

# THE SUNY CHARTER SCHOOLS INSTITUTE

*RENEWAL RECOMMENDATION REPORT  
SUCCESS ACADEMY CHARTER SCHOOLS  
NYC'S AUTHORITY TO OPERATE:*

*SUCCESS ACADEMY CHARTER SCHOOL - CROWN HEIGHTS  
SUCCESS ACADEMY CHARTER SCHOOL - FORT GREENE  
SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 2  
SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3  
SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4  
SUCCESS ACADEMY CHARTER SCHOOL - HELL'S KITCHEN  
SUCCESS ACADEMY CHARTER SCHOOL - PROSPECT HEIGHTS  
SUCCESS ACADEMY CHARTER SCHOOL - UNION SQUARE*

**Report Date: March 7, 2023**

**Review Date: July 21, 2022 August 11, 2022  
September 12-16, 2022 October 12 and 14, 2022**

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**Charter Schools Institute**  
The State University of New York

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## EDUCATION CORPORATION BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOLS NYC



### MISSION

*To provide students in New York City with an exceptionally high quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State Common Core Learning Standards, and the resources to lead and succeed in school, college, and a competitive global economy.*

*Success Academy Charter Schools – New York City seek to provide this exceptionally high quality education to all of their students, including English language learners and students with special education needs, irrespective of socioeconomic, racial, ethnic, and/or other status.*

### CURRENT EDUCATION CORPORATION SNAPSHOT

First Charter Opened:  
2006-07

Serves: Kindergarten – 12<sup>th</sup>

Number of Charters Due for  
Renewal:  
8

Total Number of Charters:  
38

Chartered Enrollment:  
24,357

### KEY DESIGN ELEMENTS

A focus on student achievement;



Research-based, results driven curriculum;



Frequent assessments produced and analyzed in real time;



Extended school day;



Charter school leaders with the power to lead;



Highly qualified and highly trained staff; and,



Strong school culture including reinforcement of ACTION principles (Agency, Curiosity, Try and Try, Integrity, Others, and No Shortcuts).



### PROPOSED FUTURE EDUCATION CORPORATION SNAPSHOT

Serves: Kindergarten – 12<sup>th</sup>

Proposed Future Charter  
Enrollment:  
27,498

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

## EDUCATION CORPORATION BACKGROUND

### EDUCATION CORPORATION BACKGROUND

Success Academy Charter Schools – New York City (“SACS-NYC” or the “education corporation”), a not-for-profit charter school education corporation, is currently authorized to operate 38 charter schools. Thirty-three of these charters are currently open. The New York State Board of Regents approved the first SACS-NYC charter in January 2006. The SUNY Trustees granted approval for the school to merge into a SUNY authorized education corporation on April 24, 2012. The SUNY Trustees have approved the education corporation to replicate its program granting it 37 charters.



SACS-NYC partners with the charter management organization Success Academy Charter Schools, Inc. (“Success Academy” or the “network”), a Delaware not-for-profit corporation based in New York City, which serves the 38 charters operated by SACS-NYC. By contract, Success Academy provides all charters with academic, operational, finance, legal, and back office assistance. Charters

utilize the network’s curricular and assessment materials, all of which the network curriculum teams purchase and design. The network is also responsible for managing and evaluating the performance of each charter and instructional leader with network managing directors serving in supervisory roles for principals. Each SACS-NYC charter implements an academic program consistent with all other SACS-NYC charters, all of which are high performing.

### NOTEWORTHY

The education corporation’s high school program consistently demonstrates superlative preparation on measures of college readiness. Notably in 2021-22, 100% of the network’s 132 graduating seniors passed at least one AP examination or exceeded the college and career readiness benchmark on the SAT.

### RESPONSE TO INTERRUPTED INSTRUCTION CAUSED BY COVID-19

Upon reflecting on student performance and achievement over the COVID-19 remote and hybrid learning periods, SACS-NYC recognized a need to build more autonomy among students. One of SACS-NYC priorities for all charters is to work with leaders and teachers to build more independence for students, so summer training focused on strategies to support this work during class lessons. Another priority across the education corporation is to provide scholars with individualized, virtual tutoring. The network is contracting with an online tutoring organization to provide tutoring in English language arts (“ELA”) and mathematics. SACS-NYC is also making adjustments to its pedagogical practices, and summer training focused on specific strategies to mitigate interrupted instruction. The majority of scholar work has transitioned to online platforms, which allows teachers to view and provide immediate feedback to students.

## RENEWAL RECOMMENDATION

### FULL-TERM RENEWAL

**Renewal through July 31, 2027.** *The SUNY Charter Schools Institute (the “Institute”) recommends the SUNY Trustees’ Charter Schools Committee approve the following Applications for Charter Renewal:*

- *Success Academy Charter School - Crown Heights;*
- *Success Academy Charter School - Fort Greene;*
- *Success Academy Charter School - Harlem 2;*
- *Success Academy Charter School - Harlem 3;*
- *Success Academy Charter School - Harlem 4;*
- *Success Academy Charter School - Hell’s Kitchen;*
- *Success Academy Charter School - Prospect Heights; and,*
- *Success Academy Charter School - Union Square*

*through July 31, 2027. 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 for renewal 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”).<sup>1</sup>*

The table below presents information on the Institute’s plan<sup>2</sup> to align the charter expiration dates of the charters under the education corporation. In 2026-27, the Institute will conduct a full renewal visit and review of SACS-NYC with the intention to put forward a renewal recommendation for each charter based on each charter’s established record of academic success.

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

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

## RENEWAL RECOMMENDATION

2022-23	2023-24	2024-25	2025-26	2026-27
<p><b><i>Proposed True Up Renewal Through July 31, 2027</i></b></p> <p>SA Crown Heights  SA Fort Greene  SA Harlem 2  SA Harlem 3  SA Harlem 4  SA Hell's Kitchen  SA Prospect Heights  SA Union Square</p>	<p><b><i>Proposed True Up Renewal Through July 31, 2027</i></b></p> <p>SA Bensonhurst  SA Bergen Beach  SA Bronx 4  SA Rosedale  SA Springfield Gardens  SA Washington Heights  SA NYC 6*  SA NYC 12*  SA NYC 14*</p>	<p><b><i>Proposed True Up Renewal Through July 31, 2027</i></b></p> <p>SA Bronx 1  SA Bronx 2  SA Harlem 5</p>	<p><b><i>Proposed True Up Renewal Through July 31, 2027</i></b></p> <p>SA BedStuy 1  SA Bushwick  SA Far Rockaway  SA Flatbush  SA South Jamaica  SA Upper West Side  SA BedStuy 3  SA Harlem 1</p>	<p><b><i>Full Education Corporation Renewal**</i></b></p> <p>SA BedStuy 2  SA Bronx 5 Lower  SA Bronx 5 Upper  SA Cobble Hill  SA Williamsburg  SA Harlem 6  SA Hudson Yards</p> <p>SA Bronx 3***</p>

\*These three charters are not yet opened, but the specific charters have an expiration date of July 31, 2024. The SUNY Trustees will need to renew them at that time.

\*\*This list does not include two unopened charters that do not yet have an expiration date.

\*\*\*SA Bronx 3 is due for renewal in 2027-28, and as part of the True Up process, the Institute will request review of the charter during the proposed True Up year in 2026-27 alongside the entire education corporation and propose a four year True Up renewal at that time.

## 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 four years is likely to improve student learning and achievement and materially further the purposes of the Act.<sup>3</sup>

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

## EXECUTIVE SUMMARY

### EXECUTIVE SUMMARY

During their charter terms, Success Academy Charter School-Crown Heights (“Success Crown Heights”), Success Academy Charter School-Fort Greene (“Success Fort Greene”), Success Academy Charter School-Harlem 2 (“Success Harlem 2”), Success Academy Charter School-Harlem 3 (“Success Harlem 3”), Success Academy Charter School-Harlem 4 (“Success Harlem 4”), Success Academy Charter School-Hell’s Kitchen (“Success Hell’s Kitchen”), Success Academy Charter School-Prospect Heights (“Success Prospect Heights”), and Success Academy Charter School-Union Square (“Success Union Square”) are academic successes 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?***

Success Crown Heights, Success Fort Greene, Success Harlem 2, Success Harlem 3, Success Harlem 4, Success Hell’s Kitchen, Success Prospect Heights, and Success Union Square are each an academic success having met their Accountability Plan goals during the current charter term. During the first few years of the charter term, each charter, as well as all charters across the education corporation, consistently exceeded their 75% proficiency target for ELA and mathematics on the 3<sup>rd</sup> – 8<sup>th</sup> grade New York State tests.

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

SACS-NYC is an effective, viable organization. The network provides robust operational supports to each charter and manages most back office supports for each charter. The board continues to provide thoughtful and effective oversight of both the contract with the network and of each charter.

#### ***Is each charter due for renewal fiscally sound?***

SACS-NYC is fiscally sound, as is each of the charters within the education corporation, based on the evidence collected through renewal review. The education corporation has met its fiscal benchmarks and presents a reasonable fiscal plan for the next charter term.

#### ***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?***

SACS-NYC plans for each charter due for renewal are reasonable, feasible, and achievable. SACS-NYC plans to continue developing its curricular program and pedagogical techniques to mitigate interrupted instruction in a future charter term, if renewed. One main adjustment implemented this current school year is the integration of more technology into lessons. Each charter provides scholars with a laptop and most classes have gone paperless.

SACS-NYC continues to deliver high quality training and professional development for its teachers and leaders. Each summer, the network provides the tools and development activities for teachers to start the school year with strong routines while embedding diagnostic assessments and activities to gain a clear picture of where scholars are starting the year.

## EXECUTIVE SUMMARY

Across all SACS-NYC classrooms, teachers deliver effective lessons. With a new initiative to put even more of the cognitive lift on students, teachers incorporate techniques that allow students to build more independence. At the middle school level, the network and leaders recognize the strength of its academic programs and are making the shift to have 7<sup>th</sup> grade scholars take more Regents examinations. Scholars are now taking the World History Regents in 7<sup>th</sup> grade. This allows students to pursue more rigorous high school coursework at the high school level.

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 the 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 Success Crown Heights, Success Fort Greene, Success Harlem 2, Success Harlem 3, Success Harlem 4, Success Hell's Kitchen, Success Prospect Heights, and Success Union Square each a Subsequent Full Term Renewal.

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - CROWN HEIGHTS

330 Crown Street, 5<sup>th</sup> Floor, Brooklyn, New York | Grades: K-4 | NYC Community School District 17  
72 Veronica Place, 3<sup>rd</sup> Floor, Brooklyn, New York | Grades: 5-8 | NYC Community School District 17

The SUNY Trustees approved the original charter for Success Crown Heights on September 6, 2012. The charter opened in fall 2013, serving 190 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Crown Heights implements the same program elements of all SACS-NYC charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

At Success Crown Heights middle school level, one of the main priorities for the charter is to focus on building scholars' conceptual understanding in mathematics. Teachers, with support from the network, are learning more strategies that emphasize more time building strong understanding of mathematical concepts rather than on rote memorization of mathematics facts. The curricular team supports teachers with building and applying more complex problem types so that scholars have opportunities to face real world mathematics challenges. In lessons, teachers put more ownership on scholars and encourage peer to peer learning rather than simply giving the answers.

### CHARTER PRINCIPALS

#### ELEMENTARY

*Steven Madan (2022-23 to Present)*  
*Hannah Chapman (2019-20 to 2021-22)*  
*Elizabeth Ashton (2013-14 to 2018-19)*

#### MIDDLE SCHOOL

*Taylor White (2022-23 to Present)*  
*Amy Roggenburg (2021-22 to 2022-23)*  
*Asha Voldermaria (2017-18 to 2020-21)*

### CURRENT CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*  
*Chartered Enrollment: 1,125*  
*Charter Expires on: July 31, 2023*

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*  
*Chartered Enrollment: 948*  
*Charter Expiration: July 31, 2027*

# CHARTER SCHOOL BACKGROUND

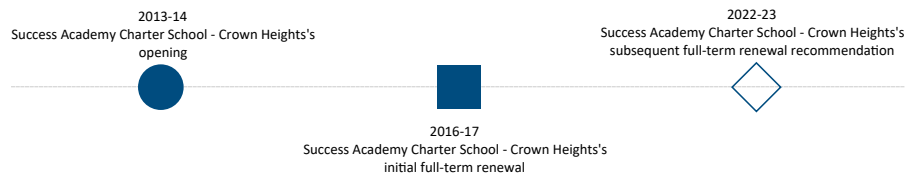
## CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	603	600	99%	K-6
2019-20	680	690	101%	K-7
2020-21	753	838	111%	K-8
2021-22	1,084	837	77%	K-8
2022-23	1,125	785	70%	K-8

## NOTEWORTHY

Success Crown Heights elementary scholars are passionate about soccer. Over the past year, participation in the program doubled from 30 scholars to over 60 scholars. The charter is also getting a soccer field and aims to have at least 100 scholars participating in the soccer program.

## TIMELINE OF CHARTER SCHOOL RENEWAL

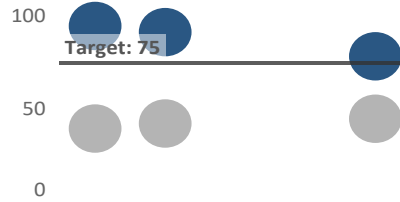


# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - CROWN HEIGHTS

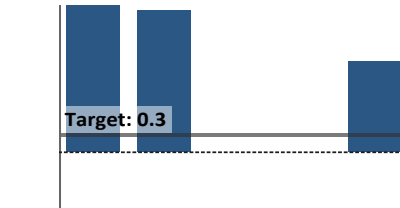
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

**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	40	95
2019	3-6	43	91
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	45	78

**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	3.19
2019	3-6	2.42
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	1.55

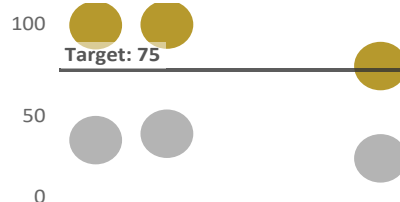
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	53.4
2019	38.8
2020	N/A
2021	N/A
2022	N/A

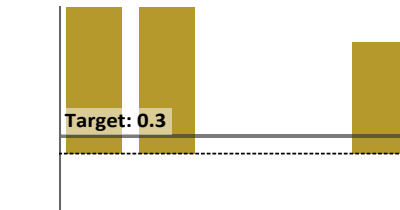
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**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	38	99
2019	3-6	41	99
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-7	28	77

**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	3.00
2019	3-6	3.16
2020	N/A	N/A
2021	N/A	N/A
2022	3-7	1.90

**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	53.4
2019	51.4
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - CROWN HEIGHTS

SCIENCE ACCOUNTABILITY PLAN GOAL				
	100	Test Year	District %	Charter %
<b>Science: Comparative Measure.</b> The percentage of students at <b>the charter</b> in at least their second year performing at or above proficiency in science compared to <b>the district</b> .	Target: 75	2018	83	100
		2019	82	100
	50	2020	N/A	N/A
		2021	N/A	N/A
	0	2022	N/A	N/A

SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	93	95	146
Tested on State Exam	42	53	92
Charter Percent Proficient on ELA Exam	81.0	69.8	51.1
District Percent Proficient	18.9	17.8	19.8
ELL Enrollment	8	7	22
Tested on NYSESLAT Exam	8	7	16
Charter Percent 'Commanding' or Making Progress	50.0	28.6	25.0

\* 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".

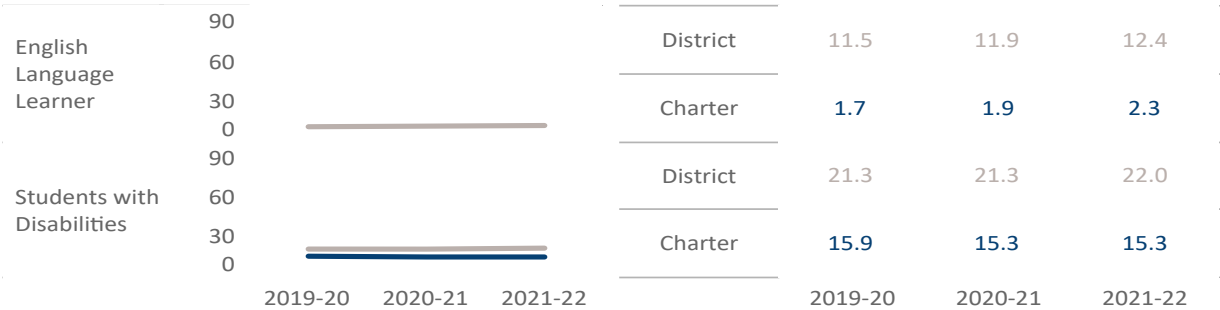


# CHARTER SCHOOL BACKGROUND

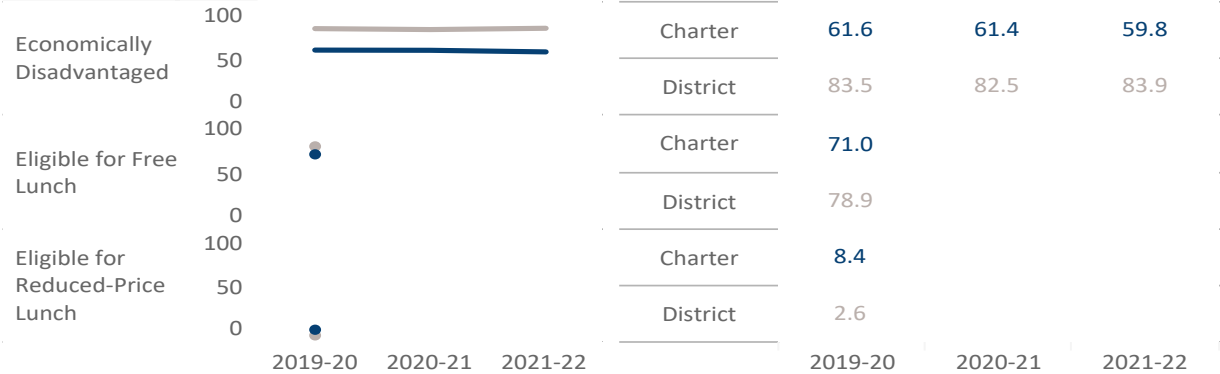
## Success Academy Charter School - Crown Heights

## Brooklyn CSD 17

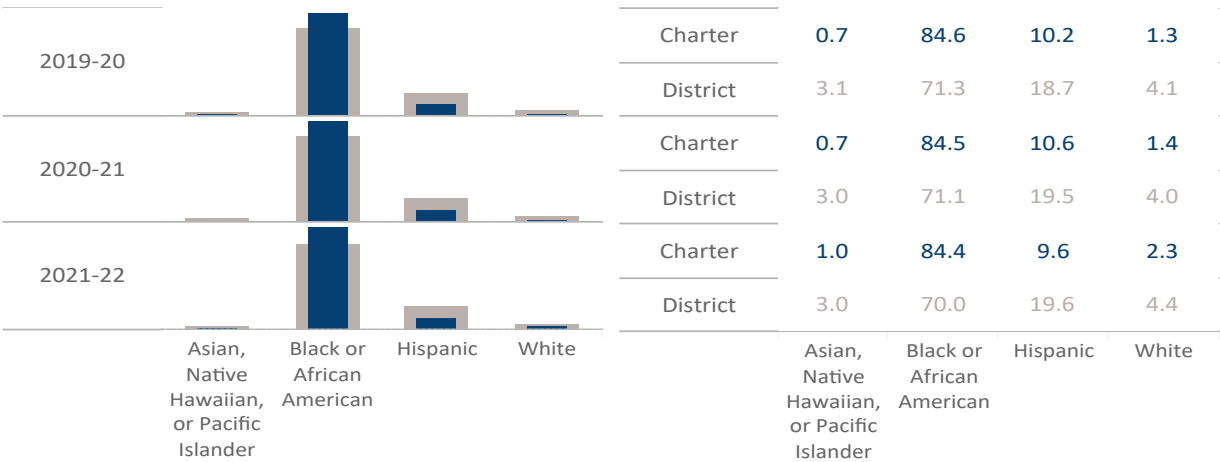
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



### Student Demographics: Race/Ethnicity

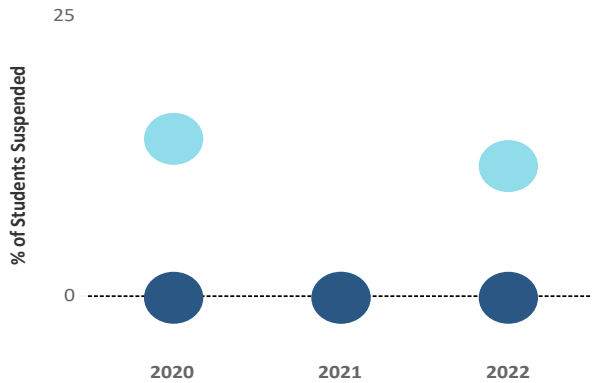


\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



# CHARTER SCHOOL BACKGROUND

## Success Academy Charter School - Crown Heights



## Brooklyn CSD 17

	ISS Rate	OSS Rate
2020	14.1	0.0
2021	0.0	0.0
2022	11.7	0.0

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	85.4
2020-21	90.9
2021-22	74.1

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

	2020	2021	2022
	0	0	0

### Success Academy Charter School - Crown Heights's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	91.3	77.1
	English language learners	10.5	3.3
	students with disabilities	15.5	16.6
retention	economically disadvantaged	89.5	73.1
	English language learners	90.4	62.5
	students with disabilities	89.6	70.5

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - FORT GREENE

700 Park Avenue, 3<sup>rd</sup> Floor, Brooklyn, New York | Grades: 5-8 | NYC Community School District 14

The SUNY Trustees approved the original charter for Success Fort Greene on September 6, 2012. The charter opened in fall 2013, serving 190 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Fort Greene implements the same program elements of all SACS-NYC charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Due to lower than expected enrollment at the elementary level, SACS-NYC, in collaboration with Success Academy, enrolled Success Fort Greene's elementary level students at Success BedStuy 2. With available capacity on the existing Success Fort Greene charter, SAC-NYC, again in collaboration with Success Academy, enrolled Success Prospect Heights' 5<sup>th</sup> – 8<sup>th</sup> grades at Success Fort Greene during the 2022-23 school year.

Success Fort Greene leaders work closely with network teams to continuously improve learning in all content areas. Leaders participate in professional development sessions with the network learning quality team as changes are made to the curricular programs within humanities and science, technology, engineering, and mathematics ("STEM"). The network team ensures that Success Fort Greene leaders have the skills and abilities to turnkey high quality training to teachers. In addition, network staff members support leaders with specific observation points to follow up with teachers after training to support teachers with implementing curricular shifts with fidelity.

### CHARTER PRINCIPALS

#### LEADERS

*Ximena Cruz (2022-23 to Present)*

*Chelsea Marone (2020-21 to 2021-22)*

*Victoria Brienza (2017-18 to 2019-20)*

*Jennifer Loving (2016-17)*

*Candido Brown (2013-14 to 2015-16)*

### CURRENT CHARTER

*Serves: 5<sup>th</sup> – 8<sup>th</sup>*

*Chartered Enrollment:  
253*

*Charter Expires on:  
July 31, 2023*

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:  
552*

*Charter Expiration:  
July 31, 2027*

# CHARTER SCHOOL BACKGROUND

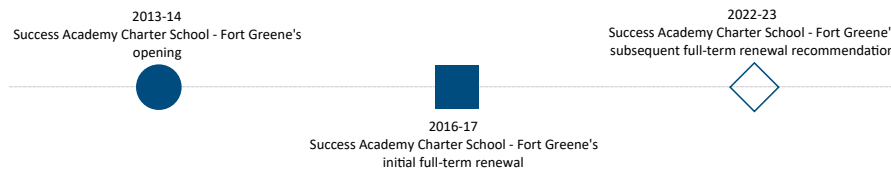
## CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	444	270	61%	K-4
2019-20	446	254	57%	K-4
2020-21	266	223	84%	K-4
2021-22	266	170	64%	K-4
2022-23	253	177	70%	5-8*

## NOTEWORTHY

Success Fort Greene’s art teacher established strong relationships with local Brooklyn museums, many of which showcased scholars’ art at various exhibits.

## TIMELINE OF CHARTER SCHOOL RENEWAL



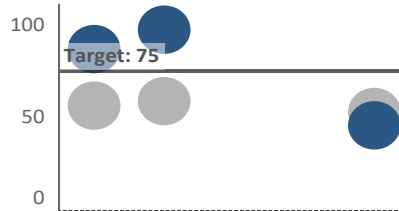
\*The elementary program is now served by Success Bed Stuy 2 and SACS-NYC transferred Success Prospect Heights’ middle school program to the Success Fort Greene charter.

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - FORT GREENE

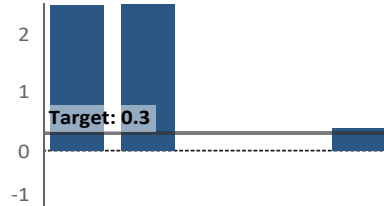
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

**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	3-4	57	87
2019	3-4	59	97
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	53	46

**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	3-4	2.46
2019	3-4	2.66
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	0.39

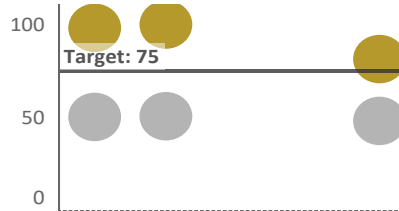
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	50.3
2019	51.2
2020	N/A
2021	N/A
2022	N/A

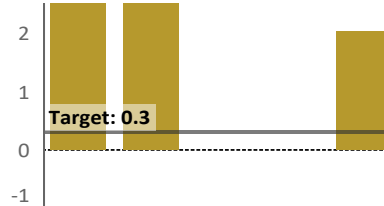
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**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	3-4	51	98
2019	3-4	51	100
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	49	82

**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	3-4	2.67
2019	3-4	2.80
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	2.02

**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	64.8
2019	51.3
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - FORT GREENE

SCIENCE ACCOUNTABILITY PLAN GOAL					
	100		Test Year	District %	Charter %
	Target: 75		2018	86	100
<b>Science: Comparative Measure.</b> The percentage of students at <b>the charter</b> in at least their second year performing at or above proficiency in science compared to <b>the district</b> .	50		2019	84	100
			2020	N/A	N/A
			2021	N/A	N/A
			2022	N/A	N/A
	0				

SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	66	56	39
Tested on State Exam	25	19	17
Charter Percent Proficient on ELA Exam	68.0	100.0	17.6
District Percent Proficient	25.7	24.4	21.2
ELL Enrollment	21	17	8
Tested on NYSESLAT Exam	19	15	6
Charter Percent 'Commanding' or Making Progress	31.6	0.0	83.3

\* 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".

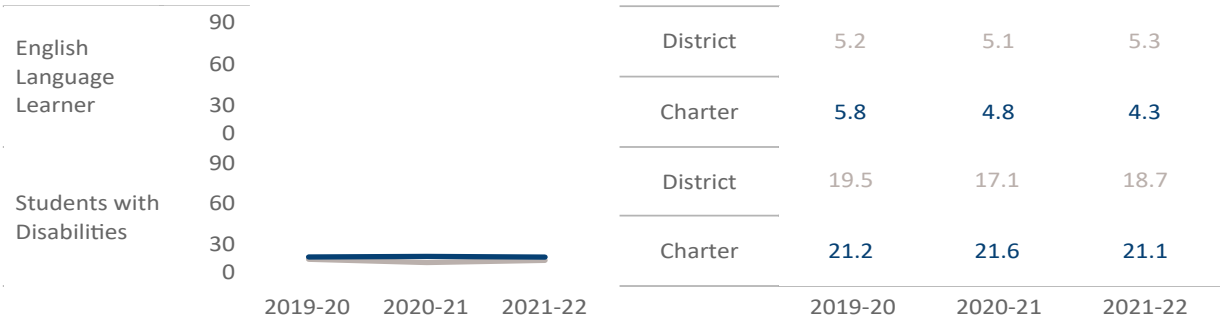


# CHARTER SCHOOL BACKGROUND

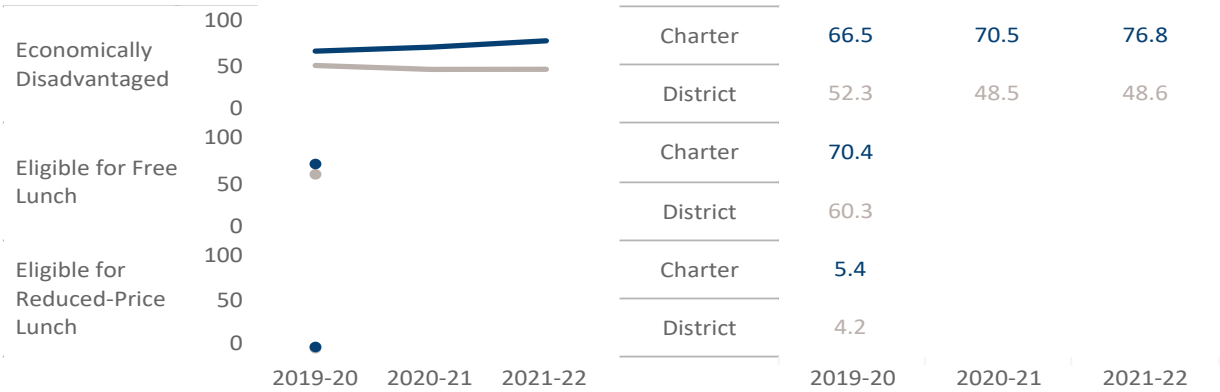
## Success Academy Charter School - Fort Greene

Brooklyn CSD 13

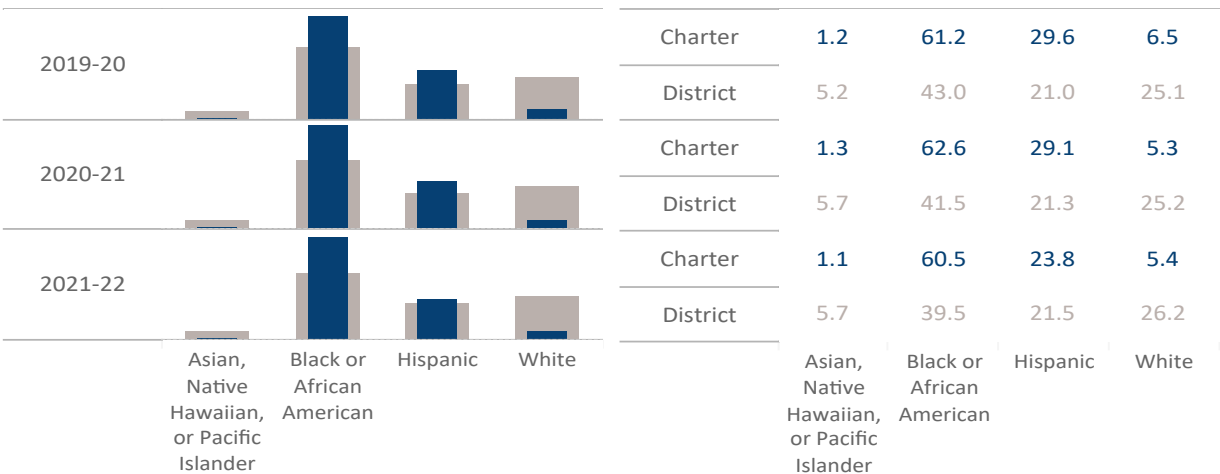
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



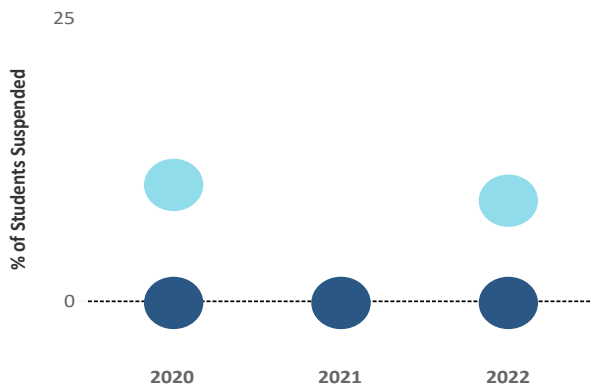
### Student Demographics: Race/Ethnicity



\* 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

### Success Academy Charter School - Fort Greene



### Brooklyn CSD 13

	ISS Rate	OSS Rate
2020	10.4	0.0
2021	0.0	0.0
2022	9.0	0.0

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

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

	2020	2021	2022
2019-20			
2020-21	83.6	0	0
2021-22	90.4	0	0
	76.3		

### Success Academy Charter School - Fort Greene's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	88.3	83.1
	English language learners	10.7	4.8
	students with disabilities	20.7	20.1
retention	economically disadvantaged	89.7	77.8
	English language learners	91.6	75.0
	students with disabilities	91.6	84.6

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 2

144 East 128<sup>th</sup> Street, 3<sup>rd</sup> Floor, New York, New York | Grades: K-4 | NYC Community School District 5

The SUNY Trustees approved the original charter for Success Harlem 2 on October 1, 2007. The charter opened its doors in fall 2008, serving 155 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Harlem 2 implements the same program elements of all SACS-NYC charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Success Harlem 2 has gone fully digital in its learning program. Scholars across all grades utilize laptops to complete homework, read books, and complete classwork. This allows students to build technology literacy from an early age including the use of styluses to practice handwriting. With quick access to scholar work, teachers are able to see completed student work from iPads and provide immediate and meaningful feedback. In 2<sup>nd</sup> grade, scholars begin learning formal typing skills. Success Harlem 2 also implements a highly effective, digital reading and phonics intervention program. With these tools in place, teachers also assign specific skill level tasks for students to complete differentiated homework and class assignments.

### CHARTER PRINCIPALS

#### ELEMENTARY

*Amelia Cohen (2021-22 to Present)*  
*Raymie Fernandez (2020-21)*  
*Katherine Huntington (2019-20)*  
*Raymie Fernandez (2018-19)*  
*Lavana Mackall (2014-15 to 2017-18)*  
*Noah Green (2012-13 to 2013-14)*  
*Jim Manly (2008-09 to 2011-12)*

#### MIDDLE SCHOOL

*Stephanie Bileka (2020-21)*  
*Megan Maines (2017-18 to 2019-20)*  
*Lauren Jonas (2014-15 to 2016-17)*  
*Jim Manly (2013-14)*

### CURRENT CHARTER

*Serves: Kindergarten – 4<sup>th</sup>*  
*Chartered Enrollment: 406*  
*Charter Expires on: July 31, 2023*

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 7<sup>th</sup>*  
*Chartered Enrollment: 658*  
*Charter Expiration: July 31, 2027*

## CHARTER SCHOOL BACKGROUND

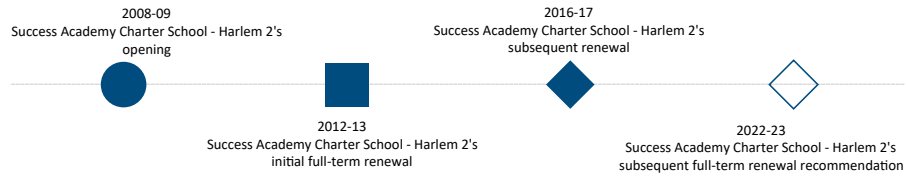
### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	857	645	75%	K-8
2019-20	882	651	74%	K-8
2020-21	908	671	74%	K-8
2021-22	506	416	82%	K-4
2022-23	406	346	85%	K-4

### NOTEWORTHY

The charter posted a particularly strong record of comparative achievement in mathematics over the term. During each year with available data, the charter outperformed the district by at least 64 percentage points.

### TIMELINE OF CHARTER SCHOOL RENEWAL

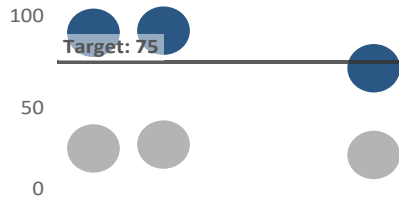


# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 2

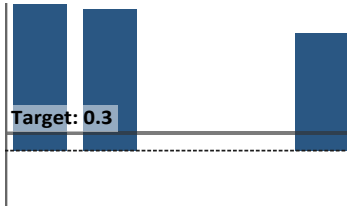
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

**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	29	91
2019	3-8	31	92
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	25	72

**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	2.84
2019	3-8	2.42
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	2.01

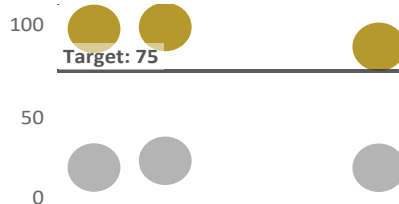
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	51.7
2019	40.6
2020	N/A
2021	N/A
2022	N/A

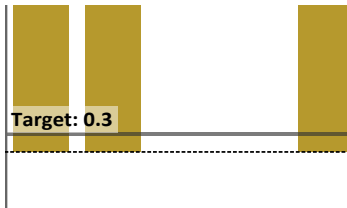
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

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



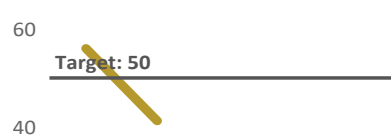
Test Year	Comp Grades	District %	Charter %
2018	3-7	24	98
2019	3-7	27	99
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	24	88

**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	3-7	2.99
2019	3-7	3.02
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	2.55

**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	56.3
2019	41.5
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 2

SCIENCE ACCOUNTABILITY PLAN GOAL				
	100	Test Year	District %	Charter %
<b>Science: Comparative Measure.</b> The percentage of students at <b>the charter</b> in at least their second year performing at or above proficiency in science compared to <b>the district</b> .	Target: 75	2018	54	100
		2019	52	99
	50	2020	N/A	N/A
		2021	N/A	N/A
		2022	N/A	N/A
	0			

SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	161	136	84
Tested on State Exam	67	75	28
Charter Percent Proficient on ELA Exam	71.6	65.3	39.3
District Percent Proficient	12.1	14.1	9.1
ELL Enrollment	23	24	43
Tested on NYSESLAT Exam	18	22	40
Charter Percent 'Commanding' or Making Progress	22.2	31.8	7.5

\* 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".

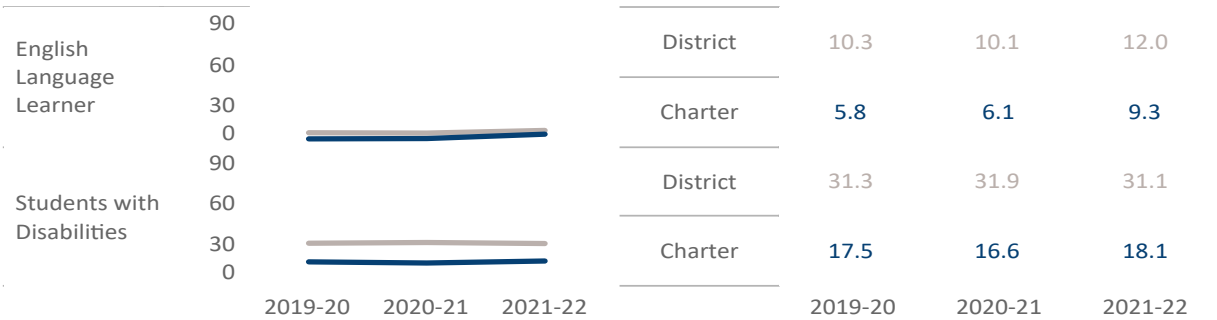


# CHARTER SCHOOL BACKGROUND

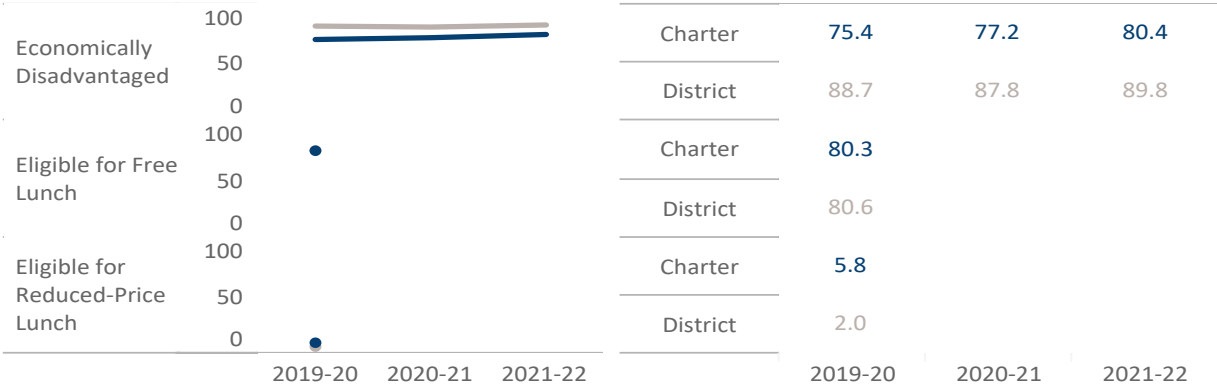
## Success Academy Charter School - Harlem 2

## Manhattan CSD 5

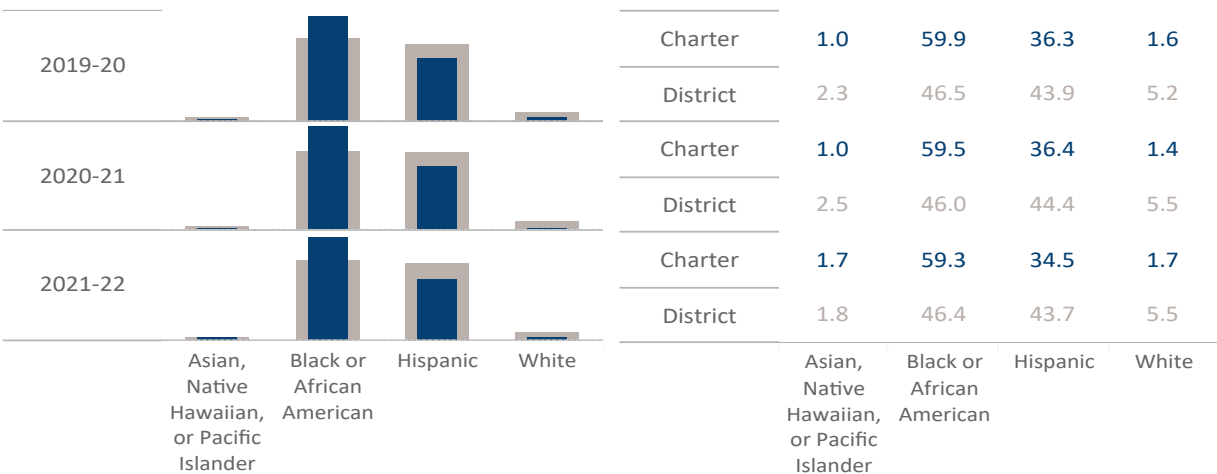
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



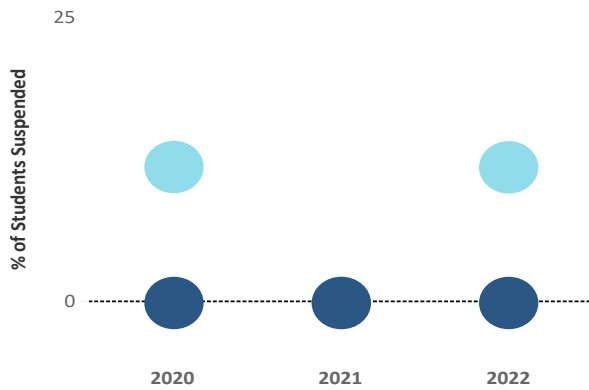
### Student Demographics: Race/Ethnicity



\* 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

## Success Academy Charter School - Harlem 2



## Manhattan CSD 5

	ISS Rate	OSS Rate
2020	11.9	0.0
2021	0.0	0.0
2022	11.9	0.0

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

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

	2020	2021	2022
2019-20			
2020-21	80.3	0	0
2021-22	87.5	0	0
	75.1		

## Success Academy Charter School - Harlem 2's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	92.6	85.4
	English language learners	14.7	10.1
	students with disabilities	19.7	19.7
retention	economically disadvantaged	89.2	75.7
	English language learners	89.7	64.5
	students with disabilities	89.5	77.8

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

410 East 100th Street, 4<sup>th</sup> Floor, New York, New York | Grades: K-4 | NYC Community School District 4  
141 East 111<sup>th</sup> Street, 3<sup>rd</sup> Floor, New York, New York | Grades: 5-8 | NYC Community School District 4

The SUNY Trustees approved the original charter for Success Harlem 3 on October 1, 2007. The charter opened its doors in fall 2008, serving 155 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Harlem 3 implements the same program elements of all SACS-NYC charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Success Harlem 3 utilized the network's virtual summer school program during summer 2022 to mitigate the impact of interrupted instruction. SACS-NYC contracted with a virtual tutoring company to provide individualized tutoring as part of its summer programming. To ensure alignment with Success Harlem 3's teaching and learning, tutors visited various SACS-NYC charters to observe effective teaching strategies and their relation to the curricular program. This effort supported alignment between the summer school program and the general education program present in Success Academy charters and scholars experienced a seamless learning experience.

Success Harlem 3 incubated its high school program at Success Harlem 1 while renovations on the Success Harlem 3 high school site were underway. The organization did not complete construction and remodeling on the facility, and SACS-NYC transferred Success Harlem 3's high school students to Success Harlem 1.

### CHARTER PRINCIPALS

#### ELEMENTARY

*Jamessa Chester (2022-23 to Present)*  
*Tara Stant (2013-14 to 2021-22)*  
*Richard Seigler (2011-12 to 2012-13)*  
*Emily Rodriguez (2008-09 to 2010-11)*

#### MIDDLE SCHOOL

*Sarah Collins (2021-22 to Present)*  
*Bridget McNamara (2018-19 to 2020-21)*  
*Brooke Rosenkrantz (2017-18)*  
*David Noah, Principal (2015-16 to 2016-17)*  
*Jim Manly (2011-12 to 2012-13)*

### CURRENT CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*  
*Chartered Enrollment: 760*  
*Charter Expires on: July 31, 2023*

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*  
*Chartered Enrollment: 834*  
*Charter Expiration: July 31, 2027*

# CHARTER SCHOOL BACKGROUND

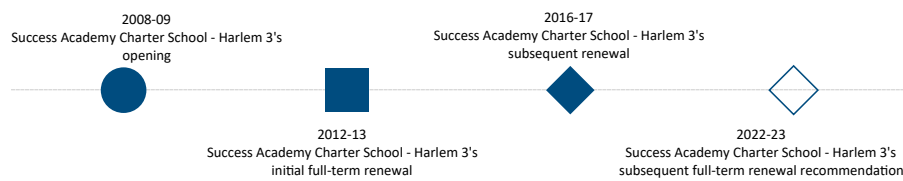
## CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	1,111	1,057	95%	K-10
2019-20	1,864	1,080	58%	K-11
2020-21	1,778	1,210	68%	K-12
2021-22	1,923	1,096	57%	K-12
2022-23	760	703	93%	K-8*

## NOTEWORTHY

The charter posted a particularly strong record of mathematics achievement over the term. Notably in 2018-19, 100% of students enrolled in at least their second year scored at or above proficiency and among all tested students the charter performed in the top 20 public schools statewide.

## TIMELINE OF CHARTER SCHOOL RENEWAL



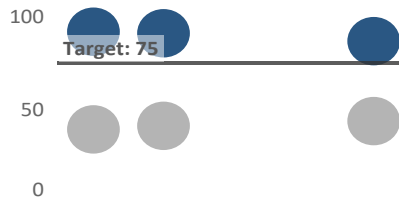
\*Success Harlem 3 incubated its high school program at Success Harlem 1 until the high school facility opened. The organization did not complete construction and remodeling on the facility, and SACS-NYC transferred the students to Success Harlem 1.

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

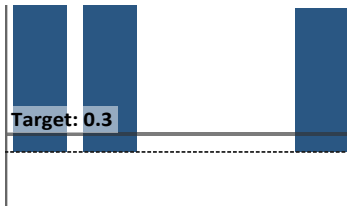
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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



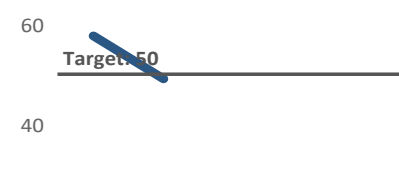
Test Year	Comp Grades	District %	Charter %
2018	3-8	40	92
2019	3-8	42	91
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	44	87

**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	3.16
2019	3-8	2.64
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	2.44

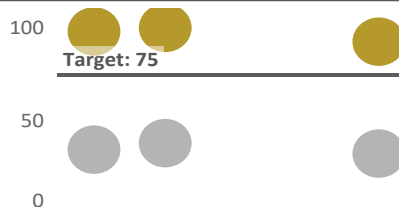
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	57.9
2019	49.3
2020	N/A
2021	N/A
2022	N/A

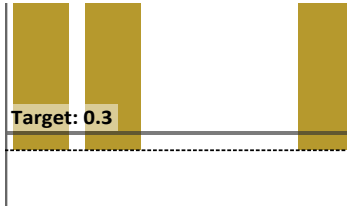
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**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	3-7	35	98
2019	3-7	39	100
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-7	33	93

**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	3-7	3.11
2019	3-7	3.48
2020	N/A	N/A
2021	N/A	N/A
2022	3-7	3.11

**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	59.7
2019	54.4
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

SCIENCE ACCOUNTABILITY PLAN GOAL					
	100		Test Year	District %	Charter %
<b>Science: Comparative Measure.</b> The percentage of students at <b>the charter</b> in at least their second year performing at or above proficiency in science compared to <b>the district</b> .	Target: 75		2018	68	100
			2019	66	100
	50		2020	N/A	N/A
			2021	N/A	N/A
	0		2022	N/A	N/A

SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	219	223	215
Tested on State Exam	143	139	132
Charter Percent Proficient on ELA Exam	75.5	72.7	63.6
District Percent Proficient	11.6	12.5	16.1
ELL Enrollment	31	26	48
Tested on NYSESLAT Exam	31	22	41
Charter Percent 'Commanding' or Making Progress	29.0	31.8	17.1

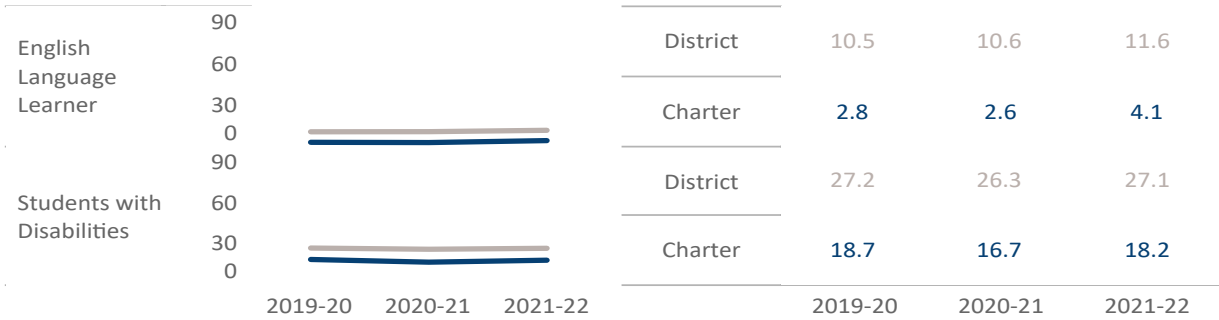
\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement 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

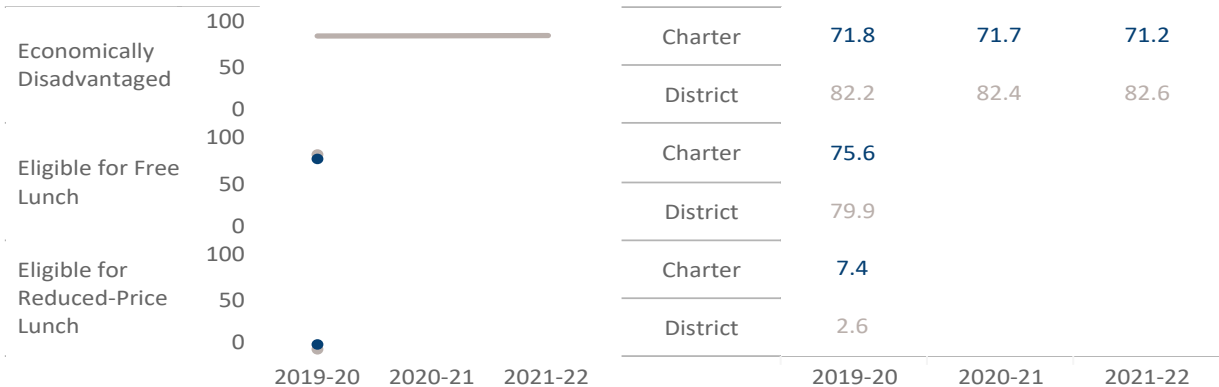
## Success Academy Charter School - Harlem 3

## Manhattan CSD 4

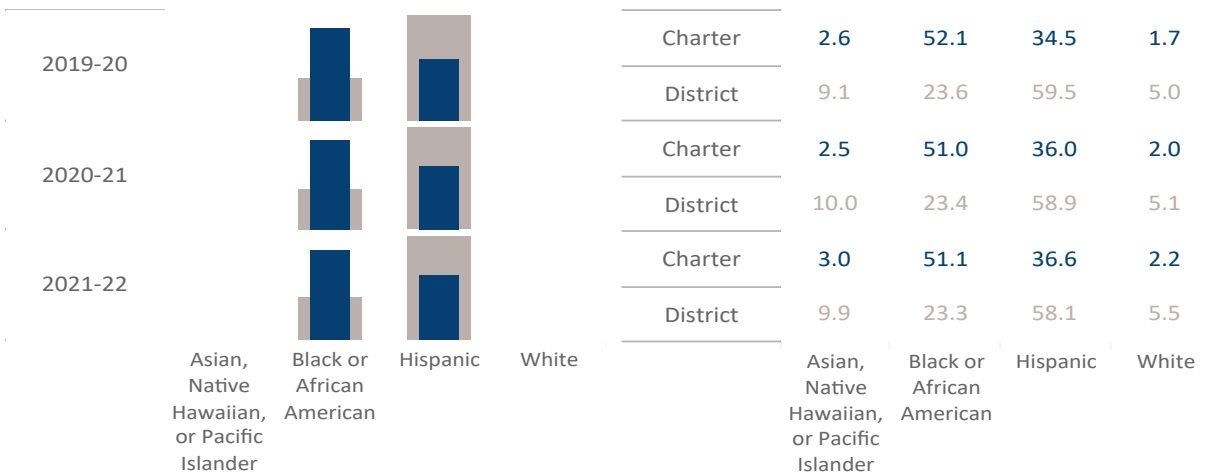
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



### Student Demographics: Race/Ethnicity

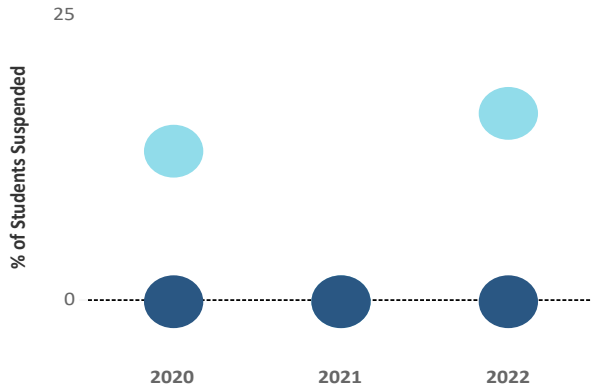


\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



# CHARTER SCHOOL BACKGROUND

## Success Academy Charter School - Harlem 3



## Manhattan CSD 4

	ISS Rate	OSS Rate
2020	13.1	0.0
2021	0.0	0.0
2022	16.4	0.0

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	83.0
2020-21	83.9
2021-22	68.9

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

	2020	2021	2022
	0	0	0

## Success Academy Charter School - Harlem 3's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	88.4	86.7
	English language learners	14.1	8.6
	students with disabilities	24.9	23.7
retention	economically disadvantaged	91.6	67.4
	English language learners	92.9	69.7
	students with disabilities	92.0	59.4

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4

240 West 113<sup>th</sup> Street, 3<sup>rd</sup> Floor, New York, New York | Grades: K-4 | NYC Community School District 3

The SUNY Trustees approved the original charter for Success Harlem 4 on October 1, 2007. The charter opened its doors in fall 2008, serving 155 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Harlem 4 implements the same program elements of all SACS-NYC charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

SACS-NYC implements a robust lesson study process to ensure that teachers develop a deep content knowledge especially in ELA. At Success Harlem 4, leaders have increased the ability of teachers to do this in mathematics as well. Leaders facilitate weekly meetings with teachers and review mathematics work samples to discuss and share the content and skills scholars are learning. Leaders observe increased conceptualization teaching as teachers are more prepared and have a deep understanding of the concepts. In addition, Success Harlem 4 teachers share and review student work across other charters to compare and utilize student work at scale.

### CURRENT CHARTER

*Serves: Kindergarten – 4<sup>th</sup>*

*Chartered Enrollment:  
655*

*Charter Expires on:  
July 31, 2023*

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 4<sup>th</sup>*

*Chartered Enrollment:  
321*

*Charter Expiration:  
July 31, 2027*

### CHARTER PRINCIPALS

#### ELEMENTARY

*Francesca Vanin (2017-18 to Present)*

*William Loskosh (2013-14 to 2016-17)*

*Danique Loving (2010-11 to 2012-13)*

*Mitch Center, Principal (2008-09 to 2009-10)*

# CHARTER SCHOOL BACKGROUND

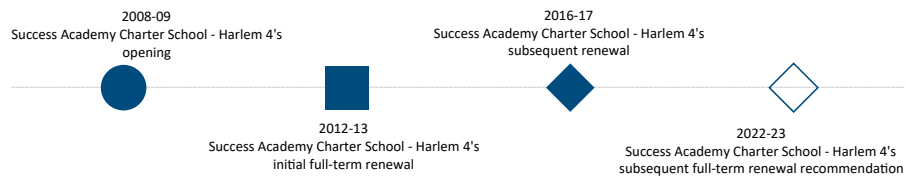
## CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	417	375	90%	K-4
2019-20	417	379	91%	K-4
2020-21	417	378	91%	K-4
2021-22	417	277	66%	K-4
2022-23	655	246	38%	K-4

## NOTEWORTHY

Success Harlem 4 has a strong participation rate with SACS-NYC’s competitive education corporation-wide soccer program. Almost a quarter of the charter’s scholars make up the program. Former participants of the soccer team have been recruited to play professional soccer.

## TIMELINE OF CHARTER SCHOOL RENEWAL

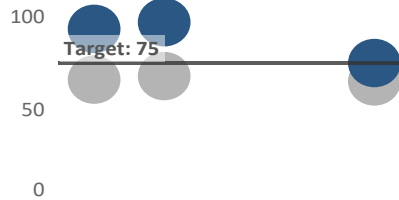


# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4

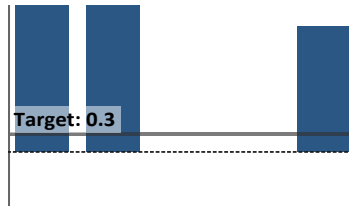
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

**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	3-4, 7-8	66	93
2019	3-4	68	97
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	65	75

**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	3-4, 7-8	2.81
2019	3-4	2.68
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	2.14

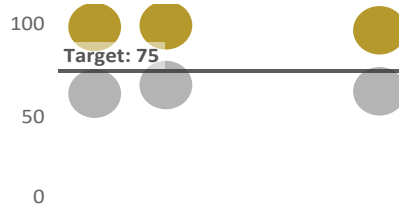
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	55.8
2019	51.3
2020	N/A
2021	N/A
2022	N/A

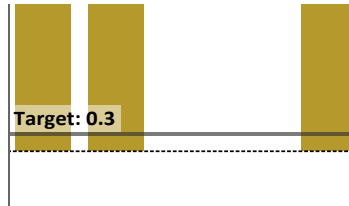
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**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	3-4, 7	63	98
2019	3-4	67	99
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	64	97

**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	3-4, 7	2.78
2019	3-4	3.63
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	2.93

**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	66.6
2019	60.4
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4

SCIENCE ACCOUNTABILITY PLAN GOAL				
	100	Test Year	District %	Charter %
<b>Science: Comparative Measure.</b> The percentage of students at <b>the charter</b> in at least their second year performing at or above proficiency in science compared to <b>the district</b> .	Target: 75	2018	80	98
		2019	89	100
	50	2020	N/A	N/A
		2021	N/A	N/A
		2022	N/A	N/A
	0			

SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	133	64	62
Tested on State Exam	54	22	25
Charter Percent Proficient on ELA Exam	74.1	90.9	44.0
District Percent Proficient	31.4	37.3	26.6
ELL Enrollment	29	27	29
Tested on NYSESLAT Exam	27	26	26
Charter Percent 'Commanding' or Making Progress	7.4	26.9	30.8

\* 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".

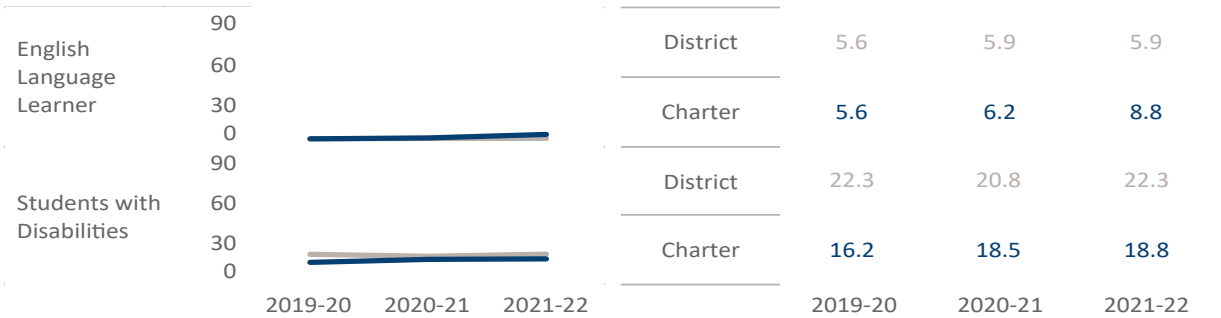


# CHARTER SCHOOL BACKGROUND

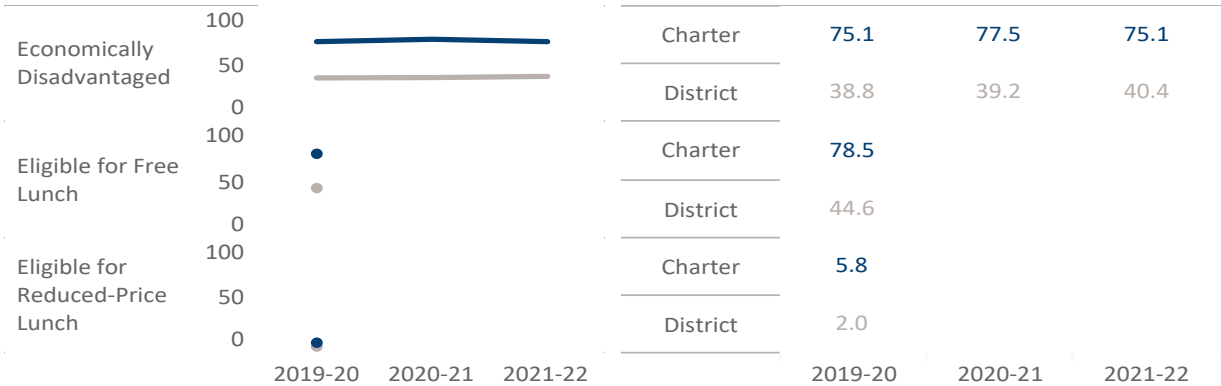
## Success Academy Charter School - Harlem 4

## Manhattan CSD 3

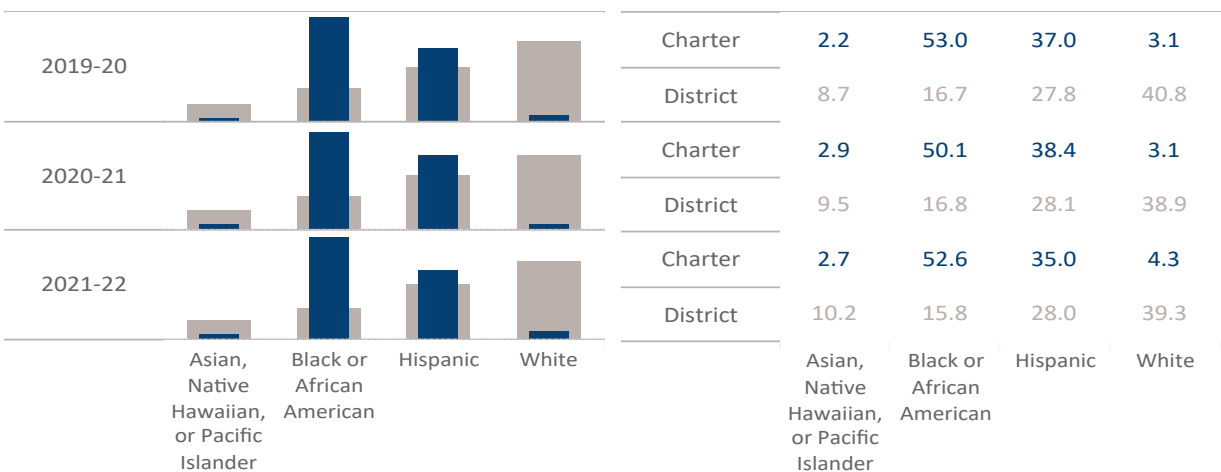
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



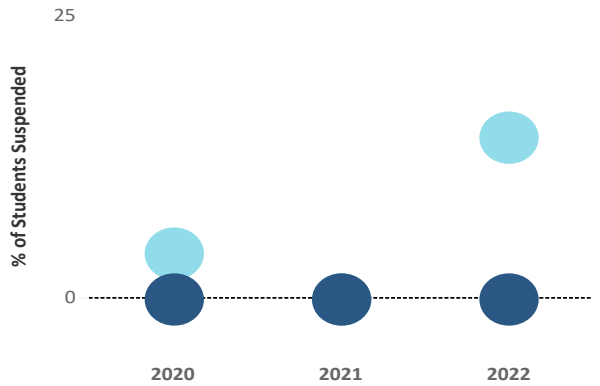
### Student Demographics: Race/Ethnicity



\* 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

## Success Academy Charter School - Harlem 4



## Manhattan CSD 3

	ISS Rate	OSS Rate
2020	4.0	0.0
2021	0.0	0.0
2022	14.2	0.0

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

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

	2020	2021	2022
2019-20			
2020-21	84.1	0	0
2021-22	90.7	0	0
	71.5		

## Success Academy Charter School - Harlem 4's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	49.2	81.2
	English language learners	7.7	8.5
	students with disabilities	16.2	19.4
retention	economically disadvantaged	94.0	71.7
	English language learners	94.2	68.2
	students with disabilities	94.7	77.3

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - HELL'S KITCHEN

439 West 49<sup>th</sup> Street, 2<sup>nd</sup> Floor, New York, New York | Grades: K-4 | NYC Community School District 2

The SUNY Trustees approved the original charter for Success Hell's Kitchen on June 25, 2012. The charter opened its doors in fall 2013, serving 190 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Hell's Kitchen implements the same program elements of all SACS-NYC charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Success Hell's Kitchen maintains high expectations and standards for learning. Despite issues with interrupted instruction over the past two years, leaders maintain the charters' rigorous curricular program including assessments. The network's strategy is for teachers to add more repetition into the curricular program so scholars can practice foundational concepts more often. SACS-NYC traditionally offered its first unit of study in the year as a remediation unit, and this year, Success Hell's Kitchen implemented an additional remediation unit of study referred to as unit zero. Teachers administered informal assessments ahead of the first day of school to create a foundational unit of study that focused on number sense or phonics instruction for all grade levels depending on the needs of the scholars.

### CURRENT CHARTER

*Serves: Kindergarten – 4<sup>th</sup>*

*Chartered Enrollment:  
415*

*Charter Expires on:  
July 31, 2023*

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 4<sup>th</sup>*

*Chartered Enrollment:  
399*

*Charter Expiration:  
July 31, 2027*

### CHARTER PRINCIPALS

#### ELEMENTARY

*William Abbott (2019-20 to Present)*

*Shelia Parker (2018-19)*

*Michael LaFrancis (2016-17 to 2017-18)*

*Ali Ruben (2014-15 to 2015-16)*

*Jenny Obiaya (2013-14)*

# CHARTER SCHOOL BACKGROUND

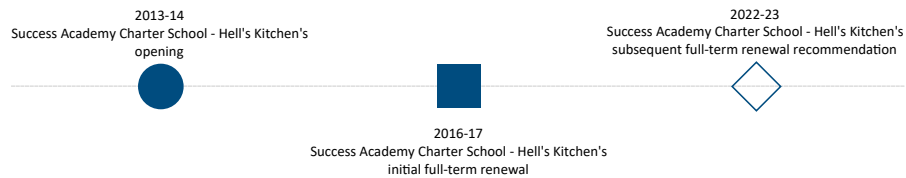
## CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	415	382	92%	K-4
2019-20	415	414	100%	K-4
2020-21	415	427	103%	K-4
2021-22	415	368	89%	K-4
2022-23	415	377	91%	K-4

## NOTEWORTHY

Success Hell’s Kitchen is a part of the Diverse Charter Schools Coalition. The charter enrolls scholars representing over 40 nationalities including a wide range of demographics with diverse backgrounds based on race/ethnicity, income, and geography. Leaders celebrate the diversity within the charter through a variety of events celebrating and honoring scholars’ backgrounds.

## TIMELINE OF CHARTER SCHOOL RENEWAL

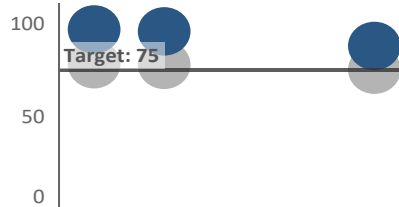


# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - HELL'S KITCHEN

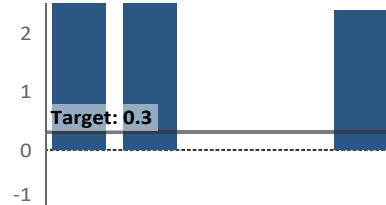
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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



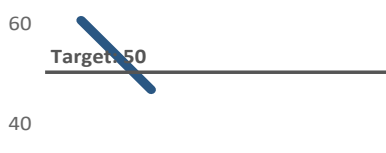
Test Year	Comp Grades	District %	Charter %
2018	3-4	78	97
2019	3-4	78	96
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	75	88

**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	3-4	2.69
2019	3-4	2.82
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	2.38

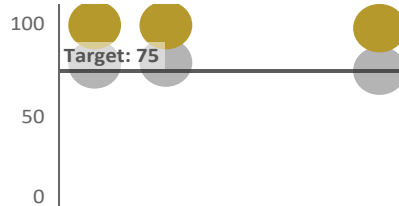
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	60.6
2019	46.7
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	3-4	78	99
2019	3-4	79	99
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	75	98

**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	3-4	2.57
2019	3-4	3.36
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	2.66

**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	68.0
2019	50.5
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - HELL'S KITCHEN

SCIENCE ACCOUNTABILITY PLAN GOAL				
	100	Test Year	District %	Charter %
<b>Science: Comparative Measure.</b> The percentage of students at <b>the charter</b> in at least their second year performing at or above proficiency in science compared to <b>the district</b> .	Target: 75	2018	95	100
		2019	94	100
	50	2020	N/A	N/A
		2021	N/A	N/A
	0	2022	N/A	N/A

SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	80	77	86
Tested on State Exam	28	30	44
Charter Percent Proficient on ELA Exam	89.3	93.3	84.1
District Percent Proficient	47.9	45.0	41.4
ELL Enrollment	28	20	32
Tested on NYSESLAT Exam	24	17	25
Charter Percent 'Commanding' or Making Progress	45.8	11.8	24.0

\* 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".

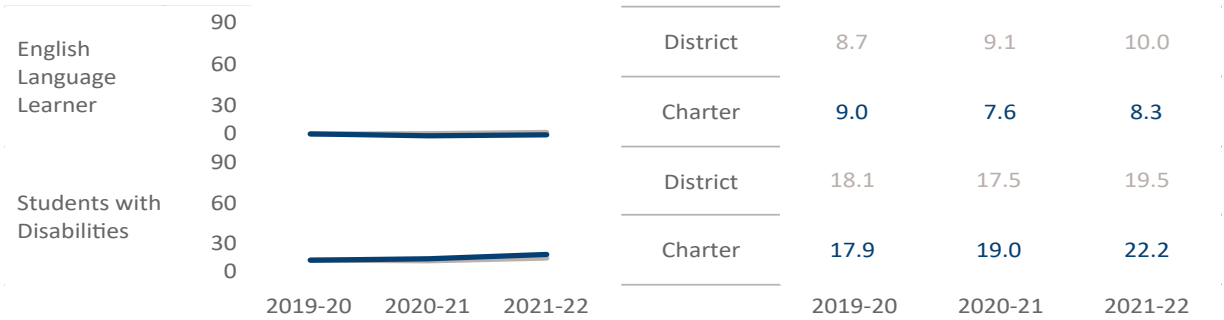


# CHARTER SCHOOL BACKGROUND

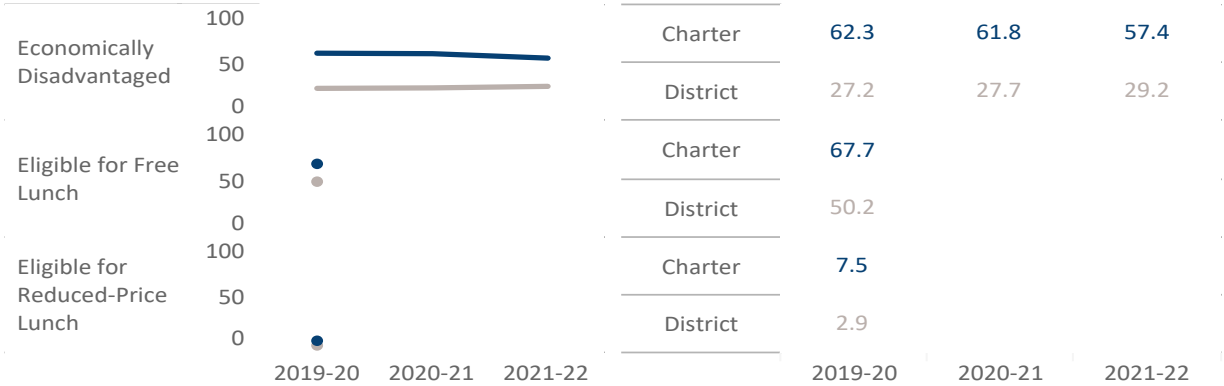
## Success Academy Charter School - Hell's Kitchen

## Manhattan CSD 2

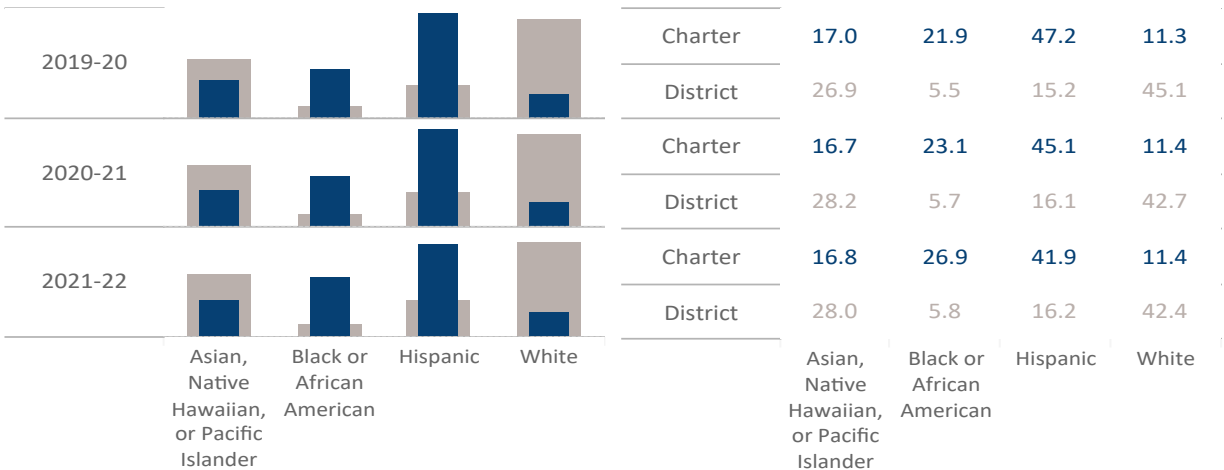
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



### Student Demographics: Race/Ethnicity

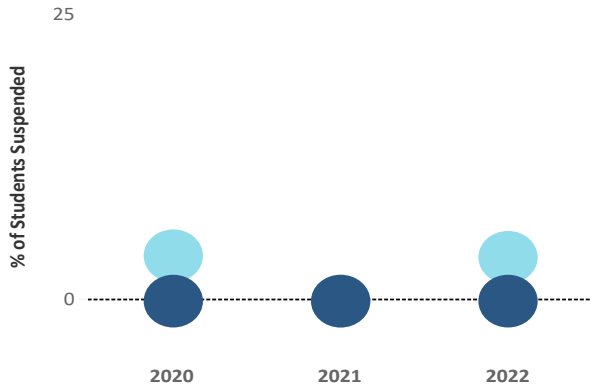


\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



# CHARTER SCHOOL BACKGROUND

## Success Academy Charter School - Hell's Kitchen



## Manhattan CSD 2

	ISS Rate	OSS Rate
2020	4.0	0.0
2021	0.0	0.0
2022	3.8	0.0

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

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

2019-20	82.4
2020-21	86.5
2021-22	78.6

Year	2020	2021	2022
Expulsions	0	0	0

### Success Academy Charter School - Hell's Kitchen's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	39.2	68.2
	English language learners	12.4	10.5
	students with disabilities	15.9	20.3
retention	economically disadvantaged	95.3	79.0
	English language learners	93.6	78.6
	students with disabilities	96.0	81.4

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - PROSPECT HEIGHTS

801 Park Place, 4<sup>th</sup> Floor, Brooklyn, New York | Grades: K-4 | NYC Community School District 17

The SUNY Trustees approved the original charter for Success Prospect Heights on September 6, 2012. The charter opened its doors in fall 2013, serving 190 students in Kindergarten and 1<sup>st</sup> grade. Starting in 2022-23, Success Prospect Heights, in coordination with SACS-NYC and Success Academy, transferred enrollment of its 5<sup>th</sup> – 8<sup>th</sup> grade students to the Success Fort Greene charter.

### PROGRAM

Success Prospect Heights implements the same program elements of all SACS-NYC charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Success Prospect Heights leaders set a rigorous four year priority referred to as the ‘moonshot’. The idea is that in a more typical school year after COVID-19 interrupted instruction, teachers and leaders are shooting for the moon with scholar learning. With support from the network, leaders unpack and understand specific skills, traits, and qualities that scholars should demonstrate at the end of elementary school to be successful in life. Three main areas are a priority for this year: autonomy; self-assuredness; and, sophisticated thinking. To support these areas, leaders provide specific training to support teachers with building these skills as early as Kindergarten.

### CURRENT CHARTER

*Serves: Kindergarten – 4<sup>th</sup>*

*Chartered Enrollment:  
329*

*Charter Expires on:  
July 31, 2023*

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 4<sup>th</sup>*

*Chartered Enrollment:  
342*

*Charter Expiration:  
July 31, 2027*

### CHARTER PRINCIPALS

#### ELEMENTARY

*Kristina Colao (2022-23 to Present)*

*Darielle Petucci (2018-19 to 2021-22)*

*Sydney Chernoff (2013-14 to 2017-18)*

#### MIDDLE SCHOOL

*Corinne Bonaddio (2021-22)*

*Dana Howard (2019-20 to 2020-21)*

*Lauren Jonas (2017-18 to 2018-19)*

# CHARTER SCHOOL BACKGROUND

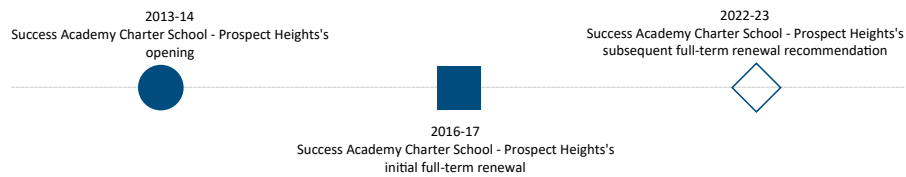
## CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	581	577	99%	K-7
2019-20	876	543	62%	K-8
2020-21	970	607	63%	K-8
2021-22	899	527	59%	K-8
2022-23	329	282	86%	K-4*

## NOTEWORTHY

At the end of the 2021-22 school year, after two years of interrupted instruction and no visitors in buildings, Success Prospect Heights opened its doors to families and caregivers for a musical. Scholars worked in electives classes to read and discuss Harold and the Purple Crayon, then put on the story as a musical.

## TIMELINE OF CHARTER SCHOOL RENEWAL



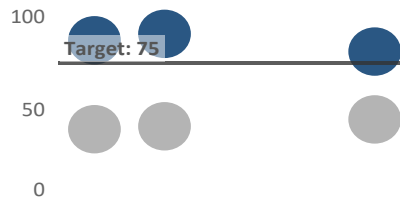
\*Success Fort Greene now serves Success Prospect Heights' middle school grades.

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - PROSPECT HEIGHTS

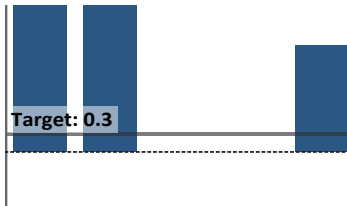
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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



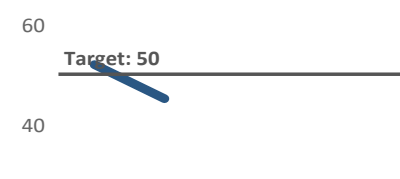
Test Year	Comp Grades	District %	Charter %
2018	3-5	40	87
2019	3-7	41	91
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	45	81

**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	3-6	2.81
2019	3-7	2.54
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	1.82

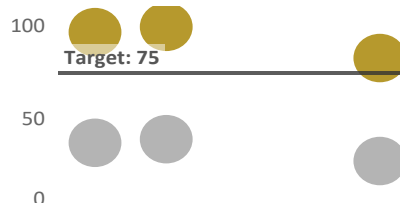
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	52.1
2019	45.3
2020	N/A
2021	N/A
2022	N/A

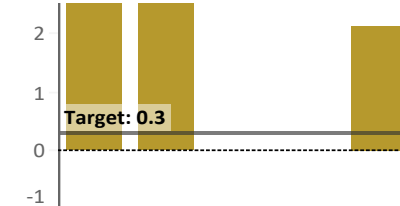
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**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	3-5	38	97
2019	3-7	40	99
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-7	28	83

**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	3-6	2.97
2019	3-7	3.28
2020	N/A	N/A
2021	N/A	N/A
2022	3-7	2.11

**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	56.8
2019	46.8
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - PROSPECT HEIGHTS

SCIENCE ACCOUNTABILITY PLAN GOAL					
	100		Test Year	District %	Charter %
<b>Science: Comparative Measure.</b> The percentage of students at <b>the charter</b> in at least their second year performing at or above proficiency in science compared to <b>the district</b> .		<b>Target: 75</b>	2018	83	100
			2019	82	100
	50		2020	N/A	N/A
			2021	N/A	N/A
	0		2022	N/A	N/A

SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	90	102	100
Tested on State Exam	35	54	57
Charter Percent Proficient on ELA Exam	65.7	64.8	61.4
District Percent Proficient	18.4	16.6	19.8
ELL Enrollment	4	8	9
Tested on NYSESLAT Exam	4	8	5
Charter Percent 'Commanding' or Making Progress	0.0	25.0	20.0

\* 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".

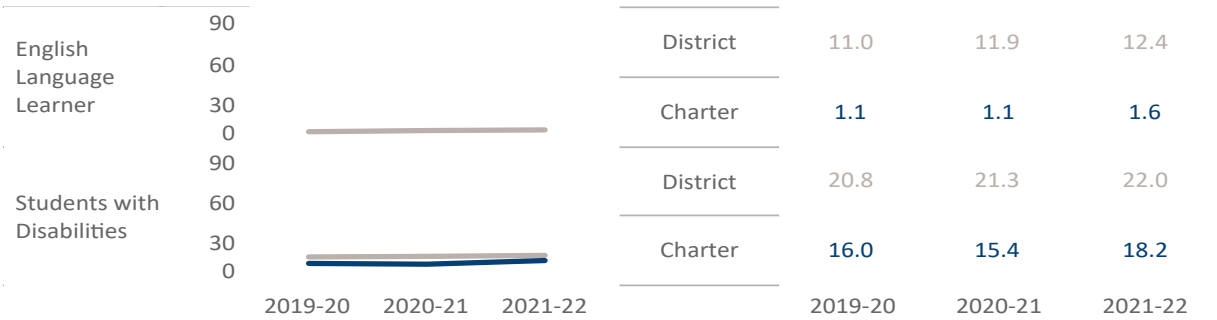


# CHARTER SCHOOL BACKGROUND

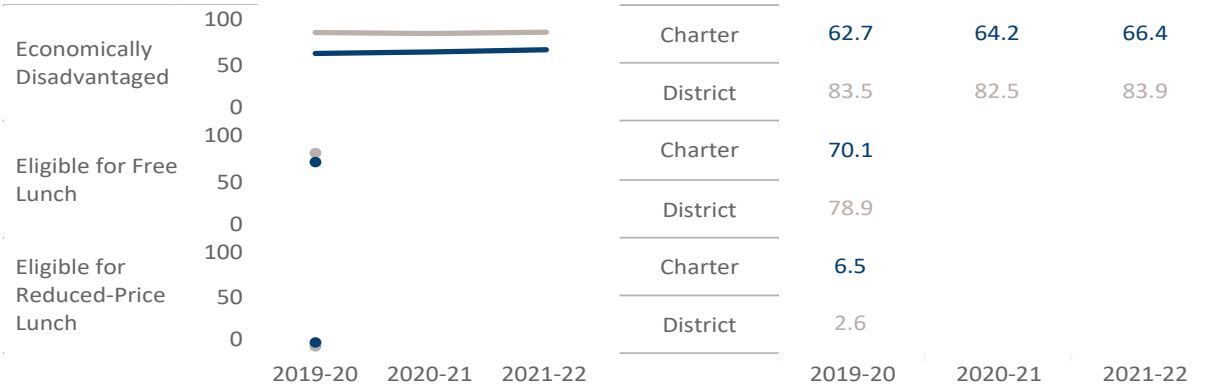
## Success Academy Charter School - Prospect Heights

Brooklyn CSD 17

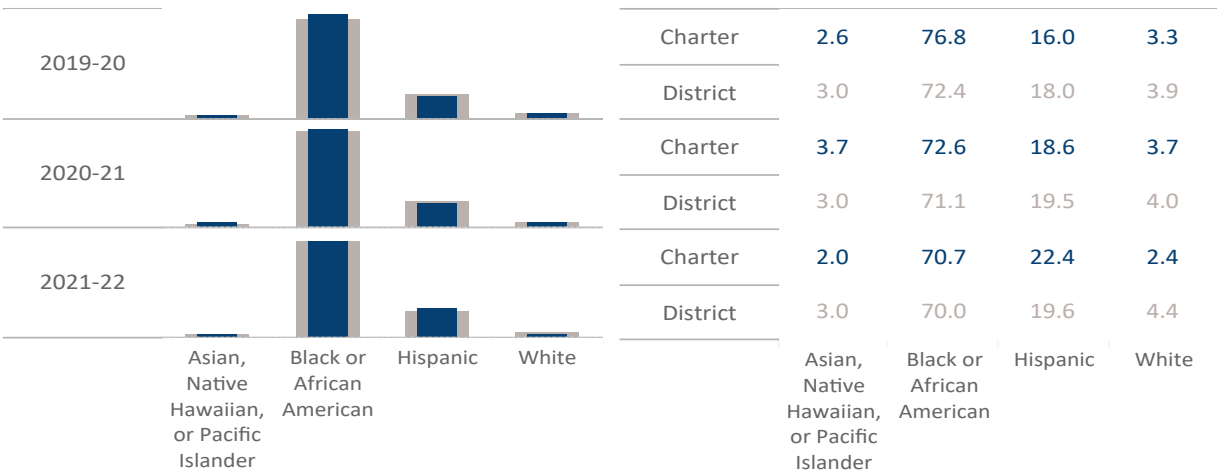
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



### Student Demographics: Race/Ethnicity

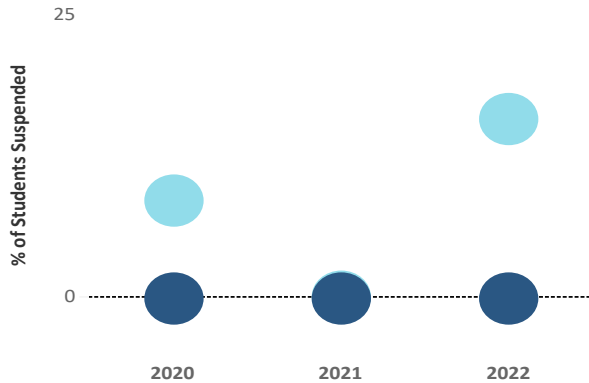


\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



# CHARTER SCHOOL BACKGROUND

## Success Academy Charter School - Prospect Heights



## Brooklyn CSD 17

	ISS Rate	OSS Rate
2020	8.6	0.0
2021	0.2	0.0
2022	15.8	0.0

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

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

	2020	2021	2022
2019-20	81.4		
2020-21	86.4	0	0
2021-22	68.2		

## Success Academy Charter School - Prospect Heights's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	91.9	79.0
	English language learners	11.6	2.7
	students with disabilities	15.0	18.9
retention	economically disadvantaged	91.3	67.6
	English language learners	92.3	57.1
	students with disabilities	91.6	64.0

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - UNION SQUARE

40 Irving Place, 2<sup>nd</sup> Floor, New York, New York | Grades: K-4 | NYC Community School District 2  
500 West 41<sup>st</sup> Street, New York, New York | Grades: 5-8 | NYC Community School District 2

The SUNY Trustees approved the original charter for Success Union Square on June 25, 2012. The charter opened its doors in fall 2013, serving 190 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Union Square implements the same program elements of all SACS-NYC charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Success Union Square spent much time at the beginning of the 2021-22 school year analyzing student results to gain a clear picture of student achievement after long periods of interrupted instruction due to COVID-19. An important strategy is utilizing its effective small group instruction framework to group students based on skills, abilities, and needs. With its integrated co-teaching model in place, leaders spent more time ahead of the 2022-23 school year focusing on the most effective co-teaching models and ensuring that all teachers are prepared to support with small group instruction.

### CURRENT CHARTER

Serves: Kindergarten – 8<sup>th</sup>

Chartered Enrollment:  
1,224

Charter Expires on:  
July 31, 2023

### PROPOSED FUTURE CHARTER

Serves: Kindergarten – 8<sup>th</sup>

Chartered Enrollment:  
1,025

Charter Expiration:  
July 31, 2027

### CHARTER PRINCIPALS

#### ELEMENTARY

*Caitlin Marcoux (2022-23 to Present)*

*Anne Suliga (2019-20 to 2021-22)*

*Dan Rojas (2017-18 to 2018-19)*

*Jennifer Waldman (2016-17)*

*Paola Zalkind (2014-15 to 2015-16)*

#### MIDDLE SCHOOL

*Kaleigh Maines (2021-22 to Present)*

*William Loskoch (2020-21)*

*Elizabeth Valdilk (2018-19 to 2019-20)*

*Malik Russell (2017-18)*

# CHARTER SCHOOL BACKGROUND

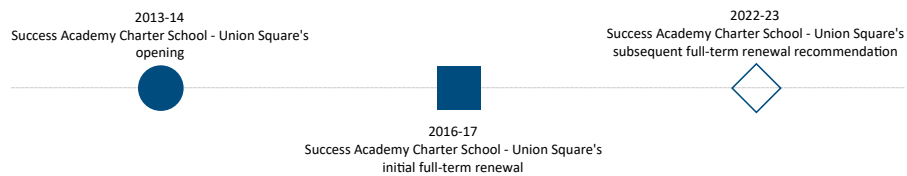
## CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	718	671	93%	K-7
2019-20	1,306	742	57%	K-8
2020-21	1,184	947	80%	K-8
2021-22	1,230	940	76%	K-8
2022-23	1,224	989	81%	K-8

## NOTEWORTHY

In 2021-22, 78% of tested students scored at level 4 on the state’s mathematics exams, the highest possible proficiency level.

## TIMELINE OF CHARTER SCHOOL RENEWAL

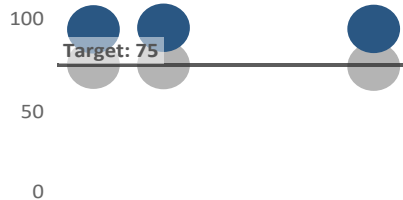


# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - UNION SQUARE

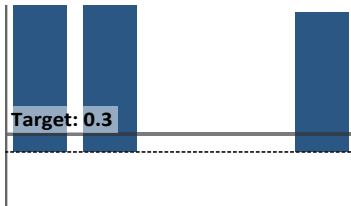
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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



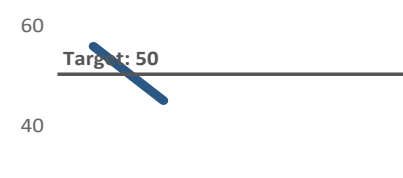
Test Year	Comp Grades	District %	Charter %
2018	3-5	75	94
2019	3-7	75	95
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	74	94

**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	3-6	2.55
2019	3-7	2.69
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	2.39

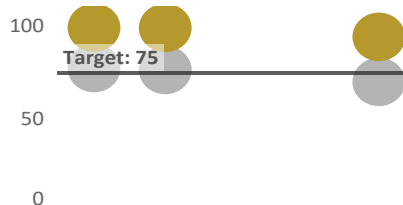
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	55.8
2019	44.9
2020	N/A
2021	N/A
2022	N/A

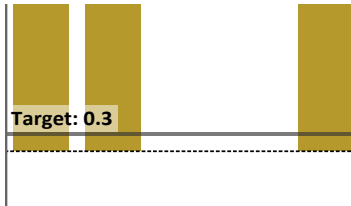
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**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	77	99
2019	3-7	76	99
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-7	70	94

**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	3-6	2.62
2019	3-7	3.99
2020	N/A	N/A
2021	N/A	N/A
2022	3-7	2.56

**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	60.6
2019	52.4
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - UNION SQUARE

SCIENCE ACCOUNTABILITY PLAN GOAL				
	100	Test Year	District %	Charter %
<b>Science: Comparative Measure.</b> The percentage of students at <b>the charter</b> in at least their second year performing at or above proficiency in science compared to <b>the district</b> .	<b>Target: 75</b>	<b>2018</b>	95	100
		<b>2019</b>	94	100
	50	<b>2020</b>	N/A	N/A
		<b>2021</b>	N/A	N/A
	0	<b>2022</b>	N/A	N/A

SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	128	137	177
Tested on State Exam	70	88	110
Charter Percent Proficient on ELA Exam	80.0	81.8	79.1
District Percent Proficient	41.7	41.0	41.7
ELL Enrollment	19	19	59
Tested on NYSESLAT Exam	18	17	44
Charter Percent 'Commanding' or Making Progress	38.9	17.6	36.4

\* 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".

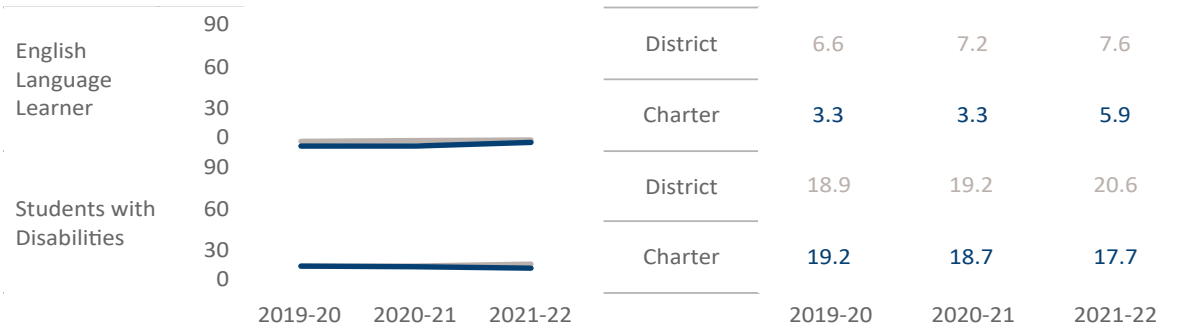


# CHARTER SCHOOL BACKGROUND

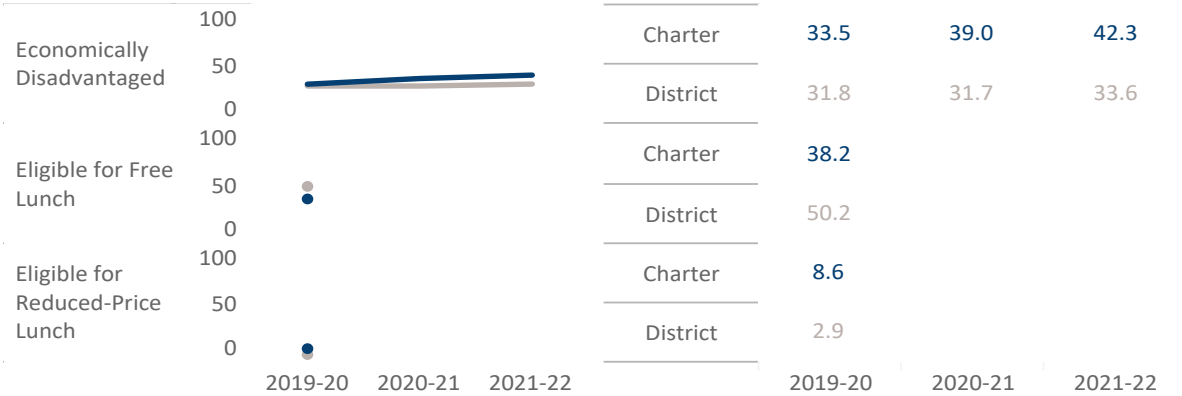
## Success Academy Charter School - Union Square

## Manhattan CSD 2

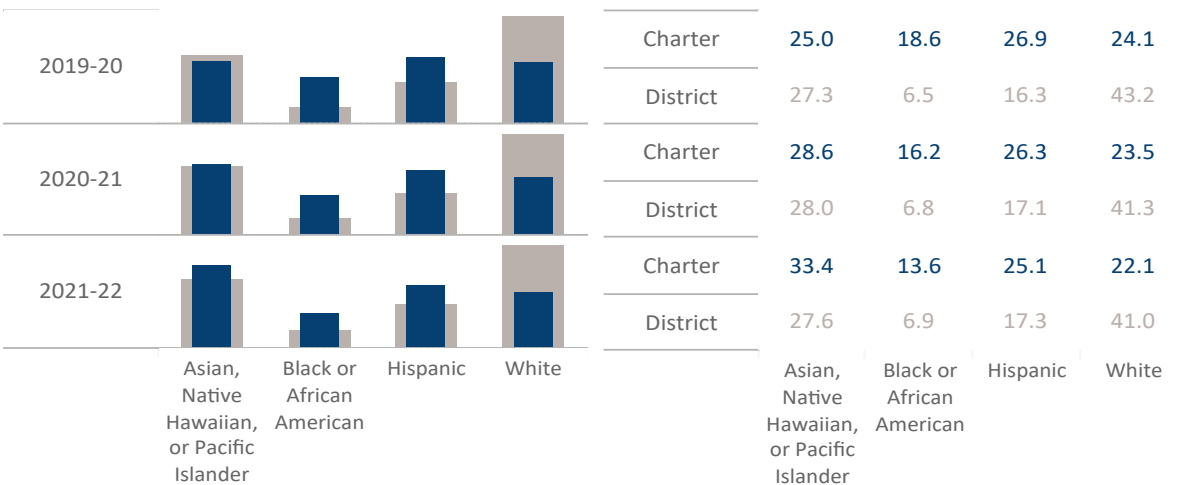
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



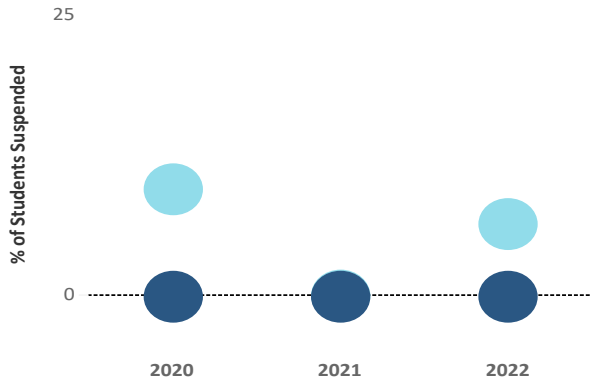
### Student Demographics: Race/Ethnicity





# CHARTER SCHOOL BACKGROUND

## Success Academy Charter School - Union Square



## Manhattan CSD 2

	ISS Rate	OSS Rate
2020	9.5	0.0
2021	0.1	0.0
2022	6.4	0.0

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

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

2019-20	82.4
2020-21	88.0
2021-22	67.0

Year	2020	2021	2022
Expulsions	0	0	0

### Success Academy Charter School - Union Square's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	44.2	53.6
	English language learners	10.4	8.2
	students with disabilities	17.0	18.6
retention	economically disadvantaged	94.8	66.9
	English language learners	93.6	65.6
	students with disabilities	95.7	59.1

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



# DP

DATA PRESENTATION

PAGES: 57-65

AP

ACADEMIC  
PERFORMANCE

CP

COMPLIANCE  
PERFORMANCE

CS

COMMUNITY  
SATISFACTION

SD

STUDENT  
DEMOGRAPHICS

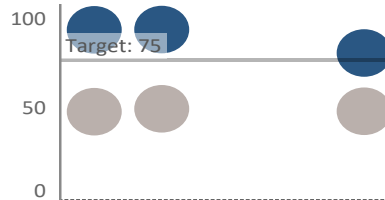


# ACADEMIC PERFORMANCE

## SUCCESS ACADEMY CHARTER SCHOOLS NYC: AGGREGATE ELA AND MATHEMATICS PERFORMANCE FOR ALL CHARTERS

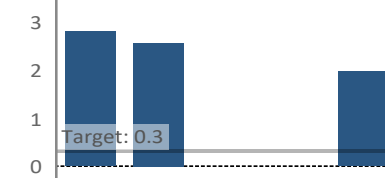
### Success Academy Charter Schools - NYC EDUCATION CORPORATION AGGREGATE ENGLISH LANGUAGE ARTS PERFORMANCE

**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	48	92
2019	49	92
2020	N/A	N/A
2021	N/A	N/A
2022	48	79

**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	2.82
2019	2.60
2020	N/A
2021	N/A
2022	1.96

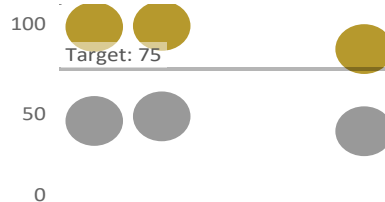
**Mean Growth Percentile.** The chart shows the unadjusted mean growth percentile for all students in grades 4-8 among **all education corporation charters**.



Test Year	Ed. Corp. Mean Growth Percentile
2018	53.5
2019	46.1
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	46	98
2019	49	99
2020	N/A	N/A
2021	N/A	N/A
2022	41	86

**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	2.86
2019	3.25
2020	N/A
2021	N/A
2022	2.41

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



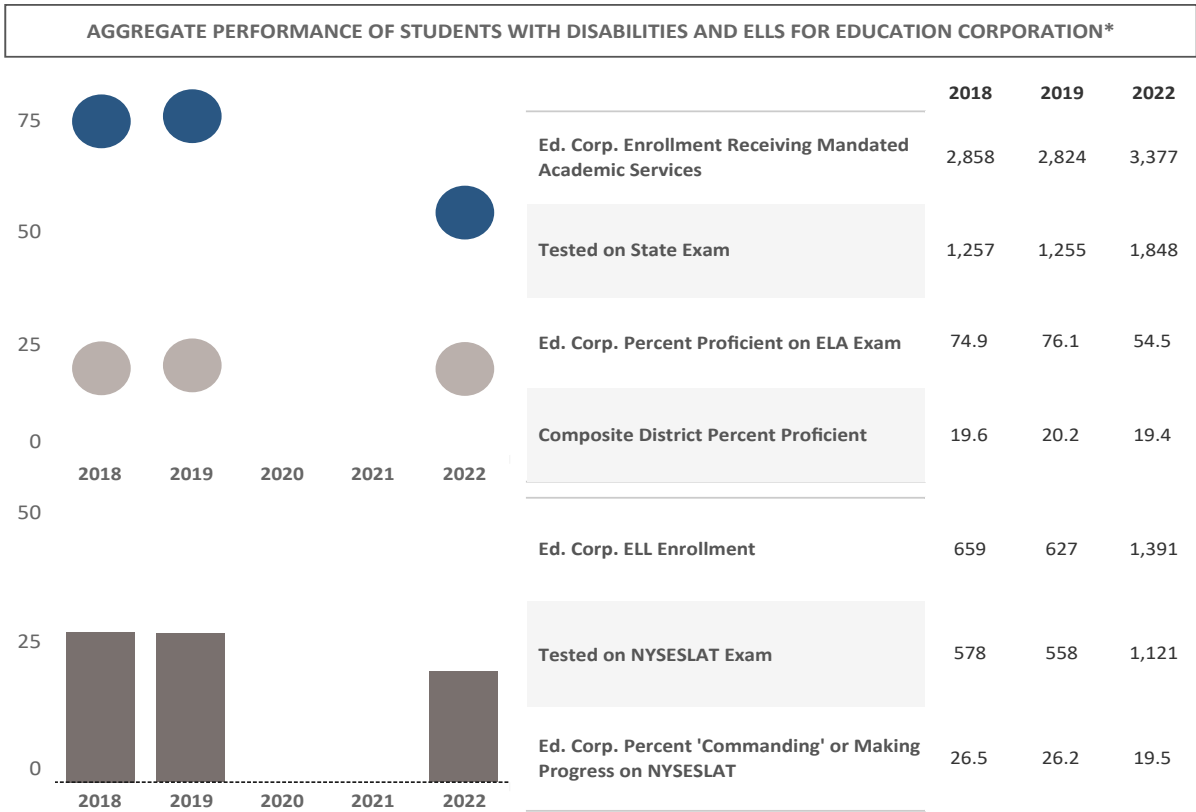
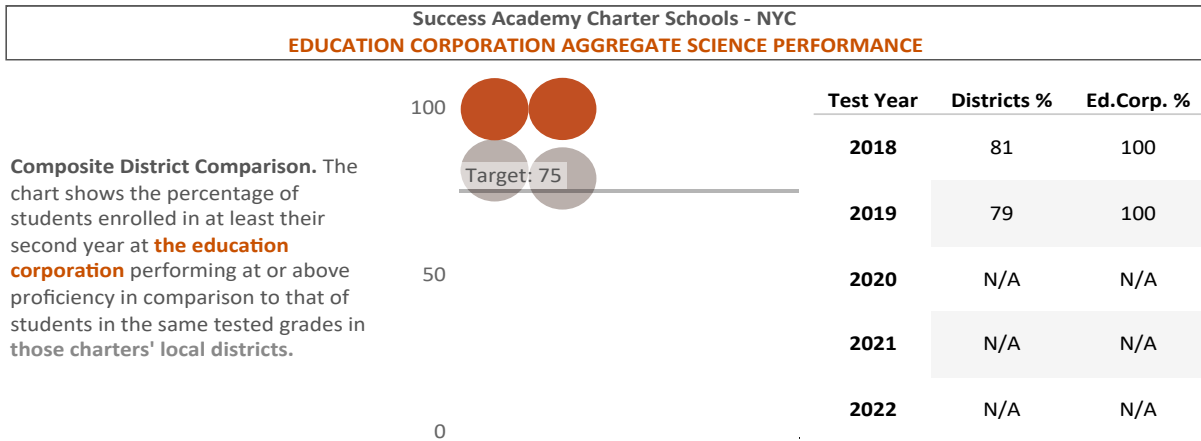
Test Year	Ed. Corp. Mean Growth Percentile
2018	58.0
2019	48.7
2020	N/A
2021	N/A
2022	N/A

\* 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

## SUCCESS ACADEMY CHARTER SCHOOLS NYC: 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



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

Success Crown Heights, Success Fort Greene, Success Harlem 2, Success Harlem 3, Success Harlem 4, Success Hell's Kitchen, Success Prospect Heights, and Success Union Square met their Accountability Plan goals over the charter term. Notably in 2018-19, all eight charters outperformed at least 97% of all public schools across the state in ELA and outperformed at least 99% of schools in mathematics. The eight charters also exceeded all comparative targets under their mathematics goal in every year with available state exam data. Each of the charters also met the science and Every Student Succeeds Act ("ESSA") goals.

The eight charters under review met the ELA goal over the charter term. Success Union Square posted particularly strong ELA results over the term with at least 94% of students enrolled in at least their second year scoring at or above proficiency each year. In every year with reliable and credible state exam data available, the education corporation's students enrolled in at least their second year posted proficiency rates in ELA that exceeded the comparison composite district. In all years with state exam data suitable for analysis, the eight charters under review posted effect sizes in both subjects that far exceeded the target of 0.3. This level of achievement indicates 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.

The charters under review also met the mathematics goal during the charter term. During every year with credible state exam results available for comparison, the charters outperformed the comparison districts by at least 20 percentage points in mathematics. In comparison to demographically similar schools across New York State, each charter performed higher than expected to a large degree. In addition to posting superlative absolute proficiency rates in mathematics, the charters under review also posted high mean growth percentiles. Notably, six of the eight charters exceeded the target of 50 in every year with available data.

The charters under review met the science goal over the charter term. In 2017-18 and 2018-19, the students enrolled in at least their second year at the charters under review posted proficiency rates that exceeded the absolute target of 75% and the district comparison each year. In 2021-22, state science exam results for the charters' students in 4<sup>th</sup> grade are unavailable due to an error in data reporting. The charters' students in 8<sup>th</sup> grade take a Regents science exam in lieu of the 8<sup>th</sup> grade state assessment. Notably in 2021-22, 94% of 8<sup>th</sup> grade students who took the science Regents scored at or above proficiency.

## 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 complies 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.*

#### SUCCESS ACADEMY CHARTER SCHOOLS NYC

##### **Annual Reports**

The charters submitted annual reports to the Institute and the New York State Education Department (“NYSED”) on time but the education corporation has not posted the annual reports directly on its website in accordance with the charter and the Act. The Institute will ensure compliance prior to the start of the next charter term.

##### **FOIL**

The education corporation’s website does not provide the Freedom of Information Law (“FOIL”) subject matter list with link to the New York State Committee on Open Government. The Institute will follow up with the education corporation to update the policy prior to the next charter term.

##### **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 STEM or career and technical education courses.

In supporting its efforts to come into compliance with teacher certification, the network partners with Touro University to offer a Transitional B Elementary Special Education certification program for certain uncertified teachers with tuition paid for as long as the teacher remains employed at an SACS-NYC school.

At the time of the visit, Success Crown Heights employed 14 uncertified teachers and was within the allowable limit. The 14 uncertified teachers do not meet the additional criteria under the Act.

Success Fort Greene employed seven uncertified teachers and was within the allowable limit. The seven uncertified teachers do not meet the additional criteria under the Act.

## COMPLIANCE REPORTING

Success Harlem 2 employed eight uncertified teachers and was within the allowable limit. The eight uncertified teachers do not meet the additional criteria under the Act.

Success Harlem 3 employed 14 uncertified teachers and was within the allowable limit. The 14 uncertified teachers do not meet the additional criteria under the Act.

Success Harlem 4 employed six uncertified teachers and was within the allowable limit. The six uncertified teachers do not meet the additional criteria under the Act.

Success Hell's Kitchen employed seven uncertified teachers and was within the allowable limit. The seven uncertified teachers do not meet the additional criteria under the Act.

Success Prospect Heights employed five uncertified teachers and was within the allowable limit. The five uncertified teachers do not meet the additional criteria under the Act.

Success Union Square employed 15 uncertified teachers and was within the allowable limit. The 15 uncertified teachers do not meet the additional criteria under the Act.

## 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	ACADEMICS	CULTURE	COMMUNICATION
60%	89%	93%	90%	84%

#### **Parent Survey Data**

Each year, SACS-NYC administers a family survey to gather feedback on families' experience to gauge satisfaction with the quality of academics, school culture, and communication. Across the eight charters due for renewal, 60% of families who received the survey in 2021-22 responded. Of those families, 89% expressed satisfaction with the charters' programming.

#### **Parent Focus Group**

The Institute asks all schools facing renewal to convene a representative set of parents for a focus group discussion. A representative set includes parents of students in attendance at the school for multiple years, parents new to the school, parents of students receiving general education services, parents of students with special needs and parents of ELLs. The four families who participated in the family focus group expressed high levels of satisfaction with the charters' programming. Families expressed appreciation for the new modalities of communicating with teachers and leaders since the COVID-19 pandemic began. Families appreciate the opportunity to build community through each charter's family council.

#### **Public Comments**

In accordance with the Act, the Institute notified the district in which the charter school is located regarding the Application 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 each of the eight SACS-NYC charter's renewal application at three borough-based videoconference hearings. The first hearing took place on November 7, 2022 for Success Hell's Kitchen and Success Union Square. Four people attended the hearing. No one spoke in support or opposition to either application.

The NYCDOE held the hearing for Success Crown Heights, Success Fort Greene, and Success Prospect Heights on November 10, 2022, and 11, eight, and 10 individuals attended for each application, respectively. No one spoke in support of the three applications. A local official spoke about general opposition to charter schools requesting co-located space, and commented that the space could be used by district schools for

## COMMUNITY SATISFACTION

programs for special populations. The local official also generally spoke in opposition about the need for charter high school programs at a time when enrollment is down throughout Brooklyn. The three SACS-NYC Brooklyn charters due for renewal are not requesting or planning to grow into high school grades at this time. A representative of a local assembly member spoke in opposition to proposed growth of the charters as it diverts funds from the district schools already experiencing funding losses. The representative also discussed the successful alumni of the local district schools to illustrate the quality district options in the area. The representative raised concerns as to Success Fort Greene's approach to student recruitment and history of declining enrollment. A representative from a local senator's office reiterated the comments of the assembly member's representative and stated that the senator does not support any expansion of charters alleging that expansions of charters would be used to further defund district schools. The representative also alleged Success Fort Greene suspended or expelled low performing students. A local district principal spoke in opposition citing the success of local district options. A former SACS-NYC parent spoke against any expansion as the parent alleged SACS-NYC expelled her student for having an IEP and that the charter did not serve students with IEPs. Another parent spoke in opposition to co-location as it disturbs the programs already located in the building.

The NYCDOE held the hearing for Success Harlem 2, Success Harlem 3, and Success Harlem 4 on November 15, 2022. For Success Harlem 2 and Success Harlem 3, a local Community Education Council member questioned each charter's proposed growth plan citing the decreased enrollment across SACS-NYC charters. For Success Harlem 2, a community member requested clarification as to how the building would be utilized to accommodate the proposed growth. Building usage of co-located spaces is analyzed under a separate process outside of the renewal hearing. For Harlem Success 3, a staff member of the co-located school expressed concern over the proposed growth siting the space was already at capacity. For Success Harlem 4, no one spoke in opposition of the application. No one spoke in support of any of the applications.

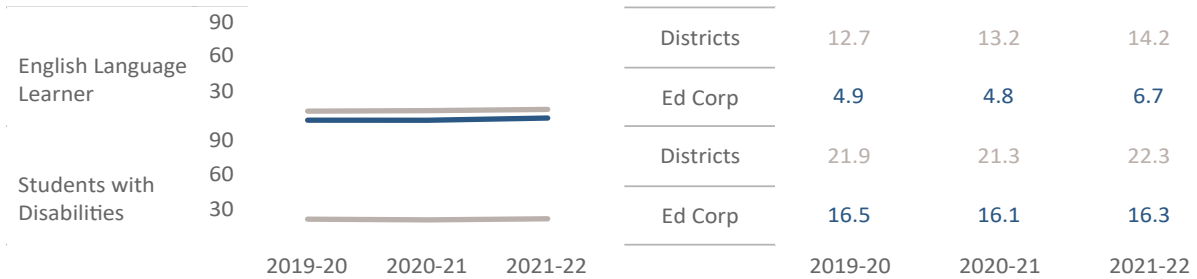
**Persistence in Enrollment** An additional indicator of parent satisfaction is persistence in enrollment. In 2021-22, 87% of SACS-NYC students returned from the previous year. Student persistence data from previous years of the charter term is available in student demographics section of the report.

*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.*

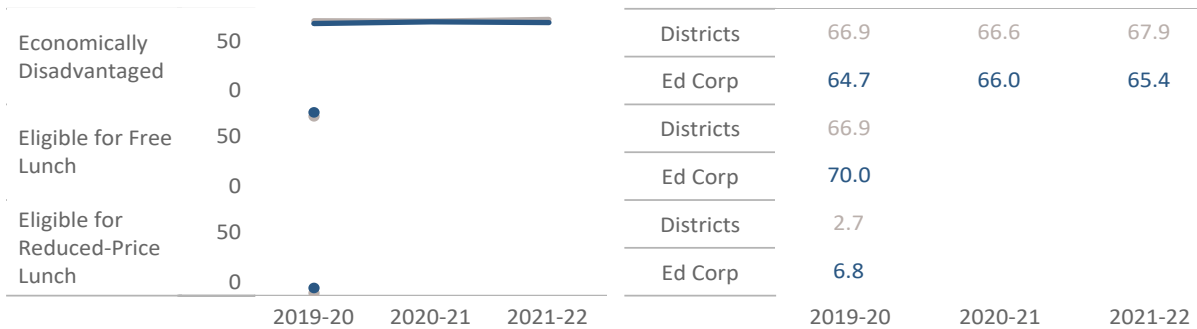
## STUDENT DEMOGRAPHICS

### Success Academy Charter Schools - NYC Aggregate Education Corporation Enrollment and Persistence

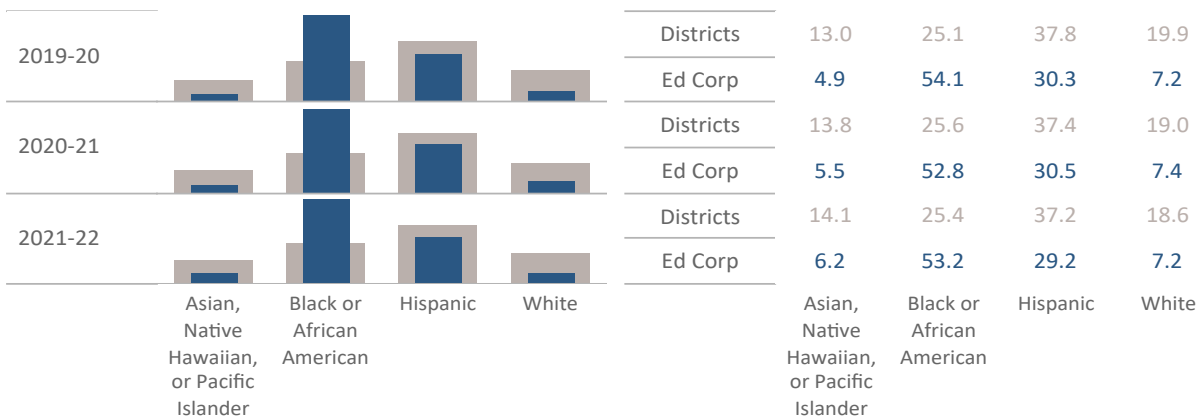
#### Aggregate Education Corporation Demographics: Special Populations



#### Aggregate Education Corporation Demographics: Free/Reduced Lunch



#### Aggregate Education Corporation Demographics: Race/Ethnicity



#### Aggregate Education Corporation Persistence in Enrollment

2019-20	2019-20	82.8
2020-21	2020-21	86.6
2021-22	2021-22	72.1

## 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 applicants 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.

SACS-NYC makes good faith efforts to meet its enrollment and retention targets. SACS-NYC contracts with Success Academy for, among other things, support with monitoring the enrollment and retention targets of the charters within SACS-NYC. Overall, the network makes efforts to increase charters' enrollment of students in these categories. Network leaders plan to continue using the following strategies to meet targets in the next charter term:

- Distributing targeted mailings to residents of each charter's New York City Community School District ("CSD") in low income housing and in mixed income housing in district communities;
- Advertising materials using languages other than English to target ELLs within the CSD as determined by each charter;
- Implementing a lottery preference for ELLs in its admission policies;
- Hosting open houses and informational sessions for prospective families;
- Recruiting at local pre-school and pre-Kindergarten programs that serve students with disabilities; and,
- Providing advertisements, fliers, and marketing materials in local newspapers, supermarkets, community centers, and apartment complexes.

## FISCAL ANALYSIS

### IS THE EDUCATION CORPORATION FISCALLY SOUND?

SACS-NYC is fiscally sound as are its charters, Success Crown Heights, Success Fort Greene, Success Harlem 2, Success Harlem 3, Success Harlem 4, Success Hell’s Kitchen, Success Prospect Heights, and Success Union Square, 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 have demonstrated fiscal soundness over the majority of the charter term.<sup>4</sup> The fiscal dashboard for each charter and the education corporation can be found at the end of this section. The discussion that follows relates mainly to SACS-NYC because a charter is not a legally distinct fiscal entity.



The network provides full support services to the schools in the area of academic, operations, technology, facilities and financial operations under the terms of a management contract for a fee of up to approximately 20% during the charter term. The SACS-NYC financial model is intended to ensure that all fully enrolled schools are financially sustainable and operate solely through public funding. The model generally assumes cost free public space for facilities. At the end of 2021-22, the actual enrollment of the overall multi-school education corporation reached 79% of chartered enrollment, which is slightly below the lower enrollment allowable collar of 20%. As enrollment drives fiscal strength, the SACS-NYC board must continue, in the next charter term, to monitor actual enrollment versus chartered enrollment, analyzing the interest in, and therefore fiscal soundness, of each operating charter. The Institute continues to work with SACS-NYC to revise chartered enrollment numbers to more accurately reflect the facility space available. The SACS-NYC board must monitor both alignment of projected versus actual enrollments and ensure any funds necessary for start up of additional charters are in place, and ongoing, to support the opening of additional charters.



### 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.	+

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

Education corporation board members, charter management, and staff members contribute to the budget process for each charter, as appropriate.	+
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 appropriate internal controls and procedures, which are implemented by each charter. 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.	<b>FEBRUARY 2022</b>

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

## FISCAL ANALYSIS

The education corporation prepares and monitors cash flow projections for each charter.	<b>+</b>
If the education corporation includes philanthropy in its budget for each charter, it monitors progress toward its development goals on a periodic basis.	<b>N/A</b>
If necessary, the education corporation pursues district state aid intercepts with NYSED to ensure adequate per pupil funding for each charter.	<b>N/A</b>
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.	<b>+</b>
The education corporation is in compliance with all loan covenants related to each charter.	<b>N/A</b>

The education corporation has reported operating surpluses in four out of the last five years of the current charter term. The net assets of the education corporation has grown to \$121 million as of June 30, 2021. The education corporation benefits from a combined balance sheet, which is a combination of individual charter’s assets and liabilities. In order to track the operations of any individual charter within a multi-school education corporation, the Institute tracks each charter’s revenues and expenses in order to report operating surpluses or deficits. The combined education corporation fiscal dashboard reflects fiscally strong with 1.8 months of cash on hand to pay liabilities due shortly. SACS-NYC has funded and maintained the required amount of \$350,000 in a separate escrow account in case of dissolution of any of the operating charters. The Institute is reviewing the 2022 annual audits and anticipates continued strong fiscal health.

## FISCAL ANALYSIS

### SUCCESS ACADEMY CHARTER SCHOOL - CROWN HEIGHTS

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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 2016 17	MERGED 2017 18	MERGED 2018 19	MERGED 2019 20	MERGED 2020 21
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
<b>Net Assets</b>					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
<b>Operating Revenue</b>					
Resident Student Enrollment	5,850,302	8,099,799	9,701,399	11,260,822	13,502,492
Students with Disabilities	614,545	623,726	987,469	1,135,620	1,449,566
<b>Grants and Contracts</b>					
State and local	(3,744)	-	-	-	-
Federal - Title and IDEA	220,433	799,230	533,947	444,298	424,394
Federal - Other	11,310	22,251	33,333	-	520,535
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	6,692,846	9,545,006	11,256,148	12,840,740	15,896,986
<b>Expenses</b>					
Regular Education	4,524,526	6,414,856	6,955,845	8,105,475	9,150,226
SPED	616,981	2,372,618	2,841,120	3,310,687	2,892,280
Other	-	-	-	-	-
<b>Total Program Services</b>	5,141,507	8,787,474	9,796,965	11,416,162	12,042,506
Management and General	502,197	828,982	940,298	1,157,367	1,382,480
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	5,643,704	9,616,456	10,737,263	12,573,529	13,424,985
<b>Surplus / (Deficit) From School Operations</b>	1,049,142	(71,450)	518,885	267,211	2,472,001
<b>Support and Other Revenue</b>					
Contributions	33,347	17,414	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	20,752	28,600	18,699	22,899	(105,367)
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	54,099	46,014	18,699	22,899	(105,367)
Total Unrestricted Revenue	6,746,945	9,591,020	11,274,847	12,863,639	15,791,619
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	6,746,945	9,591,020	11,274,847	12,863,639	15,791,619
<b>Change in Net Assets</b>	1,103,241	(25,436)	537,583	290,110	2,366,633
<b>Net Assets - Beginning of Year - GRAPH 2</b>	588,499	1,691,740	1,850,403	2,387,987	2,678,096
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	1,691,740	1,666,304	2,387,987	2,678,096	5,044,730

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - CROWN HEIGHTS

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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	577,986	1,012,146	1,342,207	1,658,510	1,502,508
Instructional Personnel	2,239,696	3,222,774	3,921,351	4,845,449	5,259,455
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>2,817,682</b>	<b>4,234,920</b>	<b>5,263,558</b>	<b>6,503,959</b>	<b>6,761,964</b>
Fringe Benefits & Payroll Taxes	485,347	825,942	1,015,087	1,140,145	1,297,882
Retirement	66,503	95,740	115,363	156,837	169,765
Management Company Fees	850,935	1,184,296	1,415,228	1,671,343	2,241,698
Building and Land Rent / Lease / Facility Financing	-	16,179	-	-	39,879
Staff Development	42,710	169,744	141,282	127,747	69,272
Professional Fees, Consultant & Purchased Services	35,733	22,839	1,840	60,512	154,424
Marketing / Recruitment	80,220	188,759	128,514	222,658	123,614
Student Supplies, Materials & Services	207,985	764,505	651,590	458,637	342,281
Depreciation	430,702	847,698	846,296	1,089,500	1,133,320
Other	625,886	1,265,834	1,158,505	1,142,191	1,090,888
<b>Total Expenses</b>	<b>5,643,704</b>	<b>9,616,456</b>	<b>10,737,263</b>	<b>12,573,529</b>	<b>13,424,985</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	510	675	603	680	753
Final Chartered Enrollment (includes any revisions)	510	675	603	680	753
Actual Enrollment - <b>GRAPH 4</b>	395	523	600	690	838
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
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	16,944	18,250	18,760	18,612	18,975
Other Revenue and Support	137	88	31	33	(126)
<b>TOTAL - GRAPH 3</b>	<b>17,081</b>	<b>18,338</b>	<b>18,791</b>	<b>18,645</b>	<b>18,849</b>
Expenses					
Program Services	13,016	16,802	16,328	16,547	14,374
Management and General, Fundraising	1,271	1,585	1,567	1,678	1,650
<b>TOTAL - GRAPH 3</b>	<b>14,288</b>	<b>18,387</b>	<b>17,895</b>	<b>18,224</b>	<b>16,024</b>
% of Program Services	91.1%	91.4%	91.2%	90.8%	89.7%
% of Management and Other	8.9%	8.6%	8.8%	9.2%	10.3%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>19.5%</b>	<b>-0.3%</b>	<b>5.0%</b>	<b>2.3%</b>	<b>17.6%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>

#### Student to Faculty Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
12.7	11.6	8.9	8.0	9.5

#### Faculty to Admin Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
3.9	3.5	3.6	3.7	5.4

#### 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

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

## SUCCESS ACADEMY CHARTER SCHOOL - FORT GREENE

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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 2016 17	MERGED 2017 18	MERGED 2018 19	MERGED 2019 20	MERGED 2020 21
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
<b>Net Assets</b>					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
<b>Operating Revenue</b>					
Resident Student Enrollment	5,049,094	4,935,322	4,408,231	4,136,282	3,593,754
Students with Disabilities	440,319	539,560	462,370	779,016	647,996
<b>Grants and Contracts</b>					
State and local	(3,744)	-	-	-	-
Federal - Title and IDEA	163,429	196,038	173,203	185,232	153,180
Federal - Other	12,466	22,251	33,333	-	105,429
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	5,661,565	5,693,171	5,077,138	5,100,530	4,500,359
<b>Expenses</b>					
Regular Education	4,189,037	3,904,254	3,391,256	3,394,276	3,084,093
SPED	571,232	1,444,039	1,385,161	1,386,394	974,846
Other	-	-	-	-	-
<b>Total Program Services</b>	4,760,269	5,348,293	4,776,417	4,780,670	4,058,939
Management and General	455,230	515,462	459,199	2,628,165	474,501
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	5,215,499	5,863,755	5,235,616	7,408,835	4,533,440
<b>Surplus / (Deficit) From School Operations</b>	446,066	(170,584)	(158,478)	(2,308,305)	(33,082)
<b>Support and Other Revenue</b>					
Contributions	27,860	10,022	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	18,664	15,357	15,392	3,844	(50,377)
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	46,524	25,379	15,392	3,844	(50,377)
Total Unrestricted Revenue	5,708,088	5,718,550	5,092,530	5,104,374	4,449,981
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	5,708,088	5,718,550	5,092,530	5,104,374	4,449,981
<b>Change in Net Assets</b>	492,589	(145,205)	(143,086)	(2,304,461)	(83,459)
<b>Net Assets - Beginning of Year - GRAPH 2</b>	(1,064,893)	(572,304)	(599,721)	(742,807)	(3,047,268)
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	(572,304)	(717,509)	(742,807)	(3,047,268)	(3,130,727)

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - FORT GREENE

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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	539,927	664,225	676,859	706,923	525,467
Instructional Personnel	2,023,592	2,114,960	1,977,490	2,065,325	1,839,372
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>2,563,519</b>	<b>2,779,185</b>	<b>2,654,349</b>	<b>2,772,249</b>	<b>2,364,840</b>
Fringe Benefits & Payroll Taxes	413,501	518,745	521,656	496,971	430,063
Retirement	51,078	57,132	49,267	66,946	63,005
Management Company Fees	733,433	720,504	643,238	616,102	637,263
Building and Land Rent / Lease / Facility Financing	-	9,312	-	-	41,789
Staff Development	42,244	89,828	49,851	55,677	30,366
Professional Fees, Consultant & Purchased Services	30,438	12,870	919	2,183,327	69,298
Marketing / Recruitment	102,397	85,010	37,166	102,759	39,557
Student Supplies, Materials & Services	205,504	385,457	299,452	183,418	72,480
Depreciation	341,316	459,998	354,729	349,691	344,073
Other	732,070	745,714	624,989	581,696	440,707
<b>Total Expenses</b>	<b>5,215,501</b>	<b>5,863,755</b>	<b>5,235,616</b>	<b>7,408,835</b>	<b>4,533,440</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	510	675	565	643	718
Final Chartered Enrollment (includes any revisions)	510	602	444	446	266
Actual Enrollment - <b>GRAPH 4</b>	330	301	270	254	223
Chartered Grades	K-4	K-5	K-6	K-7	K-7
Final Chartered Grades (includes any revisions)	-	K-4	K-4	K-4	K-4

#### 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
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	17,156	18,914	18,804	20,055	20,166
Other Revenue and Support	141	84	57	15	(226)
<b>TOTAL - GRAPH 3</b>	<b>17,297</b>	<b>18,999</b>	<b>18,861</b>	<b>20,070</b>	<b>19,941</b>
Expenses					
Program Services	14,425	17,768	17,690	18,797	18,188
Management and General, Fundraising	1,379	1,712	1,701	10,334	2,126
<b>TOTAL - GRAPH 3</b>	<b>15,805</b>	<b>19,481</b>	<b>19,391</b>	<b>29,131</b>	<b>20,315</b>
% of Program Services	91.3%	91.2%	91.2%	64.5%	89.5%
% of Management and Other	8.7%	8.8%	8.8%	35.5%	10.5%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>9.4%</b>	<b>-2.5%</b>	<b>-2.7%</b>	<b>-31.1%</b>	<b>-1.8%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.9%</b>

#### Student to Faculty Ratio

	2016 17	2017 18	2018 19	2019 20	2020 21
Student to Faculty Ratio	11.8	10.0	8.7	8.9	7.4

#### Faculty to Admin Ratio

	2016 17	2017 18	2018 19	2019 20	2020 21
Faculty to Admin Ratio	3.5	4.3	3.1	3.7	5.4

#### 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

Score	2016 17	2017 18	2018 19	2019 20	2020 21
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	0.0	0.0	0.0	0.0	0.0
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
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	0.0	0.0	0.0	0.0	0.0
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
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	0.0	0.0	0.0	0.0	0.0
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	N/A	N/A	N/A	N/A

## FISCAL ANALYSIS

### SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 2

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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  
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
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
<b>Net Assets</b>					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
<b>ACTIVITIES</b>					
<b>Operating Revenue</b>					
Resident Student Enrollment	10,971,578	10,115,065	10,528,964	10,620,771	10,827,625
Students with Disabilities	1,767,911	1,703,333	1,253,001	769,615	890,847
<b>Grants and Contracts</b>					
State and local	-	-	-	-	-
Federal - Title and IDEA	340,911	376,575	509,432	336,246	458,386
Federal - Other	17,997	22,251	33,333	-	299,667
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	13,098,397	12,217,224	12,324,731	11,726,633	12,476,525
<b>Expenses</b>					
Regular Education	11,494,452	9,177,194	8,313,896	7,854,662	7,683,723
SPED	1,567,425	3,394,305	3,395,817	3,208,242	2,428,735
Other	-	-	-	-	-
<b>Total Program Services</b>	13,061,877	12,571,499	11,709,713	11,062,904	10,112,459
Management and General	1,150,938	1,188,560	1,105,343	1,107,452	1,139,286
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	14,212,815	13,760,059	12,815,056	12,170,356	11,251,744
<b>Surplus / (Deficit) From School Operations</b>	(1,114,418)	(1,542,835)	(490,326)	(443,724)	1,224,781
<b>Support and Other Revenue</b>					
Contributions	62,051	21,743	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	34,805	44,777	11,593	15,671	(114,270)
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	96,856	66,520	11,593	15,671	(114,270)
Total Unrestricted Revenue	13,195,253	12,283,744	12,336,324	11,742,304	12,362,255
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	13,195,253	12,283,744	12,336,324	11,742,304	12,362,255
<b>Change in Net Assets</b>	(1,017,562)	(1,476,315)	(478,733)	(428,053)	1,110,510
<b>Net Assets - Beginning of Year - GRAPH 2</b>	5,625,817	4,608,253	3,410,782	2,932,049	2,503,997
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	4,608,255	3,131,938	2,932,049	2,503,997	3,614,507

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 2

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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	1,522,773	1,490,909	1,712,066	1,679,852	1,300,171
Instructional Personnel	5,801,039	5,571,291	5,001,919	4,907,804	4,551,182
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>7,323,811</b>	<b>7,062,200</b>	<b>6,713,985</b>	<b>6,587,657</b>	<b>5,851,353</b>
Fringe Benefits & Payroll Taxes	1,309,133	1,306,214	1,332,763	1,134,364	1,140,297
Retirement	166,296	160,640	143,394	155,722	139,987
Management Company Fees	1,595,388	1,477,087	1,518,952	1,577,411	1,760,878
Building and Land Rent / Lease / Facility Financing	-	20,201	-	-	83,429
Staff Development	278,324	164,639	195,409	110,545	65,678
Professional Fees, Consultant & Purchased Services	70,267	27,328	1,839	42,547	111,672
Marketing / Recruitment	201,056	201,272	108,488	185,086	93,623
Student Supplies, Materials & Services	809,317	883,424	806,118	423,346	193,319
Depreciation	890,144	969,420	874,373	845,562	739,295
Other	1,569,081	1,487,634	1,119,737	1,108,116	1,072,214
<b>Total Expenses</b>	<b>14,212,817</b>	<b>13,760,058</b>	<b>12,815,056</b>	<b>12,170,356</b>	<b>11,251,744</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	918	879	1,007	1,097	1,184
Final Chartered Enrollment (includes any revisions)	918	879	857	882	908
Actual Enrollment - <b>GRAPH 4</b>	735	653	645	651	671
Chartered Grades	K-8	K-8	K-10	K-11	K-11
Final Chartered Grades (includes any revisions)	-	-	K-8	K-8	K-8

#### 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	17,821	18,709	19,108	18,009	18,591
Other Revenue and Support	132	102	18	24	(170)
<b>TOTAL - GRAPH 3</b>	<b>17,953</b>	<b>18,811</b>	<b>19,126</b>	<b>18,033</b>	<b>18,421</b>
Expenses					
Program Services	17,771	19,252	18,155	16,990	15,068
Management and General, Fundraising	1,566	1,820	1,714	1,701	1,698
<b>TOTAL - GRAPH 3</b>	<b>19,337</b>	<b>21,072</b>	<b>19,868</b>	<b>18,691</b>	<b>16,766</b>
% of Program Services	91.9%	91.4%	91.4%	90.9%	89.9%
% of Management and Other	8.1%	8.6%	8.6%	9.1%	10.1%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>-7.2%</b>	<b>-10.7%</b>	<b>-3.7%</b>	<b>-3.5%</b>	<b>9.9%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.7%</b>

#### Student to Faculty Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
9.2	9.2	8.1	9.5	9.8

#### Faculty to Admin Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
3.8	3.7	3.5	3.4	5.4

#### 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

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

### SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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 2016 17	MERGED 2017 18	MERGED 2018 19	MERGED 2019 20	MERGED 2020 21
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
<b>Net Assets</b>					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
<b>Operating Revenue</b>					
Resident Student Enrollment	11,395,765	12,983,737	17,084,540	17,476,001	20,162,552
Students with Disabilities	1,435,581	2,583,822	2,851,153	2,280,189	2,546,530
<b>Grants and Contracts</b>					
State and local	-	-	-	-	-
Federal - Title and IDEA	336,036	875,143	937,865	577,280	780,475
Federal - Other	44,986	22,251	33,333	716,053	525,012
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	311,404	144,005	278,819	-	-
<b>Total Operating Revenue</b>	<b>13,523,773</b>	<b>16,608,958</b>	<b>21,185,710</b>	<b>21,049,522</b>	<b>24,014,570</b>
<b>Expenses</b>					
Regular Education	11,479,460	11,697,847	17,797,802	10,828,893	10,824,631
SPED	1,565,381	4,326,601	7,269,525	4,423,068	3,421,539
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>13,044,841</b>	<b>16,024,448</b>	<b>25,067,327</b>	<b>15,251,961</b>	<b>14,246,170</b>
Management and General	1,128,279	1,468,870	2,105,553	1,569,017	1,704,319
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>14,173,120</b>	<b>17,493,318</b>	<b>27,172,881</b>	<b>16,820,977</b>	<b>15,950,489</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>(649,347)</b>	<b>(884,360)</b>	<b>(5,987,170)</b>	<b>4,228,545</b>	<b>8,064,081</b>
<b>Support and Other Revenue</b>					
Contributions	96,762	28,103	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	31,544	55,679	139,359	16,708	54,539
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>128,306</b>	<b>83,782</b>	<b>139,359</b>	<b>16,708</b>	<b>54,539</b>
Total Unrestricted Revenue	13,652,079	16,692,740	21,325,069	21,066,231	24,069,109
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>13,652,079</b>	<b>16,692,740</b>	<b>21,325,069</b>	<b>21,066,231</b>	<b>24,069,109</b>
<b>Change in Net Assets</b>	<b>(521,041)</b>	<b>(800,578)</b>	<b>(5,847,811)</b>	<b>4,245,253</b>	<b>8,118,620</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>2,592,935</b>	<b>2,071,893</b>	<b>(3,609,044)</b>	<b>(9,456,863)</b>	<b>(5,211,610)</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>2,071,894</b>	<b>1,271,315</b>	<b>(9,456,855)</b>	<b>(5,211,610)</b>	<b>2,907,010</b>

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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	1,431,301	1,871,931	2,402,068	1,994,616	1,605,685
Instructional Personnel	5,224,250	6,755,228	7,017,805	5,827,408	5,620,620
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>6,655,551</b>	<b>8,627,158</b>	<b>9,419,873</b>	<b>7,822,024</b>	<b>7,226,306</b>
Fringe Benefits & Payroll Taxes	1,218,926	1,646,865	1,690,418	1,325,893	1,278,332
Retirement	155,390	206,554	189,932	199,584	189,108
Management Company Fees	1,656,911	1,897,517	2,479,619	2,616,421	3,306,954
Building and Land Rent / Lease / Facility Financing	-	26,110	215,563	128	246,066
Staff Development	240,981	300,162	248,022	204,165	75,189
Professional Fees, Consultant & Purchased Services	73,946	36,263	124,714	16,681	147,439
Marketing / Recruitment	270,412	316,214	2,794,566	285,435	119,166
Student Supplies, Materials & Services	840,638	1,248,670	1,229,704	675,230	333,243
Depreciation	927,160	645,446	4,050,802	2,303,415	1,671,190
Other	2,133,206	2,542,359	4,729,666	1,372,000	1,357,496
<b>Total Expenses</b>	<b>14,173,120</b>	<b>17,493,318</b>	<b>27,172,881</b>	<b>16,820,977</b>	<b>15,950,489</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	906	866	989	1,043	1,096
Final Chartered Enrollment (includes any revisions)	906	1,027	1,111	1,864	1,778
Actual Enrollment - <b>GRAPH 4</b>	776	844	1,057	1,080	1,210
Chartered Grades	K-8	K-8	K-10	K-11	K-11
Final Chartered Grades (includes any revisions)	-	K-9	-	-	-

#### 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
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	17,428	19,679	20,043	19,489	19,839
Other Revenue and Support	165	99	132	15	45
<b>TOTAL - GRAPH 3</b>	<b>17,593</b>	<b>19,778</b>	<b>20,175</b>	<b>19,505</b>	<b>19,884</b>
Expenses					
Program Services	16,810	18,986	23,716	14,122	11,769
Management and General, Fundraising	1,454	1,740	1,992	1,453	1,408
<b>TOTAL - GRAPH 3</b>	<b>18,264</b>	<b>20,727</b>	<b>25,708</b>	<b>15,574</b>	<b>13,177</b>
% of Program Services	92.0%	91.6%	92.3%	90.7%	89.3%
% of Management and Other	8.0%	8.4%	7.7%	9.3%	10.7%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>-3.7%</b>	<b>-4.6%</b>	<b>-21.5%</b>	<b>25.2%</b>	<b>50.9%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.0%</b>	<b>0.2%</b>	<b>1.0%</b>	<b>0.0%</b>	<b>1.0%</b>

#### Student to Faculty Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
10.6	10.2	8.7	10.8	13.3

#### Faculty to Admin Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
3.7	3.6	3.9	3.4	5.4

#### 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

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

### SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
<b>Net Assets</b>					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
<b>ACTIVITIES</b>					
<b>Operating Revenue</b>					
Resident Student Enrollment	8,848,304	7,774,281	6,026,425	6,184,552	6,120,603
Students with Disabilities	1,920,784	1,408,989	725,167	622,034	771,688
<b>Grants and Contracts</b>					
State and local	-	-	-	-	-
Federal - Title and IDEA	257,817	409,043	279,427	235,997	272,593
Federal - Other	25,875	22,251	33,333	-	168,523
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	67,961	48,867	-	-	-
<b>Total Operating Revenue</b>	11,120,741	9,663,431	7,064,352	7,042,583	7,333,407
<b>Expenses</b>					
Regular Education	9,172,984	6,813,904	3,868,039	3,984,828	4,277,238
SPED	1,250,861	2,520,211	1,579,903	1,627,606	1,351,985
Other	-	-	-	-	-
<b>Total Program Services</b>	10,423,845	9,334,115	5,447,943	5,612,434	5,629,223
Management and General	906,369	864,814	543,862	715,917	660,658
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	11,330,214	10,198,929	5,991,805	6,328,351	6,289,881
<b>Surplus / (Deficit) From School Operations</b>	(209,473)	(535,498)	1,072,547	714,232	1,043,526
<b>Support and Other Revenue</b>					
Contributions	82,157	16,748	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	31,977	41,664	15,801	4,787	(74,672)
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	114,134	58,412	15,801	4,787	(74,672)
Total Unrestricted Revenue	11,234,875	9,721,843	7,080,153	7,047,370	7,258,734
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	11,234,875	9,721,843	7,080,153	7,047,370	7,258,734
<b>Change in Net Assets</b>	(95,339)	(477,086)	1,088,348	719,019	968,853
<b>Net Assets - Beginning of Year - GRAPH 2</b>	(460,285)	(555,625)	(815,493)	272,855	991,874
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	(555,624)	(1,032,711)	272,855	991,874	1,960,727

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 4

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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	1,217,789	1,129,496	823,574	868,038	758,213
Instructional Personnel	4,441,348	3,812,047	2,406,129	2,536,033	2,654,087
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>5,659,136</b>	<b>4,941,543</b>	<b>3,229,704</b>	<b>3,404,071</b>	<b>3,412,300</b>
Fringe Benefits & Payroll Taxes	959,833	901,185	594,643	608,679	644,149
Retirement	142,707	117,135	75,156	89,066	89,888
Management Company Fees	1,286,852	1,135,362	875,599	919,278	1,028,247
Building and Land Rent / Lease / Facility Financing	-	15,561	-	-	57,441
Staff Development	137,393	180,143	49,700	57,190	33,237
Professional Fees, Consultant & Purchased Services	56,036	22,328	919	165,182	88,226
Marketing / Recruitment	179,005	221,267	58,594	106,373	59,647
Student Supplies, Materials & Services	719,193	704,569	290,753	217,564	131,115
Depreciation	718,097	589,024	180,326	197,476	173,735
Other	1,471,962	1,370,813	636,411	563,472	571,896
<b>Total Expenses</b>	<b>11,330,215</b>	<b>10,198,929</b>	<b>5,991,805</b>	<b>6,328,351</b>	<b>6,289,881</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	647	631	743	804	862
Final Chartered Enrollment (includes any revisions)	647	631	417	417	417
Actual Enrollment - GRAPH 4	603	503	375	379	378
Chartered Grades	K-8	K-8	K-6, 8-10	K-7, 9-11	K-7, 9-11
Final Chartered Grades (includes any revisions)	-	-	K-4	K-4	K-4

#### 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
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	18,442	19,212	18,838	18,559	19,376
Other Revenue and Support	189	116	42	13	(197)
<b>TOTAL - GRAPH 3</b>	<b>18,632</b>	<b>19,328</b>	<b>18,880</b>	<b>18,571</b>	<b>19,178</b>

#### Expenses

	2016 17	2017 18	2018 19	2019 20	2020 21
Program Services	17,287	18,557	14,528	14,790	14,873
Management and General, Fundraising	1,503	1,719	1,450	1,887	1,746
<b>TOTAL - GRAPH 3</b>	<b>18,790</b>	<b>20,276</b>	<b>15,978</b>	<b>16,677</b>	<b>16,619</b>
% of Program Services	92.0%	91.5%	90.9%	88.7%	89.5%
% of Management and Other	8.0%	8.5%	9.1%	11.3%	10.5%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>-0.8%</b>	<b>-4.7%</b>	<b>18.2%</b>	<b>11.4%</b>	<b>15.4%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.8%</b>

#### Student to Faculty Ratio

	2016 17	2017 18	2018 19	2019 20	2020 21
Student to Faculty Ratio	9.7	9.3	8.3	8.4	9.2

#### Faculty to Admin Ratio

	2016 17	2017 18	2018 19	2019 20	2020 21
Faculty to Admin Ratio	3.6	3.4	5.2	4.4	5.4

#### Financial Responsibility Composite Scores - GRAPH 6

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

## SUCCESS ACADEMY CHARTER SCHOOL - HELL'S KITCHEN

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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 Temporarily 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

	MERGED				Opened 2013-14
	2016 17	2017 18	2018 19	2019 20	2020 21
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
<b>Net Assets</b>					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
<b>ACTIVITIES</b>					
<b>Operating Revenue</b>					
Resident Student Enrollment	5,908,784	6,521,112	6,178,162	6,751,589	6,887,418
Students with Disabilities	555,188	664,086	595,494	813,955	1,148,916
<b>Grants and Contracts</b>					
State and local	(3,744)	-	-	-	-
Federal - Title and IDEA	84,015	238,579	197,726	197,562	212,310
Federal - Other	13,313	22,251	33,333	-	192,732
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	126,740	127,033	160,908	-	-
<b>Total Operating Revenue</b>	<b>6,684,297</b>	<b>7,573,060</b>	<b>7,165,623</b>	<b>7,763,106</b>	<b>8,441,376</b>
<b>Expenses</b>					
Regular Education	4,756,502	4,218,059	3,732,412	3,826,718	4,459,043
SPED	648,614	1,560,104	1,524,507	1,563,026	1,409,451
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>5,405,116</b>	<b>5,778,163</b>	<b>5,256,919</b>	<b>5,389,744</b>	<b>5,868,494</b>
Management and General	511,494	571,267	520,097	593,509	685,149
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>5,916,610</b>	<b>6,349,430</b>	<b>5,777,016</b>	<b>5,983,253</b>	<b>6,553,643</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>767,687</b>	<b>1,223,630</b>	<b>1,388,607</b>	<b>1,779,853</b>	<b>1,887,733</b>
<b>Support and Other Revenue</b>					
Contributions	33,938	14,251	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	28,335	21,354	16,433	5,223	(89,444)
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>62,273</b>	<b>35,605</b>	<b>16,433</b>	<b>5,223</b>	<b>(89,444)</b>
Total Unrestricted Revenue	6,746,570	7,608,665	7,182,056	7,768,329	8,351,932
Total Temporarily Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>6,746,570</b>	<b>7,608,665</b>	<b>7,182,056</b>	<b>7,768,329</b>	<b>8,351,932</b>
<b>Change in Net Assets</b>	<b>829,960</b>	<b>1,259,235</b>	<b>1,405,040</b>	<b>1,785,076</b>	<b>1,798,289</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>(627,202)</b>	<b>202,757</b>	<b>1,619,500</b>	<b>3,024,540</b>	<b>4,809,616</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>202,758</b>	<b>1,461,992</b>	<b>3,024,540</b>	<b>4,809,616</b>	<b>6,607,906</b>

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - HELL'S KITCHEN

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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	638,986	545,246	786,399	798,987	749,202
Instructional Personnel	2,342,947	2,570,443	2,297,520	2,334,297	2,622,545
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>2,981,933</b>	<b>3,115,689</b>	<b>3,083,919</b>	<b>3,133,284</b>	<b>3,371,747</b>
Fringe Benefits & Payroll Taxes	496,827	538,465	541,518	540,561	623,809
Retirement	74,979	81,149	77,688	83,747	89,968
Management Company Fees	858,942	952,694	898,444	1,002,612	1,206,314
Building and Land Rent / Lease / Facility Financing	-	13,240	-	-	56,937
Staff Development	43,391	48,103	46,720	69,649	34,046
Professional Fees, Consultant & Purchased Services	36,304	17,103	919	55,982	75,672
Marketing / Recruitment	96,898	89,576	41,504	128,975	74,284
Student Supplies, Materials & Services	236,987	379,834	237,909	232,357	136,991
Depreciation	353,055	323,639	170,162	217,009	255,210
Other	737,294	789,939	678,233	519,077	628,664
<b>Total Expenses</b>	<b>5,916,609</b>	<b>6,349,430</b>	<b>5,777,016</b>	<b>5,983,253</b>	<b>6,553,643</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	510	675	538	604	667
Final Chartered Enrollment (includes any revisions)	510	602	415	415	415
Actual Enrollment - <b>GRAPH 4</b>	402	428	382	414	427
Chartered Grades	K-4	K-5	K-6	K-7	K-7
Final Chartered Grades (includes any revisions)	-	K-4	K-4	K-4	K-4

#### 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	16,628	17,694	18,758	18,757	19,769
Other Revenue and Support	155	83	43	13	(209)
<b>TOTAL - GRAPH 3</b>	<b>16,783</b>	<b>17,777</b>	<b>18,801</b>	<b>18,770</b>	<b>19,560</b>

#### Expenses

	2016 17	2017 18	2018 19	2019 20	2020 21
Program Services	13,446	13,500	13,762	13,023	13,744
Management and General, Fundraising	1,272	1,335	1,362	1,434	1,605
<b>TOTAL - GRAPH 3</b>	<b>14,718</b>	<b>14,835</b>	<b>15,123</b>	<b>14,457</b>	<b>15,348</b>
% of Program Services	91.4%	91.0%	91.0%	90.1%	89.5%
% of Management and Other	8.6%	9.0%	9.0%	9.9%	10.5%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>14.0%</b>	<b>19.8%</b>	<b>24.3%</b>	<b>29.8%</b>	<b>27.4%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.7%</b>

#### Student to Faculty Ratio

	2016 17	2017 18	2018 19	2019 20	2020 21
	12.2	13.0	9.4	10.6	10.1

#### Faculty to Admin Ratio

	2016 17	2017 18	2018 19	2019 20	2020 21
	3.7	4.7	4.7	4.0	5.4

#### Financial Responsibility Composite Scores - GRAPH 6

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

### SUCCESS ACADEMY CHARTER SCHOOL - PROSPECT HEIGHTS

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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 Temporarily 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

	MERGED				Opened 2013-14
	2016 17	2017 18	2018 19	2019 20	2020 21
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
<b>Net Assets</b>					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
<b>ACTIVITIES</b>					
<b>Operating Revenue</b>					
Resident Student Enrollment	5,409,761	7,315,312	9,303,132	8,863,637	9,816,535
Students with Disabilities	613,375	808,202	1,112,448	771,308	1,026,873
<b>Grants and Contracts</b>					
State and local	(3,744)	-	-	-	-
Federal - Title and IDEA	178,604	730,066	648,690	364,095	294,783
Federal - Other	12,234	22,251	33,333	-	264,805
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	40,275	86,257	-	-
<b>Total Operating Revenue</b>	<b>6,210,231</b>	<b>8,916,105</b>	<b>11,183,861</b>	<b>9,999,040</b>	<b>11,402,996</b>
<b>Expenses</b>					
Regular Education	4,719,125	6,759,097	8,066,103	7,049,430	7,582,265
SPED	643,517	2,499,940	3,294,606	2,879,345	2,396,665
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>5,362,641</b>	<b>9,259,037</b>	<b>11,360,709</b>	<b>9,928,774</b>	<b>9,978,931</b>
Management and General	507,777	848,359	1,026,220	1,235,969	1,107,737
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>5,870,418</b>	<b>10,107,396</b>	<b>12,386,929</b>	<b>11,164,743</b>	<b>11,086,667</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>339,813</b>	<b>(1,191,291)</b>	<b>(1,203,068)</b>	<b>(1,165,703)</b>	<b>316,329</b>
<b>Support and Other Revenue</b>					
Contributions	30,814	15,849	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	21,785	29,150	19,218	17,389	(87,004)
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>52,599</b>	<b>45,000</b>	<b>19,218</b>	<b>17,389</b>	<b>(87,004)</b>
Total Unrestricted Revenue	6,262,830	8,961,105	11,203,079	10,016,428	11,315,992
Total Temporarily Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>6,262,830</b>	<b>8,961,105</b>	<b>11,203,079</b>	<b>10,016,428</b>	<b>11,315,992</b>
<b>Change in Net Assets</b>	<b>392,412</b>	<b>(1,146,292)</b>	<b>(1,183,850)</b>	<b>(1,148,314)</b>	<b>229,325</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>547,534</b>	<b>939,946</b>	<b>(36,611)</b>	<b>(1,220,461)</b>	<b>(2,368,775)</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>939,946</b>	<b>(206,346)</b>	<b>(1,220,461)</b>	<b>(2,368,775)</b>	<b>(2,139,450)</b>

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - PROSPECT HEIGHTS

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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	631,042	1,151,967	1,498,442	1,468,471	1,328,701
Instructional Personnel	2,365,083	3,667,978	4,377,801	4,290,239	4,651,052
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>2,996,125</b>	<b>4,819,945</b>	<b>5,876,244</b>	<b>5,758,710</b>	<b>5,979,753</b>
Fringe Benefits & Payroll Taxes	609,492	932,785	1,208,220	1,022,741	1,119,685
Retirement	72,785	123,797	137,528	140,977	146,374
Management Company Fees	786,577	1,069,330	1,352,201	1,316,265	1,612,179
Building and Land Rent / Lease / Facility Financing	-	14,725	-	-	71,156
Staff Development	43,282	144,901	130,114	121,558	65,873
Professional Fees, Consultant & Purchased Services	33,289	21,272	1,894	314,940	120,944
Marketing / Recruitment	79,105	163,376	162,425	175,482	99,248
Student Supplies, Materials & Services	254,626	810,969	956,834	469,536	260,248
Depreciation	363,945	626,351	697,334	690,911	658,611
Other	631,193	1,379,946	1,864,136	1,153,622	952,597
<b>Total Expenses</b>	<b>5,870,418</b>	<b>10,107,396</b>	<b>12,386,929</b>	<b>11,164,743</b>	<b>11,086,667</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	510	675	553	622	687
Final Chartered Enrollment (includes any revisions)	510	705	581	876	970
Actual Enrollment - GRAPH 4	365	476	577	543	607
Chartered Grades	K-4	K-5	K-6	K-7	K-7
Final Chartered Grades (includes any revisions)	-	K-6	K-7	K-8	K-8

#### 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	17,014	18,731	19,383	18,403	18,783
Other Revenue and Support	144	95	33	32	(143)
<b>TOTAL - GRAPH 3</b>	<b>17,158</b>	<b>18,826</b>	<b>19,416</b>	<b>18,435</b>	<b>18,640</b>

#### Expenses

Program Services	14,692	19,452	19,689	18,273	16,438
Management and General, Fundraising	1,391	1,782	1,779	2,275	1,825
<b>TOTAL - GRAPH 3</b>	<b>16,083</b>	<b>21,234</b>	<b>21,468</b>	<b>20,548</b>	<b>18,262</b>
% of Program Services	91.4%	91.6%	91.7%	88.9%	90.0%
% of Management and Other	8.6%	8.4%	8.3%	11.1%	10.0%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>6.7%</b>	<b>-11.3%</b>	<b>-9.6%</b>	<b>-10.3%</b>	<b>2.1%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.6%</b>

#### Student to Faculty Ratio

	11.1	9.5	7.7	7.2	8.0
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#### Faculty to Admin Ratio

	3.7	3.8	3.4	3.9	5.4
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#### Financial Responsibility Composite Scores - GRAPH 6

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

### SUCCESS ACADEMY CHARTER SCHOOL - UNION SQUARE

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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

	MERGED	MERGED	MERGED	MERGED	Opened 2013-14 MERGED
	2016 17	2017 18	2018 19	2019 20	2020 21
Cash and Cash Equivalents - GRAPH 1	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

##### 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	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

##### Net Assets

Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Liabilities and Net Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment	6,166,837	7,868,808	10,938,173	12,104,456	15,273,424
Students with Disabilities	714,367	1,472,049	1,585,672	1,779,692	2,429,375

##### Grants and Contracts

State and local	(3,744)	-	-	-	-
Federal - Title and IDEA	78,581	288,027	361,184	306,496	268,378
Federal - Other	12,234	18,943	(401,667)	-	366,333
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	481,479	1,163,064	1,537,440	1,985,344
Food Service/Child Nutrition Program	128,181	164,504	273,743	-	-
<b>Total Operating Revenue</b>	<b>7,096,457</b>	<b>10,293,810</b>	<b>13,920,169</b>	<b>15,728,083</b>	<b>20,322,855</b>

##### Expenses

Regular Education	5,258,389	6,908,677	8,866,131	9,404,964	10,841,157
SPED	717,053	2,555,264	3,621,377	3,841,464	3,426,763
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>5,975,442</b>	<b>9,463,941</b>	<b>12,487,508</b>	<b>13,246,428</b>	<b>14,267,920</b>
Management and General	552,027	871,392	1,148,206	1,312,900	1,593,679
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>6,527,469</b>	<b>10,335,333</b>	<b>13,635,714</b>	<b>14,559,328</b>	<b>15,861,599</b>

##### Surplus / (Deficit) From School Operations

	568,988	(41,523)	284,455	1,168,755	4,461,256
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##### Support and Other Revenue

Contributions	35,458	17,614	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	36,934	26,787	45,905	27,428	(117,919)
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>72,392</b>	<b>44,401</b>	<b>45,905</b>	<b>27,428</b>	<b>(117,919)</b>

##### Total Unrestricted Revenue

	7,168,849	10,338,211	13,966,075	15,755,511	20,204,936
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##### Total Temporarily Restricted Revenue

	-	-	-	-	-
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##### Total Revenue - GRAPHS 2 & 3

	7,168,849	10,338,211	13,966,075	15,755,511	20,204,936
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##### Change in Net Assets

	641,380	2,878	330,361	1,196,183	4,343,337
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##### Net Assets - Beginning of Year - GRAPH 2

	(831,192)	(189,812)	(1,536)	328,825	1,525,008
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##### Prior Year Adjustment(s)

	-	-	-	-	-
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##### Net Assets - End of Year - GRAPH 2

	(189,812)	(186,934)	328,825	1,525,008	5,868,345
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# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - UNION SQUARE

NOTE: Effective 2012-13, the charter merged finances with the education corporation, "Success Academy Charter Schools - NYC." 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	657,774	867,758	1,578,742	1,842,879	1,639,021
Instructional Personnel	2,558,011	3,786,582	4,612,402	5,384,098	5,737,310
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>3,215,785</b>	<b>4,654,340</b>	<b>6,191,143</b>	<b>7,226,977</b>	<b>7,376,330</b>
Fringe Benefits & Payroll Taxes	578,849	842,580	1,200,877	1,276,258	1,383,400
Retirement	73,886	105,139	143,404	191,114	191,434
Management Company Fees	896,054	1,176,355	1,569,522	1,797,616	2,657,530
Building and Land Rent / Lease / Facility Financing	-	719,629	1,702,572	1,761,022	1,916,530
Staff Development	42,828	131,435	106,965	133,050	68,428
Professional Fees, Consultant & Purchased Services	37,770	21,754	1,839	47,279	157,737
Marketing / Recruitment	120,416	168,303	186,205	209,837	128,575
Student Supplies, Materials & Services	277,510	672,613	878,410	526,780	422,993
Depreciation	457,240	428,435	287,645	297,506	321,878
Other	827,133	1,414,751	1,367,133	1,091,888	1,236,763
<b>Total Expenses</b>	<b>6,527,471</b>	<b>10,335,333</b>	<b>13,635,714</b>	<b>14,559,328</b>	<b>15,861,599</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	510	675	568	639	707
Final Chartered Enrollment (includes any revisions)	510	776	718	1,306	1,184
Actual Enrollment - <b>GRAPH 4</b>	420	529	671	742	947
Chartered Grades	K-4	K-5	K-6	K-7	K-7
Final Chartered Grades (includes any revisions)	-	K-6	K-7	K-8	K-8

#### 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	16,896	19,459	20,745	21,195	21,453
Other Revenue and Support	172	84	68	37	(124)
<b>TOTAL - GRAPH 3</b>	<b>17,069</b>	<b>19,543</b>	<b>20,814</b>	<b>21,232</b>	<b>21,329</b>

#### Expenses

Program Services	14,227	17,890	18,610	17,851	15,061
Management and General, Fundraising	1,314	1,647	1,711	1,769	1,682
<b>TOTAL - GRAPH 3</b>	<b>15,542</b>	<b>19,537</b>	<b>20,321</b>	<b>19,620</b>	<b>16,744</b>
% of Program Services	91.5%	91.6%	91.6%	91.0%	90.0%
% of Management and Other	8.5%	8.4%	8.4%	9.0%	10.0%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>9.8%</b>	<b>0.0%</b>	<b>2.4%</b>	<b>8.2%</b>	<b>27.4%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.0%</b>	<b>7.0%</b>	<b>12.2%</b>	<b>11.2%</b>	<b>9.4%</b>

#### Student to Faculty Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
12.0	11.0	8.6	8.1	9.9

#### Faculty to Admin Ratio

2016 17	2017 18	2018 19	2019 20	2020 21
3.9	4.4	3.8	5.5	5.4

#### 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

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

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

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

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

## SUCCESS ACADEMY CHARTER SCHOOLS - NYC (COMBINED)

### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

	2016 17	2017 18	2018 19	2019 20	2020 21
Cash and Cash Equivalents - GRAPH 1	5,713,520	91,795	11,088,935	33,058,593	49,249,879
Grants and Contracts Receivable	14,017,217	19,520,440	8,522,223	10,730,964	16,733,785
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	3,882,364	5,660,659	2,740,045	1,583,551	5,983,930
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	<b>23,613,101</b>	<b>25,272,894</b>	<b>22,351,203</b>	<b>45,373,108</b>	<b>71,967,594</b>
Property, Building and Equipment, net	41,916,057	47,203,294	52,562,869	41,880,440	36,236,373
Other Assets	342,000	-	-	350,000	45,000,000
<b>Total Assets - GRAPH 1</b>	<b>65,871,158</b>	<b>72,476,188</b>	<b>74,914,072</b>	<b>87,603,548</b>	<b>153,203,967</b>

##### Liabilities and Net Assets

##### Current Liabilities

Accounts Payable and Accrued Expenses	3,709,198	7,234,456	14,038,164	7,430,623	2,422,187
Accrued Payroll and Benefits	1,769,268	2,470,431	2,990,511	4,962,899	11,014,031
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	3,617,779	-	-	-
Short Term Debt - Bonds, Notes Payable	1,950,000	-	5,887,957	3,615,452	8,619,884
Other	31,722,351	39,758,489	20,642,768	5,321,513	2,981,313
<b>Total Current Liabilities - GRAPH 1</b>	<b>39,150,817</b>	<b>53,081,155</b>	<b>43,559,401</b>	<b>21,330,487</b>	<b>25,037,415</b>
Deferred Rent/Lease Liability	-	2,173,683	3,251,498	3,114,496	1,670,519
All other L-T debt and notes payable, net current maturities	5,550,000	5,527,572	5,366,156	7,264,171	5,255,228
<b>Total Liabilities - GRAPH 1</b>	<b>44,700,817</b>	<b>60,782,410</b>	<b>52,177,054</b>	<b>31,709,154</b>	<b>31,963,162</b>

##### Net Assets

Without Donor Restrictions	21,170,341	11,693,778	22,384,818	55,894,394	121,240,805
With Donor Restrictions	-	-	352,200	-	-
<b>Total Net Assets</b>	<b>21,170,341</b>	<b>11,693,778</b>	<b>22,737,018</b>	<b>55,894,394</b>	<b>121,240,805</b>
<b>Total Liabilities and Net Assets</b>	<b>65,871,158</b>	<b>72,476,188</b>	<b>74,914,072</b>	<b>87,603,548</b>	<b>153,203,967</b>

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment	186,894,948	217,023,301	247,606,042	287,276,780	328,057,554
Students with Disabilities	23,689,396	29,525,533	30,637,131	30,978,227	37,182,586
<b>Grants and Contracts</b>					
State and local	967,780	481,202	720,000	-	-
Federal - Title and IDEA	5,629,226	11,941,032	11,882,183	10,401,522	11,049,365
Federal - Other	6,126,807	686,808	130,000	716,053	10,641,038
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	964,391	2,148,873	2,980,281	3,916,172
Food Service/Child Nutrition Program	2,478,353	2,550,955	3,541,922	-	-
<b>Total Operating Revenue</b>	<b>225,786,510</b>	<b>263,173,222</b>	<b>296,666,152</b>	<b>332,352,863</b>	<b>390,846,716</b>

##### Expenses

Regular Education	184,131,782	182,962,870	186,033,590	191,074,432	220,116,378
SPED	25,108,876	67,671,199	75,985,551	78,044,485	69,576,218
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>209,240,659</b>	<b>250,634,069</b>	<b>262,019,141</b>	<b>269,118,917</b>	<b>289,692,596</b>
Management and General	18,338,924	23,256,083	24,397,628	30,527,886	32,957,214
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>227,579,583</b>	<b>273,890,152</b>	<b>286,416,769</b>	<b>299,646,803</b>	<b>322,649,810</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>(1,793,073)</b>	<b>(10,716,930)</b>	<b>10,249,382</b>	<b>32,706,059</b>	<b>68,196,906</b>

##### Support and Other Revenue

Contributions	2,066,006	467,922	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	704,522	772,422	793,664	451,519	(2,850,495)
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>2,770,528</b>	<b>1,240,344</b>	<b>793,664</b>	<b>451,519</b>	<b>(2,850,495)</b>

Total Unrestricted Revenue	228,557,038	264,413,566	297,459,815	332,804,381	387,996,221
Total Temporarily Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>228,557,038</b>	<b>264,413,566</b>	<b>297,459,815</b>	<b>332,804,381</b>	<b>387,996,221</b>

##### Change in Net Assets

<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>20,192,887</b>	<b>21,170,337</b>	<b>11,693,778</b>	<b>22,736,816</b>	<b>55,894,394</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>21,170,343</b>	<b>11,693,751</b>	<b>22,736,824</b>	<b>55,894,394</b>	<b>121,240,804</b>

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOLS - NYC (COMBINED)

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

	2016 17	2017 18	2018 19	2019 20	2020 21
Personnel Service					
Administrative Staff Personnel	23,013,530	28,250,961	34,107,934	38,644,059	36,022,872
Instructional Personnel	86,103,852	99,473,376	99,648,669	112,901,270	126,096,264
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>109,117,382</b>	<b>127,724,337</b>	<b>133,756,603</b>	<b>151,545,329</b>	<b>162,119,136</b>
Fringe Benefits & Payroll Taxes	19,620,130	23,902,313	25,781,734	26,641,977	31,030,491
Retirement	2,569,914	2,985,767	2,994,130	3,727,652	4,027,510
Management Company Fees	27,172,471	31,695,869	36,035,414	42,678,091	54,642,885
Building and Land Rent / Lease / Facility Financing	-	3,247,791	3,637,327	3,518,524	6,648,550
Staff Development	2,876,125	3,520,654	3,017,574	3,013,619	1,593,185
Professional Fees, Consultant & Purchased Services	1,224,353	609,012	168,300	4,584,365	3,826,298
Marketing / Recruitment	4,023,767	5,018,389	5,594,568	5,108,127	3,328,049
Student Supplies, Materials & Services	13,528,905	20,205,032	18,127,105	12,654,793	8,081,430
Depreciation	16,241,135	18,205,477	20,112,701	19,363,530	18,756,749
Other	31,205,409	36,775,511	37,191,313	26,810,796	28,595,526
<b>Total Expenses</b>	<b>227,579,591</b>	<b>273,890,152</b>	<b>286,416,769</b>	<b>299,646,803</b>	<b>322,649,810</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016 17	2017 18	2018 19	2019 20	2020 21
Original Chartered Enrollment	17,103	19,930	23,103	25,872	27,451
Final Chartered Enrollment (includes any revisions)	15,111	17,869	18,219	21,310	23,614
Actual Enrollment - <b>GRAPH 4</b>	12,627	14,053	15,357	17,617	20,290
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%	14.027	4.527	15.307	16.150
		100.0%	3.4%	5.1%	5.2%

#### PER STUDENT BREAKDOWN

##### Revenue

	2016 17	2017 18	2018 19	2019 20	2020 21
Operating	17,881	18,727	19,318	18,865	19,263
Other Revenue and Support	219	88	52	26	(140)
<b>TOTAL - GRAPH 3</b>	<b>18,101</b>	<b>18,815</b>	<b>19,370</b>	<b>18,891</b>	<b>19,123</b>

##### Expenses

	2016 17	2017 18	2018 19	2019 20	2020 21
Program Services	16,571	17,835	17,062	15,276	14,278
Management and General, Fundraising	1,452	1,655	1,589	1,733	1,624
<b>TOTAL - GRAPH 3</b>	<b>18,023</b>	<b>19,490</b>	<b>18,651</b>	<b>17,009</b>	<b>15,902</b>
% of Program Services	91.9%	91.5%	91.5%	89.8%	89.8%
% of Management and Other	8.1%	8.5%	8.5%	10.2%	10.2%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>0.4%</b>	<b>-3.5%</b>	<b>3.9%</b>	<b>11.1%</b>	<b>20.3%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.0%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.1%</b>	<b>1.7%</b>

#### Student to Faculty Ratio

	2016 17	2017 18	2018 19	2019 20	2020 21
Student to Faculty Ratio	10.5	10.6	9.1	9.1	9.7

#### Faculty to Admin Ratio

	2016 17	2017 18	2018 19	2019 20	2020 21
Faculty to Admin Ratio	3.8	3.9	3.7	4.0	5.4

#### Financial Responsibility Composite Scores - GRAPH 6

Score	0.8	0.1	1.1	2.2	3.0
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	Fiscally Needs Monitoring	Fiscally Needs Monitoring	Fiscally Adequate	Fiscally Strong	Fiscally Strong

#### Working Capital - GRAPH 7

	2016 17	2017 18	2018 19	2019 20	2020 21
Net Working Capital	(15,537,716)	(27,808,261)	(21,208,198)	24,042,621	46,930,179
As % of Unrestricted Revenue	-6.8%	-10.5%	-7.1%	7.2%	12.1%
Working Capital (Current) Ratio Score	0.6	0.5	0.5	2.1	2.9
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	HIGH	HIGH	HIGH	MEDIUM	MEDIUM
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	Poor	Poor	Poor	Good	Good

#### Quick (Acid Test) Ratio

	2016 17	2017 18	2018 19	2019 20	2020 21
Score	0.5	0.4	0.5	2.1	2.6
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	HIGH	HIGH	HIGH	MEDIUM	LOW
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	Poor	Poor	Poor	Good	Excellent

#### Debt to Asset Ratio - GRAPH 7

	2016 17	2017 18	2018 19	2019 20	2020 21
Score	0.7	0.8	0.7	0.4	0.2
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	MEDIUM	MEDIUM	MEDIUM	LOW	LOW
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	Good	Good	Good	Excellent	Excellent

#### Months of Cash - GRAPH 8

	2016 17	2017 18	2018 19	2019 20	2020 21
Score	0.3	0.0	0.5	1.3	1.8
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?

*Success Crown Heights, Success Fort Greene, Success Harlem 2, Success Harlem 3, Success Harlem 4, Success Hell’s Kitchen, Success Prospect Heights, and Success Union Square each implement the replicated SACS-NYC academic program, which is an academic success. With support from the network, each charter operates as an effective and viable organization. SACS-NYC plans to continue to operate the charters in the same manner, making its plans for the charters’ futures sound.*

#### SUCCESS ACADEMY CHARTER SCHOOLS NYC

**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 Board Oversight & Governance.** Trustees express interest in continuing to serve SACS-NYC in the next charter term.

**Fiscal & Facility Plans.** Based on evidence collected through the renewal review, including a review of the projected financial plan, SACS-NYC presents a reasonable and appropriate fiscal plan for the school for the next charter term including individual charter budgets that are feasible and achievable.

SACS-NYC continues to utilize New York City Department of Education (“NYCDOE”) co-located facilities along with a few privately leased spaces.

#### SUCCESS ACADEMY CHARTER SCHOOL CROWN HEIGHTS

**Plans for the Educational Program.** Success Crown Heights plans to implement the same elements of the academic program that have led to success during the charter term.

**Facility Plans.** Success Crown Heights plans to continue instruction for the elementary and middle school grades in its NYCDOE co-located sites for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<b>Enrollment</b>	1,125	948
<b>Grade Span</b>	K-8	K-8
<b>Teaching Staff</b>	83	79
<b>Days of Instruction</b>	180	180



## FUTURE PLANS

### SUCCESS ACADEMY CHARTER SCHOOL FORT GREENE

**Plans for the Educational Program.** Success Fort Greene plans to implement the same elements of the academic program that have led to success during the charter term.

**Facility Plans.** Success Fort Greene plans to continue instruction for the middle school grades in its NYCDOE co-located site for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	253	552
<i>Grade Span</i>	5-8	K-8
<i>Teaching Staff</i>	45	54
<i>Days of Instruction</i>	180	180

### SUCCESS ACADEMY CHARTER SCHOOL HARLEM 2

**Plans for the Educational Program.** Success Harlem 2 plans to implement the same elements of the academic program that have led to success during the charter term.

**Facility Plans.** Success Harlem 2 plans to continue instruction for the elementary and middle school grades in its NYCDOE co-located sites for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	406	700
<i>Grade Span</i>	K-4	K-8
<i>Teaching Staff</i>	32	50
<i>Days of Instruction</i>	180	180

## FUTURE PLANS

### SUCCESS ACADEMY CHARTER SCHOOL HARLEM 3

**Plans for the Educational Program.** Success Harlem 3 plans to implement the same elements of the academic program that have led to success during the charter term.

**Facility Plans.** Success Harlem 3 plans to continue instruction for the elementary and middle school grades in its NYCDOE co-located sites for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	760	834
<i>Grade Span</i>	K-8	K-8
<i>Teaching Staff</i>	73	71
<i>Days of Instruction</i>	180	180

### SUCCESS ACADEMY CHARTER SCHOOL HARLEM 4

**Plans for the Educational Program.** Success Harlem 4 plans to implement the same elements of the academic program that have led to success during the charter term.

**Facility Plans.** Success Harlem 4 plans to continue instruction for the elementary school grades in its NYCDOE co-located site for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	655	321
<i>Grade Span</i>	K-4	K-4
<i>Teaching Staff</i>	26	25
<i>Days of Instruction</i>	180	180

## FUTURE PLANS

### SUCCESS ACADEMY CHARTER SCHOOL HELL'S KITCHEN

**Plans for the Educational Program.** Success Hell's Kitchen plans to implement the same elements of the academic program that have led to success during the charter term.

**Facility Plans.** Success Hell's Kitchen plans to continue instruction for the elementary school grades in its NYCDOE co-located site for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	415	399
<i>Grade Span</i>	K-4	K-4
<i>Teaching Staff</i>	32	32
<i>Days of Instruction</i>	180	180

### SUCCESS ACADEMY CHARTER SCHOOL PROSPECT HEIGHTS

**Plans for the Educational Program.** Success Prospect Heights plans to implement the same elements of the academic program that have led to success during the charter term.

**Facility Plans.** Success Prospect Heights plans to continue instruction for the elementary school grades in its NYCDOE co-located site for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	329	342
<i>Grade Span</i>	K-4	K-4
<i>Teaching Staff</i>	30	29
<i>Days of Instruction</i>	180	180



## FUTURE PLANS

### SUCCESS ACADEMY CHARTER SCHOOL UNION SQUARE

**Plans for the Educational Program.** Success Union Square plans to implement the same elements of the academic program that have led to success during the charter term.

**Facility Plans.** Success Union Square plans to continue instruction for the elementary and middle school grades in its NYCDOE co-located site and one private site for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	1,224	1,025
<i>Grade Span</i>	K-8	K-8
<i>Teaching Staff</i>	83	80
<i>Days of Instruction</i>	180	180

Success Academy  
Charter Schools NYC

# Ax

## APPENDICES

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Simon Shaw

James J. Valentini

**NETWORK LEADERS**

**PRINCIPAL**

*Eva Moskowitz, CEO (2006-07 to Present)*

**CHARTER VISIT HISTORY**

SCHOOL YEAR	SCHOOL AND VISIT TYPE	VISIT DATE
2008-09	Success Harlem 2 - First Year Visit	February 24, 2009
	Success Harlem 3 - First Year Visit	February 25, 2009
	Success Harlem 4 - First Year Visit	April 28, 2009
2009-10	Success Harlem 2 - Evaluation Visit	April 5-6, 2010
	Success Harlem 3 - Evaluation Visit	April 8-9, 2010
	Success Harlem 4 - Evaluation Visit	April 12-13, 2010
2010-11	Success Bronx 1 - First Year Visit	April 5, 2011
	Success Bronx 2 - First Year Visit	May 7, 2011
	Success Harlem 5 - First Year Visit	May 5, 2011
2011-12	Success BedStuy 1 - First Year Visit	May 8, 2012
	Success Upper West - First Year Visit	March 6, 2012
2012-13	Success Harlem 2 - Renewal Visit	November 27-28, 2012
	Success Harlem 3 - Renewal Visit	November 28-29, 2012
	Success Harlem 4 - Renewal Visit	November 28-29, 2012
2013-14	Success Crown Heights - First Year Visit	June 2-3, 2014
	Success Fort Greene - First Year Visit	June 2, 2014
	Success Hell's Kitchen - First Year Visit	June 5, 2014
	Success Prospect Heights - First Year Visit	June 3, 2014
	Success Union Square - First Year Visit	June 2, 2014
2014-15	Success Bronx 1 - Renewal Visit	December 11, 2014
	Success Bronx 2 - Renewal Visit	December 4, 2014
	Success Harlem 5 - Renewal Visit	December 2, 2014
2015-16	Success BedStuy 1 - Renewal Visit	September 10, 2015
	Success Bronx 3 - First Year Visit	April 13, 2015
	Success Harlem 1 - Renewal Visit	September 11, 2015
	Success Upper West - Renewal Visit	September 14, 2015
2016-17	Success BedStuy 2 - Renewal Visit	September 13, 2016
	Success Bensonhurst - Renewal Visit	April 13, 2017
	Success Bergen Beach - Renewal Visit	April 13, 2017
	Success Bronx 1 - Renewal Visit	September 15, 2016
	Success Bronx 2 - Renewal Visit	September 16, 2016
	Success Bronx 4 - Renewal Visit	April 11, 2017
	Success Clinton Hill - Renewal Visit	September 14, 2016
	Success Crown Heights - Renewal Visit	September 15, 2016
Success Fort Greene - Renewal Visit	September 14, 2016	



**CHARTER VISIT HISTORY**

SCHOOL YEAR	SCHOOL AND VISIT TYPE	VISIT DATE
2016-17	Success Harlem 5 - Renewal Visit	September 16, 2016
	Success Hell’s Kitchen - Renewal Visit	April 12, 2017
	Success Prospect Heights - Renewal Visit	September 15, 2016
	Success Rosedale - Renewal Visit	April 14, 2017
	Success Springfield Gardens - Renewal Visit	April 14, 2017
	Success Union Square - Renewal Visit	September 19, 2016
	Success Washington Heights - Renewal Visit	April 10, 2017
	Success Williamsburg - Renewal Visit	September 13, 2016
2017-18	Success Hudson Yards - First Year Visit	May 29, 2018
	Success Harlem 6 - First Year Visit	May 29, 2019
2018-19	Success BedStuy 1 - Renewal Visit	December 11, 2018
	Success Upper West - Renewal Visit	December 11, 2018
2019-20	Success BedStuy 2 - Renewal Visit	October 23, 2019
	Success Bushwick - Renewal Visit	October 23, 2019
	Success Cobble Hill - Renewal Visit	October 24, 2019
	Success Far Rockaway - Renewal Visit	October 25, 2019
	Success Flatbush - Renewal Visit	October 24, 2019
	Success South Jamaica - Renewal Visit	October 25, 2019
2020-21	Success Williamsburg - Renewal Visit	October 24, 2019
	Success BedStuy 3 - Renewal Visit (remote) Success Harlem 1 - Renewal Visit (remote)	September 29-October 2, 2020
2021-22	Success Hudson Yards - Renewal Review	September 15, 2021
2022-23	Success Crown Heights - Renewal Review	July 21, 2022 August 11, 2022 September 12-16, 2022 October 12 and 14, 2022
	Success Fort Greene - Renewal Review	
	Success Harlem 2 - Renewal Review	
	Success Harlem 3 - Renewal Review	
	Success Harlem 4 - Renewal Review	
	Success Hell’s Kitchen - Renewal Review	
	Success Prospect Heights - Renewal Review	
Success Union Square - Renewal Review		

**CONDUCT OF THE RENEWAL REVIEW**

DATE(S) OF REVIEW	EVALUATION TEAM MEMBERS	TITLE
July 21, 2022 August 11, 2022 September 12-16, 2022 October 12 and 14, 2022	Andrew Kile	Managing Director of Evaluation
	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 structures 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 school design that produced the high quality outcomes captured in the body of this renewal report.

### ASSESSMENT

SACS-NYC implements a rigorous and comprehensive assessment system that improves instructional effectiveness and student learning. SACS-NYC charters administer a variety of diagnostic, formative, and benchmark assessments throughout the school year in order to determine students' level of mastery and identify intervention needs. To measure students' literacy skills, the charters administer the Fountas & Pinnell Benchmark Assessment System ("F&P") and Success for All ("SFA") assessments, both of which have demonstrated success as academic interventions with urban and low-income students. Charters administer network-developed interim assessments in ELA, mathematics, and science as well as monthly tests in vocabulary and weekly tests in spelling and mathematics. The network's process for creating assessments is rigorous; it includes opportunities to field test new items in order to assess their validity and reliability before incorporating into summative assessments.

Extensive training prepares teachers to implement valid and reliable processes for scoring assessments and evaluating results. For example, following each administration of interim assessments, grade level teachers exchange student work and set a consistent performance standard across classrooms, which ensures grading consistency. Charter-based data coordinators work in conjunction with network staff members to provide thorough analyses of assessment data at the student, class, grade, and charter levels using the network's robust student information system ("SIS"). This portal serves as a repository for student data and allows charters and the network to analyze results across classrooms, grades, and charters. SIS performance reports allow leaders to review other charters' data, which enables charter to charter comparisons across grade levels and assists in developing leaders' plans for targeted coaching of teachers. In reviewing network-wide results, leaders can identify a teacher at another charter whose students are performing exceptionally well in an area that students within his or her charter find challenging. Thus, instructional leaders can plan teachers' peer observations of instruction across charters. Additionally, leaders and the network's instructional management team use data to identify topics for professional development and to identify strategies needed for general coaching. SACS-NYC charters continually uses assessment data to evaluate teacher and program effectiveness.

### CURRICULUM

SACS-NYC's rigorous, research based curriculum supports teachers in their instructional planning within and across grades. The network conducts ongoing reviews of its curricular materials to ensure that its charters prepare students for success on state assessments and in respective college and career pathways. Beyond considering performance of students at its charters and across New York State, SACS-NYC reviews the practices of high performing schools (district, charter, and private) nationwide and education research developments

while assessing its curricular strengths and weaknesses. During the school year, teachers work in grade level study teams to adjust instructional plans and provide feedback to instructional leaders who pass the information to network teams. Charter leaders complete annual surveys of the curriculum's effectiveness. Network content area teams manage revision of curricular materials by reviewing feedback from charters and piloting instructional materials in classrooms.

In addition to a curricular framework that details what students will learn in each grade, teachers use a variety of supporting tools including scope and sequence documents, unit plans, and individual lesson plans that provide a bridge between the framework and daily lessons. These materials detail what students should learn and be able to do throughout the school year, so teachers know what to teach and when to teach it. Importantly, the framework creates a multitude of opportunities for interdisciplinary instruction with thematic units, which cover common themes in different content area lessons.

The academic program relies on a combination of network developed and commercial curricula. For ELA, SACS-NYC charters supplement its internally developed THINK Literacy framework with the SFA program, which uses a research based approach to enhance students' literacy skills through methods such as cooperative learning and frequent assessment of student understanding. In mathematics, the charters use TERC Investigations, a program that centers on teaching fundamental ideas of numbers, operations, data, and measurement, along with Cognitively Guided Instruction, an instructional approach that builds from students' mathematical problem solving ability in the elementary grades. In the middle grades, charters use a network-developed program adapted from Mathematics in Context, a module based program that challenges students to solve real world problems largely through peer discussion. Students develop higher order thinking and problem solving skills as they apply mathematical thinking to answer questions rich with realistic context that engages students. In addition to internally developed science and technology programs, SACS-NYC charters offer an array of specials classes including chess, theater, dance, and sports.

## PEDAGOGY

High quality instruction that creates consistent focus on academic achievement and develops students' higher-order thinking and problem-solving skills is evident across SACS-NYC charters. Across first year visits, mid-charter term visits, and renewal visits to SACS-NYC charters, Institute evaluation teams consistently found well crafted lessons that feature student-to-student interaction in solving real world problems, skillful questioning, and ongoing informal assessment of students' progress toward concept mastery. In alignment with SACS-NYC's priorities for 2022-23 of building more student independence, the Institute observed teachers providing more independent work times for students as well as more time to grapple and unpack difficult concepts. Teachers also fully utilize integrated technology within lessons where scholars complete work tasks on laptops, which then allows teachers to see in the moment work and provide immediate feedback to students individually.

Typically, lessons limit the amount of time spent on direct instruction while maximizing opportunities for students to work independently or in small groups. In a mathematics lesson, for example, the teacher typically sets out a sample problem and asks students to solve it. The teacher may then ask students to explain to each other how they solved it and assess the need for additional examples by asking individual students

direct questions and checking for whole class understanding with a thumbs up/thumbs down prompt. Once the teacher determines students are ready to move on, students then participate in a challenging activity that builds on students' previous knowledge and features the recently introduced concept. In addition to circulating around the classroom to monitor students' progress as they work collaboratively, the teacher might have students independently complete a brief task at the end of the planned lesson in order to adjust future instruction based on student responses. Across content areas, SACS-NYC teachers' artful questions challenge students to deepen their understanding of concepts and engage in rich peer-to-peer discussions. With students responsible for most of the talking during a lesson, teachers encourage students to be active learners capable of handling the heavy cognitive lifting required to develop higher-order thinking skills.

A pervasive sense of urgency for learning is part of the SACS-NYC approach to instruction. Teachers maximize learning time with appropriate lesson pacing and effective classroom management techniques. Routines for transitioning students from one lesson to the next or one topic to the next within a lesson ensure students remain focused on learning tasks. Silent hand signals generally enable teachers to redirect any low level misbehavior without disrupting the learning environment.

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### INSTRUCTIONAL LEADERSHIP

SACS-NYC charters' strong instructional leadership practices include providing teachers with extensive coaching and professional development opportunities designed to catalyze accelerated student learning and achievement. Robust instructional teams at the charter and network level support the development of instructional leaders and teachers with daily sustained and systemic coaching and professional development activities that interrelate with classroom practice. Teachers receive over 400 hours, on average, of professional development throughout the year, including intervisitation opportunities for teachers and leaders to observe strong teaching across network charters and data analysis days where staff members analyze benchmark assessments.

Charters throughout the education corporation set high expectations for teacher performance, measured largely by student achievement results. All charters use the SIS to monitor progress toward meeting network-wide performance goals as well as schoolwide goals set by the leader. For example, a principal could set growth targets in addition to a network goal of 90 percent proficiency in a particular skill area.

SACS-NYC's particularly strong professional development program begins with summer "Teacher School," a three week pre-service training often referred to as "T-School." Charter leaders and network staff collaborate to determine topics and trainings designed to address student achievement and teacher pedagogical needs based on observation and student data. In addition to network-wide activities, charter leaders conduct weekly professional development sessions that build on topics and skills introduced in T-School, frequently differentiated by content area or grade level, in order to target teacher and student needs most precisely. In addition to gearing professional development activities toward specific grades, leaders often conduct different sessions for varying levels of experience.

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## AT RISK PROGRAM

SACS-NYC charters have a wide range of strong supports in place to meet the needs of at-risk students. Teachers and leaders implement clear procedures for identifying and serving students with disabilities, ELLs, and students at risk of academic failure. Charters disaggregate student performance data on an ongoing basis to assess the effectiveness of instructional and behavioral interventions. Teachers across the network receive extensive professional development designed to prepare them to meet the needs of all students.

SACS-NYC charters use a tiered Response to Intervention (“RTI”) process to identify students struggling academically and to modify interventions as necessary. The SFA curricular program embeds initial interventions within charters’ curricula in that the program emphasizes early oral language development through rich peer-to-peer discussions. Teachers combine whole class instruction with flexible, ability-based groupings to respond to individual needs. Students identified as performing below grade level based on regular internal assessments and daily classwork receive progressive supports within the classroom setting and through pull out tutoring. Charter staff members identify specific learning gaps and monitor students’ progress in meeting performance goals at the end of each intervention cycle, usually aligning with network benchmark assessments. If a student does not make sufficient progress, charter-based student support teams determine next steps including additional small group or individualized interventions and referral to the district Committee on Special Education (“CSE”) as necessary. As charter schools are considered part of the district under federal law for the purposes of providing settings and services to students with disabilities, the CSE holds statutory responsibility for evaluating special service needs and making Individualized Education Program (“IEP”) determinations. Charter schools must then implement the IEPs approved by the CSE.

SACS-NYC charters educate students with disabilities in the least restrictive environment in accordance with each student’s IEP while offering additional supports embedded in its existing programming. The charters offer students with disabilities related services (e.g., speech/language, occupational, physical and psychological therapy), integrated co-teaching (“ICT”) classrooms, individual and group counseling, behavior intervention plans, and additional supports within the RTI framework. For students requiring a self-contained setting, SACS-NYC served 2,069 students with disabilities enrolled on or about June 2022 across both ICT classrooms and 12:1:1 settings. Teachers are well aware of students’ IEP goals and collaborate with at-risk program staff to plan instruction and monitor progress. Student support teams meet regularly to discuss students’ progress toward meeting IEP goals using disaggregated data from the network SIS, classroom assignments, and teacher observations.

SACS-NYC charters use the Home Language Identification Survey and the New York State Identification Test for English Language Learners (“NYSITELL”) to identify students requiring English acquisition supports. SACS-NYC implements a comprehensive English language immersion program, focused on increasing early literacy skills. The charters serve ELLs within the core academic program, which provides abundant opportunities for oral and written communication through its curriculum. Charters monitor student progress annually with the New York State English as a Second Language Achievement Test (“NYSESLAT”) and informally throughout the school year. Network professional development activities develop teachers’ skills in supporting ELLs with strategies such as intentional seating, visual demonstrations, and the use of supplementary audio materials. These supports prove to be successful, with many ELLs reaching English proficiency and performing better than district peers on state ELA assessments.

## ORGANIZATIONAL CAPACITY

SACS-NYC establishes well functioning organizational structures with staff, systems, and procedures that support high levels of student achievement and effective delivery of the comprehensive educational program. Clear roles and responsibilities at both the charter and network level allow charter leaders to focus on student learning, instructional practice, and teacher development. Principals serve as primary instructional leaders and receive considerable support from assistant principals. Assistant principals focus largely on school culture, and operations staff members manage the day-to-day business of charters. Strong network supports and clearly established career paths assist SACS-NYC in recruiting and retaining high quality staff. Network level managing directors visit charters regularly to conduct classroom observations, coach teachers, and develop leaders' communication, management, and data analysis skills.

SACS-NYC has revised the assistant principal role in order to focus on retaining assistant principals in place, developing relationships with parents, and managing a variety of other academic functions at each charter. Network staff members use student achievement results, classroom observations, coaching feedback, and other data to professionally develop assistant principals in place. When opportunities arise, assistant principals apply for and move into charter leadership positions. SACS-NYC charters invest in teaching teams. Historically, the charters have entered into partnerships with Touro College and Hunter College whereby SACS-NYC teachers earn a master's degree from a graduate school of education at no cost while teaching full time. The network has also developed an informal peer learning process that provides less experienced teachers opportunities to observe master teachers across network charters. As master teachers (known as labsite teachers) possess exceptionally strong instructional delivery and classroom management skills, charter leaders may send teachers struggling to develop their own pedagogical practice in similar grade levels and/or content areas to observe one or more master teachers for live demonstrations of effective strategies. Master teachers also support the professional development of new teachers, often providing training to new teachers over the summer.

The network centrally manages student recruitment and efforts to meet enrollment and retention targets for students with disabilities, ELLs, and students who are eligible applicants to the FRPL program. See charts in Appendix A for information on enrollment and retention targets across the network. Efforts to recruit at-risk students include multilingual advertisements, informational sessions, and canvassing of local CSDs. SACS-NYC implements an ELL lottery preference to bolster its efforts to meet enrollment targets for ELLs. SACS-NYC continually monitors its programs and makes changes as necessary. The network instructional team, like charter leaders, regularly uses the SIS to analyze student assessment data in order to identify which objectives students have mastered and which they have not. This determination may result in adjustments to pacing documents and/or other curricular materials. While charter leaders have some discretion over implementation of certain program aspects, major changes are mainly driven by network analyses of data gathered from assessments, leaders' daily observations of classrooms, feedback from charter leaders provided in annual surveys, and in real time, through informal communications throughout the year. Previous analyses have resulted in changes to existing curricular materials, development of supplementary materials, and modifications to professional development plans.

## BOARD OVERSIGHT AND GOVERNANCE

The SACS-NYC board, equipped with a diverse skill set relevant to governance, provides rigorous oversight of all its charters with a central focus on student outcomes. Though deeply knowledgeable about the charters' educational program, progress toward meeting Accountability Plan goals, enrollment levels, and facility plans, it maintains appropriate distance from the day-to-day management of charters, which it delegates to Success Academy. The board establishes clear priorities to support the education program, and monitors progress toward achieving these goals while holding the network and charter leaders accountable for student achievement with annual evaluations.

The board requires detailed reports on charters' academic, financial, and operations data from Success Academy prior to each of its board meetings. It reviews these reports thoroughly for clear understanding of individual charter status and of the network as a whole. In addition to these written reports, the board receives information directly from network leaders in presentations specific to individual charters on matters such as student performance, student attendance, or staff concerns. The board also receives information on litigation and other legal matters from Success Academy counsel except in cases where a potential conflict exists. In such cases, the board retains separate counsel. The board clearly understands the charters' Accountability Plan goals and the multiple performance measures within the goals. The board directs an abundance of resources to charters to ensure high levels of student achievement. The board works with the network to ensure charters have what they need to support and retain high quality staff and purchase technology and other learning tools to implement the Success Academy program with fidelity.



**EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL**

	2010-11	2014-15	2016-17	2018-19	2019-20	2020-21	2022-23
Charter school opening			●				
Renewal by Original Authorizer			▼				
Initial Renewal - Full-Term			■				
Subsequent Renewal - Full-Term			◆				
Subsequent Renewal Recommendation - Full-Term			◊				
Success Academy Charter School - Bronx 1							
Success Academy Charter School - Bronx 2							
Success Academy Charter School - Bed Stuy 1							
Success Academy Charter School - Bed Stuy 2							
Success Academy Charter School - Bronx 3							
Success Academy Charter School - Bensonhurst							
Success Academy Charter School - Bergen Beach							
Success Academy Charter School - Bronx 4							
Success Academy Charter School - Bed Stuy 3							
Success Academy Charter School - Bronx 5 Lower							
Success Academy Charter School - Bronx 5 Upper							



**EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL CONTINUED**

	2006-07	2010-11	2015-16	2020-21
Charter school opening			●	
Renewal by Original Authorizer			▼	
Initial Renewal - Full-Term			■	
Subsequent Renewal - Full-Term			◆	
Subsequent Renewal Recommendation - Full-Term			◇	
Success Academy Charter School - Harlem 1				
Success Academy Charter School - Harlem 2	2008-09	2012-13	2016-17	2022-23
Success Academy Charter School - Harlem 3	2008-09	2012-13	2016-17	2022-23
Success Academy Charter School - Harlem 4	2008-09	2012-13	2016-17	2022-23
Success Academy Charter School - Harlem 5		2010-11	2014-15	2016-17
Success Academy Charter School - Cobble Hill		2012-13	2016-17	2019-20
Success Academy Charter School - Crown Heights		2013-14	2016-17	2022-23
Success Academy Charter School - Fort Greene		2013-14	2016-17	2022-23
Success Academy Charter School - Bushwick			2016-17	2019-20
Success Academy Charter School - Far Rockaway			2016-17	2019-20
Success Academy Charter School - Flatbush			2016-17	2019-20



**EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL CONTINUED**

	2011-12	2015-16	2018-19
Charter school opening			●
Renewal by Original Authorizer			▼
Initial Renewal - Full-Term			■
Subsequent Renewal - Full-Term			◆
Subsequent Renewal Recommendation - Full-Term			◇
Success Academy Charter School - Upper West			
Success Academy Charter School - Williamsburg	2012-13	2016-17	2019-20
Success Academy Charter School - Hell's Kitchen	2013-14	2016-17	2022-23
Success Academy Charter School - Prospect Heights	2013-14	2016-17	2022-23
Success Academy Charter School - Union Square	2013-14	2016-17	2022-23
Success Academy Charter School - Rosedale		2014-15	2016-17
Success Academy Charter School - Springfield Gardens		2014-15	2016-17
Success Academy Charter School - Washington Heights		2014-15	2016-17
Success Academy Charter School - South Jamaica		2016-17	2019-20
Success Academy Charter School - Harlem 6			2017-18
Success Academy Charter School - Hudson Yards			2017-18
			2020-21
			2020-21

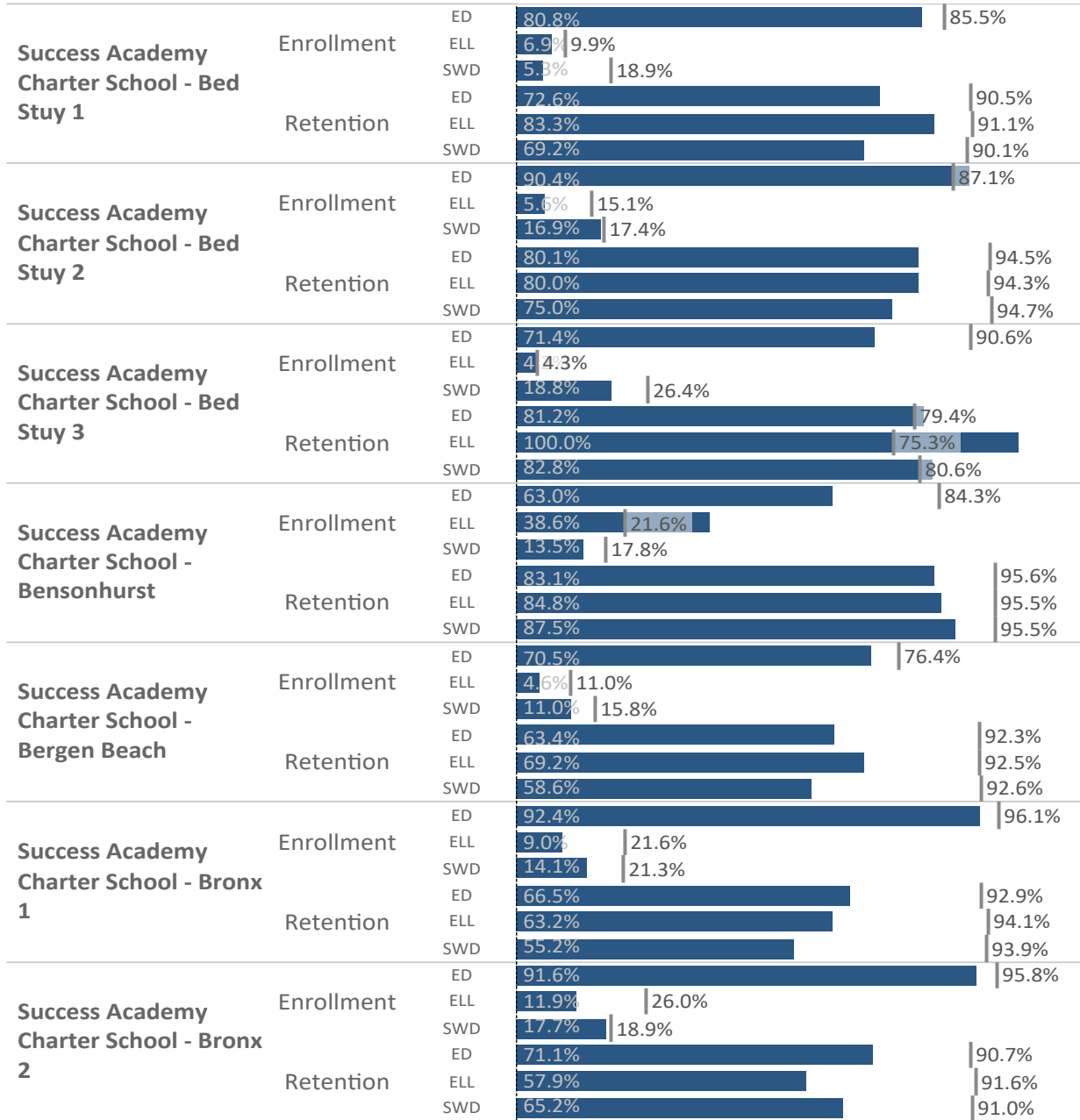


**EDUCATION CORPORATION CHARTER CHARACTERISTICS**

CHARTER	LOCAL DISTRICT	CO LOCATED	CHARTERED ENROLLMENT	GRADE SPAN
Success BedStuy 1	Brooklyn CSD 14	Yes	787	5-9
Success BedStuy 2	Brooklyn CSD 14	Yes	767	K-4
Success - BedStuy 3	Brooklyn CSD 16	Yes	290	5-8
Success Bensonhurst	Brooklyn CSD 21	Yes	545	K-4
Success Bergen Beach	Brooklyn CSD 22	Yes	1,107	K-8
Success Bronx 1	Bronx CSD 7	Yes	596	K-4
Success Bronx 2	Bronx CSD 9	Yes	1,273	K-8
Success Bronx 3	Bronx CSD 5 & 9	Yes/No	1,877	K-10
Success Bronx 4	Bronx CSD 8	Yes	625	K-4
Success Bronx 5 Lower	Bronx CSD 7	Yes	190	K-1
Success Bronx 5 Upper	Bronx CSD 7	Yes	190	2-3
Success Bushwick	Brooklyn CSD 32	Yes	456	K-4
Success Cobble Hill	Brooklyn CSD 15	Yes	341	K-4
Success Crown Heights	Brooklyn CSD 17	Yes	1,125	K-8
Success Far Rockaway	Queens CSD 27	Yes	914	K-7
Success Flatbush	Brooklyn CSD 17	Yes	542	K-4
Success Fort Greene	Brooklyn CSD 13	Yes	253	4-8
Success Harlem 1	Manhattan CSD 3	Yes	2,914	K-12
Success Harlem 2	Manhattan CSD 5	Yes	406	K-4
Success Harlem 3	Manhattan CSD 2 & 5	Yes/No	760	K-8
Success Harlem 4	Manhattan CSD 4	Yes	655	K-4
Success Harlem 5	Manhattan CSD 5	Yes	956	K-8
Success Harlem 6	Manhattan CSD 5	Yes	149	3-4
Success Hell’s Kitchen	Manhattan CSD 2	Yes	415	K-4
Success Hudson Yards	Manhattan CSD 2	No	367	K-4
Success Prospect Heights	Brooklyn CSD 14 & 17	Yes	329	K-4
Success Rosedale	Queens CSD 28 & 29	No	935	K-7
Success South Jamaica	Queens CSD 27	No	539	K-4
Success Spring Field Gardens	Queens CSD 29	Yes	869	K-8
Success Union Square	Manhattan CSD 2	Yes/No	1,224	K-8
Success Upper West	Manhattan CSD 2 & 3	Yes	975	K-8
Success Washington Heights	Manhattan CSD 5 & 6	No	599	K-5
Success Williamsburg	Brooklyn CSD 14	Yes	387	K-4



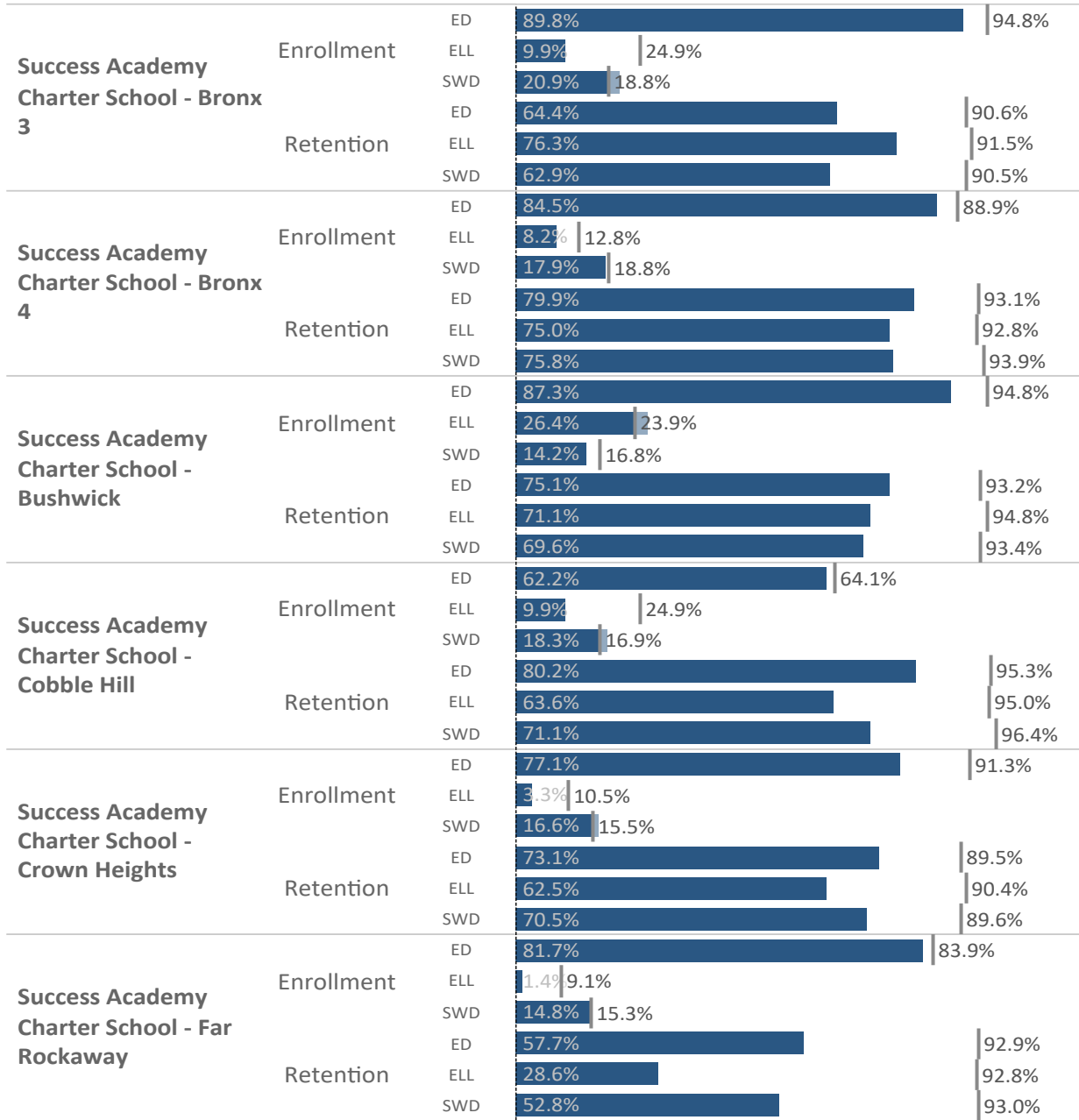
**ENROLLMENT AND RETENTION TARGETS**



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.



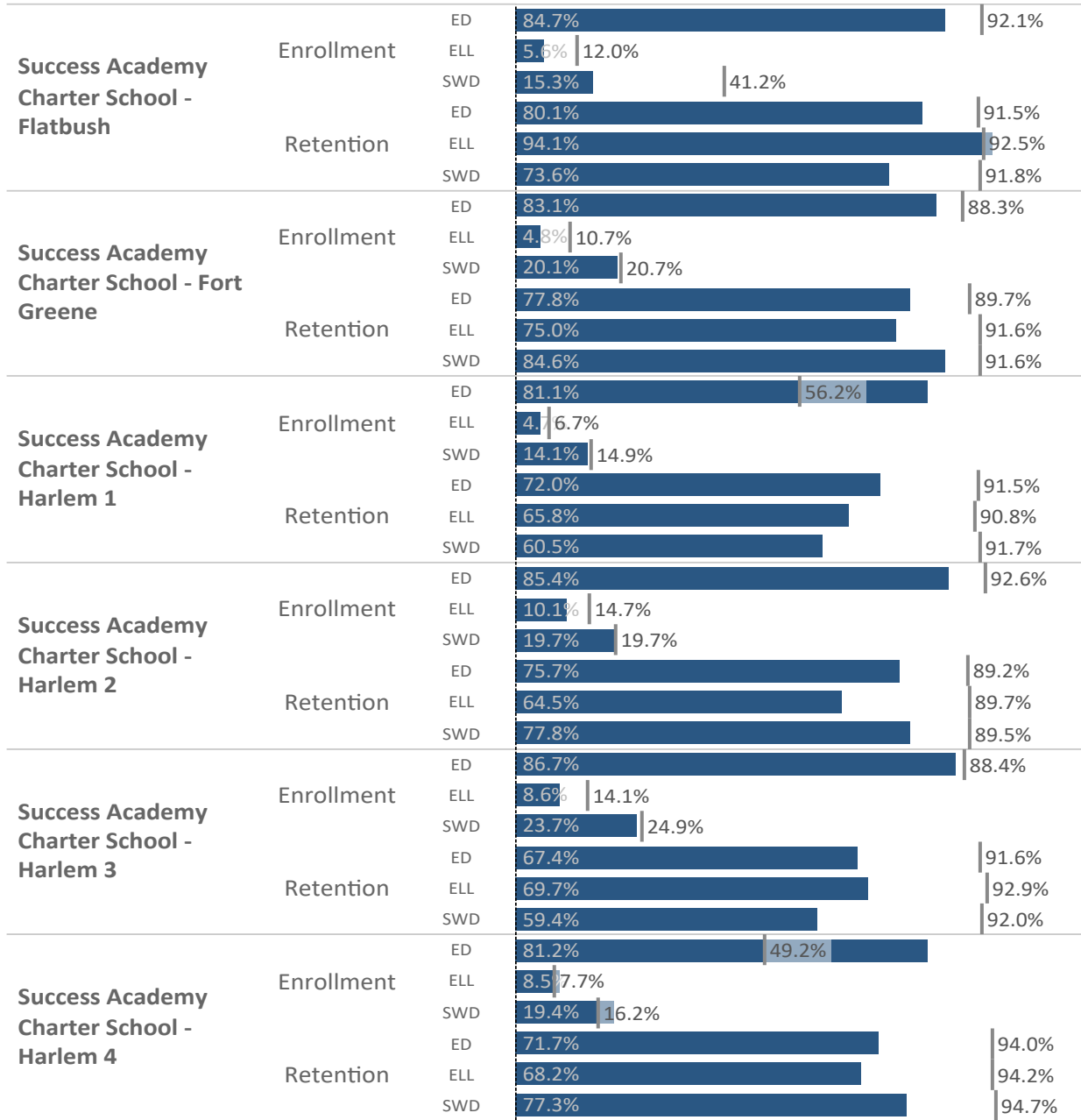
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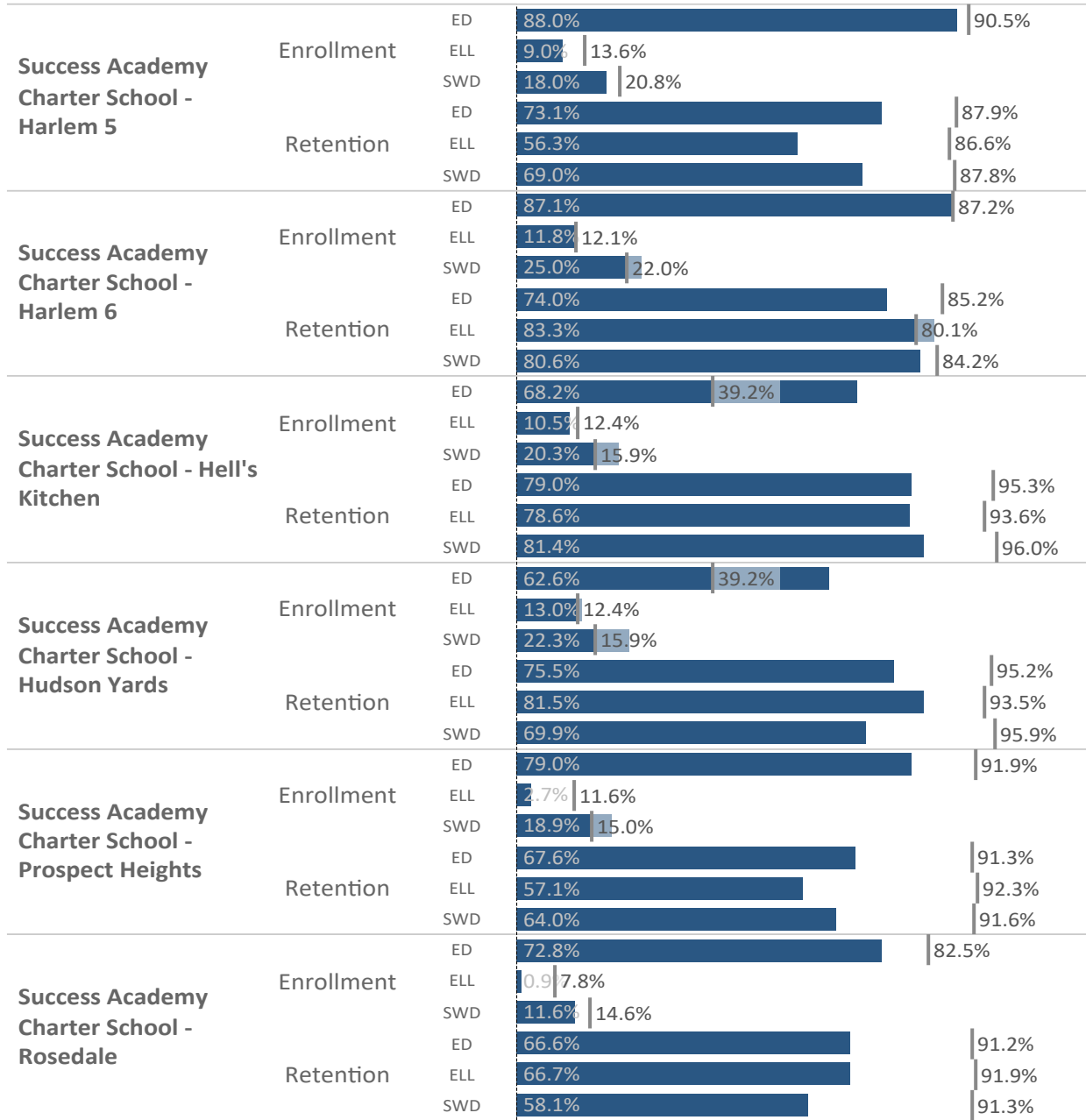
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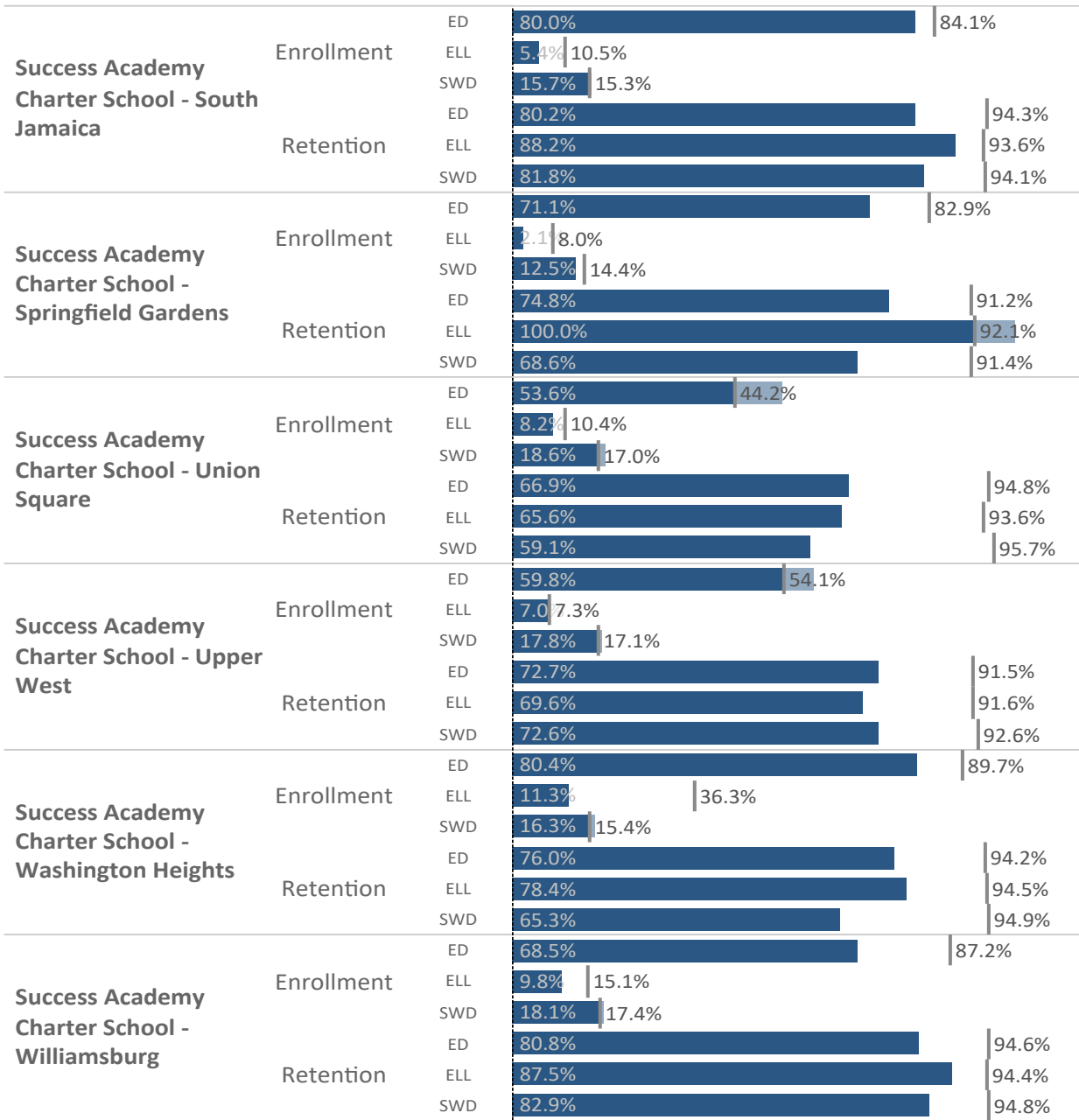
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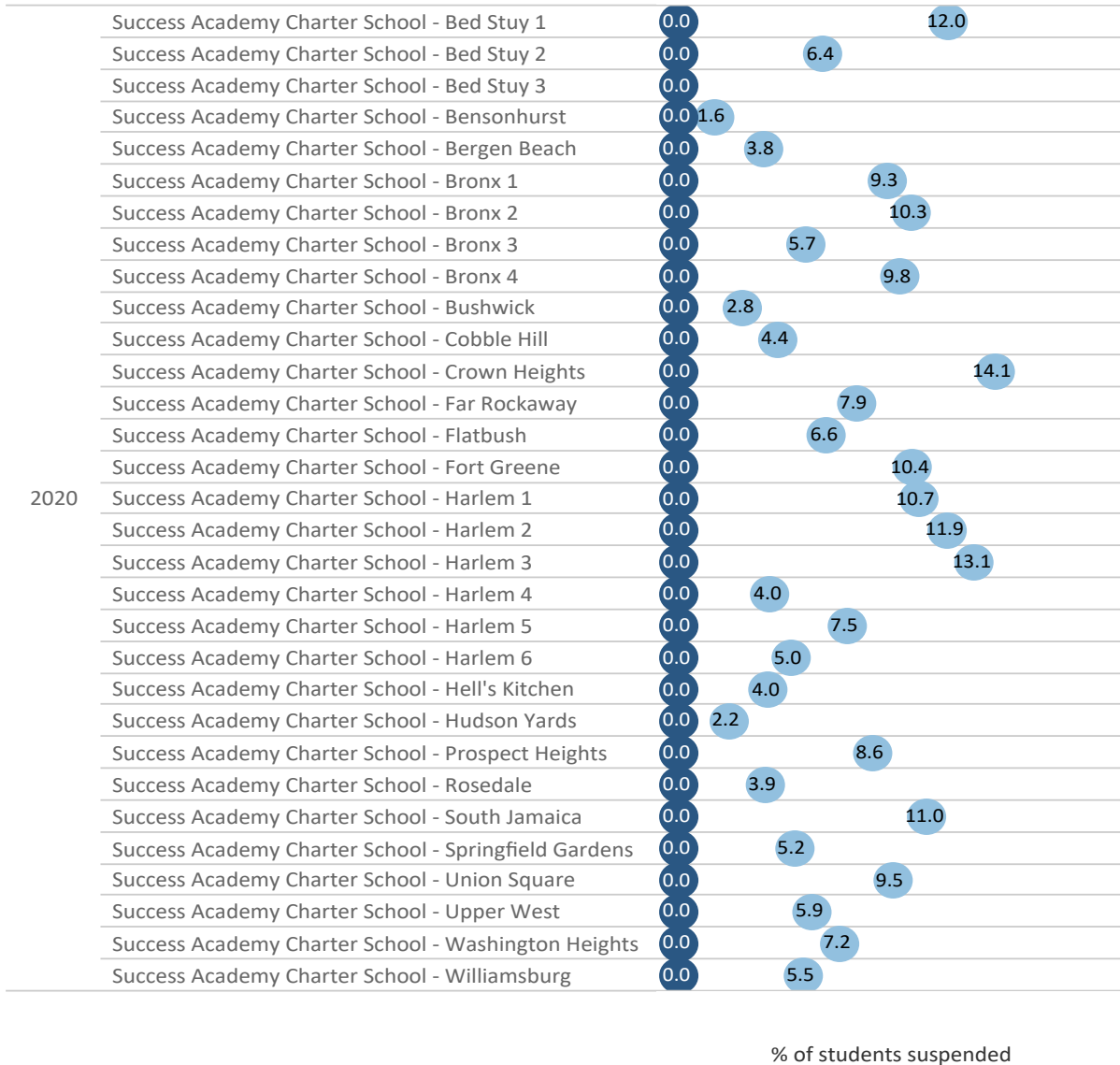
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**Suspensions: Success Academy Charter Schools - NYC's out of school suspension rate and in school suspension rate.**



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, none of the charters up for renewal expelled any students.**



**Suspensions: Success Academy Charter Schools - NYC's out of school suspension rate and in school suspension rate.**

	Success Academy Charter School - Bed Stuy 1	0.0
	Success Academy Charter School - Bed Stuy 2	0.0
	Success Academy Charter School - Bed Stuy 3	0.0
	Success Academy Charter School - Bensonhurst	0.0
	Success Academy Charter School - Bergen Beach	0.0
	Success Academy Charter School - Bronx 1	0.0
	Success Academy Charter School - Bronx 2	0.04
	Success Academy Charter School - Bronx 3	0.0
	Success Academy Charter School - Bronx 4	0.0
	Success Academy Charter School - Bushwick	0.0
	Success Academy Charter School - Cobble Hill	0.07
	Success Academy Charter School - Crown Heights	0.0
	Success Academy Charter School - Far Rockaway	0.0
	Success Academy Charter School - Flatbush	0.0
	Success Academy Charter School - Fort Greene	0.0
2021	Success Academy Charter School - Harlem 1	0.0
	Success Academy Charter School - Harlem 2	0.0
	Success Academy Charter School - Harlem 3	0.0
	Success Academy Charter School - Harlem 4	0.0
	Success Academy Charter School - Harlem 5	0.0
	Success Academy Charter School - Harlem 6	0.0
	Success Academy Charter School - Hell's Kitchen	0.0
	Success Academy Charter School - Hudson Yards	0.0
	Success Academy Charter School - Prospect Heights	0.0
	Success Academy Charter School - Rosedale	0.0
	Success Academy Charter School - South Jamaica	0.0
	Success Academy Charter School - Springfield Gardens	0.0
	Success Academy Charter School - Union Square	0.0
	Success Academy Charter School - Upper West	0.0
	Success Academy Charter School - Washington Heights	0.0
	Success Academy Charter School - Williamsburg	0.0

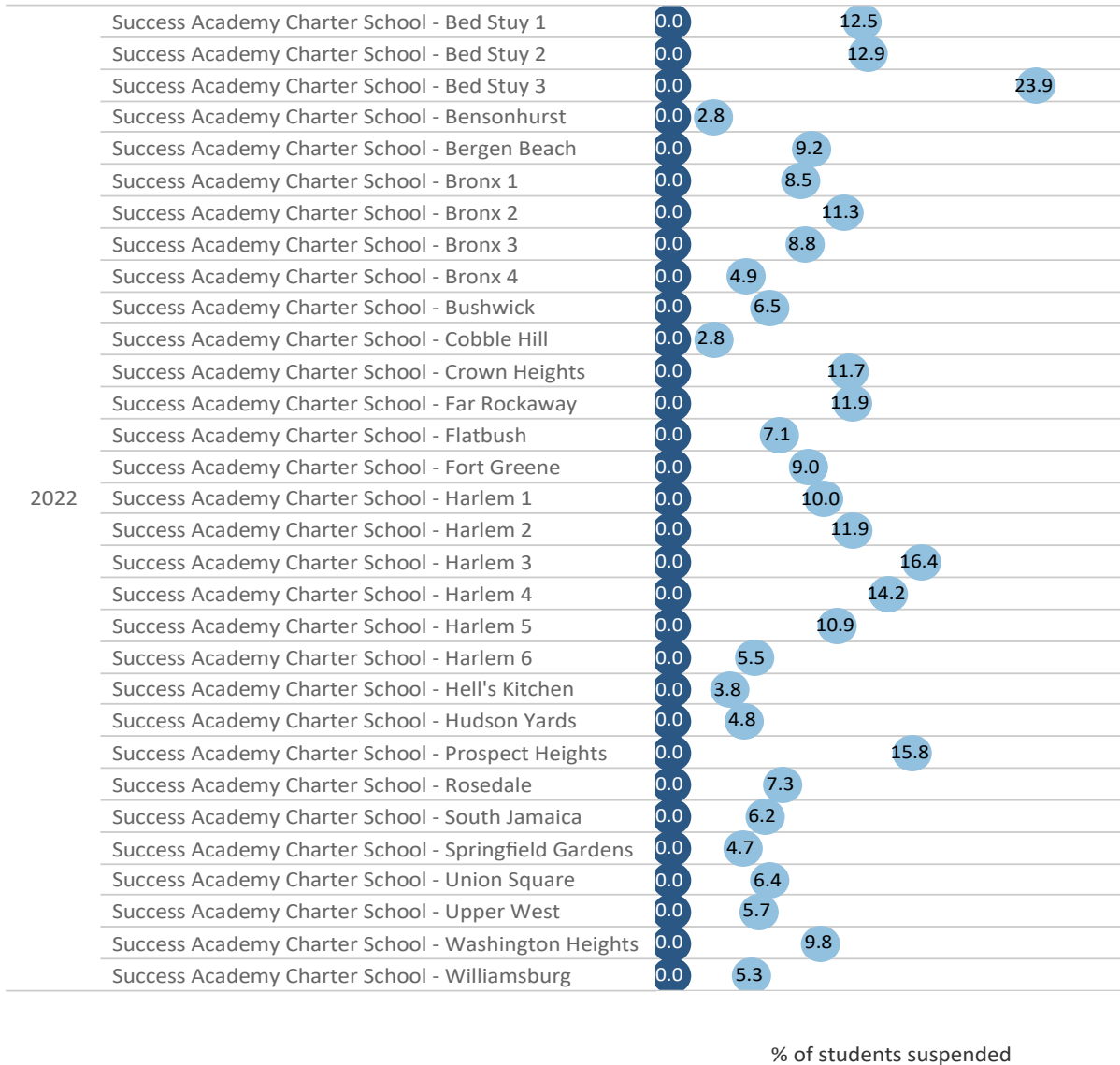
% of students suspended

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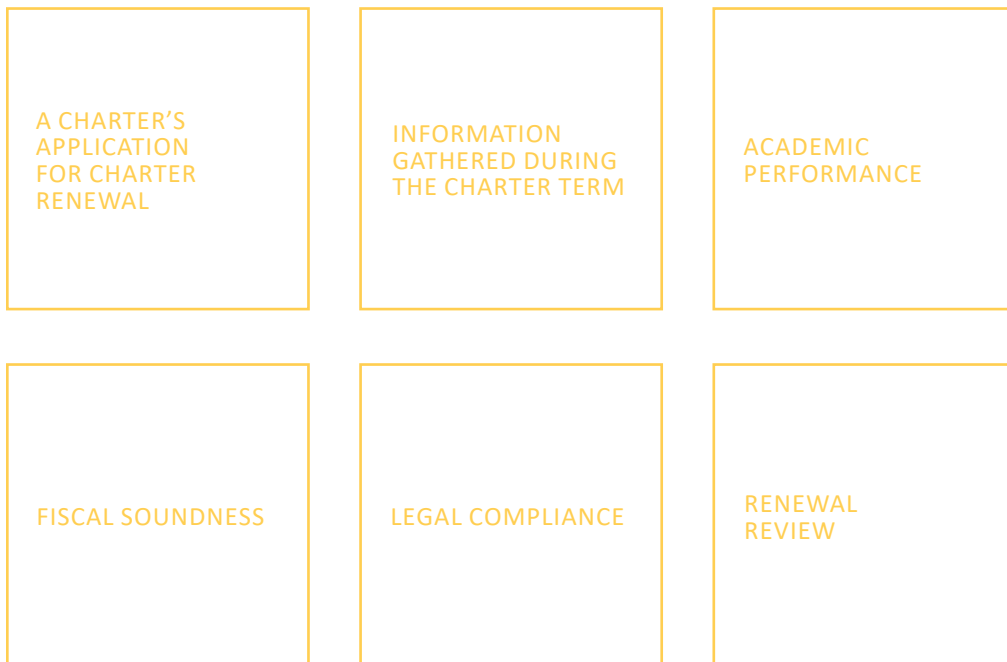
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The sections below contain general information about the SUNY Trustees’ and Institute’s approach to renewal.

### 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”).<sup>1</sup>

### 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”),<sup>2</sup> 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,<sup>3</sup> 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"<sup>4</sup> and states the educational programs at a charter school must "meet or exceed the student performance standards adopted by the board of regents"<sup>5</sup> 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 3<sup>rd</sup>- 8<sup>th</sup> 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