	K-12
2020-21	1,304	1,152	88%	K-12
2021-22	1,304	1,030	79%	K-12
2022-23	1,304	906	69%	K-12

NOTEWORTHY

AF Brownsville demonstrates high achievement for all students, including students at-risk of academic failure. The charter enrolls large numbers of homeless students according to the New York State Education Department’s (“NYSED’s”) verified enrollment data files. Among those students, 40% scored at or above proficiency on the state’s ELA exam in 2021-22, exceeding the NYCDOE’s 25% proficiency rate among homeless students by 15 percentage points. In mathematics, 37% of the charter’s homeless students scored at or above proficiency in 2021-22, exceeding the NYCDOE’s 16% proficiency rate among homeless students by 21 percentage points.

TIMELINE OF CHARTER SCHOOL RENEWAL



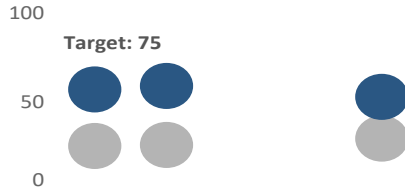


CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST BROWNSVILLE CHARTER SCHOOL

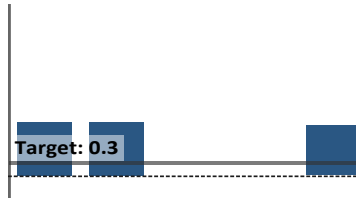
ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

District Comparison. The percentage of students at **the charter** performing at or above proficiency in ELA compared to the district.



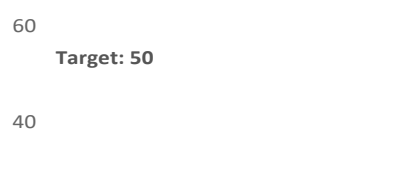
Test Year	Comp Grades	District %	Charter %
2018	3-8	26	58
2019	3-8	27	59
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	30	53

Effect Size. The chart shows charter's effect size above its predicted level of performance in **ELA** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	Effect Size
2018	3-8	1.11
2019	3-8	1.12
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	0.88

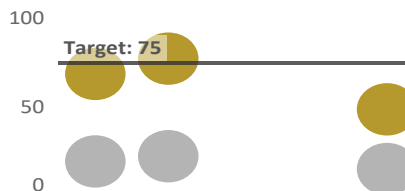
Comparative Growth Measure: Mean Growth Percentile. The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	51.2
2019	50.7
2020	N/A
2021	N/A
2022	N/A

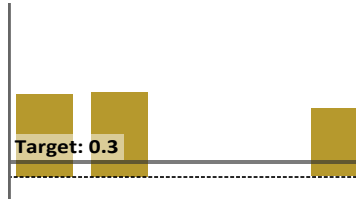
MATHEMATICS ACCOUNTABILITY PLAN GOAL

District Comparison. The percentage of students at **the charter** performing at or above proficiency in mathematics compared to the district.



Test Year	Comp Grades	District %	Charter %
2018	3-8	21	69
2019	3-8	23	77
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	16	49

Effect Size. The chart shows charter's effect size above its predicted level of performance in **mathematics** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	Effect Size
2018	3-8	1.68
2019	3-8	1.71
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	1.17

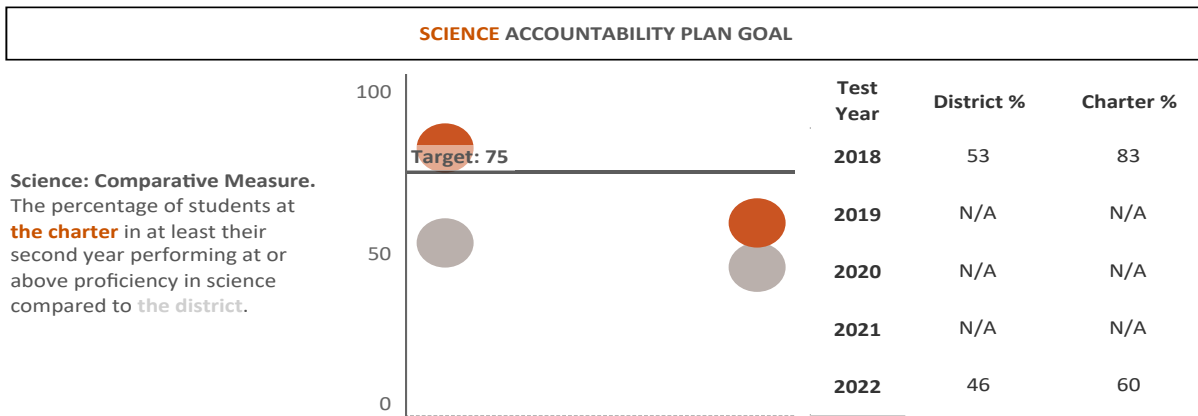
Comparative Growth Measure: Mean Growth Percentile. The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.



Test Year	Charter Mean Growth
2018	58.1
2019	61.4
2020	N/A
2021	N/A
2022	N/A

CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST BROWNSVILLE CHARTER SCHOOL



SPECIAL POPULATIONS PERFORMANCE*

	2018	2019	2022
Students with Disabilities Enrollment	145	145	145
Tested on State Exam	74	71	68
Charter Percent Proficient on ELA Exam	24.3	31.0	19.1
District Percent Proficient	8.8	8.6	10.1
ELL Enrollment	25	35	43
Tested on NYSESLAT Exam	23	31	26
Charter Percent 'Commanding' or Making Progress	34.8	29.0	38.5

* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

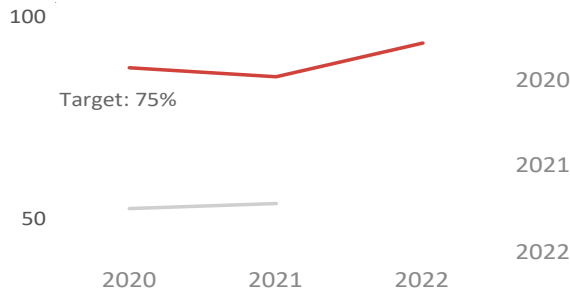


CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST BROWNSVILLE CHARTER SCHOOL

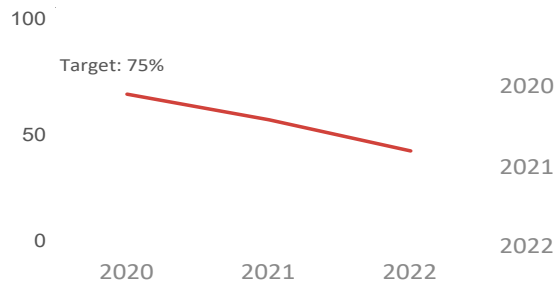
HIGH SCHOOL GRADUATION RATE

Comparative Measure: Graduation Rate. Each year, the percentage of **the charter school's students graduating** after completion of their fourth year will exceed the **District**.

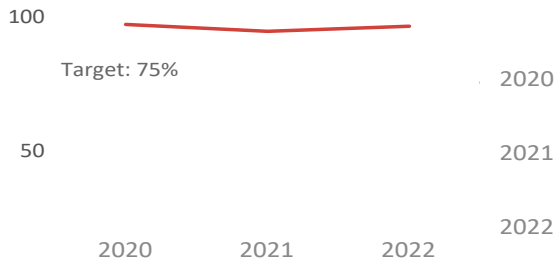


COLLEGE PREPARATION AND ATTAINMENT

College Preparation Measure: Each year, 75 percent of **graduates** will demonstrate college preparation through one or more indicators including passing an AP exam or earning an advanced diploma.



College Attainment Measure: Matriculation into College. Each year, 75 percent of **graduating students** will enroll in a college or university.



ENGLISH LANGUAGE ARTS AND MATHEMATICS

Comparative and Absolute Measure: District Comparison. Each year, the charter school's **ELA Accountability Performance Index** and the **math PI** will exceed **the district's PI** and the **state's MIP**.

N/A

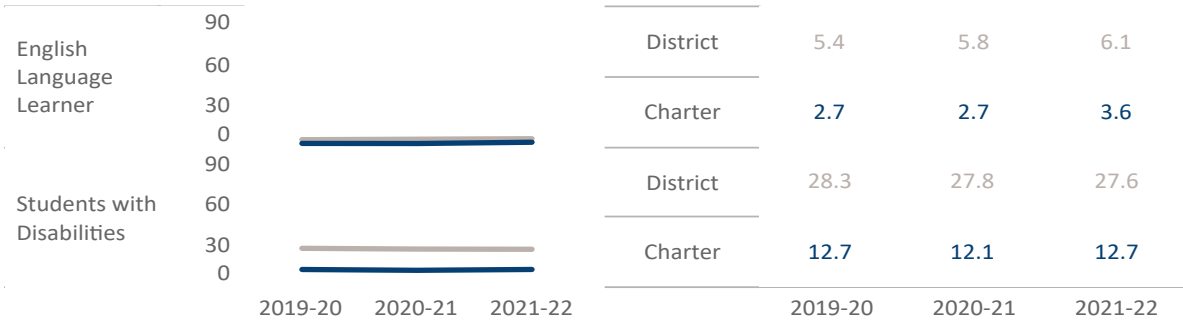


CHARTER SCHOOL BACKGROUND

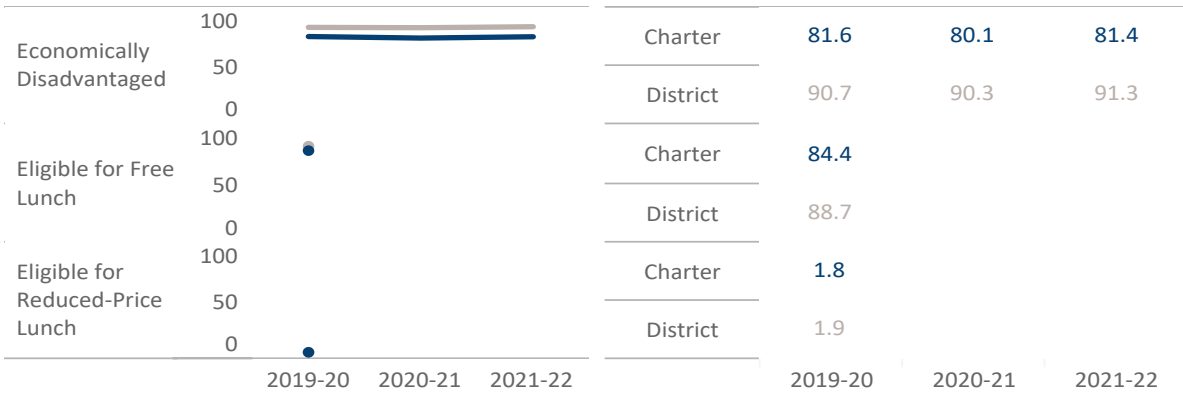
Achievement First Brownsville Charter School

Brooklyn CSD 23

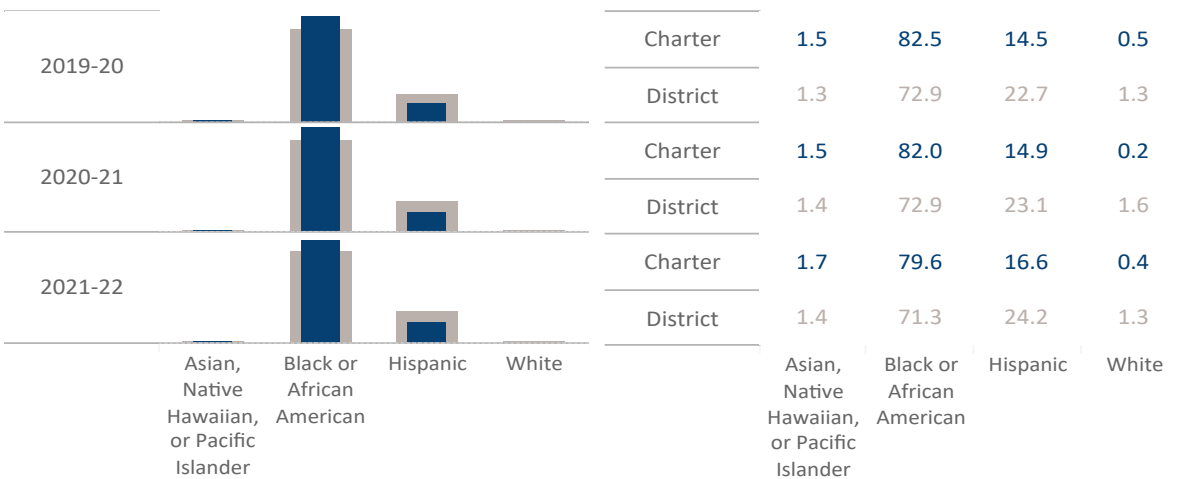
Student Demographics: Special Populations



Student Demographics: Free/Reduced Lunch



Student Demographics: Race/Ethnicity

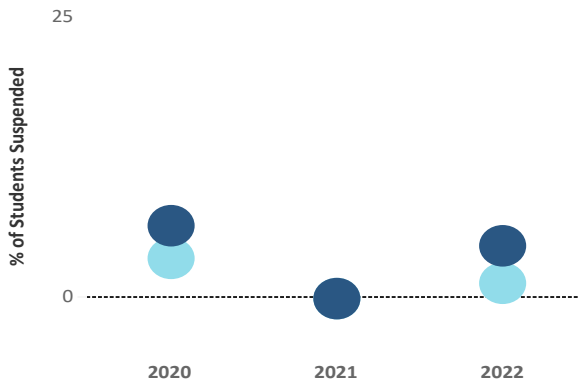


* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



CHARTER SCHOOL BACKGROUND

Achievement First Brownsville Charter School



Brooklyn CSD 23

	ISS Rate	OSS Rate
2020	3.6	6.5
2021	0.0	0.0
2022	1.4	4.7

Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by NYCDOE: the total number of students receiving an in school or out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

Persistence in Enrollment: The percentage of students eligible to return from previous year who did return

2019-20	81.5
2020-21	89.3
2021-22	86.8

Expulsions: The number of students expelled from the charter each year

Year	2020	2021	2022
	0	0	0

Achievement First Brownsville Charter School's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	91.3	81.3
	English language learners	4.8	3.7
	students with disabilities	19.9	12.4
retention	economically disadvantaged	86.5	87.3
	English language learners	88.4	83.9
	students with disabilities	87.5	87.9

* Data reported in these charts reflect information reported by the education corporation and validated by the Institute.

CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST CROWN HEIGHTS CHARTER SCHOOL

790 East New York Avenue, Brooklyn, New York | Grades: K-8 | NYC Community School District 17
1485 Pacific Street, Brooklyn, New York | Grades: 9-12 | NYC Community School District 17

AF Crown Heights received its original charter from the NYC Department of Education (“NYCDOE”) in 2005 and initially served 237 students in Kindergarten, 1st, and 5th grade. The charter merged with the SUNY authorized AF Bushwick effective December 7, 2015.

PROGRAM

AF Crown Heights serves grades Kindergarten – 12th and is an academic success having met its academic accountability plan goals. AF Crown Heights implements the Achievement First educational program with fidelity. The network’s organizational structure supports AF Crown Heights’ instructional leadership and teachers implement an effective academic program. The operations roles ensure nonacademic functions run smoothly. The charter is fiscally sound and the will continue delivering the existing high quality educational program during the next charter term.

CURRENT CHARTER

Serves: Kindergarten – 12th
Chartered Enrollment:
1,304
Charter Expires on:
June 30, 2023

PROPOSED FUTURE CHARTER

Serves: Kindergarten – 12th
Chartered Enrollment:
1,477
Charter Expiration:
July 31, 2025

CHARTER LEADERS

ELEMENTARY

Sade Johnson (2020-21 to Present)
Roseann Basile (2017-18 to 2019-20)
Camilla Lopez (2010-11 to 2016-17)
Marin Smith (2009-10)
Michelle Kerr (2005-06 to 2008-09)

MIDDLE SCHOOL

Victoria Pierre (2020-21 to Present)
Dymir Arthur (2016-17 to 2019-20)
Kevin Anderle (2013-14 to 2015-16)
Gillette Eckler (2012-13)
Wells Blanchard (2010-11 to 2011-12)
Roseann Sheehan, Co-Principal (2009-10)
Keisha Rattray, Co-Principal (2009-10)
Orpheus Williams (2005-06 to 2008-09)

HIGH SCHOOL

Damen Scott (2022-23 to Present)
Dumar Paden (2020-21 to 2021-22)
Claire Shin (2019-20)
Cristina Lopez del Castillo-De La Cruz (2016-17 to 2018-19)
Chris Bostock (2015-16)
Paul Adler (2009-10 to 2014-15)

CHARTER SCHOOL BACKGROUND

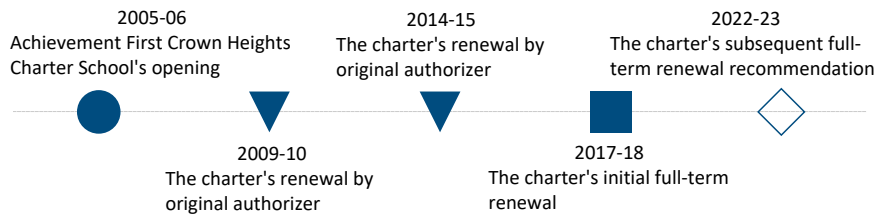
CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	1,304	1,265	97%	K-12
2019-20	1,304	1,219	93%	K-12
2020-21	1,304	1,281	98%	K-12
2021-22	1,304	1,263	97%	K-12
2022-23	1,304	1,143	88%	K-12

NOTEWORTHY

Achievement First Crown Heights demonstrates college preparation through a variety of measures including success on the Advanced Placement (“AP”) examinations. Throughout the charter term, the charter’s graduates posted high rates of passing at least one AP exam with a score of three or higher. Notably in 2021-22, 58% of the charter’s 95 graduates passed at least one AP exam. By comparison, the College Board reports passing rates for its various AP exams ranged from 50% to 55% in 2020-21.

TIMELINE OF CHARTER SCHOOL RENEWAL

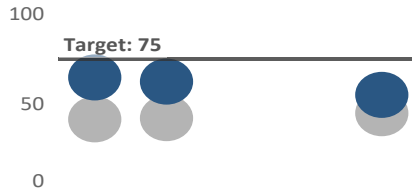


CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST CROWN HEIGHTS CHARTER SCHOOL

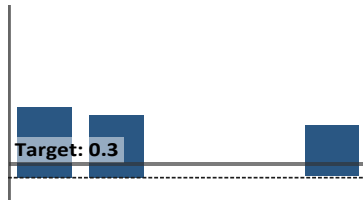
ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

District Comparison. The percentage of students at **the charter** performing at or above proficiency in ELA compared to the district.



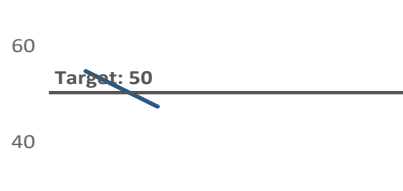
Test Year	Comp Grades	District %	Charter %
2018	3-8	42	65
2019	3-8	42	63
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	45	55

Effect Size. The chart shows charter's effect size above its predicted level of performance in **ELA** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	Effect Size
2018	3-8	1.43
2019	3-8	1.27
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	0.89

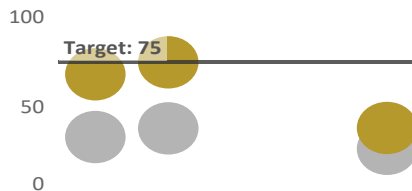
Comparative Growth Measure: Mean Growth Percentile. The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	54.7
2019	47.3
2020	N/A
2021	N/A
2022	N/A

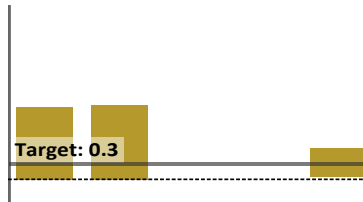
MATHEMATICS ACCOUNTABILITY PLAN GOAL

District Comparison. The percentage of students at **the charter** performing at or above proficiency in mathematics compared to the district.



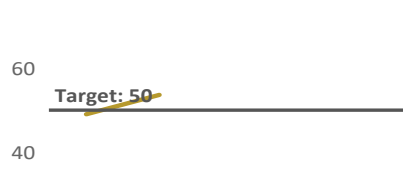
Test Year	Comp Grades	District %	Charter %
2018	3-8	34	68
2019	3-8	38	75
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	27	39

Effect Size. The chart shows charter's effect size above its predicted level of performance in **mathematics** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	Effect Size
2018	3-8	1.48
2019	3-8	1.50
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	0.48

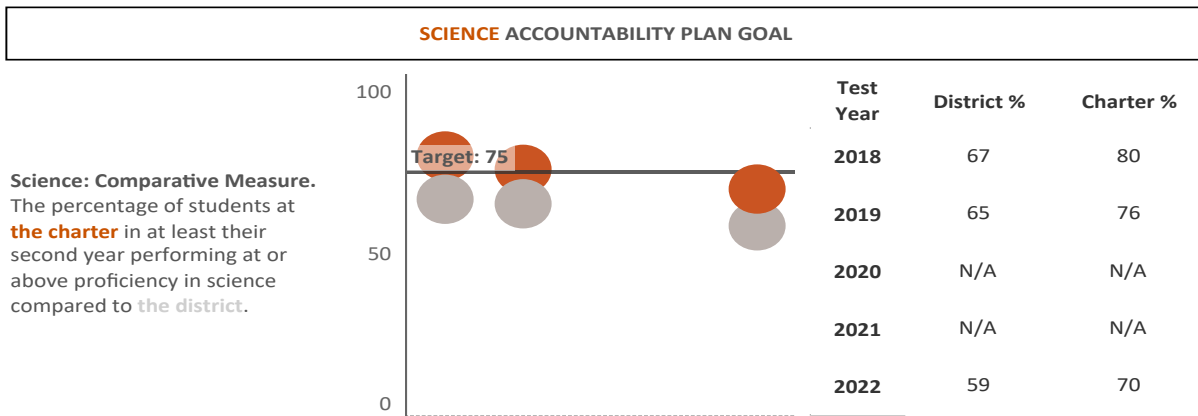
Comparative Growth Measure: Mean Growth Percentile. The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.



Test Year	Charter Mean Growth
2018	49.1
2019	53.7
2020	N/A
2021	N/A
2022	N/A

CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST CROWN HEIGHTS CHARTER SCHOOL



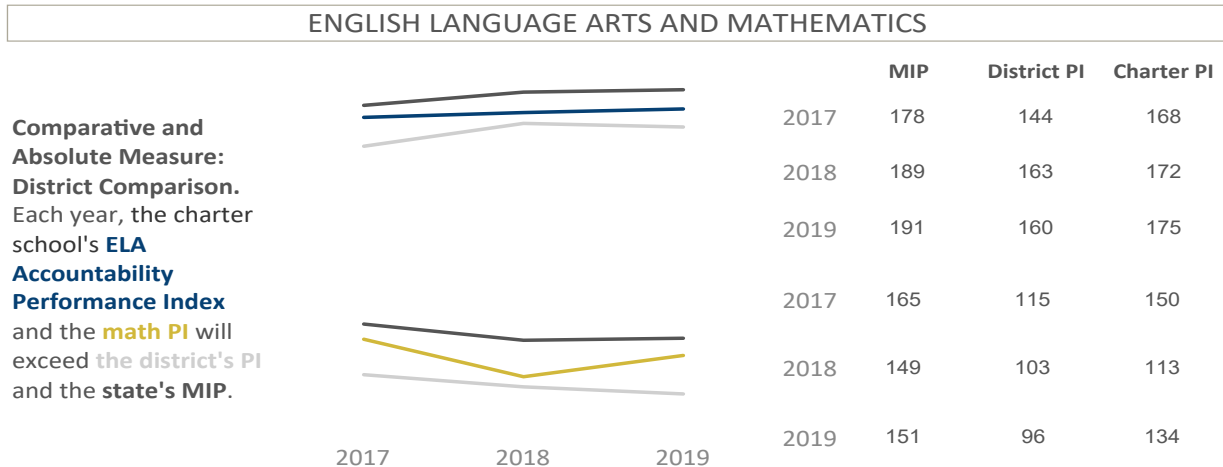
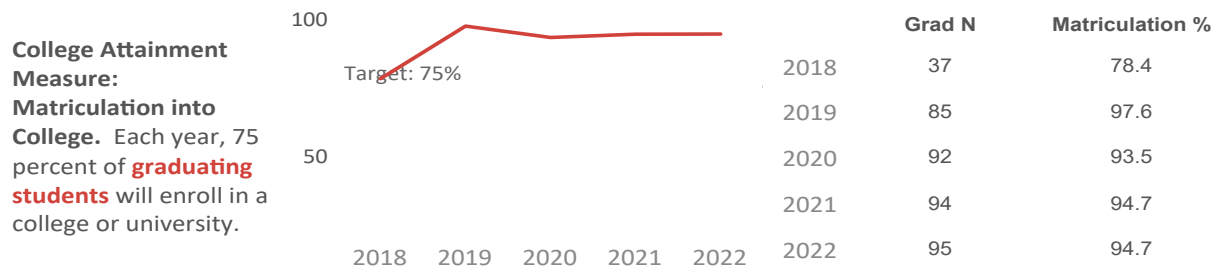
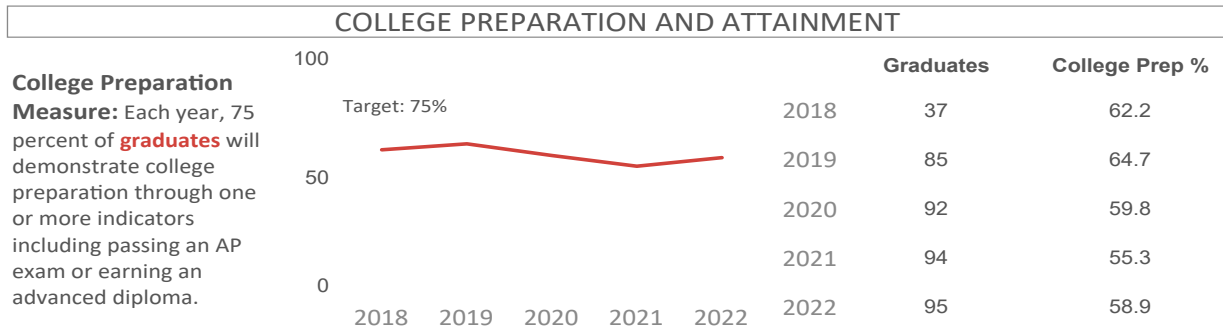
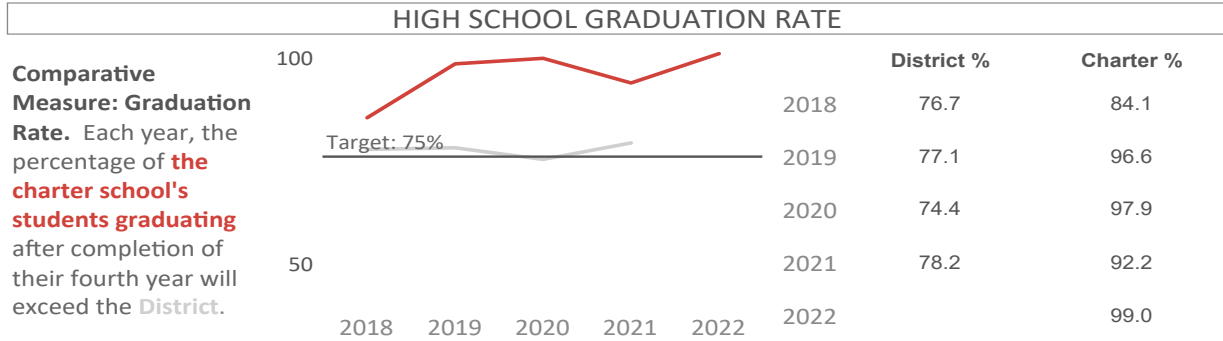
SPECIAL POPULATIONS PERFORMANCE*

	2018	2019	2022
Students with Disabilities Enrollment	183	208	204
Tested on State Exam	97	99	86
Charter Percent Proficient on ELA Exam	43.3	30.3	20.9
District Percent Proficient	17.2	16.8	19.8
ELL Enrollment	2	6	22
Tested on NYSESLAT Exam	0	1	16
Charter Percent 'Commanding' or Making Progress	NA	s	0.0

* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

CHARTER SCHOOL BACKGROUND

ACHIEVEMENT FIRST CROWN HEIGHTS CHARTER SCHOOL



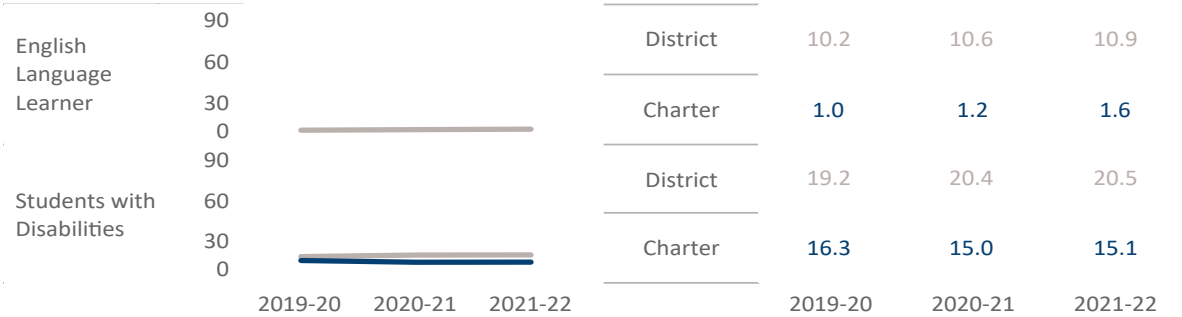


CHARTER SCHOOL BACKGROUND

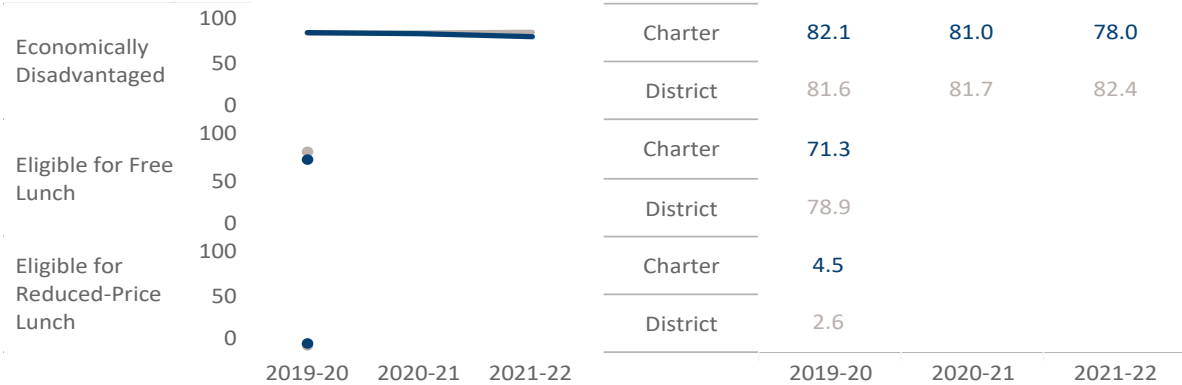
Achievement First First Crown Heights Charter School

Brooklyn CSD 17

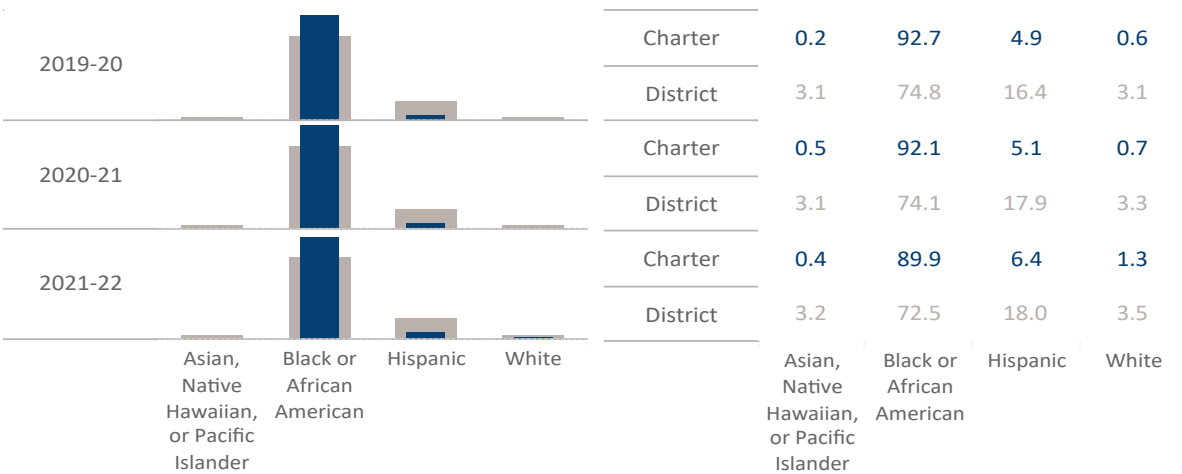
Student Demographics: Special Populations



Student Demographics: Free/Reduced Lunch



Student Demographics: Race/Ethnicity



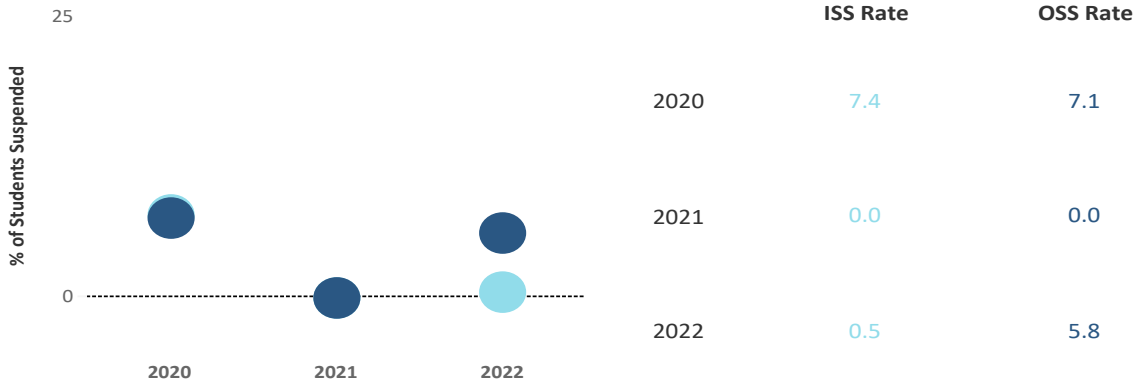
* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



CHARTER SCHOOL BACKGROUND

Achievement First Crown Heights Charter School

Brooklyn CSD 17



ISS Rate OSS Rate

Year	ISS Rate	OSS Rate
2020	7.4	7.1
2021	0.0	0.0
2022	0.5	5.8

Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by NYCDOE: the total number of students receiving an in school or out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

Persistence in Enrollment: The percentage of students eligible to return from previous year who did return

Expulsions: The number of students expelled from the charter each year

Year	Persistence in Enrollment (%)	Expulsions (2020)	Expulsions (2021)	Expulsions (2022)
2019-20	89.0			
2020-21	94.4	0	0	0
2021-22	87.0			

Achievement First Crown Heights Charter School's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	87.9	78.0
	English language learners	10.3	1.6
	students with disabilities	14.3	15.0
retention	economically disadvantaged	90.2	87.2
	English language learners	91.2	81.3
	students with disabilities	89.1	84.2

* Data reported in these charts reflect information reported by the education corporation and validated by the Institute.



DP

DATA PRESENTATION

PAGES: 30-38

AP

ACADEMIC
PERFORMANCE

CP

COMPLIANCE
PERFORMANCE

CS

COMMUNITY
SATISFACTION

SD

STUDENT
DEMOGRAPHICS

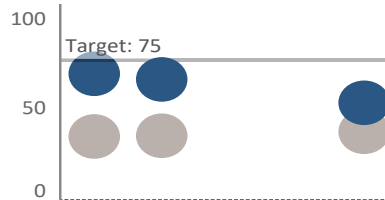


ACADEMIC PERFORMANCE

ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS: AGGREGATE ELA AND MATHEMATICS PERFORMANCE FOR ALL CHARTERS

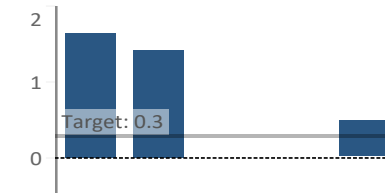
Achievement First Brooklyn Charter Schools EDUCATION CORPORATION AGGREGATE ENGLISH LANGUAGE ARTS PERFORMANCE

Composite District Comparison.* The chart shows the percentage of students enrolled in at least their second year at **the education corporation's charters** performing at or above proficiency in comparison to that of students in the same tested grades in those charters' local districts.



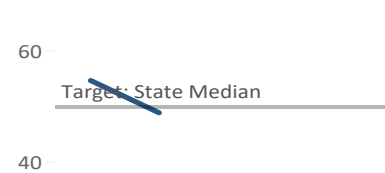
Test Year	Districts %	Ed.Corp. %
2018	35	68
2019	35	65
2020	N/A	N/A
2021	N/A	N/A
2022	37	53

Effect Size. Charters are expected to exceed the predicted level of performance by an effect size of 0.3 or above. The chart shows a weighted average effect size for **all education corporation charters** administering state exams.



Test Year	Ed. Corp. Weighted Effect Size
2018	1.65
2019	1.42
2020	N/A
2021	N/A
2022	0.77

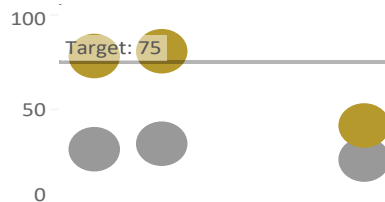
Mean Growth Percentile. The chart shows the unadjusted mean growth percentile for all students in grades 4-8 among **all education corporation charters**.



Test Year	Ed. Corp. Mean Growth Percentile
2018	54.8
2019	49.0
2020	N/A
2021	N/A
2022	N/A

EDUCATION CORPORATION AGGREGATE MATHEMATICS PERFORMANCE

Composite District Comparison.* The chart shows the percentage of students enrolled in at least their second year at **the education corporation's charters** performing at or above proficiency in comparison to that of students in the same tested grades in those charters' local districts.



Test Year	Districts %	Ed.Corp. %
2018	29	78
2019	32	81
2020	N/A	N/A
2021	N/A	N/A
2022	24	42

Effect Size. Charters are expected to exceed the predicted level of performance by an effect size of 0.3 or above. The chart shows a weighted average effect size for **all education corporation charters** administering state exams.



Test Year	Ed. Corp. Weighted Effect Size
2018	2.03
2019	1.86
2020	N/A
2021	N/A
2022	0.71

Mean Growth Percentile. The chart shows the unadjusted mean growth percentile for all students in grades 4-8 among **all education corporation charters**.



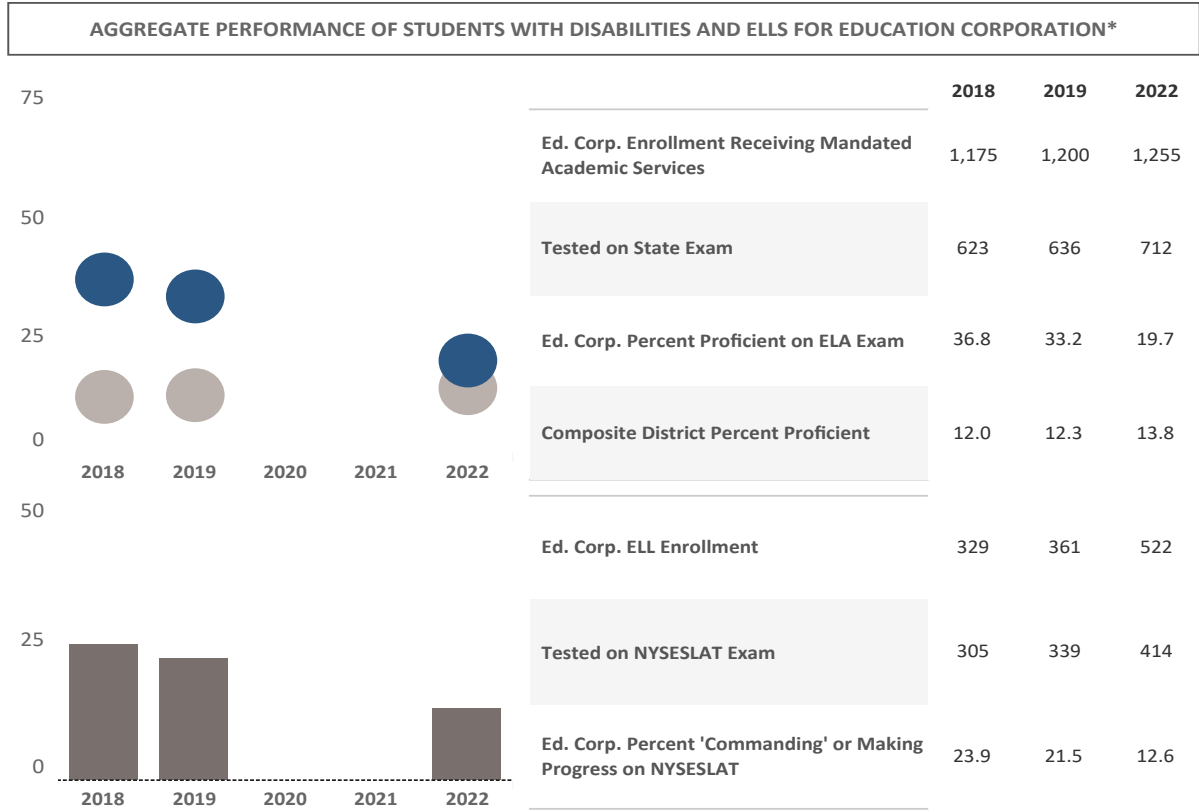
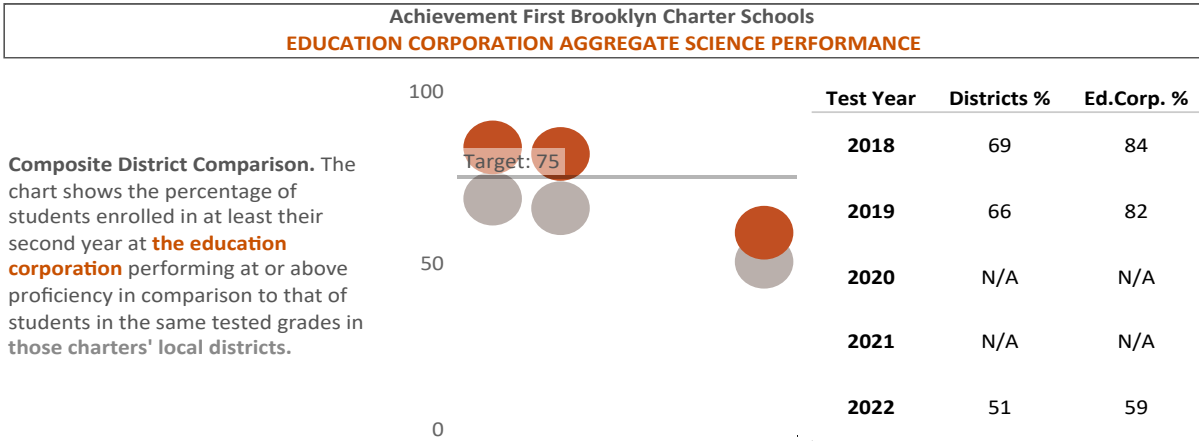
Test Year	Ed. Corp. Mean Growth Percentile
2018	56.3
2019	55.7
2020	N/A
2021	N/A
2022	N/A

* The composite district comparison is a weighted proficiency rate including all comparison grades from Districts/New York City Community School Districts ("CSDs") in which a charter in the education corporation is located. The data reflect results for all charters in the education corporation that have produced New York State exam results.



ACADEMIC PERFORMANCE

ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS: AGGREGATE SCIENCE PERFORMANCE FOR ALL CHARTERS



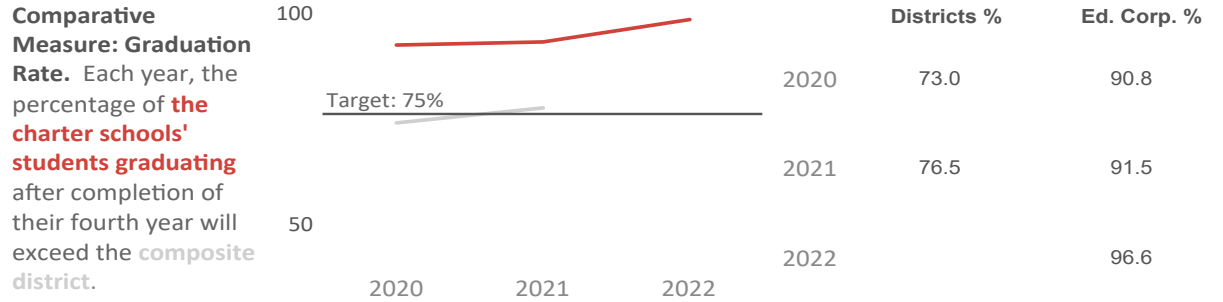
*The academic outcome data about the performance of students receiving special education services and ELLs above is not tied to separate goals in a charter's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding.



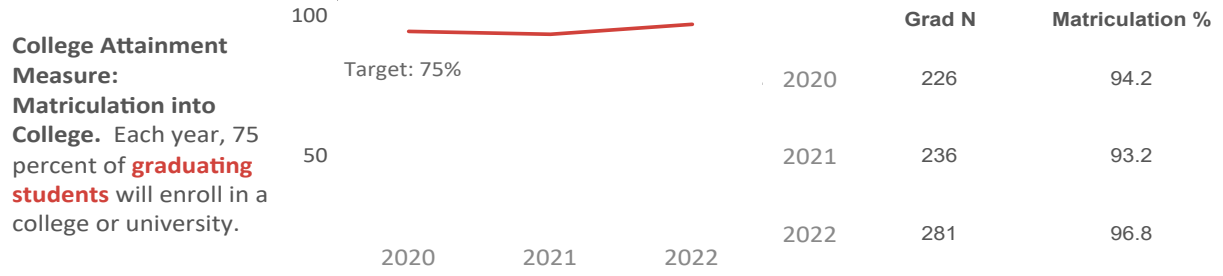
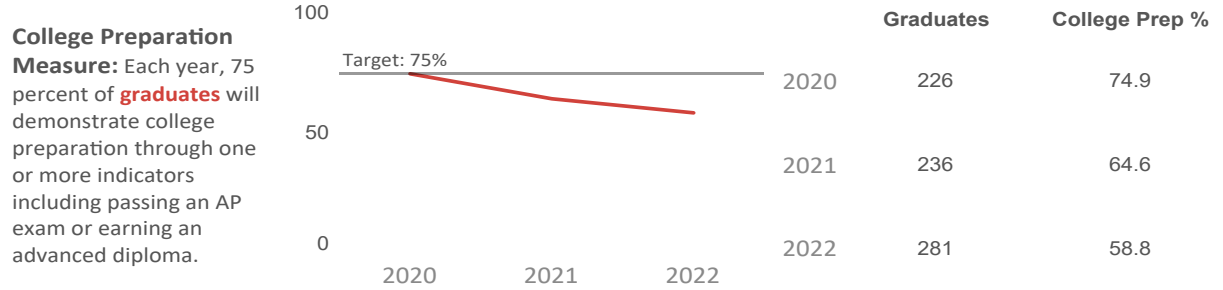
ACADEMIC PERFORMANCE

ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS: AGGREGATE HIGH SCHOOL PERFORMANCE FOR ALL CHARTERS

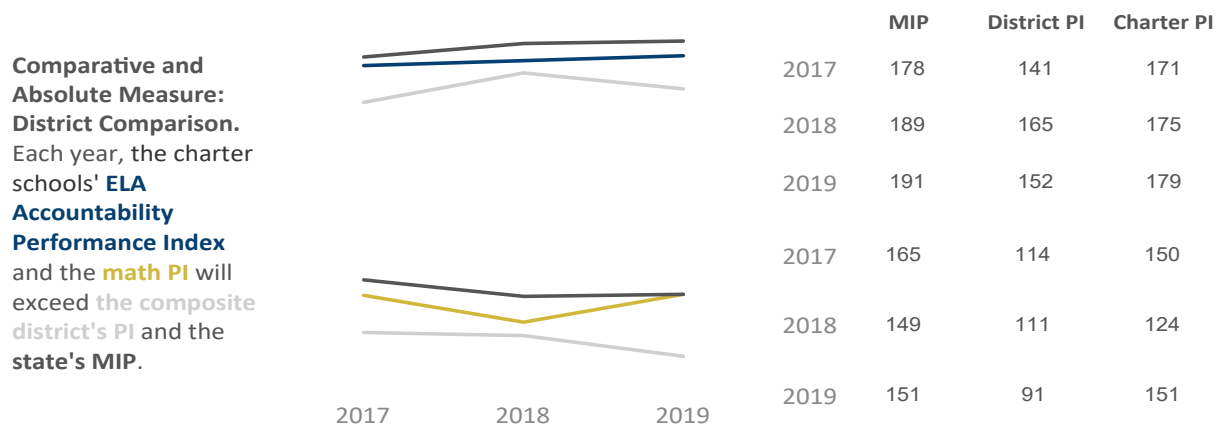
HIGH SCHOOL GRADUATION RATE



COLLEGE PREPARATION AND ATTAINMENT



ENGLISH LANGUAGE ARTS AND MATHEMATICS



ACADEMIC PERFORMANCE



HAS EACH CHARTER DUE FOR RENEWAL MET OR COME CLOSE TO MEETING ITS ACADEMIC ACCOUNTABILITY PLAN GOALS?

Each AF Brooklyn Schools charter under renewal consideration met its key academic Accountability Plan goals over the charter term. AF Aspire, AF Brownsville, and AF Crown Heights exceeded all comparative targets under the ELA and mathematics goals in each year with available state exam data. Notably, AF Brownsville and AF Crown Heights posted consistently high graduation and college matriculation rates over the term. Each charter also met the social studies and science goals and remained in good standing according to the state's Every Student Succeeds Act ("ESSA") accountability system.

From 2017-18 through 2021-22, AF Bushwick and AF Crown Heights met their high school graduation goal and came close to meeting their college preparation goal. Both charters posted four year graduation rates that exceeded the target of 75% and their local district's comparison rate every year. Both charters matriculated graduates into two and four year college programs in the fall following graduation at rates that surpassed the target of 75% each year. AF Brooklyn Schools also demonstrates college preparation through a variety of measures including passing rates on AP exams and attainment of the SAT college and career readiness benchmark. Notably in 2021-22, 58% of AF Crown Heights' 95 graduates passed at least one AP exam. For comparison, the College Board reports that 50% – 55% of test takers earn a score of 3 or higher on the various AP exams each year.

Over the charter term, each charter up for renewal in the education corporation outperformed the district in ELA and mathematics. The charters' students enrolled in at least their second year posted proficiency rates that surpassed the district performance by at least 10 percentage points in ELA and at least 12 percentage points in mathematics each year. During every year, the three charters posted effect sizes in both subjects that far exceeded the target of 0.3. This level of achievement indicates that the charters performed higher than expected to a large degree in comparison to all public schools across the state enrolling similar percentages of economically disadvantaged students. Although the charters posted mean growth percentiles that fell under the target of 50 in some years, each charter's absolute achievement remained high.

COMPLIANCE REPORTING



HAS THE EDUCATION CORPORATION SUBSTANTIALLY COMPLIED WITH APPLICABLE LAWS, RULES AND REGULATIONS, AND PROVISIONS OF ITS CHARTER?

Each charter under renewal consideration substantially complied with applicable laws, rules and regulations, and provisions of the charter. During the current charter term, the education corporation and each charter up for renewal demonstrated a clear record of compliance with the terms of each charter including the timely submission of required reporting to the Institute.

ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS

Bylaws

The education corporation bylaws require minor revision regarding the number of members on the executive committee. The education corporation is currently revising its bylaws and will have an updated version with the minor revision before the end of the current school year.

Code of Ethics/Conflict of Interest Policy

At the time of the renewal submission the education corporation's code of ethics and conflicts of interest policies were missing several required components. The Institute is working with the education corporation to ensure a more comprehensive policy is adopted.

Teacher Certification

The Act allows charters to hire up to 15 uncertified faculty members contingent upon those teachers meeting certain requirements including: two years of Teach for America experience; three years of teaching experience; status as a higher education professor; exceptional experience in a subject; or, teaching science, technology, engineering, and mathematics (STEM) or career and technical education courses.

At the time of the Institute's analysis, AF Aspire employed 18 uncertified teachers including three teachers above the limit allowed by the Act. All uncertified teachers met the appropriate qualifications under the Act. AF Brownsville employed 38 uncertified teachers including 23 over the allowable limit. Among the 38 teachers uncertified teachers, 31 met the appropriate qualifications under the Act. AF Crown Height employed 26 uncertified teachers including 11 teachers over the allowable limit. Among the 26 uncertified teachers, 21 met the appropriate qualifications under the Act. The director of school operations ("DSO") provides information about available pathways to certification and supports teachers in their selection of the best fit. The DSO then tracks progress for each individual and the associated deadlines. If teachers do not make adequate progress they risk consequences including but not limited to non-renewal of employment. Regional directors review monthly data and ensure the ed corp implements its plans and consequences. The network aggregates and analyzes its data on certification progress to monitor the effectiveness of the program.

COMMUNITY SATISFACTION

To report on parent satisfaction with the school’s program, the Institute used satisfaction survey data, information gathered from a focus group of parents representing a cross section of students, and data regarding persistence in enrollment.

PARENT SATISFACTION: SURVEY RESULTS

RESPONSE RATE	OVERALL SATISFACTION	RESPECT	ACADEMICS	COMMUNICATION
36%	80%	90%	81%	82%

Parent Survey Data

The Institute compiled data from AF Brooklyn Schools’ annual family survey for the charters under renewal review from the 2021-22 school year. In 2021-22, 36% of families who received the survey respond. Of the families who responded, 80% expressed satisfaction with the charter. The Institute recognizes that given the low response rate, the results are not representative of the community

Public Comments

In accordance with the Act, the Institute notified the district in which the charter schools are located regarding the Applications for Charter Renewal. The full text of any written comments received from the district appears below, which also includes a summary of any public comments.

The NYCDOE held its required hearing on AF Aspire’s, AF Brownville’s, and AF Crown Heights’ renewal applications on November 1, 2022 by a joint videoconference. Network leaders spoke about each school’s mission to deliver equal educational opportunities for students citing the programs’ development of academic and character skills students will need for college. Leaders elaborated on the network’s response to staffing shortages causing changes in the enrollment pattern at the high school and how the response was emblematic of the network’s and the charters’ commitment to students experiencing a rigorous, college preparatory high school program. No one spoke in opposition to the application.

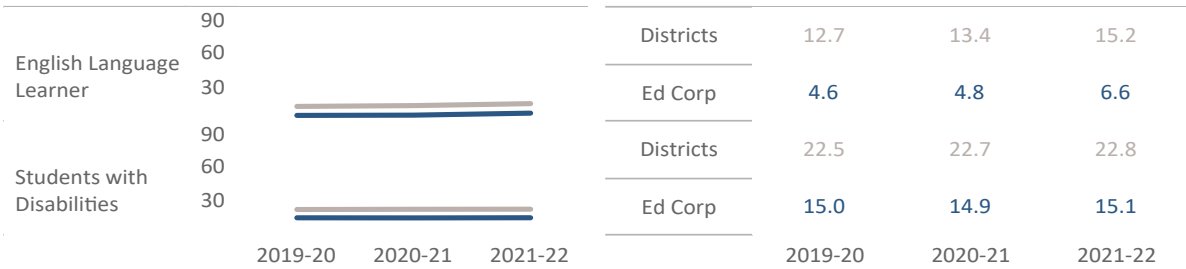
Persistence in Enrollment An additional indicator of parent satisfaction is persistence in enrollment. In 2021-22, 87% of AF Brooklyn Schools’ students returned from the previous year. Student persistence data from previous years of the charter term are available in the student demographics section of the report.

The Institute derived the statistical information on persistence in enrollment from its database. No comparative data from the NYCDOE or the NYSED is available to the Institute to provide either district or statewide context.

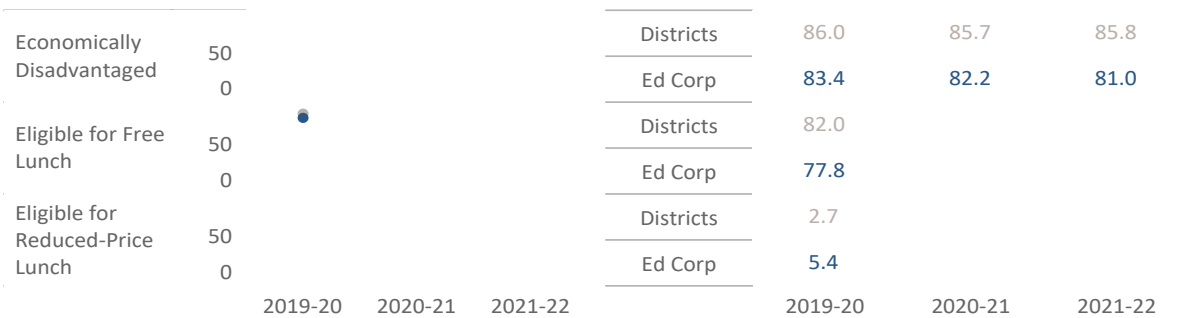
STUDENT DEMOGRAPHICS

Achievement First Brooklyn Charter Schools Aggregate Education Corporation Enrollment and Persistence

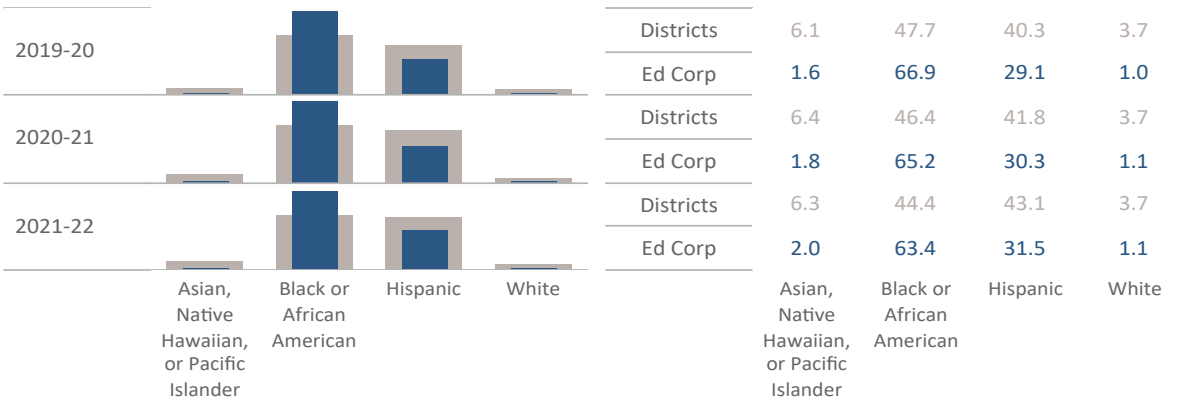
Aggregate Education Corporation Demographics: Special Populations



Aggregate Education Corporation Demographics: Free/Reduced Lunch



Aggregate Education Corporation Demographics: Race/Ethnicity



Aggregate Education Corporation Persistence in Enrollment

2019-20	2019-20	87.8
2020-21	2020-21	91.4
2021-22	2021-22	87.2

STUDENT DEMOGRAPHICS

ENROLLMENT AND RETENTION TARGETS

As required by Education Law § 2851(4)(e), a charter must include in its renewal application information regarding the efforts it will put in place to meet or exceed SUNY's enrollment and retention targets for students with disabilities, English language learners ("ELLs"), and students who are eligible for the federal Free and Reduced Price Lunch ("FRPL") program. The Institute examines each school's progress toward meeting or coming close to meeting its targets over the charter term as well as the efforts it has and will put in place to meet or continue to meet those targets.

AF Brooklyn Charter Schools makes good faith efforts to meet its enrollment and retention targets. The education corporation contracts with Achievement First, Inc. for, among other things, support with monitoring the enrollment and retention targets for the schools within AF Brooklyn Charter Schools. The education corporation conducts the following recruitment efforts to meet its targets:

- Presenting at local service agencies, such as Head Start and New York City Housing Authority (NYCHA) daycare facilities;
- Running referral campaigns to facilitate referrals from enrolled families;
- Canvassing and sending mailings to households in the geographic catchment area;
- Hosting open house information sessions;
- Posting bilingual signage and distributing bilingual marketing materials;
- Presenting at bilingual community organizations;
- Providing translators at all events and information sessions;
- Including information on special education services in marketing and informational materials;
- Reaching out to day care centers identified as serving students with disabilities;
- Including families of students with disabilities on community outreach teams;
- Providing customized, effective support to students and families based on identified risk factors; and,
- Fostering strong student-family partnerships.

FISCAL ANALYSIS

IS THE EDUCATION CORPORATION FISCALLY SOUND?

AF Brooklyn Schools is fiscally sound as are its charters, AF Aspire, AF Brownsville, and AF Crown Heights, based on the Institute’s analysis of the fiscal evidence collected through the renewal review. The SUNY Fiscal Dashboard presents color-coded tables and charts indicating that each charter up for renewal and the education corporation demonstrated fiscal soundness over the majority of the charter term.⁴ The fiscal dashboard for each charter and the merged education corporation appear at the end of this section. The discussion that follows relates mainly to the AF Brooklyn education corporation because a charter is not a legally distinct fiscal entity.



The network supports the charters in the area of curriculum, student evaluation, recruiting, training, professional development, financial management and technology under the terms of a management contract that includes a 10% management fee plus ancillary fees over the charter term. The financial model is intended to ensure that a fully enrolled school is financially sustainable, operating the academic program solely through public funding.

In addition to analyzing the soundness of the individual charter schools, the Institute analyzed the soundness of the not-for-profit education corporation granted the authority to operate the school and finds it, too, has adequate financial resources to ensure stable operations.



DOES THE EDUCATION CORPORATION OPERATE PURSUANT TO A FISCAL PLAN IN WHICH IT CREATES REALISTIC BUDGETS THAT IT MONITORS AND ADJUSTS WHEN APPROPRIATE?

The education corporation operates pursuant to a long range financial plan in which the education corporation creates realistic budgets that it monitors and adjusts when appropriate. The following elements are generally present:

INDICATORS	EVIDENT?
The education corporation has clear budgetary objectives and budget preparation procedures for each charter.	+
Education corporation board members, charter management, and charter staff members contribute to the budget process for each charter, as appropriate.	+

4. The U.S. Department of Education has established fiscal criteria for certain ratios or information with high – medium – low categories, represented in the table as green – gray – red. The categories generally correspond to levels of fiscal risk, but must be viewed in the context of each education corporation and the general type or category of school.

“+” : This indicator is generally present.

“-” : This indicator is generally not present.

“P” : The education corporation is progressing toward this indicator being present.

“N/A” : This indicator is not applicable.



FISCAL ANALYSIS

The education corporation frequently compares its long-range fiscal plan for each charter to actual progress and adjusts it to meet changing conditions. **+**

The education corporation routinely analyzes budget variances for each charter; the education corporation board addresses material variances and makes necessary revisions. **+**

Actual expenses are equal to, or less than, actual revenue with no material exceptions. **+**

DOES THE EDUCATION CORPORATION MAINTAIN APPROPRIATE INTERNAL CONTROLS AND PROCEDURES?

The education corporation maintains, and each charter implements, appropriate internal controls and procedures. The following elements are generally present:

INDICATORS	EVIDENT?
The education corporation has a history of sound fiscal policies, procedures and practices, and appropriate internal controls at each charter.	+
The most recent education corporation audit report, which covers fiscal operations for each charter, was free of any significant deficiencies or material weaknesses in internal controls.	+
The education corporation reviews and updates its Financial Policies and Procedures Manual ("FPPM"), which covers the charter, on a regular basis. The most recent review of the FPPM is found in the next column. The Institute recommends, as a best practice, that the education corporation review and update its FPPM on an annual basis.	MAY 2022

FISCAL ANALYSIS

DOES THE EDUCATION CORPORATION COMPLY WITH FINANCIAL REPORTING REQUIREMENTS?

The education corporation complies with financial reporting requirements by providing the SUNY Trustees and NYSED with required financial reports that are on time, complete, and follow generally accepted accounting principles. The following reports, which include information about the charters, have been filed in a timely, accurate, and complete manner:

INDICATORS	EVIDENT?
Annual financial statement audit reports, including federal Single Audit report, if applicable.	+
Annual budgets.	+
Un-audited quarterly reports of income, expenses, and enrollment.	+
Bi-monthly enrollment reports to the sending districts and, if applicable, to NYSED including proper documentation regarding the level of special education services provided to students.	+
Grant expenditure reports.	+

DOES THE EDUCATION CORPORATION MAINTAIN ADEQUATE FINANCIAL RESOURCES TO ENSURE STABLE OPERATIONS?

The education corporation maintains adequate financial resources for each charter to ensure stable operations. Critical financial needs of each charter are not dependent on variable income (grants, donations and fundraising). The following elements are generally present:

INDICATORS	EVIDENT?
The education corporation maintains sufficient cash on hand to pay current bills of each charter and those that are due shortly.	+

FISCAL ANALYSIS

The education corporation maintains adequate liquid reserves to fund expenses, including those of each charter, in the event of income loss (generally 30 days). **+**

The education corporation prepares and monitors cash flow projections for each charter. **+**

If the education corporation includes philanthropy in its budget for each charter, it monitors progress toward its development goals on a periodic basis. **N/A**

If necessary, the education corporation pursues district state aid intercepts with NYSED to ensure adequate per pupil funding for each charter. **N/A**

The education corporation accumulates unrestricted net assets that are equal to or exceed two percent of each charter’s operating budget for the upcoming year. **+**

The education corporation is in compliance with all loan covenants related to each charter. **+**

AF Brooklyn Schools reported operating surpluses in each year of the current charter term. The net assets of the education corporation have grown to \$49.8 million as of June 30, 2021. The education corporation benefits from a combined balance sheet which is a combination of individual charter assets and liabilities. In order to monitor the operations of any individual charter within a merged education corporation, the Institute tracks each charter’s revenues and expenses to report operating surpluses or deficits. The combined education corporation fiscal dashboard represents a fiscally strong organization with 2.5 months of cash on hand to pay liabilities due shortly. AF Brooklyn Schools funded and maintained the required amount in a separate escrow account in case of dissolution of any of the charters. The Institute is reviewing the 2022 annual audits and anticipates continued strong fiscal health.

FISCAL ANALYSIS

ACHIEVEMENT FIRST ASPIRE CHARTER SCHOOL

NOTE: Effective 2015-16, the charter merged finances with the education corporation, "Achievement First Brooklyn Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

CHARTER INFORMATION

BALANCE SHEET

Assets

Current Assets

Cash and Cash Equivalents - GRAPH 1
Grants and Contracts Receivable
Accounts Receivable
Prepaid Expenses
Contributions and Other Receivables

Total Current Assets - GRAPH 1

Property, Building and Equipment, net
Other Assets

Total Assets - GRAPH 1

Liabilities and Net Assets

Current Liabilities

Accounts Payable and Accrued Expenses
Accrued Payroll and Benefits
Deferred Revenue
Current Maturities of Long-Term Debt
Short Term Debt - Bonds, Notes Payable
Other

Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

All other L-T debt and notes payable, net current maturities

Total Liabilities - GRAPH 1

Net Assets

Without Donor Restrictions
With Donor Restrictions

Total Net Assets

Total Liabilities and Net Assets

ACTIVITIES

Operating Revenue

Resident Student Enrollment
Students with Disabilities

Grants and Contracts

State and local
Federal - Title and IDEA
Federal - Other
Other
NYC DoE Rental Assistance
Food Service/Child Nutrition Program

Total Operating Revenue

Expenses

Regular Education
SPED
Other

Total Program Services

Management and General
Fundraising

Total Expenses - GRAPHS 2, 3 & 4

Surplus / (Deficit) From School Operations

Support and Other Revenue

Contributions
Fundraising
Miscellaneous Income
Net assets released from restriction

Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporally Restricted Revenue

Total Revenue - GRAPHS 2 & 3

Change in Net Assets

Net Assets - Beginning of Year - GRAPH 2

Prior Year Adjustment(s)

Net Assets - End of Year - GRAPH 2

	Opened 2013-14				
	MERGED	MERGED	MERGED	MERGED	MERGED
	2016 17	2017 18	2018 19	2019 20	2020 21
Assets					
Current Assets					
Cash and Cash Equivalents - GRAPH 1	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
Total Current Assets - GRAPH 1	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
Total Assets - GRAPH 1	-	-	-	-	-
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
Total Current Liabilities - GRAPH 1	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
Total Liabilities - GRAPH 1	-	-	-	-	-
Net Assets					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
Total Net Assets	-	-	-	-	-
Total Liabilities and Net Assets	-	-	-	-	-
ACTIVITIES					
Operating Revenue					
Resident Student Enrollment	6,353,364	8,232,850	10,060,254	12,397,790	13,598,541
Students with Disabilities	492,824	720,918	866,676	1,061,040	1,219,239
Grants and Contracts					
State and local	-	-	-	-	-
Federal - Title and IDEA	235,662	217,851	255,078	357,690	409,730
Federal - Other	-	149,393	227,624	138,182	221,381
Other	15,690	11,144	11,542	9,186	17,739
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
Total Operating Revenue	7,097,540	9,332,156	11,421,174	13,963,888	15,466,630
Expenses					
Regular Education	5,019,542	6,652,092	7,947,650	8,949,652	9,902,744
SPED	745,755	953,065	1,150,441	1,280,475	1,420,897
Other	-	-	-	-	-
Total Program Services	5,765,297	7,605,157	9,098,091	10,230,127	11,323,641
Management and General	684,949	1,283,096	1,343,553	1,539,821	1,562,576
Fundraising	-	41	41	41	-
Total Expenses - GRAPHS 2, 3 & 4	6,450,246	8,888,294	10,441,685	11,769,989	12,886,217
Surplus / (Deficit) From School Operations	647,294	443,862	979,489	2,193,899	2,580,413
Support and Other Revenue					
Contributions	-	600	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	35,038	44,095	29,820	6,803	100,462
Net assets released from restriction	-	-	-	-	-
Total Support and Other Revenue	35,038	44,695	29,820	6,803	100,462
Total Unrestricted Revenue	7,132,578	9,376,851	11,450,994	13,970,691	15,567,092
Total Temporally Restricted Revenue	-	-	-	-	-
Total Revenue - GRAPHS 2 & 3	7,132,578	9,376,851	11,450,994	13,970,691	15,567,092
Change in Net Assets	682,332	488,557	1,009,309	2,200,702	2,680,875
Net Assets - Beginning of Year - GRAPH 2	550,357	1,232,689	1,721,246	2,730,555	4,931,257
Prior Year Adjustment(s)	-	-	-	-	-
Net Assets - End of Year - GRAPH 2	1,232,689	1,721,246	2,730,555	4,931,257	7,612,132

FISCAL ANALYSIS

ACHIEVEMENT FIRST ASPIRE CHARTER SCHOOL

NOTE: Effective 2015-16, the charter merged finances with the education corporation, "Achievement First Brooklyn Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

CHARTER INFORMATION - (Continued)

Functional Expense Breakdown

	2016 17	2017 18	2018 19	2019 20	2020 21
Personnel Service	448,300	876,084	894,835	1,085,125	1,126,767
Administrative Staff Personnel	-	4,426,878	5,209,399	6,158,996	7,307,373
Instructional Personnel	3,386,108	-	-	-	-
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
Total Salaries and Staff	3,834,408	5,302,962	6,104,234	7,244,121	8,434,140
Fringe Benefits & Payroll Taxes	618,507	945,316	1,094,324	1,203,968	1,299,191
Retirement	55,016	97,217	91,737	93,288	110,546
Management Company Fees	814,427	1,132,276	1,337,355	1,594,571	1,736,525
Building and Land Rent / Lease / Facility Financing	-	-	-	-	-
Staff Development	99,020	113,461	116,955	127,701	47,465
Professional Fees, Consultant & Purchased Services	28,185	26,190	43,471	34,596	39,304
Marketing / Recruitment	5,371	19,118	13,644	6,021	3,499
Student Supplies, Materials & Services	249,271	280,785	438,815	301,031	191,035
Depreciation	85,319	154,708	172,177	168,550	154,681
Other	660,722	816,261	1,028,973	996,142	869,831
Total Expenses	6,450,246	8,888,294	10,441,685	11,769,989	12,886,217

CHARTER ANALYSIS

ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	456	548	640	732	824
Final Chartered Enrollment (includes any revisions)	456	548	640	732	824
Actual Enrollment - GRAPH 4	434	552	633	750	841
Chartered Grades	K-4	K-5	K-6	K-7	K-7
Final Chartered Grades (includes any revisions)	-	-	-	-	-

Primary School District: NYC CHANCELLOR'S OFFICE

Per Pupil Funding (Weighted Avg of All Districts)	2016 17	2017 18	2018 19	2019 20	2020 21
	-	14,027	14,527	15,307	16,150
Increase over prior year	0.0%	100.0%	3.4%	5.1%	5.2%

PER STUDENT BREAKDOWN

Revenue	2016 17	2017 18	2018 19	2019 20	2020 21
Operating	16,354	16,906	18,043	18,619	18,391
Other Revenue and Support	81	81	47	9	119
TOTAL - GRAPH 3	16,435	16,987	18,090	18,628	18,510
Expenses	2016 17	2017 18	2018 19	2019 20	2020 21
Program Services	13,284	13,777	14,373	13,640	13,464
Management and General, Fundraising	1,578	2,325	2,123	2,053	1,858
TOTAL - GRAPH 3	14,862	16,102	16,496	15,693	15,322
% of Program Services	89.4%	85.6%	87.1%	86.9%	87.9%
% of Management and Other	10.6%	14.4%	12.9%	13.1%	12.1%
% of Revenue Exceeding Expenses - GRAPH 5	10.6%	5.5%	9.7%	18.7%	20.8%
% of Revenue Expended on Facilities	0.0%	0.0%	0.0%	0.0%	0.0%

Student to Faculty Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
9.6	9.9	9.4	11.2	13.3

Faculty to Admin Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
5.0	3.1	3.0	3.0	2.7

Financial Responsibility Composite Scores - GRAPH 6

Score	2016 17	2017 18	2018 19	2019 20	2020 21
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	0.0	0.0	0.0	0.0	0.0
	N/A	N/A	N/A	N/A	N/A

Working Capital - GRAPH 7

Net Working Capital	2016 17	2017 18	2018 19	2019 20	2020 21
	0	0	0	0	0
As % of Unrestricted Revenue	0.0%	0.0%	0.0%	0.0%	0.0%
Working Capital (Current) Ratio Score	0.0	0.0	0.0	0.0	0.0
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	N/A	N/A	N/A	N/A

Quick (Acid Test) Ratio

Score	2016 17	2017 18	2018 19	2019 20	2020 21
	0.0	0.0	0.0	0.0	0.0
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	N/A	N/A	N/A	N/A	N/A

Debt to Asset Ratio - GRAPH 7

Score	2016 17	2017 18	2018 19	2019 20	2020 21
	0.0	0.0	0.0	0.0	0.0
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	N/A	N/A	N/A	N/A	N/A

Months of Cash - GRAPH 8

Score	2016 17	2017 18	2018 19	2019 20	2020 21
	0.0	0.0	0.0	0.0	0.0
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	N/A	N/A	N/A	N/A

FISCAL ANALYSIS

ACHIEVEMENT FIRST BROWNSVILLE CHARTER SCHOOL

NOTE: Effective 2015-16, the charter merged finances with the education corporation, "Achievement First Brooklyn Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

CHARTER INFORMATION

BALANCE SHEET

Assets

Current Assets

Cash and Cash Equivalents - GRAPH 1
Grants and Contracts Receivable
Accounts Receivable
Prepaid Expenses
Contributions and Other Receivables

Total Current Assets - GRAPH 1

Property, Building and Equipment, net
Other Assets

Total Assets - GRAPH 1

Liabilities and Net Assets

Current Liabilities

Accounts Payable and Accrued Expenses
Accrued Payroll and Benefits
Deferred Revenue
Current Maturities of Long-Term Debt
Short Term Debt - Bonds, Notes Payable
Other

Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

All other L-T debt and notes payable, net current maturities

Total Liabilities - GRAPH 1

Net Assets

Without Donor Restrictions
With Donor Restrictions

Total Net Assets

Total Liabilities and Net Assets

ACTIVITIES

Operating Revenue

Resident Student Enrollment
Students with Disabilities

Grants and Contracts

State and local
Federal - Title and IDEA
Federal - Other
Other
NYC DoE Rental Assistance
Food Service/Child Nutrition Program

Total Operating Revenue

Expenses

Regular Education
SPED
Other
Total Program Services
Management and General
Fundraising

Total Expenses - GRAPHS 2, 3 & 4

Surplus / (Deficit) From School Operations

Support and Other Revenue

Contributions
Fundraising
Miscellaneous Income
Net assets released from restriction

Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporally Restricted Revenue

Total Revenue - GRAPHS 2 & 3

Change in Net Assets

Net Assets - Beginning of Year - GRAPH 2

Prior Year Adjustment(s)

Net Assets - End of Year - GRAPH 2

	Opened 2008-09				
	MERGED	MERGED	MERGED	MERGED	MERGED
	2016 17	2017 18	2018 19	2019 20	2020 21
Assets					
Current Assets					
Cash and Cash Equivalents - GRAPH 1	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
Total Current Assets - GRAPH 1	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
Total Assets - GRAPH 1	-	-	-	-	-
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
Total Current Liabilities - GRAPH 1	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
Total Liabilities - GRAPH 1	-	-	-	-	-
Net Assets					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
Total Net Assets	-	-	-	-	-
Total Liabilities and Net Assets	-	-	-	-	-
ACTIVITIES					
Operating Revenue					
Resident Student Enrollment	13,184,042	14,748,683	16,655,117	18,607,845	18,594,658
Students with Disabilities	1,450,947	1,894,740	1,862,501	1,963,771	1,807,493
Grants and Contracts					
State and local	-	-	-	-	-
Federal - Title and IDEA	506,575	417,878	424,047	547,404	577,431
Federal - Other	152,250	134,472	61,450	46,250	303,390
Other	70,327	14,026	1,957	14,478	18,300
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	624,399	500,785	181,519
Total Operating Revenue	15,364,141	17,209,799	19,629,471	21,680,533	21,482,791
Expenses					
Regular Education	11,930,859	13,146,932	15,197,325	16,151,600	15,202,192
SPED	1,619,106	1,771,378	2,064,085	2,188,320	2,054,920
Other	-	-	-	-	-
Total Program Services	13,549,965	14,918,310	17,261,410	18,339,920	17,257,112
Management and General	1,841,597	1,949,357	2,282,820	2,369,083	2,215,376
Fundraising	19,112	-	-	-	5,185
Total Expenses - GRAPHS 2, 3 & 4	15,410,674	16,867,667	19,544,230	20,709,003	19,477,673
Surplus / (Deficit) From School Operations	(46,533)	342,132	85,241	971,530	2,005,118
Support and Other Revenue					
Contributions	410,000	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	52,006	69,086	75,650	84,404	182,933
Net assets released from restriction	-	-	-	-	-
Total Support and Other Revenue	462,006	69,086	75,650	84,404	182,933
Total Unrestricted Revenue	15,826,147	17,278,885	19,705,121	21,764,937	21,665,724
Total Temporally Restricted Revenue	-	-	-	-	-
Total Revenue - GRAPHS 2 & 3	15,826,147	17,278,885	19,705,121	21,764,937	21,665,724
Change in Net Assets	415,473	411,218	160,891	1,055,934	2,188,051
Net Assets - Beginning of Year - GRAPH 2	651,880	1,067,353	1,478,571	1,639,462	2,695,396
Prior Year Adjustment(s)	-	-	-	-	-
Net Assets - End of Year - GRAPH 2	1,067,353	1,478,571	1,639,462	2,695,396	4,883,447

FISCAL ANALYSIS

ACHIEVEMENT FIRST BROWNSVILLE CHARTER SCHOOL

NOTE: Effective 2015-16, the charter merged finances with the education corporation, "Achievement First Brooklyn Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

CHARTER INFORMATION - (Continued)

Functional Expense Breakdown

	2016 17	2017 18	2018 19	2019 20	2020 21
Personnel Service	1,265,554	1,317,346	1,514,865	1,657,272	1,565,901
Administrative Staff Personnel					
Instructional Personnel	8,004,839	8,720,269	9,905,163	11,006,262	11,139,742
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
Total Salaries and Staff	9,270,393	10,037,615	11,420,028	12,663,534	12,705,643
Fringe Benefits & Payroll Taxes	1,594,581	1,766,784	1,945,901	2,148,622	2,052,987
Retirement	153,203	167,953	150,722	150,100	168,470
Management Company Fees	1,821,159	2,033,744	2,219,363	2,431,349	2,410,760
Building and Land Rent / Lease / Facility Financing	-	-	-	-	-
Staff Development	311,772	344,932	372,984	245,266	56,732
Professional Fees, Consultant & Purchased Services	46,690	50,418	58,798	59,605	64,054
Marketing / Recruitment	5,598	12,864	4,774	7,660	198
Student Supplies, Materials & Services	725,872	726,450	884,707	688,493	342,980
Depreciation	156,915	249,348	227,609	275,435	377,330
Other	1,324,491	1,477,559	2,259,344	2,038,939	1,298,519
Total Expenses	15,410,674	16,867,667	19,544,230	20,709,003	19,477,673

CHARTER ANALYSIS

ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	738	738	1,119	1,229	1,304
Final Chartered Enrollment (includes any revisions)	883	1,004	1,119	1,229	1,304
Actual Enrollment - GRAPH 4	894	977	1,046	1,133	1,152
Chartered Grades	K-9	K-10	K-11	K-12	K-12
Final Chartered Grades (includes any revisions)	-	-	-	-	-

#REF!

Per Pupil Funding (Weighted Avg of All Districts)	2016 17	2017 18	2018 19	2019 20	2020 21
Increase over prior year	-	14,027	14,527	15,307	16,150
	0.0%	100.0%	3.4%	5.1%	5.2%

PER STUDENT BREAKDOWN

Revenue	2016 17	2017 18	2018 19	2019 20	2020 21
Operating	17,186	17,615	18,766	19,136	18,648
Other Revenue and Support	517	71	72	74	159
TOTAL - GRAPH 3	17,703	17,686	18,839	19,210	18,807
Expenses	2016 17	2017 18	2018 19	2019 20	2020 21
Program Services	15,157	15,270	16,502	16,187	14,980
Management and General, Fundraising	2,081	1,995	2,182	2,091	1,928
TOTAL - GRAPH 3	17,238	17,265	18,685	18,278	16,908
% of Program Services	87.9%	88.4%	88.3%	88.6%	88.6%
% of Management and Other	12.1%	11.6%	11.7%	11.4%	11.4%
% of Revenue Exceeding Expenses - GRAPH 5	2.7%	2.4%	0.8%	5.1%	11.2%
% of Revenue Expended on Facilities	0.0%	0.0%	0.0%	0.0%	0.0%

Student to Faculty Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
9.5	9.9	8.9	9.6	15.6

Faculty to Admin Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
2.8	2.8	2.9	2.9	3.2

Financial Responsibility Composite Scores - GRAPH 6

Score	2016 17	2017 18	2018 19	2019 20	2020 21
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	0.0	0.0	0.0	0.0	0.0
	N/A	N/A	N/A	N/A	N/A

Working Capital - GRAPH 7

Net Working Capital	2016 17	2017 18	2018 19	2019 20	2020 21
0	0	0	0	0	0
As % of Unrestricted Revenue	0.0%	0.0%	0.0%	0.0%	0.0%
Working Capital (Current) Ratio Score	0.0	0.0	0.0	0.0	0.0
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	N/A	N/A	N/A	N/A

Quick (Acid Test) Ratio

Score	2016 17	2017 18	2018 19	2019 20	2020 21
0.0	0.0	0.0	0.0	0.0	0.0
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	N/A	N/A	N/A	N/A	N/A

Debt to Asset Ratio - GRAPH 7

Score	2016 17	2017 18	2018 19	2019 20	2020 21
0.0	0.0	0.0	0.0	0.0	0.0
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	N/A	N/A	N/A	N/A	N/A

Months of Cash - GRAPH 8

Score	2016 17	2017 18	2018 19	2019 20	2020 21
0.0	0.0	0.0	0.0	0.0	0.0
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	N/A	N/A	N/A	N/A

FISCAL ANALYSIS

ACHIEVEMENT FIRST CROWN HEIGHTS CHARTER SCHOOL

NOTE: Effective 2016-17, the charter merged finances with the education corporation, "Achievement First Brooklyn Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

CHARTER INFORMATION

BALANCE SHEET

Assets

Current Assets

Cash and Cash Equivalents - GRAPH 1
Grants and Contracts Receivable
Accounts Receivable
Prepaid Expenses
Contributions and Other Receivables

Total Current Assets - GRAPH 1

Property, Building and Equipment, net
Other Assets

Total Assets - GRAPH 1

Liabilities and Net Assets

Current Liabilities

Accounts Payable and Accrued Expenses
Accrued Payroll and Benefits
Deferred Revenue
Current Maturities of Long-Term Debt
Short Term Debt - Bonds, Notes Payable
Other

Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

All other L-T debt and notes payable, net current maturities

Total Liabilities - GRAPH 1

Net Assets

Without Donor Restrictions
With Donor Restrictions

Total Net Assets

Total Liabilities and Net Assets

ACTIVITIES

Operating Revenue

Resident Student Enrollment
Students with Disabilities

Grants and Contracts

State and local
Federal - Title and IDEA
Federal - Other
Other
NYC DoE Rental Assistance
Food Service/Child Nutrition Program

Total Operating Revenue

Expenses

Regular Education
SPED
Other
Total Program Services
Management and General
Fundraising

Total Expenses - GRAPHS 2, 3 & 4

Surplus / (Deficit) From School Operations

Support and Other Revenue

Contributions
Fundraising
Miscellaneous Income
Net assets released from restriction

Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporally Restricted Revenue

Total Revenue - GRAPHS 2 & 3

Change in Net Assets

Net Assets - Beginning of Year - GRAPH 2

Prior Year Adjustment(s)

Net Assets - End of Year - GRAPH 2

	Opened 2016-17				
	MERGED	MERGED	MERGED	MERGED	MERGED
	2016 17	2017 18	2018 19	2019 20	2020 21
Assets					
Current Assets					
Cash and Cash Equivalents - GRAPH 1	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
Total Current Assets - GRAPH 1	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
Total Assets - GRAPH 1	-	-	-	-	-
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
Total Current Liabilities - GRAPH 1	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
Total Liabilities - GRAPH 1	-	-	-	-	-
Net Assets					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
Total Net Assets	-	-	-	-	-
Total Liabilities and Net Assets	-	-	-	-	-
ACTIVITIES					
Operating Revenue					
Resident Student Enrollment	14,691,314	15,431,854	20,039,035	20,059,437	20,767,231
Students with Disabilities	2,135,793	2,047,298	2,693,829	2,824,719	2,793,273
Grants and Contracts					
State and local	-	-	-	-	-
Federal - Title and IDEA	498,483	388,824	421,775	556,169	571,962
Federal - Other	-	-	-	-	218,984
Other	51,167	32,645	24,156	16,038	2,525
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
Total Operating Revenue	17,376,757	17,900,621	23,178,795	23,456,363	24,353,975
Expenses					
Regular Education	14,258,233	13,732,662	17,725,833	17,625,122	17,310,532
SPED	2,034,107	1,921,863	2,438,918	2,386,121	2,333,038
Other	-	-	-	-	-
Total Program Services	16,292,340	15,654,525	20,164,751	20,011,243	19,643,570
Management and General	1,734,681	2,085,420	2,646,961	2,800,155	2,518,852
Fundraising	683	2,070	2,070	2,070	6,207
Total Expenses - GRAPHS 2, 3 & 4	18,027,704	17,742,015	22,813,782	22,813,468	22,168,629
Surplus / (Deficit) From School Operations	(650,947)	158,606	365,013	642,895	2,185,346
Support and Other Revenue					
Contributions	13,793	30,180	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	81,635	157,411	220,178	179,052	169,995
Net assets released from restriction	-	-	-	-	-
Total Support and Other Revenue	95,428	187,591	220,178	179,052	169,995
Total Unrestricted Revenue	17,472,185	18,088,212	23,398,973	23,635,415	24,523,970
Total Temporally Restricted Revenue	-	-	-	-	-
Total Revenue - GRAPHS 2 & 3	17,472,185	18,088,212	23,398,973	23,635,415	24,523,970
Change in Net Assets	(555,519)	346,197	585,191	821,947	2,355,341
Net Assets - Beginning of Year - GRAPH 2	897,315	341,796	687,993	1,273,184	2,095,131
Prior Year Adjustment(s)	-	-	-	-	-
Net Assets - End of Year - GRAPH 2	341,796	687,993	1,273,184	2,095,131	4,450,472

FISCAL ANALYSIS

ACHIEVEMENT FIRST CROWN HEIGHTS CHARTER SCHOOL

NOTE: Effective 2016-17, the charter merged finances with the education corporation, "Achievement First Brooklyn Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

CHARTER INFORMATION - (Continued)

Functional Expense Breakdown

	2016 17	2017 18	2018 19	2019 20	2020 21
Personnel Service					
Administrative Staff Personnel	1,099,529	1,392,133	1,769,050	1,935,709	1,752,852
Instructional Personnel	9,287,929	8,965,482	11,822,618	12,148,789	12,360,994
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
Total Salaries and Staff	10,387,458	10,357,615	13,591,668	14,084,498	14,113,846
Fringe Benefits & Payroll Taxes	1,800,689	1,854,216	2,416,744	2,415,371	2,398,100
Retirement	178,446	164,303	184,975	165,132	190,633
Management Company Fees	1,989,198	2,056,614	2,639,880	2,663,636	2,731,500
Building and Land Rent / Lease / Facility Financing	-	-	-	-	-
Staff Development	466,218	295,554	252,211	167,708	62,019
Professional Fees, Consultant & Purchased Services	182,491	114,239	96,711	60,749	48,715
Marketing / Recruitment	30,668	26,089	17,347	14,500	2,144
Student Supplies, Materials & Services	1,038,905	1,014,587	956,460	774,667	433,979
Depreciation	147,530	161,576	148,223	109,586	43,913
Other	1,806,101	1,697,222	2,509,563	2,357,621	2,143,780
Total Expenses	18,027,704	17,742,015	22,813,782	22,813,468	22,168,629

CHARTER ANALYSIS

ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	966	1,304	1,304	1,304	1,304
Final Chartered Enrollment (includes any revisions)	966	966	1,304	1,304	1,304
Actual Enrollment - GRAPH 4	1,011	1,036	1,265	1,219	1,281
Chartered Grades	K-12	K-12	K-12	K-12	K-12
Final Chartered Grades (includes any revisions)	-	-	-	-	-

Primary School District: NYC CHANCELLOR'S OFFICE

Per Pupil Funding (Weighted Avg of All Districts)	2016 17	2017 18	2018 19	2019 20	2020 21
	-	14,027	14,527	15,307	16,150
Increase over prior year	0.0%	100.0%	3.4%	5.1%	5.2%

PER STUDENT BREAKDOWN

Revenue

	2016 17	2017 18	2018 19	2019 20	2020 21
Operating	17,188	17,279	18,323	19,242	19,012
Other Revenue and Support	94	181	174	147	133
TOTAL - GRAPH 3	17,282	17,460	18,497	19,389	19,144

Expenses

	2016 17	2017 18	2018 19	2019 20	2020 21
Program Services	16,115	15,111	15,941	16,416	15,335
Management and General, Fundraising	1,716	2,015	2,094	2,299	1,971
TOTAL - GRAPH 3	17,832	17,125	18,035	18,715	17,306
% of Program Services	90.4%	88.2%	88.4%	87.7%	88.6%
% of Management and Other	9.6%	11.8%	11.6%	12.3%	11.4%
% of Revenue Exceeding Expenses - GRAPH 5	-3.1%	2.0%	2.6%	3.6%	10.6%
% of Revenue Expended on Facilities	0.0%	0.0%	0.0%	0.0%	0.0%

Student to Faculty Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
7.7	9.6	9.5	9.2	17.8

Faculty to Admin Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
3.6	2.6	2.8	2.8	3.4

Financial Responsibility Composite Scores - GRAPH 6

Score	2016 17	2017 18	2018 19	2019 20	2020 21
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	0.0	0.0	0.0	0.0	0.0
	N/A	N/A	N/A	N/A	N/A

Working Capital - GRAPH 7

	2016 17	2017 18	2018 19	2019 20	2020 21
Net Working Capital	0	0	0	0	0
As % of Unrestricted Revenue	0.0%	0.0%	0.0%	0.0%	0.0%
Working Capital (Current) Ratio Score	0.0	0.0	0.0	0.0	0.0
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	N/A	N/A	N/A	N/A

Quick (Acid Test) Ratio

	2016 17	2017 18	2018 19	2019 20	2020 21
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	N/A	N/A	N/A	N/A	N/A

Debt to Asset Ratio - GRAPH 7

	2016 17	2017 18	2018 19	2019 20	2020 21
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	N/A	N/A	N/A	N/A	N/A

Months of Cash - GRAPH 8

	2016 17	2017 18	2018 19	2019 20	2020 21
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	N/A	N/A	N/A	N/A

FISCAL ANALYSIS

ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS (COMBINED)

CHARTER INFORMATION

BALANCE SHEET

Assets

Current Assets

	MERGED 2016 17	MERGED 2017 18	MERGED 2018 19	MERGED 2019 20	MERGED 2020 21
Cash and Cash Equivalents - GRAPH 1	747,391	5,864,079	9,930,462	20,262,532	31,047,619
Grants and Contracts Receivable	4,973,220	3,337,519	2,239,916	3,260,597	3,965,494
Accounts Receivable	61,274	582,317	1,013,081	84,515	3,020,020
Prepaid Expenses	639,366	775,256	1,481,515	57,786	2,205,113
Contributions and Other Receivables	-	-	-	-	-
Total Current Assets - GRAPH 1	6,421,251	10,559,171	14,664,974	23,665,430	40,238,246
Property, Building and Equipment, net	11,855,223	11,868,063	13,743,039	14,498,629	13,666,203
Other Assets	350,000	350,000	350,000	350,000	350,000
Total Assets - GRAPH 1	18,626,474	22,777,234	28,758,013	38,514,059	54,254,449

Liabilities and Net Assets

Current Liabilities

Accounts Payable and Accrued Expenses	3,496,282	3,103,640	3,683,436	2,516,190	2,188,872
Accrued Payroll and Benefits	1,628,420	1,587,922	1,669,388	3,030,353	1,393,725
Deferred Revenue	40,641	18,528	6,098	31,015	500
Current Maturities of Long-Term Debt	-	-	1,105,498	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	753,334	253,334
Other	-	14,650	-	-	-
Total Current Liabilities - GRAPH 1	5,165,343	4,724,740	6,464,420	6,330,892	3,836,431
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	2,046,897	2,730,771	2,004,903	1,064,661	616,763
Total Liabilities - GRAPH 1	7,212,240	7,455,511	8,469,323	7,395,553	4,453,194

Net Assets

Without Donor Restrictions	11,413,840	15,321,723	20,288,690	31,118,506	49,801,255
With Donor Restrictions	394	-	-	-	-
Total Net Assets	11,414,234	15,321,723	20,288,690	31,118,506	49,801,255
Total Liabilities and Net Assets	18,626,474	22,777,234	28,758,013	38,514,059	54,254,449

ACTIVITIES

Operating Revenue

Resident Student Enrollment	97,456,386	110,577,370	124,957,022	137,211,221	142,247,589
Students with Disabilities	12,229,010	14,920,204	15,331,738	16,276,751	16,935,866
Grants and Contracts					
State and local	1,177,780	270,113	1,100	-	-
Federal - Title and IDEA	3,080,077	3,193,253	3,414,904	4,012,716	4,270,238
Federal - Other	731,177	450,689	983,419	877,351	2,066,207
Other	997,494	1,139,538	79,895	91,868	86,758
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	1,683,533	1,529,429	608,226
Total Operating Revenue	115,671,924	130,551,167	146,451,612	159,999,336	166,214,884

Expenses

Regular Education	90,505,047	99,345,096	110,814,134	116,862,097	116,128,352
SPED	12,237,028	13,326,784	14,892,942	15,581,834	15,450,358
Other	-	-	-	1,045,318	-
Total Program Services	102,742,075	112,671,880	125,707,076	133,489,249	131,578,710
Management and General	12,976,454	14,647,981	16,775,664	16,394,950	16,799,559
Fundraising	22,752	5,000	5,000	5,000	15,000
Total Expenses - GRAPHS 2, 3 & 4	115,741,281	127,324,861	142,487,740	149,889,199	148,393,269
Surplus / (Deficit) From School Operations	(69,357)	3,226,306	3,963,872	10,110,137	17,821,615

Support and Other Revenue

Contributions	490,820	72,580	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	493,705	608,605	1,003,096	719,679	861,134
Net assets released from restriction	-	-	-	-	-
Total Support and Other Revenue	984,525	681,185	1,003,096	719,679	861,134

Total Unrestricted Revenue	116,656,449	131,232,352	147,454,708	160,719,015	167,076,018
Total Temporally Restricted Revenue	-	-	-	-	-
Total Revenue - GRAPHS 2 & 3	116,656,449	131,232,352	147,454,708	160,719,015	167,076,018

Change in Net Assets

Net Assets - Beginning of Year - GRAPH 2	915,168	3,907,491	4,966,968	10,829,816	18,682,749
Prior Year Adjustment(s)	10,499,064	11,414,232	15,321,723	20,288,690	31,118,506
Net Assets - End of Year - GRAPH 2	11,414,232	15,321,723	20,288,691	31,118,506	49,801,255

FISCAL ANALYSIS

ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS (COMBINED)

CHARTER INFORMATION - (Continued)

Functional Expense Breakdown

	2016 17	2017 18	2018 19	2019 20	2020 21
Personnel Service					
Administrative Staff Personnel	8,509,518	9,744,084	11,168,061	11,960,620	11,839,382
Instructional Personnel	55,779,367	65,025,661	73,193,360	79,551,593	84,156,712
Non-Instructional Personnel	3,386,108	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
Total Salaries and Staff	67,674,993	74,769,745	84,361,421	91,512,213	95,996,094
Fringe Benefits & Payroll Taxes	11,584,751	13,309,803	14,742,024	15,606,305	15,711,985
Retirement	1,256,741	1,357,077	1,303,286	1,204,758	1,359,011
Management Company Fees	13,272,178	15,007,689	16,816,358	18,393,255	18,686,046
Building and Land Rent / Lease / Facility Financing	630	-	-	-	-
Staff Development	1,921,721	1,827,716	1,822,195	1,406,233	408,829
Professional Fees, Consultant & Purchased Services	839,033	883,335	961,732	811,413	750,433
Marketing / Recruitment	98,832	152,791	107,971	53,148	18,357
Student Supplies, Materials & Services	5,299,588	5,351,571	5,933,679	4,793,243	2,265,146
Depreciation	1,706,947	1,981,332	2,029,610	2,138,730	1,991,233
Other	12,085,867	12,683,802	14,409,464	13,969,901	11,206,135
Total Expenses	115,741,281	127,324,861	142,487,740	149,889,199	148,393,269

CHARTER ANALYSIS

ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	7,229	8,413	9,566	10,374	10,817
Final Chartered Enrollment (includes any revisions)	6,806	7,423	8,081	8,607	8,798
Actual Enrollment - GRAPH 4	6,664	7,322	7,850	8,347	8,796
Chartered Grades	-	-	-	-	-
Final Chartered Grades (includes any revisions)	-	-	-	-	-

Primary School District:

Per Pupil Funding (Weighted Avg of All Districts)	2016 17	2017 18	2018 19	2019 20	2020 21
Increase over prior year	0.0%	0.0%	0.0%	0.0%	0.0%

PER STUDENT BREAKDOWN

Revenue	2016 17	2017 18	2018 19	2019 20	2020 21
Operating	17,358	17,830	18,656	19,168	18,897
Other Revenue and Support	148	93	128	86	98
TOTAL - GRAPH 3	17,505	17,923	18,784	19,255	18,995
Expenses	2016 17	2017 18	2018 19	2019 20	2020 21
Program Services	15,417	15,388	16,014	15,992	14,959
Management and General, Fundraising	1,951	2,001	2,138	1,965	1,912
TOTAL - GRAPH 3	17,368	17,389	18,151	17,957	16,871
% of Program Services	88.8%	88.5%	88.2%	89.1%	88.7%
% of Management and Other	11.2%	11.5%	11.8%	10.9%	11.3%
% of Revenue Exceeding Expenses - GRAPH 5	0.8%	3.1%	3.5%	7.2%	12.6%
% of Revenue Expended on Facilities	0.0%	0.0%	0.0%	0.0%	0.0%

Student to Faculty Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
9.2	10.2	9.4	9.7	13.1

Faculty to Admin Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
3.8	2.9	3.0	3.1	2.9

Financial Responsibility Composite Scores - GRAPH 6

Score	2016 17	2017 18	2018 19	2019 20	2020 21
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	1.5	1.9	2.0	2.3	2.8
	Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong

Working Capital - GRAPH 7

Net Working Capital	2016 17	2017 18	2018 19	2019 20	2020 21
Net Working Capital	1,255,908	5,834,431	8,200,554	17,334,538	36,401,815
As % of Unrestricted Revenue	1.1%	4.4%	5.6%	10.8%	21.8%
Working Capital (Current) Ratio Score	1.2	2.2	2.3	3.7	10.5
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	HIGH	MEDIUM	MEDIUM	LOW	LOW
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	Poor	Good	Good	Excellent	Excellent

Quick (Acid Test) Ratio

Score	2016 17	2017 18	2018 19	2019 20	2020 21
Score	1.1	2.1	2.0	3.7	9.9
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	MEDIUM	MEDIUM	MEDIUM	LOW	LOW
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	Good	Good	Good	Excellent	Excellent

Debt to Asset Ratio - GRAPH 7

Score	2016 17	2017 18	2018 19	2019 20	2020 21
Score	0.4	0.3	0.3	0.2	0.1
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	LOW	LOW	LOW	LOW	LOW
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	Excellent	Excellent	Excellent	Excellent	Excellent

Months of Cash - GRAPH 8

Score	2016 17	2017 18	2018 19	2019 20	2020 21
Score	0.1	0.6	0.8	1.6	2.5
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	HIGH	HIGH	HIGH	MEDIUM	MEDIUM
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	Poor	Poor	Poor	Good	Good

FUTURE PLANS

IF THE SUNY TRUSTEES RENEW THE EDUCATION CORPORATION'S AUTHORITY TO OPERATE EACH CHARTER, ARE ITS PLANS FOR THE CHARTERS REASONABLE, FEASIBLE, AND ACHIEVABLE?

AF Brooklyn Schools' charters are academically successful and supported by an effective, viable organization. The three charters up for renewal and the education corporation are fiscally sound and present sound financial plans. As such, the plans for AF Brooklyn Schools' three charters for the next charter term are reasonable, feasible, and achievable.

ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS

Plans for the Charter's Structure. The education corporation has provided all of the key structural elements for a charter renewal and those elements are reasonable, feasible, and achievable.

Plans for the Educational Program. AF Brooklyn Schools plans to implement the same core elements of its educational program at AF Aspire, AF Brownsville, and AF Crown Heights that enabled the charters to meet their key Accountability Plan goals in the current charter term.

Plans for Board Oversight & Governance. Current board members express interest in continuing to serve AF Brooklyn Schools in the next charter term. The board maintains efforts to recruit new members as needed but expects no significant changes to membership.

Fiscal & Facility Plans. Based on evidence collected through the renewal review, including a review of the five year financial plan, AF Brooklyn Schools presents a reasonable and appropriate fiscal plan for the next charter term including education corporation and charter budgets that are feasible and achievable. The education corporation intends to maintain its contractual relationship with the network.

AF Brooklyn Schools plans to continue operating the fully grown charters in the existing co-located facilities for the next charter term. The network is in the process of obtaining space needed for the high school program at AF Aspire as it continues to grow.



FUTURE PLANS

ACHIEVEMENT FIRST ASPIRE CHARTER SCHOOL

Plans for the Educational Program. AF Aspire plans to implement the same core elements of its educational program that enabled the charter to meet its key Accountability Plan goals in the current charter term. AF Aspire presently serves Kindergarten – 9th grade and plans to expand to serve Kindergarten – 11th grade by the end of the charter term.

Facility Plans. AF Aspire will continue to operate its elementary and middle school programs in NYCDOE co-located space. The high school program currently operates in a temporary private space and is seeking a permanent location which will be identified in the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	944	1,225
<i>Grade Span</i>	K-9	K-11
<i>Teaching Staff</i>	77	107
<i>Days of Instruction</i>	182	182

ACHIEVEMENT FIRST BROWNSVILLE CHARTER SCHOOL

Plans for the Educational Program. AF Brownsville plans to implement the same core elements of its educational program that enabled the charter to meet its key Accountability Plan goals in the current charter term. AF Brownsville presently serves Kindergarten – 12th grades and does not plan to make any changes to grades served.

Facility Plans. AF Brownsville operates its program in two NYCDOE co-located facilities and will continue to do so in the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	1,304	1,317
<i>Grade Span</i>	K-12	K-12
<i>Teaching Staff</i>	95	108
<i>Days of Instruction</i>	182	182



FUTURE PLANS

ACHIEVEMENT FIRST CROWN HEIGHTS

Plans for the Educational Program. AF Crown Heights plans to implement the same core elements of its educational program that enabled the charter to meet its key Accountability Plan goals in the current charter term. AF Crown Heights presently serves Kindergarten – 12th grade and does not plan to make any changes to grades served.

Facility Plans. AF Crown Heights operates its elementary and middle school programs in NYCDOE co-located space, and its high school program in privately leased space. The programs will continue to operate in their current facilities in the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	1,304	1,477
<i>Grade Span</i>	K-12	K-12
<i>Teaching Staff</i>	116	122
<i>Days of Instruction</i>	182	182

Achievement First
Brooklyn Charter Schools

Ax

APPENDICES

PAGES Ax 1-16

CO ^A CHARTER OVERVIEW	BS ^B BENCHMARK SUMMARY	EO ^C ED CORP OVERVIEW	RI ^D REPORT INFORMATION
PAGE Ax 1	PAGE Ax 3	PAGE Ax 8	PAGE Ax 13



ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS BOARD OF TRUSTEES

CHAIR	TRUSTEES
Romy Coquillette	Jonathan Atkeson
VICE CHAIR	Rhonda Barros
Christopher J. Lynch	Tamika Bradley
TREASURER	Desiree Dalton
Warren Young	Akeem Frett
SECRETARY	Anup Menon
Alison Richardson	Kevin Miquelon
	William Robalino
	Amy Arthur Samuels
	Josh Vidro

ACHIEVEMENT FIRST NETWORK BOARD OF TRUSTEES

CHAIR	TRUSTEES
Andrew Boas	K. Percy Ballah
TREASURER	William Buck
Tony Davis	John Motley
	Valerie Rockefeller
	Griselda Rodriguez-Solomon
	Ariela Rozman

NETWORK LEADERS

NETWORK

Lisa Margosian, Interim Chief Executive Officer



CHARTER VISIT HISTORY

SCHOOL YEAR	VISIT TYPE	DATE
2006-07	AF Bushwick - First Year	April 11, 2007
2007-08	AF Bushwick - Evaluation	May 8-9, 2008
2008-09	AF Brownsville - First Year	March 3, 2009
	AF Bushwick - Evaluation	April 30, 2009
2009-10	AF Brownsville - Evaluation	May 18-19, 2010
2010-11	AF Apollo - First Year	June 7, 2011
	AF Bushwick - Initial Renewal	October 5-7, 2010
2012-13	AF Apollo - Evaluation	March 6, 2013
	AF Brownsville - Initial Renewal	October 3-4, 2013
2013-14	AF Brownsville - Initial Renewal	October 3-4, 2013
	AF Bushwick - Subsequent Renewal	October 16-17, 2013
2014-15	AF Apollo - Initial Renewal	September 23, 2014
	AF Linden - First Year	May 20, 2015
	AF North Brooklyn - First Year	May 19, 2015
2016-17	AF Voyager - First Year	April 6, 2017
2017-18	AF Aspire - Initial Renewal	November 14, 2017
	AF Brownsville - Subsequent Renewal	November 15, 2017
	AF Crown Heights - Initial Renewal	November 17, 2017
2018-19	AF Bushwick - Subsequent Renewal	September 24, 2018
	AF East New York - Initial Renewal	September 24, 2018
	AF Linden - Initial Renewal	September 25, 2018
	AF Apollo - Subsequent Renewal	June 5, 2019
	AF Endeavor - Subsequent Renewal	June 4, 2019
2020-21	AF Voyager - Initial Renewal	October 13-16, 2020
2021-22	AF Legacy - First Year	April 28, 2021
2022-23	AF Aspire	September 20, 2022
	AF Brownsville	September 20, 2022
	AF Crown heights	September 20, 2022

CONDUCT OF THE RENEWAL REVIEW

DATE(S) OF REVIEW	EVALUATION TEAM MEMBERS	TITLE
September 20, 2022	Erin Allen	Senior Analyst

BENCHMARK SUMMARY

For strong performing SUNY authorized charter schools that implement a common school design across multiple schools, the Institute provides an analysis and description of the schools' academic design structure using the Qualitative Education Benchmarks. This subset of the SUNY Renewal Benchmarks focuses on assessment, curriculum, pedagogy, leadership, at-risk programs, organizational capacity, and board oversight. The following program description analyzes and reports on the charter design that produced the high quality outcomes captured in the body of this renewal report.

ASSESSMENT

AF Brooklyn Schools has an assessment system that allows teachers and leaders to monitor student progress and improve instructional effectiveness and student learning. Each charter in the education corporation regularly administers a variety of assessments, including externally developed standardized tests, internally developed interim assessments aligned with common core standards, and New York State test assessment items. Each Achievement First charter administers STEP and/or F&P assessments (in elementary programs), NWEA Mathematics, and STAR assessments three times annually, as well as interim assessments in each subject. The network develops standards aligned assessments and provides them to teachers in each content area. Charters also collect data on student performance from other supplemental assessments, including Achieve Core fluency, MCLASS Dibels, exit tickets and school walk throughs. Teachers and school leaders regularly meet in data reflection days to norm scoring practices. AF Brooklyn Schools' extensive and comprehensive assessment system supports teachers' responding to students' academic needs. Assessment data informs teachers' intentionally reteaching content, designing small group activities, and identifying students for daily interventions.

School leaders regularly use assessment results to evaluate teacher effectiveness and to develop professional development and coaching strategies. AF Brooklyn Schools' teacher career pathway ("TCP") includes assessment results as part of teachers' evaluations with a core component being teachers' impact on student academic growth. Leaders systematically utilize assessment data to determine topics for professional development sessions, revisit teachers' individual goals during coaching sessions, and identify teachers in need of intensive support. Additionally, network leaders work with school leaders to determine the effectiveness of the curricular program and make adjustments as needed. Charters share student performance at multiple points throughout the year, including progress reports and conferences, to keep families apprised of student progress and growth.

CURRICULUM

AF Brooklyn Schools' curricular framework supports teachers in planning and delivering high quality instruction. Teachers at AF Brooklyn Schools access shared lesson plans via the Achievement First curriculum hub, an online resource where the network's strongest teachers develop a sequence of model lesson plans and share them with all other teachers. Network staff review the lesson templates for alignment with a standards based scope and sequence for each subject and grade, thus supporting teachers in knowing what to teach and when to teach it. AF Brooklyn Schools recently redesigned ELA and mathematics scope and sequence documents to ensure alignment with Next Generation learning standards. With access to purposeful lessons and supporting

documents, teachers invest sufficient time internalizing and planning lesson delivery that improves student learning. AF Brooklyn Schools also regularly reviews the quality of lesson plans and makes strategic changes to improve instruction driven by data collected from interim assessments. For example, AF Brooklyn Schools used partnerships with outside curricular experts to increase the rigor of lesson plans and prioritize accelerated learning over remediation. Additionally, AF Brooklyn Schools provided supplemental programs to support teachers in their unit and lesson planning during remote and hybrid learning during the COVID-19 pandemic. As a result, AF Brooklyn Schools are able to provide a rigorous, fluid, and consistent program that translates among remote, hybrid and in-person models.

Similarly, AF Brooklyn Schools' high school curricula align to state and national standards in mathematics, English, social studies, science and foreign languages. The network supplements lesson plans with content from AP, SAT, and Regents exams to ensure rigor and validity. AF Brooklyn Schools updated its high school educational program to better reflect the diverse post-graduation pathways available to students and support promotion and graduation. Such revisions included a shift from "AP for all" to "AP access for all" which moved emphasis away from mandated AP completion to mandated access to and preparation for rigorous AP offerings, as well as providing Saturday tutoring and greater opportunities for small group instruction. High schools in the AF Brooklyn Schools network deliver educational programs that ensure academic rigor as well as teach self-management skills and college and career knowledge. To this end, AF Brooklyn Schools offers a transitions class based on the college and career readiness curriculum and focuses on analytical writing across subjects. AF Brooklyn schools also assesses students using the CASIO problem solving rubric, a rubric which assesses mastery of transferable problem solving skills required for college completion. AF Brooklyn Schools' updated high school educational program supports students in mastering rigorous academic content required for college while also equipping students with the transferable tools necessary for various college and career pathways.

PEDAGOGY

The high quality instruction found in AF Brooklyn Schools' classrooms is built on high student expectations, purposeful lesson planning and delivery, and established positive classroom environments. Teachers at AF Brooklyn Schools deliver purposeful lesson with clear objectives that provide students with rigorous tasks culminating in essential learnings for each unit of study. Lessons align with the network's curricular program, and lessons demonstrate that teachers plan for student misconceptions and effectively communicate lesson objectives. Teachers regularly use techniques to check for student understanding, such as circulating and checking student work, using hand signals, questioning, and exit tickets. Teachers are able to provide responsive, tailored instruction for each cohort of students based on the data collected on student performance in each class, and can correct misunderstandings before students exit the classroom. Students regularly engage in higher order thinking through activities like peer discussion, analysis, and debate. These checks for understanding and higher order thinking strategies create classroom environments that encourage students to learn and focus on achievement.

In the coming charter term, if renewed, AF Brooklyn Schools will continue to leverage assessment data to provide rigorous, accelerated, and differentiated instruction to all students.

INSTRUCTIONAL LEADERSHIP

Charters at AF Brooklyn Schools' have robust instructional leadership teams that establish a culture of high expectations in which teachers believe that all students can succeed. The network sets rigorous goals for each charter and measures goal attainment using measures for state test performance, interim assessment achievement, equity (including student retention and suspension numbers), culture and investment, and talent (including teacher and leader retention and staff survey results). The network provides parameters for leaders to set charter specific goals based on the measures and tracks progress toward those goals regularly throughout the year.

AF Brooklyn Schools' instructional leadership model is highly effective in supporting the development of each charter's teaching staff. The leadership team at each charter includes a principal who is supported by network superintendents, mathematics and ELA academic deans, a special education director, and grade team chairs, which, all together, ensures that there are multiple individuals who provide subject-specific expertise and sufficient capacity to coach and observe teachers. Clear systems support observation and feedback routines at AF Brooklyn Schools enabling coaches to deliver a regular and predictable professional development and evaluation program. Instructional coaches provide coaching and supervision guided by AF's Essentials of Instruction and Essentials of Observation Rubrics, internal resources that define clear, observable performance expectations for teachers. Instructional coaches also develop and deliver feedback based on observations and guided by the AF Coaching the Essentials handbook. Charter leaders regularly evaluate teachers using evaluation rubrics that include benchmarks for student performance, academic growth, social and emotional development, and student satisfaction. AF Brooklyn Schools' instructional leadership model keeps teachers apprised of their strengths and professional development goals, all while holding teachers accountable for student performance, school and staff culture, and instructional effectiveness.

AT RISK PROGRAM

AF Brooklyn Schools employs a wide range of effective supports to meet the educational needs of at-risk students. Schools utilize clear procedures for identifying students with disabilities, ELLs, and students struggling academically or behaviorally. At every level, AF Brooklyn Schools conducts thorough analyses of achievement data by student subgroups to monitor student progress, evaluate at-risk program effectiveness, and identify students for additional support.

AF Brooklyn Schools uses a tiered Response to Intervention ("RTI") program to identify and provide interventions for students struggling academically or behaviorally. Each charter utilizes a systematic process for identifying students in need of extra support using universal screeners such as STAR, F&P data for elementary, middle, and high school academies, STEP assessments in the elementary grades, and the Renaissance STAR reading assessment for 5th – 12th grade. Schools use other assessments to identify students needing extra support throughout the year including classroom grades, interim assessments, and state assessment results. The network sets clear expectations for charters to deliver tiered interventions at each level and supports them to deliver interventions with fidelity. At tier 1, teachers provide strategic differentiated and specialized instruction to students in the classroom setting. Tier 2 interventions include small group instruction that targets specific objectives and skills. For tier 3 interventions, among other things, AF Brooklyn Schools have detailed small group interventions based on deficit literacy skills, which could include comprehension,

decoding, or fluency. The RTI team, which includes a special services coordinator, principal, and often an academic dean and a grade level teacher, determines specific placement in the tier 3 system and consistently meets to monitor progress and adjust interventions based on student results. In the last charter term, AF Brooklyn Schools updated and clarified the benchmarks and indicators in its special education referral process.

Each school has a special services coordinator who oversees all special education services and processes. As a member of the RTI team, the special services coordinator monitors students' progress through the RTI process and identifies students to refer to the district committee on special education ("CSE") for evaluation for possible special education services and settings. For students with individualized education programs ("IEPs"), each charter provides the necessary mandated services including integrated co-teaching ("ICT") classrooms, special education teacher support services ("SETSS"), and related services. Through the professional development program and RTI meetings, each charter supports teachers in addressing specific needs of students with disabilities and for reviewing and understanding students' IEP goals.

AF Brooklyn Schools uses consistent and formal processes to identify ELL students including the administration of the home language identification survey followed by the New York State Identification Test for English Language Learners ("NYSITELL") for eligible students, or the review of student records from the NYCDOE student information system. AF Brooklyn Schools' ELL program is an immersion model focusing on exposing ELLs to the English language as much as possible to advance proficiency at a rapid pace. The network ensures that general education teachers have training in identifying ELLs and utilizing a variety of English language acquisition strategies within teaching structures. Each charter's special services coordinator monitors ELLs' progress toward meeting English language proficiency goals, and charters administer the New York State English as a Second Language Achievement Test ("NYSESLAT") annually. Through progress monitoring, the special services coordinator makes intentional adjustments to ELL students' programs if a student is not demonstrating adequate progress. The network conducts an annual evaluation of the ELL program to ensure charters achieve desired results for ELLs.

ORGANIZATIONAL CAPACITY

AF Brooklyn Schools effectively supports the delivery of the educational program at each charter. AF Brooklyn Schools and its component charters have clear policies and procedures and an administrative structure that divides instructional and operational systems by distinct roles, responsibilities, and lines of accountability. The same basic organizational structure applies to all academy levels throughout the network. The principal is ultimately responsible to the board of trustees, which delegates the day-to-day supervision of the principal to an Achievement First, Inc. regional superintendent. This regional superintendent also conducts an in-depth annual evaluation of the principal which the education corporation board of trustees reviews and approves. The principal supervises the director of school operations who also retains final hiring and firing authority. The director of school operations has a dual-reporting relationship to an Achievement First, Inc. regional director of operations regarding network-wide shared practices like those related to data, facilities management, procurement, and financial reporting. AF Brooklyn Schools' organizational structure allows principals to serve as instructional leads and receive support from operations teams at the building and network levels.

The education corporation maintains adequate fiscal resources required to meet program goals, regularly evaluates enrollment and retentions policies, and makes changes to the educational program as necessary.

Each school partners with the network student recruitment team to enroll students. The network student recruitment team uses a comprehensive strategy to monitor enrollment and retention targets to ensure that each charter within AF Brooklyn Schools is making good faith efforts to meet targets. The network student recruitment team utilizes multiple strategies to recruit at-risk students, including direct outreach, school-based open houses, presentations at community organizations, targeted mailings, and advertisements in neighborhoods. The team translates materials into languages other than English based on the location of the school to support with recruiting families who speak languages other than English.

In the face of staffing shortages during the previous charter term, AF Brooklyn Schools creatively and effectively developed high school programming to provide students in various campuses consistent access to high level mathematics and science courses through hybrid instructional delivery methods. In the next charter term, if renewed, AF Brooklyn Schools has the opportunity to reflect on teacher recruitment and retention practices in order to continuously deliver consistent, high quality instructional opportunities. Such analysis could include, but is not limited to, determining whether demand for high school programming remains feasible and evaluating how the education corporation could best leverage operating surpluses.

BOARD OVERSIGHT AND GOVERNANCE

AF Brooklyn Schools' board works effectively to achieve each charter's accountability plan goals. The AF Brooklyn Schools' board provides effective oversight and governance to each of the following 11 open and operating charters within the network: AF Apollo; AF Aspire; AF Brownsville; AF Bushwick; AF Legacy; AF Linden; AF North Brooklyn; AF Crown Heights; AF East New York; AF Voyager; and, AF Endeavor. AF Brooklyn Schools' board consists of members with professional backgrounds including academic, legal, financial, and community engagement.

The board effectively uses a committee structure including the executive, academic, finance, and facilities committees to better establish a context for each charter and closely monitor each charter's progress toward meeting Accountability Plan goals. The committees rely on a robust annual reporting and oversight schedule to provide the full board a complete set of academic and nonacademic data dashboards. The board's oversight ensures its ability to take effective action to support each charter's sufficient progress toward meeting Accountability Plan goals.



EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL



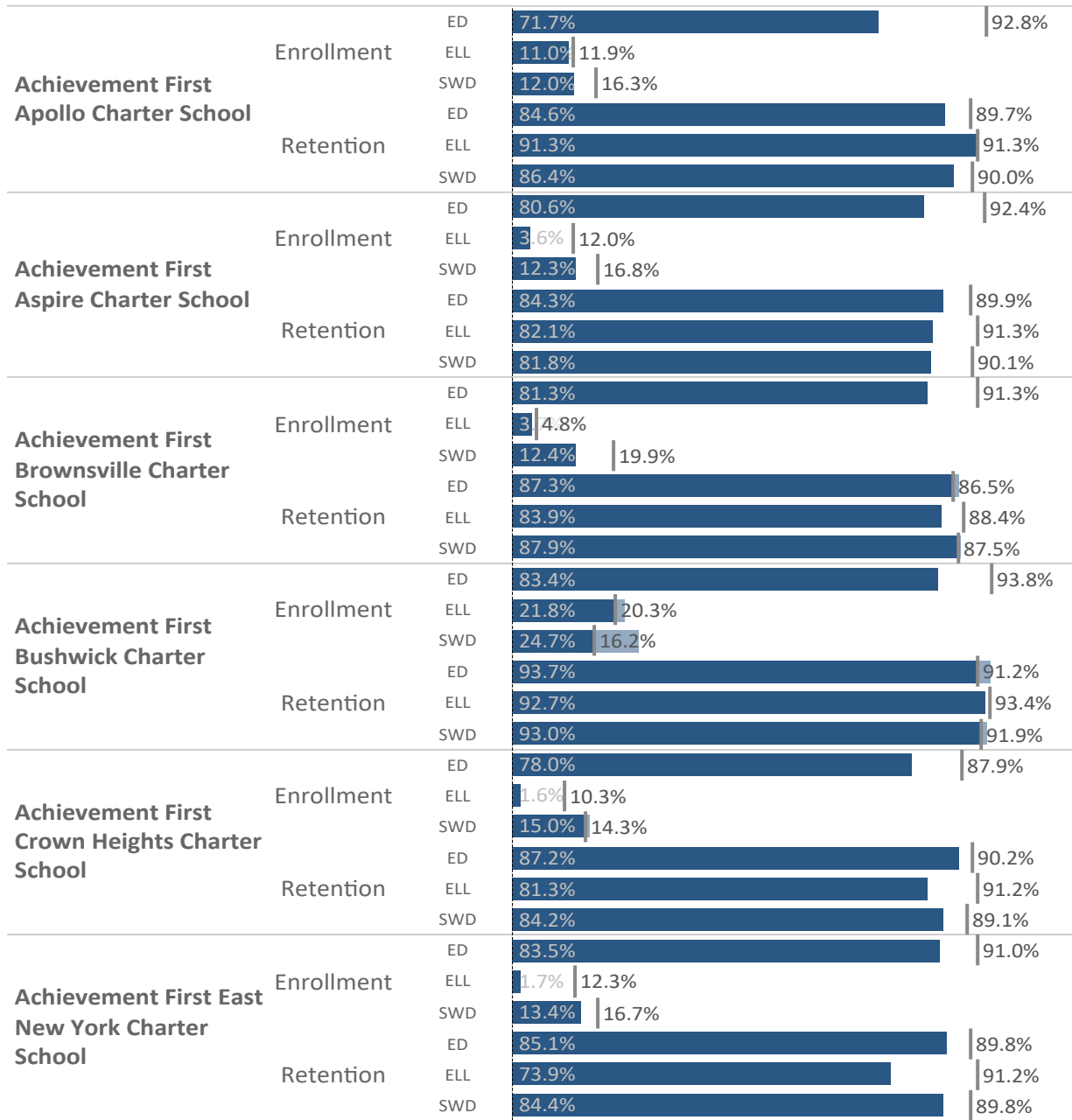


EDUCATION CORPORATION CHARTER CHARACTERISTICS

CHARTER	LOCAL DISTRICT	CO LOCATED	CHARTERED ENROLLMENT	GRADE SPAN
Achievement First Apollo Charter School	Brooklyn CSD 19	Yes	824	K-8
Achievement First Aspire Charter School	Brooklyn CSD 19 Brooklyn CSD 32	Yes/No	944	K-9
Achievement First Brownsville Charter School	Brooklyn CSD 19 Brooklyn CSD 23	Yes	1,304	K-12
Achievement First Bushwick Charter School	Brooklyn CSD 32	Yes	824	K-8
Achievement First Charter School 11	Brooklyn CSD 16	Not Yet Open	N/A	N/A
Achievement First Crown Heights Charter School	Brooklyn CSD 17	Yes/No	1,304	K-12
Achievement First East New York Charter School	Brooklyn CSD 19	Yes	1,190	K-12
Achievement First Endeavor Charter School	Brooklyn CSD 13	No	824	K-8
Achievement First Legacy Charter School	Queens CSD 29	No	180	K-1
Achievement First Linden Charter School	Brooklyn CSD 19	Yes	824	K-8
Achievement First North Brooklyn Preparatory Charter School	Brooklyn CSD 32	Yes	824	K-8
Achievement First Voyager Charter School	Brooklyn CSD 17	Yes	192	6-8



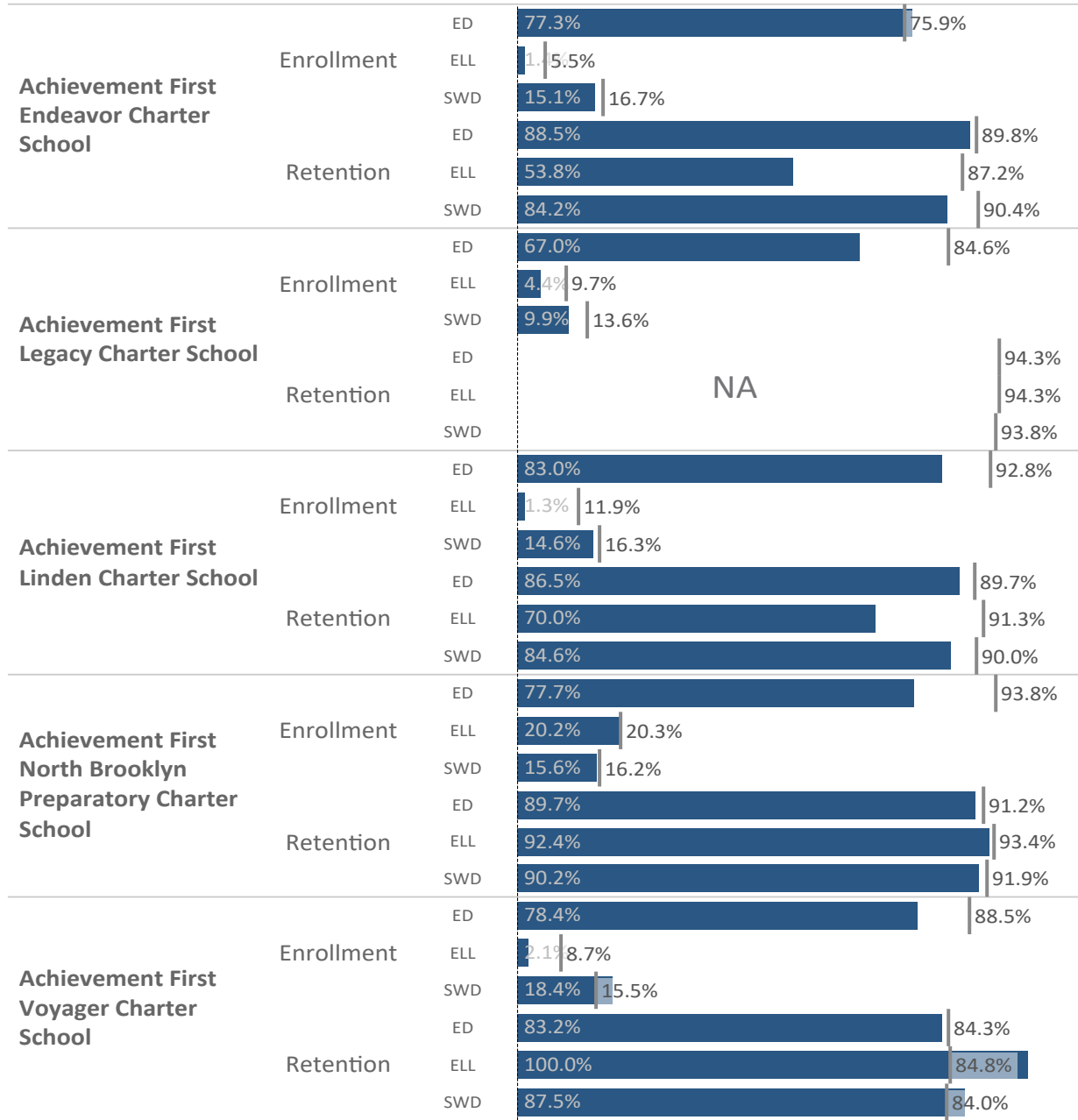
ENROLLMENT AND RETENTION TARGETS



The chart illustrates the **current enrollment and retention percentages** against the **enrollment and retention targets** for each operating charter in the education corporation. As required by Education Law § 2851(4)(e), a charter must include in its renewal application information regarding the efforts it has, and will, put in place to meet or exceed SUNY’s enrollment and retention targets for students with disabilities, ELLs, and FRPL students. This analysis is based on the most recent enrollment and retention data supplied to the Institute by the education corporation.



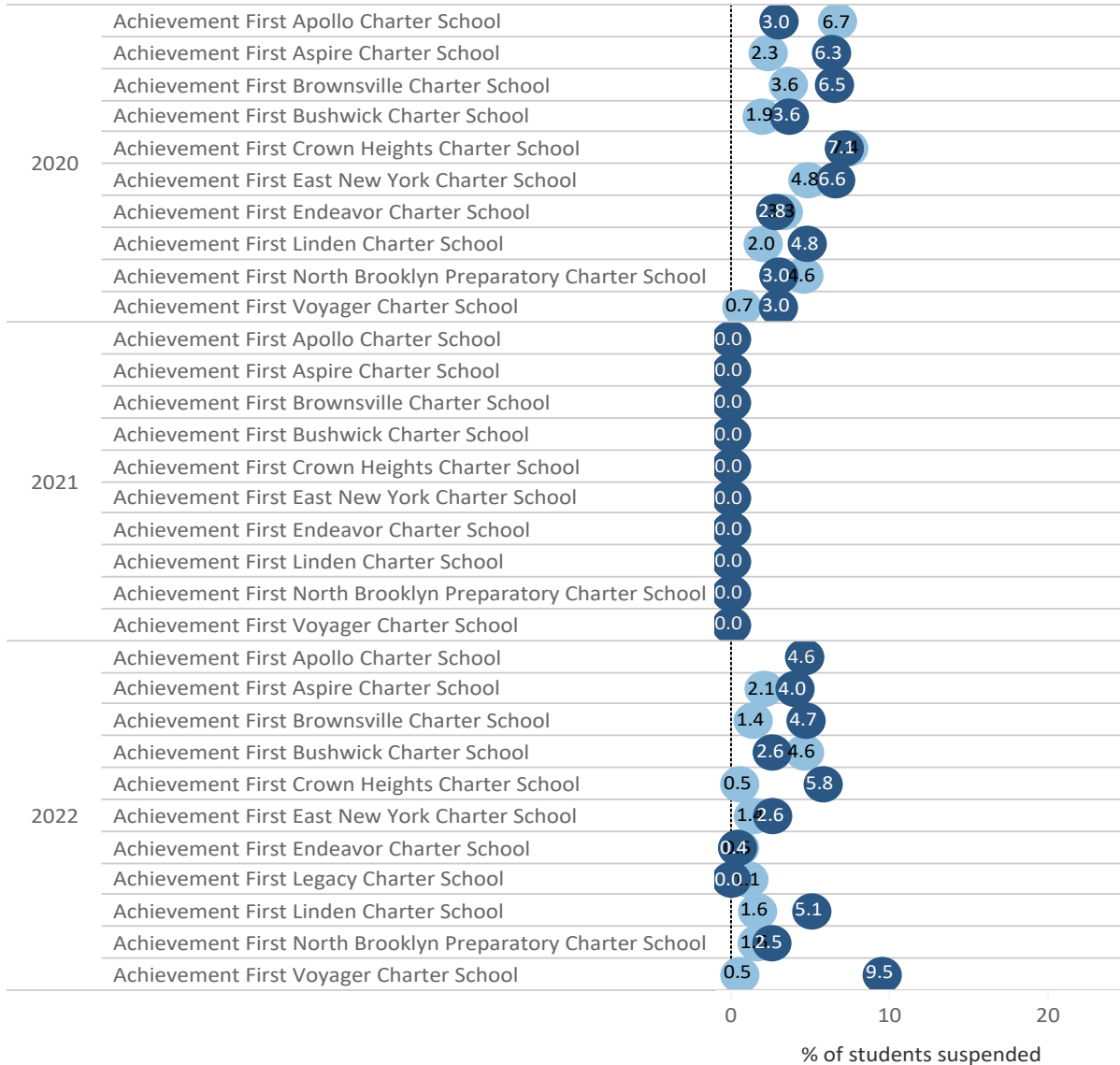
ENROLLMENT AND RETENTION TARGETS



The chart illustrates the **current enrollment and retention percentages** against the **enrollment and retention targets** for each operating charter in the education corporation. As required by Education Law § 2851(4)(e), a charter must include in its renewal application information regarding the efforts it has, and will, put in place to meet or exceed SUNY’s enrollment and retention targets for students with disabilities, ELLs, and FRPL students. This analysis is based on the most recent enrollment and retention data supplied to the Institute by the education corporation.



Suspensions: The education corporation's out of school suspension rate and in school suspension rate.



Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by the NYCDOE: the total the number of students receiving an out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

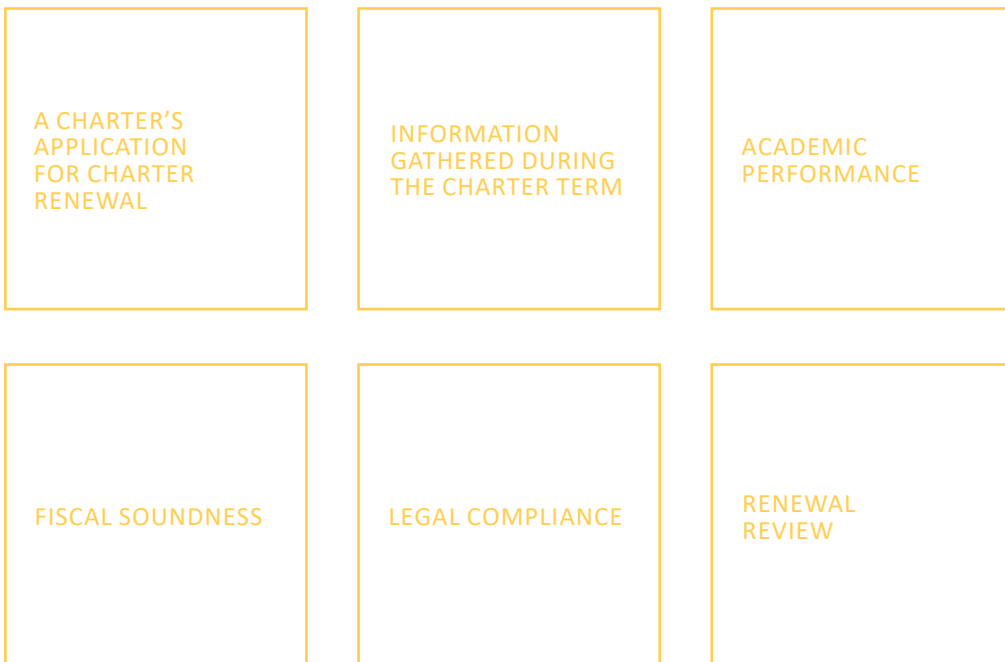
During the most recent school year, the education corporation expelled 0 students.

The sections below contain general information about the SUNY Trustees’ and Institute’s approach to renewal.

REPORT FORMAT

This report is the primary means by which the SUNY Charter Schools Institute (the “Institute”) transmits to the State University of New York Board of Trustees (the “SUNY Trustees”) its findings and recommendations regarding each charter school’s Application for Charter Renewal, and more broadly, details the merits of each charter’s case for renewal. The Institute has created and issued this report pursuant to the ***Policies for the Renewal of Not-For-Profit Charter School Education Corporations and Charter Schools Authorized by the Board of Trustees of the State University of New York*** (the “SUNY Renewal Policies”).¹

THE INSTITUTE MAKES ALL RENEWAL RECOMMENDATIONS BASED ON



Most importantly, the Institute analyzes the charter’s record of academic performance and the extent to which it has met its academic Accountability Plan goals.

1. Revised September 4, 2013 and available on the [Institute’s website](#).

This renewal recommendation report compiles evidence using the *State University of New York Charter Renewal Benchmarks* (the “SUNY Renewal Benchmarks”),² which specify in detail what a successful charter should be able to demonstrate at the time of the renewal review. The Institute uses the four interconnected renewal questions below for framing benchmark statements to determine if a charter has made an adequate case for renewal.

RENEWAL QUESTIONS



IS EACH CHARTER AN ACADEMIC SUCCESS?

IS EACH CHARTER AN EFFECTIVE, VIABLE ORGANIZATION?

IS EACH CHARTER FISCALLY SOUND?

IF THE SUNY TRUSTEES RENEW THE EDUCATION CORPORATION'S AUTHORITY TO OPERATE EACH CHARTER, ARE ITS PLANS FOR THE CHARTERS REASONABLE, FEASIBLE, AND ACHIEVABLE?

This report contains appendices that provide additional statistical and organizationally related information including a statistical charter overview, copies of any school district comments on the Application for Charter Renewal, and the SUNY Fiscal Dashboard information for the charter. If applicable, the appendices also include additional information about the education corporation, its charters and student achievement of those charters.



Additional information about the SUNY renewal process and an overview of the requirements for renewal under the New York Charter Schools Act of 1998 (as amended, the “Act”) are available on the [Institute’s website](#).

2. Version 5.0, May 2012, are available on the [Institutes website](#).



IS THE CHARTER AN ACADEMIC SUCCESS? THE INFORMATION BELOW HIGHLIGHTS THE INSTITUTE'S AND SUNY TRUSTEES' APPROACH TO ACCOUNTABILITY PLANS FOR EACH SUNY AUTHORIZED CHARTER.

At the beginning of the Accountability Period,³ each charter developed and adopted an Accountability Plan that set academic goals for performance in the key subjects of ELA and mathematics, as well as science and the federal Every Student Succeeds Act ("ESSA"). High school Accountability Plans also include goals for High School Graduation, College Preparation, and Social Studies. For each goal in the Accountability Plan, specific outcome measures define the level of performance necessary to meet that goal. The Institute examines results for all required Accountability Plan measures to determine goal attainment. The Act requires charters be held "accountable for meeting measurable student achievement results"⁴ and states the educational programs at a charter school must "meet or exceed the student performance standards adopted by the board of regents"⁵ for other public schools. SUNY's required accountability measures rest on performance as measured by statewide assessments. Historically, SUNY's required measures include measures that present schools':

ABSOLUTE PERFORMANCE, I.E., WHAT PERCENTAGE OF STUDENTS SCORE AT A CERTAIN PROFICIENCY ON STATE EXAMS?

COMPARATIVE PERFORMANCE, I.E., HOW DID THE CHARTER DO AS COMPARED TO SCHOOLS IN THE DISTRICT AND SCHOOLS THAT SERVE SIMILAR POPULATIONS OF ECONOMICALLY DISADVANTAGED STUDENTS?

GROWTH PERFORMANCE, I.E., HOW MUCH DID THE CHARTER GROW STUDENT PERFORMANCE AS COMPARED TO THE GROWTH OF SIMILARLY SITUATED STUDENTS?

Absolute, comparative, and growth achievement provide a basis for triangulating charter performance within each academic goal area. Furthermore, every SUNY authorized charter school may propose additional, mission aligned goals and measures of success when crafting its Accountability Plan. The final Accountability Plan adopted by the education corporation's board and approved by the Institute is included in the charter and frames the analysis of the charter's student achievement results.

The Institute consistently emphasizes comparative and growth performance over absolute measures in its analysis of goal attainment. Nevertheless, the Institute analyzes every measure included in a charter's Accountability Plan to determine its level of academic success, including the extent to which each charter has established and maintained a record of high performance and demonstrated progress toward meeting its academic Accountability Plan goals throughout the charter term. Whether or not a charter includes additional measures in its Accountability Plan, the Institute considers all available evidence of charter performance at the time of renewal.

3. Because the SUNY Trustees make a renewal decision before student achievement results for the final year of a charter term become available, the Accountability Period ends with the school year prior to the final year of the charter term. For a charter in a subsequent charter term, the Accountability Period covers the final year of the previous charter term and ends with the school year prior to the final year of the current charter term. In this renewal report, the Institute uses "charter term" and "Accountability Period" interchangeably.

4. Education Law § 2850(2)(f).

5. Education Law § 2854(1)(d).

State assessment data in ELA, mathematics, and science in 3rd- 8th grade form the basis of data required to analyze the required accountability measures for elementary and middle schools. These data were not available in 2019-20 following the state’s cancellation of all state exams during the start of the COVID-19 pandemic. Although schools participated in state assessments in ELA and mathematics in 2020-21, the participation rates that year were inconsistent. The resulting data is not sufficiently reliable or credible for cogent analyses of charter academic performance. In response, the Institute provided all SUNY authorized charter schools a framework for the analysis of norm-referenced and internally developed exam data. To every extent possible, the Institute attempted to maintain a consistent framework of examining absolute, comparative, and growth performance. During 2019-20 and 2020-21, charters reported data on a variety of norm-referenced and internally developed assessments to demonstrate student academic success. This renewal report contemplates charter performance during the pandemic through the lenses of absolute and growth performance on norm-referenced and internally developed ELA, mathematics, and science assessments along with high school completion and college readiness data.



Charter Schools Institute
The State University of New York