

# THE SUNY CHARTER SCHOOLS INSTITUTE

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

*SUCCESS ACADEMY CHARTER SCHOOL -  
BENSONHURST*

*SUCCESS ACADEMY CHARTER SCHOOL -  
BERGEN BEACH*

*SUCCESS ACADEMY CHARTER SCHOOL -  
BRONX 4*

*SUCCESS ACADEMY CHARTER SCHOOL -  
ROSEDALE*

*SUCCESS ACADEMY CHARTER SCHOOL -  
SPRINGFIELD GARDENS*

*SUCCESS ACADEMY CHARTER SCHOOL -  
WASHINGTON HEIGHTS*

**Report Date: October 4, 2023**

**Review Date: June 30, 2023**

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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.*

### 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. Of these charters, 33 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 36 additional charters since approving the original.

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. The 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.

This report covers the renewal for Success Academy Charter School- Bensonhurst (“Success Bensonhurst”), Success Academy Charter School- Bergen Beach (“Success Bergen Beach”), Success Academy Charter School- Bronx 4 (“Success Bronx 4”), Success Academy Charter School- Rosedale (“Success Rosedale”), Success Academy Charter

### CURRENT EDUCATION CORPORATION SNAPSHOT

First Charter Opened:  
2008

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

Number of Charters Due for  
Renewal:  
6

Total Number of Charters:  
38

Chartered Enrollment:  
23,162

### PROPOSED FUTURE EDUCATION CORPORATION SNAPSHOT

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

Total Number of Charters:  
38

Proposed Future Charter  
Enrollment:  
28,178

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

## EDUCATION CORPORATION BACKGROUND

School- Springfield Gardens (“Success Springfield Gardens”), and Success Academy- Washington Heights (“Success Washington Heights”). The additional schools include: Success Academy Charter School- Bed Stuy 1 (“Success Bed Stuy 1”); Success Academy Charter School- Bed Stuy 2 (“Success Bed Stuy 2”); Success Academy Charter School- Bed Stuy 3 (“Success Bed Stuy 3”); Success Academy Charter School- Bronx 1 (“Success Bronx 1”); Success Academy Charter School- Bronx 2 (“Success Bronx 2”); Success Academy Charter School- Bronx 3 (“Success Bronx 3”); Success Academy Charter School- Bronx 5 Lower (“Success Bronx 5 Lower”); Success Academy Charter School- Bronx 5 Upper (“Success Bronx 5 Upper”); Success Academy Charter School- Bushwick (“Success Bushwick”); Success Academy Charter School- Cobble Hill (“Success Cobble Hill”); Success Academy Charter School- Crown Heights (“Success Crown Heights”); Success Academy Charter School- Far Rockaway (“Success Far Rockaway”); Success Academy Charter School- Flatbush (“Success Flatbush”); Success Academy Charter School- Fort Greene (“Success Fort Greene”); Success Academy Charter School- Harlem 1 (“Success Harlem 1”); 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- Harlem 5 (“Success Harlem 5”); Success Academy Charter School- Harlem 6 (“Success Harlem 6”); Success Academy Charter School- Hell’s Kitchen (“Success Hell’s Kitchen”); Success Academy Charter School- Hudson Yards (“Success Hudson Yards”); Success Academy Charter School- Prospect Heights (“Success Prospect Heights”); Success Academy Charter School- Union Square (“Success Union Square”); Success Academy Charter School- Upper West Side (“Success Hell’s Kitchen”); Success Academy Charter School- South Jamaica (“Success South Jamaica”); and, Success Academy Charter School- Williamsburg (“Success Williamsburg”). SACS-NYC is authorized to operate five charters that have yet to open. The charters must open no later than fall 2026 by resolution of the SUNY Trustees.

### 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).



## 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 - Bensonhurst;*
- *Success Academy Charter School - Bergen Beach;*
- *Success Academy Charter School - Bronx 4;*
- *Success Academy Charter School - Rosedale;*
- *Success Academy Charter School - Springfield Gardens; and,*
- *Success Academy Charter School - Washington Heights.*

*through July 31, 2027 to align each related education corporation’s charter expiration and renewal schedule going forward. If renewed, each charter will be granted the authority to provide instruction to students in such configuration as set forth in each charter’s Application for Renewal. The Institute makes this recommendation as each charter meets the requirements 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 that follows presents information on the Institute’s plan<sup>2</sup> to align the charter expiration dates of the charters under the education corporation. By the school year 2026-27, a majority of the currently operating charter expiration dates in SACS-NYC will align. At that time, the Institute will conduct a full renewal review of all charters in the education corporation:

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

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

# RENEWAL RECOMMENDATION

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

\*This list does not include five unopened charter schools, which must open no later than fall 2026.

\*\*Success Bronx 3 is due for renewal in 2027-28. The Institute will review the charter’s eligibility for renewal in 2026-27 alongside the balance of charters operating under SACS-NYC as part of the process to align the expiration dates of all the charters operating under the education corporation.

## 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 three years is likely to improve student learning and achievement and materially further the purposes of the Act.<sup>4</sup>

3. The Qualitative Education Benchmarks are a subset of the State University of New York Charter Renewal Benchmarks ("SUNY Renewal Benchmarks") which are available on the [Institute's website](#).

4. See New York Education Law § 2852(2).

## EXECUTIVE SUMMARY

### EXECUTIVE SUMMARY

#### FINDINGS & INFORMATION

##### *Is each charter due for renewal an academic success?*

Success Bensonhurst, Success Bergen Beach, Success Bronx 4, Success Rosedale, Success Springfield Gardens, and Success Washington Heights are each an academic success having met their Accountability Plan goals during the current charter term.

- In the 2021-22 school year, 77% of tested students at the six schools scored at or above proficiency on New York State’s English language arts (“ELA”) state assessment;
- In the 2021-22 school year, 83% of tested students at the six schools scored at or above proficiency on the mathematics state exam; and,
- 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 students start the year academically.

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

SACS-NYC is an effective, viable organization as are each of the six schools due for renewal. 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 due for renewal, 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’s 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. SACS-NYC is requesting an expansion to a middle school program for Success Bensonhurst, and the Institute finds the plans reasonable, feasible, and achievable.

## EXECUTIVE SUMMARY

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 Bensonhurst, Success Bergen Beach, Success Bronx 4, Success Rosedale, Success Springfield Gardens, and Success Washington Heights a Full-Term Subsequent Renewal with each charter's expiration date of July 31, 2027 to align the charter expiration dates of all SACS-NY charters.

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - BENSONHURST

99 Avenue P, 4<sup>th</sup> Floor, Brooklyn, New York | Grades: K-4 | NYC Community School District 21

The SUNY Trustees approved the original charter for Success Bensonhurst on October 28, 2013. The charter opened in fall 2014, serving 174 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Bensonhurst 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.

### CURRENT CHARTER

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

*Chartered Enrollment: 802*

*Charter Expires on: July 31, 2024*

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment: 1,223*

*Charter Expiration: July 31, 2027*

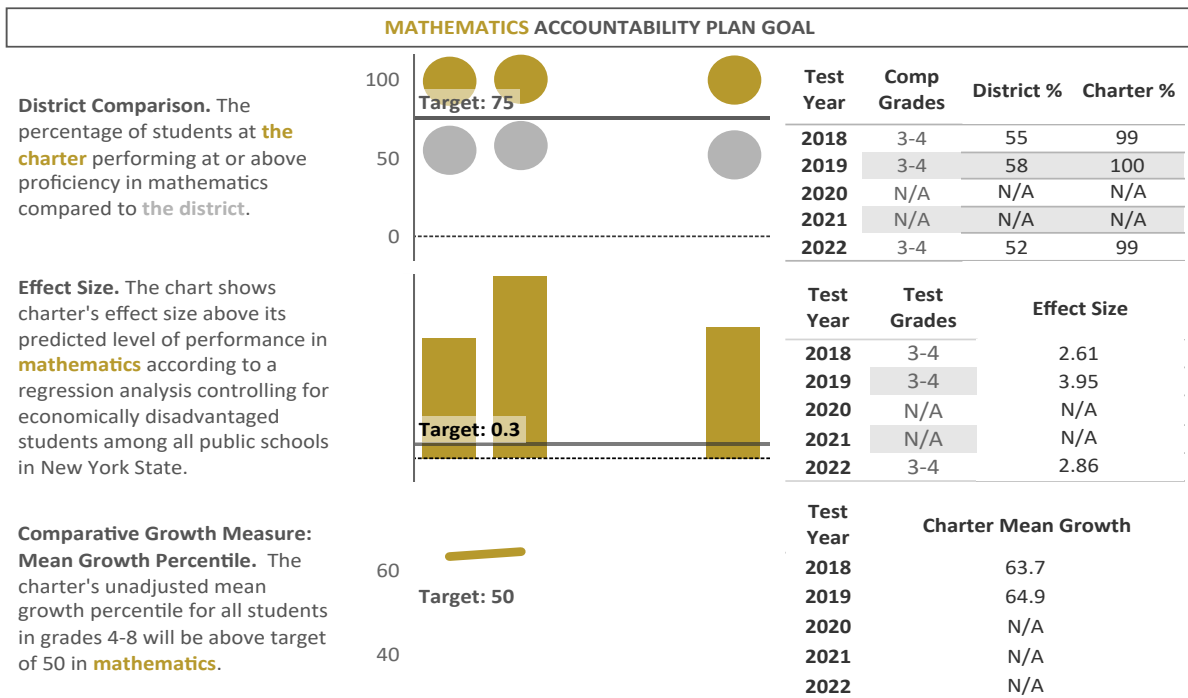
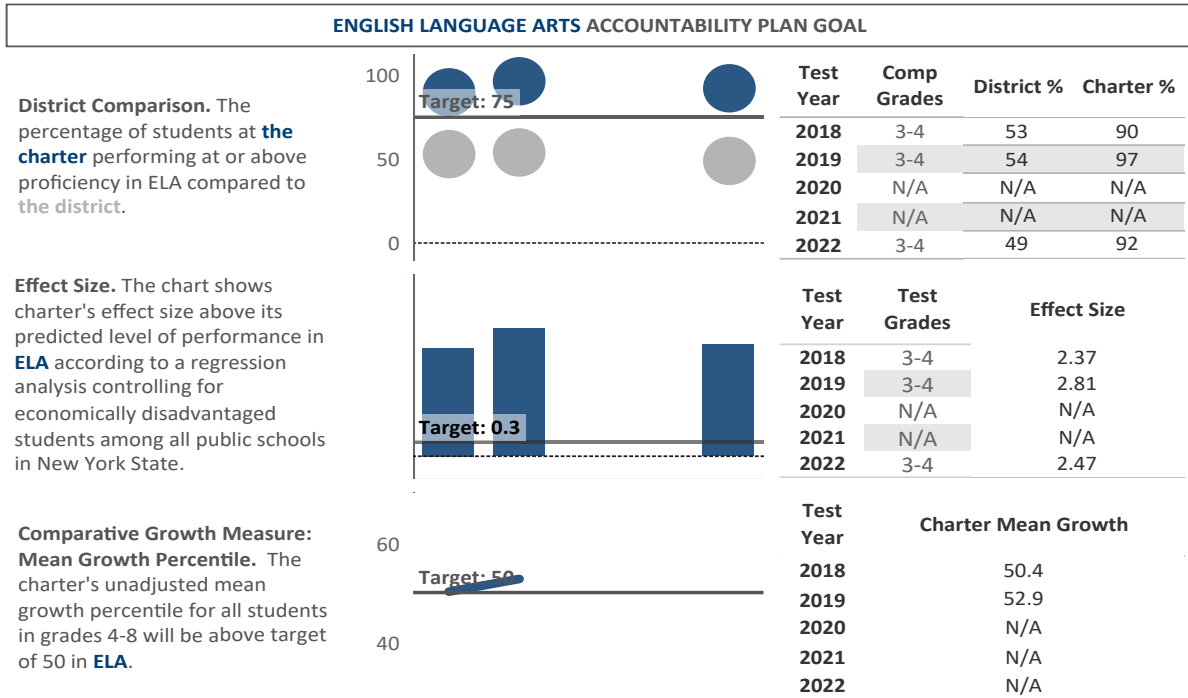
### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	445	553	124%	K – 4
2020-21	595	634	107%	K – 4
2021-22	645	565	88%	K – 4
2022-23	545	642	118%	K – 4
2023-24	802	Not Yet Available	Not Yet Available	K – 4



# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - BENSONHURST



# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - BENSONHURST

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	89	100
		2019	87	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	72	79	78
Tested on State Exam	24	25	34
Charter Percent Proficient on ELA Exam	66.7	96.0	82.4
District Percent Proficient	23.1	23.2	22.5
ELL Enrollment	69	49	206
Tested on NYSESLAT Exam	62	45	176
Charter Percent 'Commanding' or Making Progress	27.4	31.1	24.4

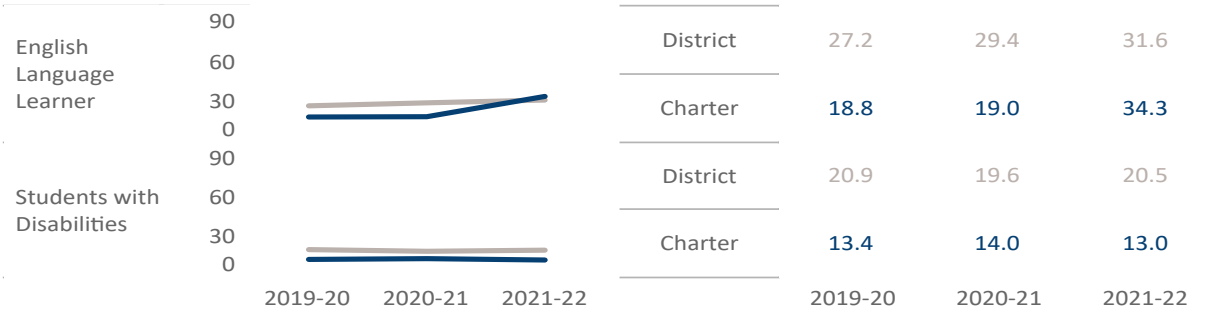
\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement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

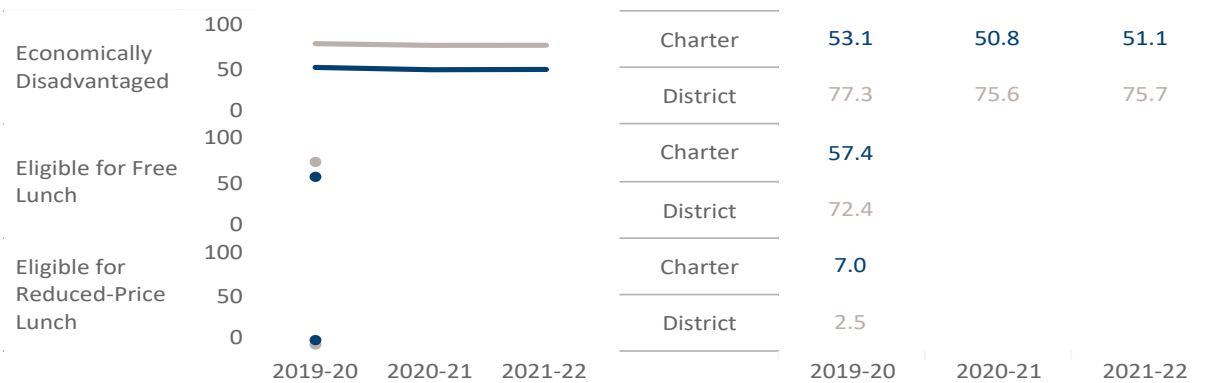
## Success Academy Charter School - Bensonhurst

## Brooklyn CSD 21

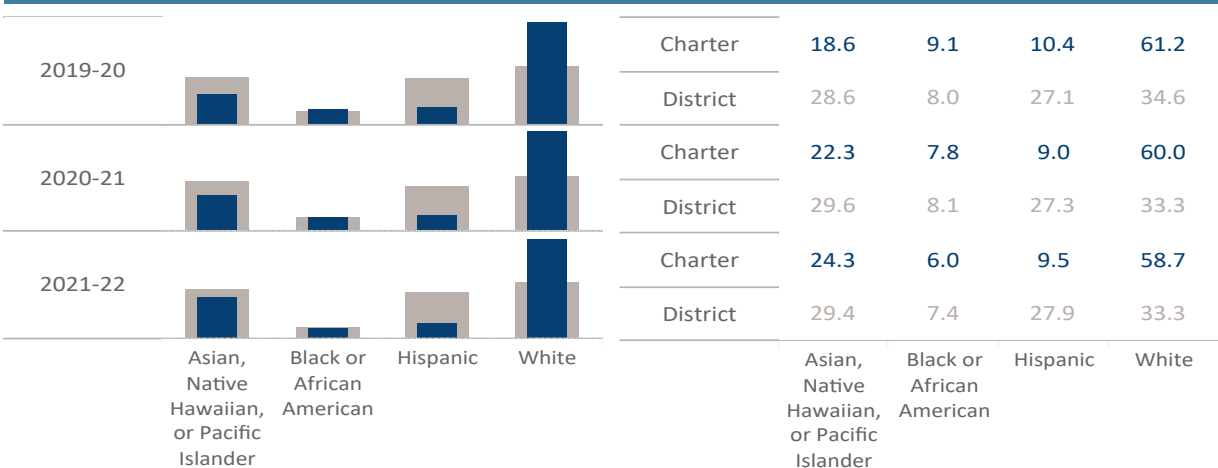
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



### Student Demographics: Race/Ethnicity

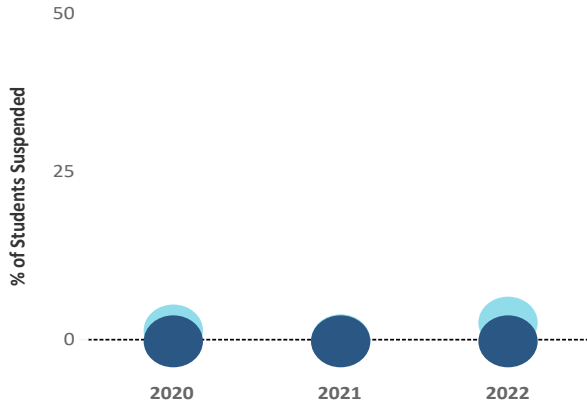


\* Data reported in these charts reflect BEDS day enrollment counts as reported by the New York State Education Department ("NYSED") except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



# CHARTER SCHOOL BACKGROUND

## Success Academy Charter School - Bensonhurst



## Brooklyn CSD 21

	ISS Rate	OSS Rate
2020	1.6	0.0
2021	0.2	0.0
2022	2.8	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	80.5		
2020-21	90.4	<b>0</b>	<b>0</b>
2021-22	81.2		

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

		Target	Charter
enrollment	economically disadvantaged	84.3	63.0
	English language learners	21.6	8.3
	students with disabilities	17.8	13.5
retention	economically disadvantaged	95.6	83.1
	English language learners	95.5	84.8
	students with disabilities	95.5	87.5

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - BERGEN BEACH

1420 East 68<sup>th</sup> Street, 3<sup>rd</sup> Floor, Brooklyn, New York | Grades: K-4 | NYC Community School District 22  
3109 Newkirk Avenue, 1<sup>st</sup> Floor, Brooklyn, New York | Grades: 5-8 | NYC Community School District 22

The SUNY Trustees approved the original charter for Success Bergen Beach on October 28, 2013. The charter opened in fall 2014, serving 166 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Bergen Beach 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.

### CURRENT CHARTER

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

*Chartered Enrollment: 1,344*

*Charter Expires on: July 31, 2024*

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment: 1,103*

*Charter Expiration: July 31, 2027*

### CHARTER CHARACTERISTICS

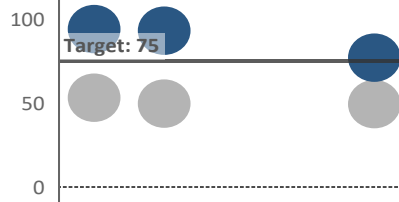
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	595	693	116%	K – 6
2020-21	1,016	928	91%	K – 7
2021-22	1,084	989	91%	K – 8
2022-23	1,107	1,034	93%	K – 8
2023-24	1,344	Not Yet Available	Not Yet Available	K – 8

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - BERGEN BEACH

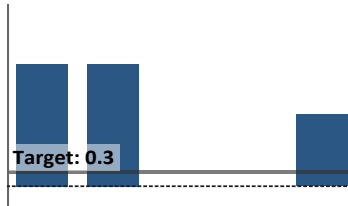
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

**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	54	94
2019	3-5	50	93
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	50	77

**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	2.70
2019	3-5	2.69
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	1.58

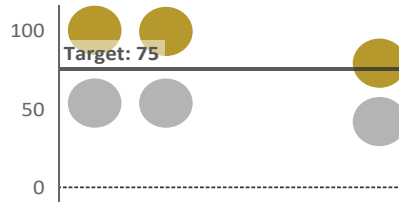
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	50.2
2019	48.3
2020	N/A
2021	N/A
2022	N/A

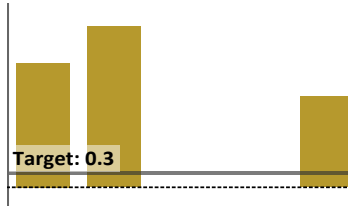
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

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



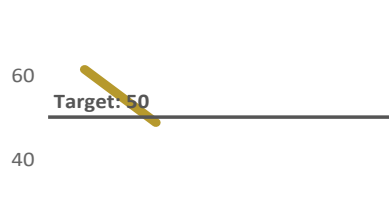
Test Year	Comp Grades	District %	Charter %
2018	3-4	54	100
2019	3-5	54	99
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-7	42	79

**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	2.72
2019	3-5	3.50
2020	N/A	N/A
2021	N/A	N/A
2022	3-7	1.97

**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	61.8
2019	48.9
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - BERGEN BEACH

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	91	100
		2019	87	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	64	75	111
Tested on State Exam	16	33	78
Charter Percent Proficient on ELA Exam	81.3	84.8	60.3
District Percent Proficient	23.4	18.5	19.7
ELL Enrollment	4	10	29
Tested on NYSESLAT Exam	4	9	26
Charter Percent 'Commanding' or Making Progress	s	44.4	19.2

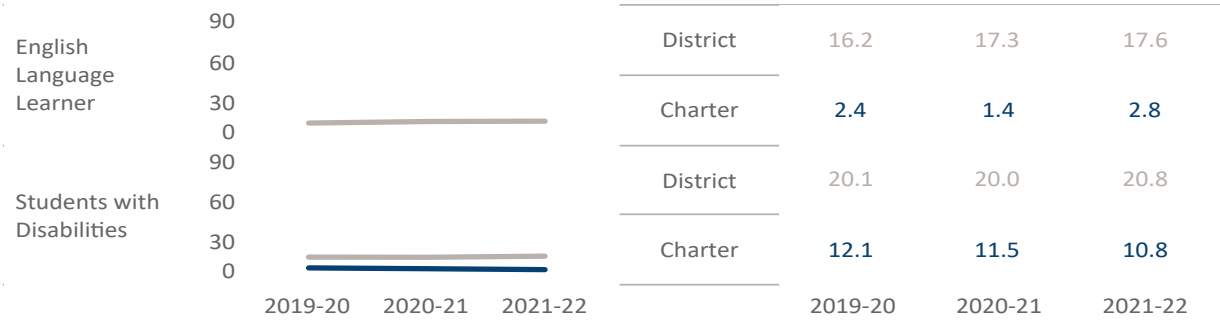
\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement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

# CHARTER SCHOOL BACKGROUND

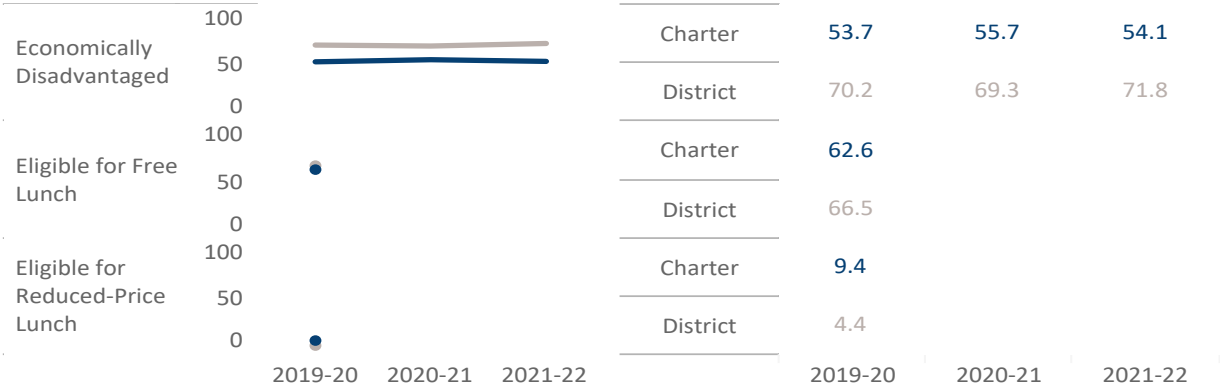
## Success Academy Charter School - Bergen Beach

Brooklyn CSD 22

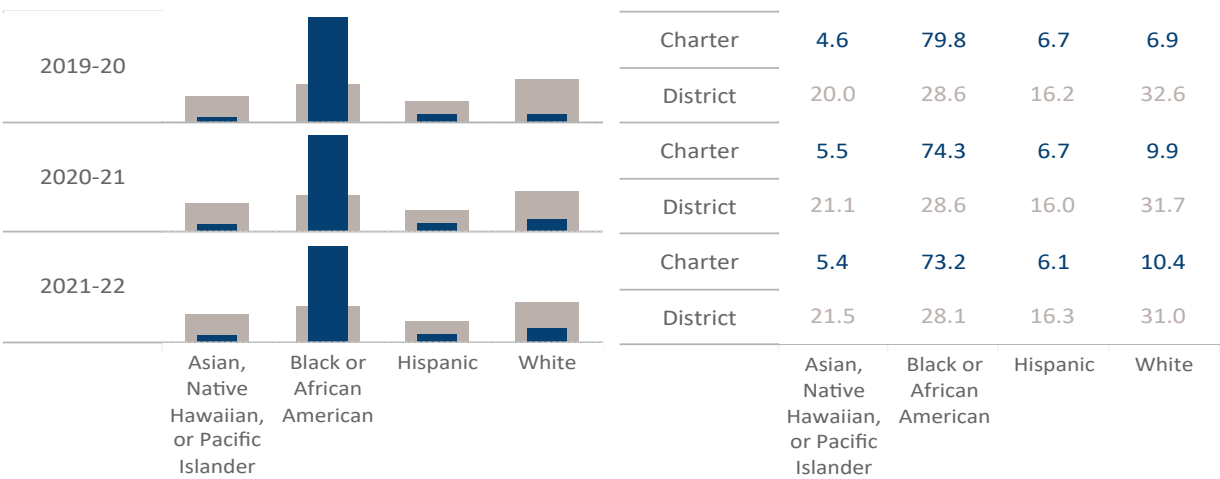
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



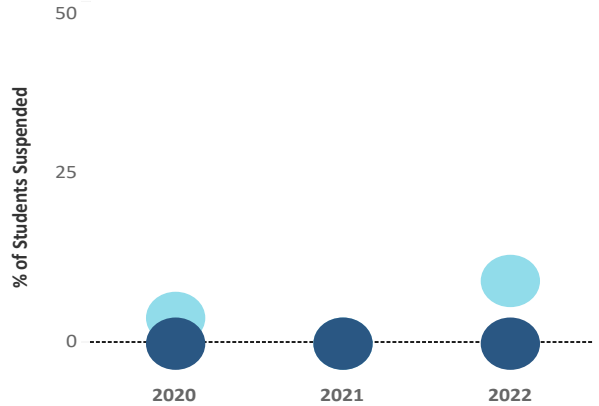
### Student Demographics: Race/Ethnicity



\* 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 - Bergen Beach



## Brooklyn CSD 22

ISS Rate      OSS Rate

Year	ISS Rate	OSS Rate
2020	3.8	0.0
2021	0.0	0.0
2022	9.2	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

Year	Persistence in Enrollment (%)	Expulsions (2020)	Expulsions (2021)	Expulsions (2022)
2019-20	75.3			
2020-21	85.3	0	0	0
2021-22	64.2			

### Success Academy Charter School - Bergen Beach's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	76.4	70.5
	English language learners	11.0	4.5
	students with disabilities	15.8	11.0
retention	economically disadvantaged	92.3	63.4
	English language learners	92.5	69.2
	students with disabilities	92.6	58.6

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - BRONX 4

885 Bolton Avenue, 3<sup>rd</sup> Floor, Bronx, New York | Grades: K-4 | NYC Community School District 8

The SUNY Trustees approved the original charter for Success Bronx 4 on October 28, 2013. The charter opened its doors in fall 2014, serving 198 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Bronx 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.

### CURRENT CHARTER

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

*Chartered Enrollment:  
756*

*Charter Expires on:  
July 31, 2024*

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment:  
643*

*Charter Expiration:  
July 31, 2027*

### CHARTER CHARACTERISTICS

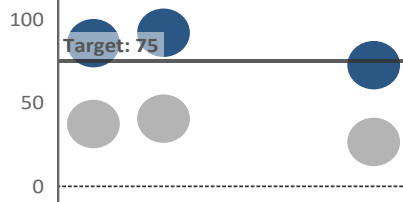
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	445	553	124%	K – 4
2020-21	625	586	94%	K – 4
2021-22	625	544	87%	K – 4
2022-23	625	593	95%	K – 4
2023-24	756	Not Yet Available	Not Yet Available	K – 4

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - BRONX 4

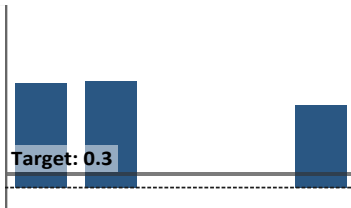
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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



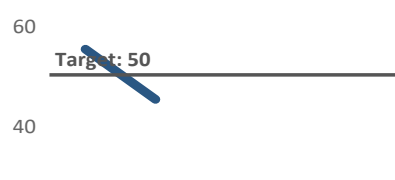
Test Year	Comp Grades	District %	Charter %
2018	3-4	38	86
2019	3-4	41	92
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	27	73

**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	2.31
2019	3-4	2.36
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	1.83

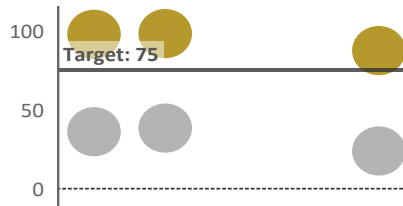
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	55.4
2019	45.3
2020	N/A
2021	N/A
2022	N/A

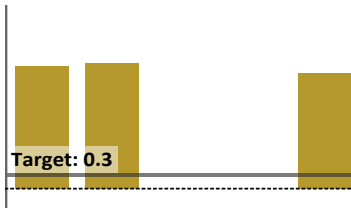
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

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



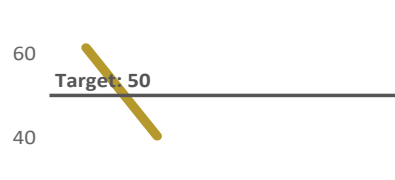
Test Year	Comp Grades	District %	Charter %
2018	3-4	37	98
2019	3-4	39	99
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	25	88

**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	3-4	2.68
2019	3-4	2.72
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	2.50

**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	61.8
2019	40.4
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - BRONX 4



SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	113	113	110
Tested on State Exam	45	30	48
Charter Percent Proficient on ELA Exam	68.9	83.3	43.8
District Percent Proficient	13.9	15.7	7.4
ELL Enrollment	19	26	47
Tested on NYSESLAT Exam	16	23	43
Charter Percent 'Commanding' or Making Progress	31.3	47.8	7.0

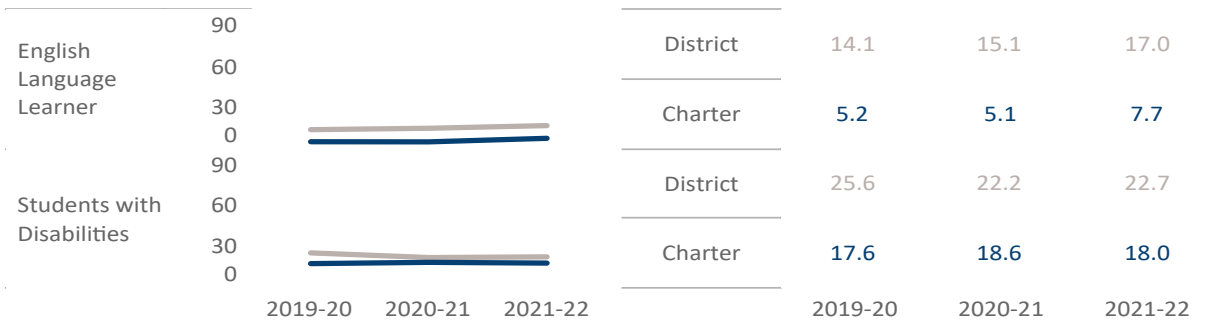
\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement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

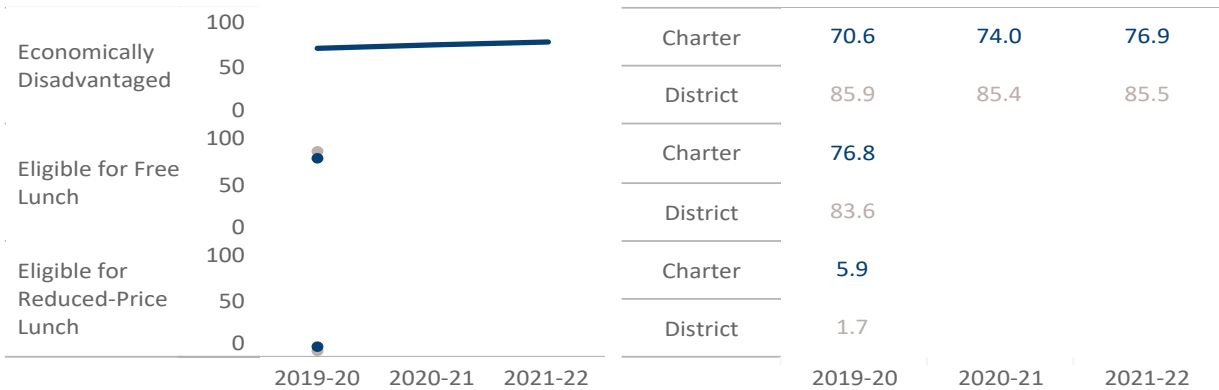
## Success Academy Charter School - Bronx 4

## Bronx CSD 8

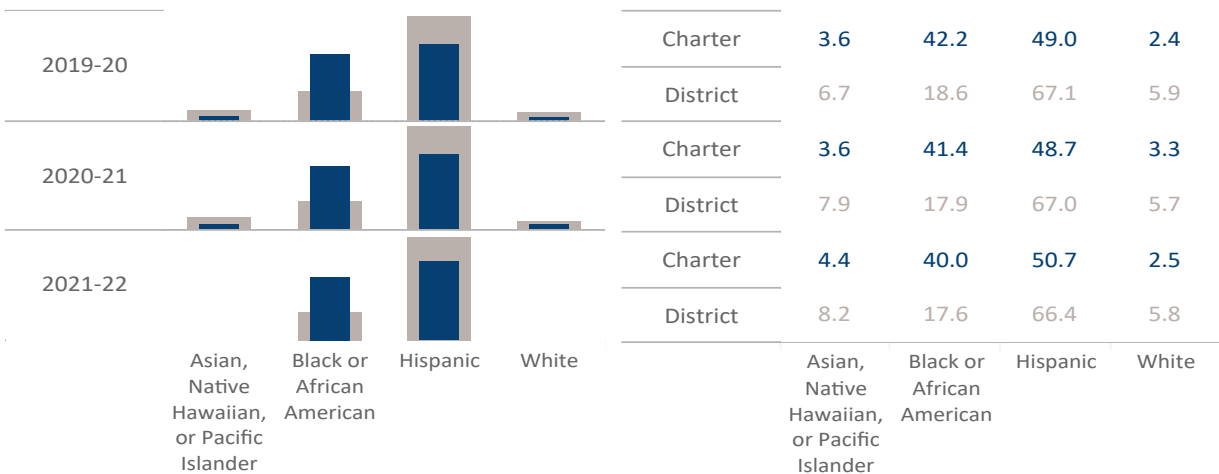
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



### Student Demographics: Race/Ethnicity

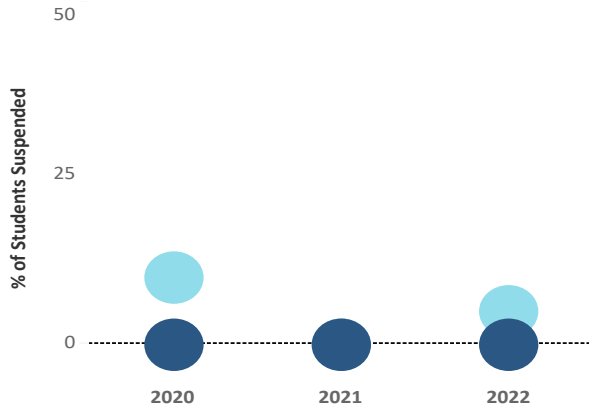


\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



# CHARTER SCHOOL BACKGROUND

## Success Academy Charter School - Bronx 4



## Bronx CSD 8

ISS Rate      OSS Rate

Year	ISS Rate	OSS Rate
2020	9.8	0.0
2021	0.0	0.0
2022	4.9	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

	2019-20	2020	2021	2022
Persistence in Enrollment	83.6			
Expulsions		0	0	0
Persistence in Enrollment	85.5			
Persistence in Enrollment	80.4			

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

		Target	Charter
enrollment	economically disadvantaged	88.9	84.5
	English language learners	12.8	22.0
	students with disabilities	18.8	17.9
retention	economically disadvantaged	93.1	79.9
	English language learners	92.8	75.0
	students with disabilities	93.9	75.8

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - ROSEDALE

147-65 249<sup>th</sup> Street, Queens, New York | Grades: K-4 | NYC Community School District 29  
109-55 128<sup>th</sup> Street, Queens, New York | Grades: 5-7 | NYC Community School District 28

The SUNY Trustees approved the original charter for Success Rosedale on October 28, 2013. The charter opened in fall 2014, serving 174 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Rosedale 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.

### CURRENT CHARTER

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

*Chartered Enrollment: 1,216*

*Charter Expires on: July 31, 2024*

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment: 1,124*

*Charter Expiration: July 31, 2027*

### CHARTER CHARACTERISTICS

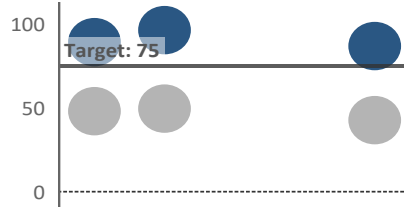
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	445	532	120%	K-4
2020-21	664	733	110%	K-5
2021-22	1,089	848	78%	K-6
2022-23	935	998	107%	K-7
2023-24	1,216	Not Yet Available	Not Yet Available	K-8

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - ROSEDALE

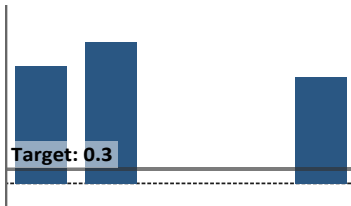
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

**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	48	89
2019	3-4	50	96
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-6	43	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	3-4	2.29
2019	3-4	2.79
2020	N/A	N/A
2021	N/A	N/A
2022	3-6	2.10

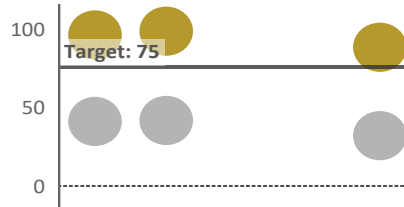
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	42.6
2019	45.4
2020	N/A
2021	N/A
2022	N/A

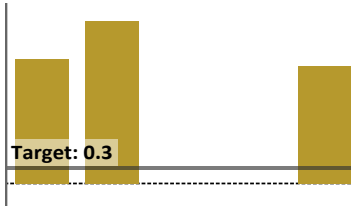
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**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	42	96
2019	3-4	42	99
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-6	33	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	3-4	2.41
2019	3-4	3.17
2020	N/A	N/A
2021	N/A	N/A
2022	3-6	2.27

**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	55.1
2019	47.3
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - ROSEDALE

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	85	100
			2019	81	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	87	62	101
Tested on State Exam	40	19	61
Charter Percent Proficient on ELA Exam	62.5	89.5	50.8
District Percent Proficient	15.9	18.0	13.5
ELL Enrollment	5	2	8
Tested on NYSESLAT Exam	5	2	5
Charter Percent 'Commanding' or Making Progress	s	s	s

\* 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".

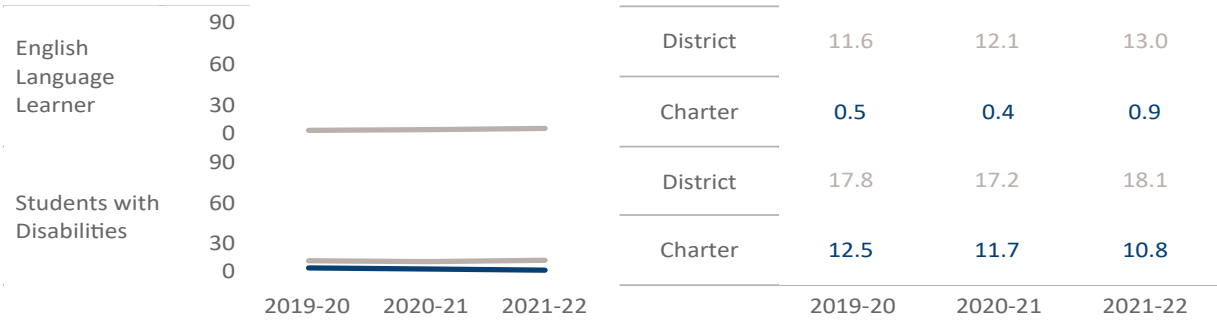


# CHARTER SCHOOL BACKGROUND

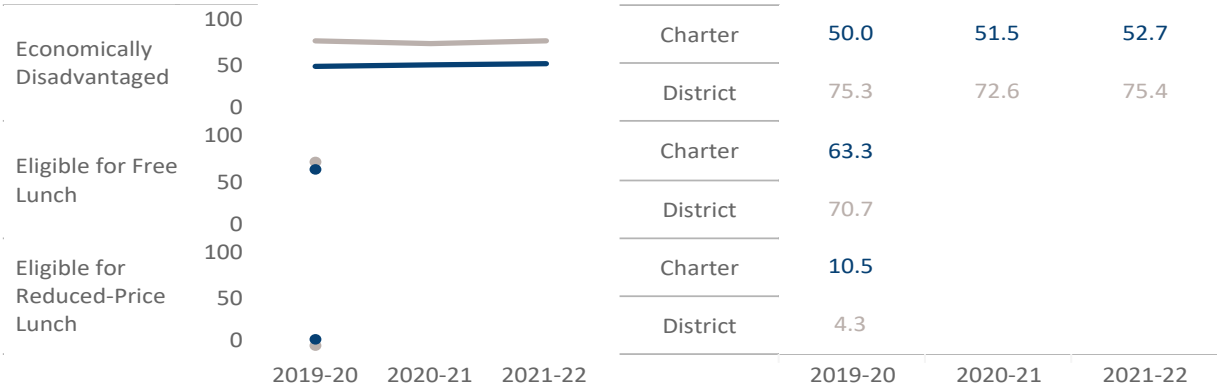
## Success Academy Charter School - Rosedale

Queens CSD 29

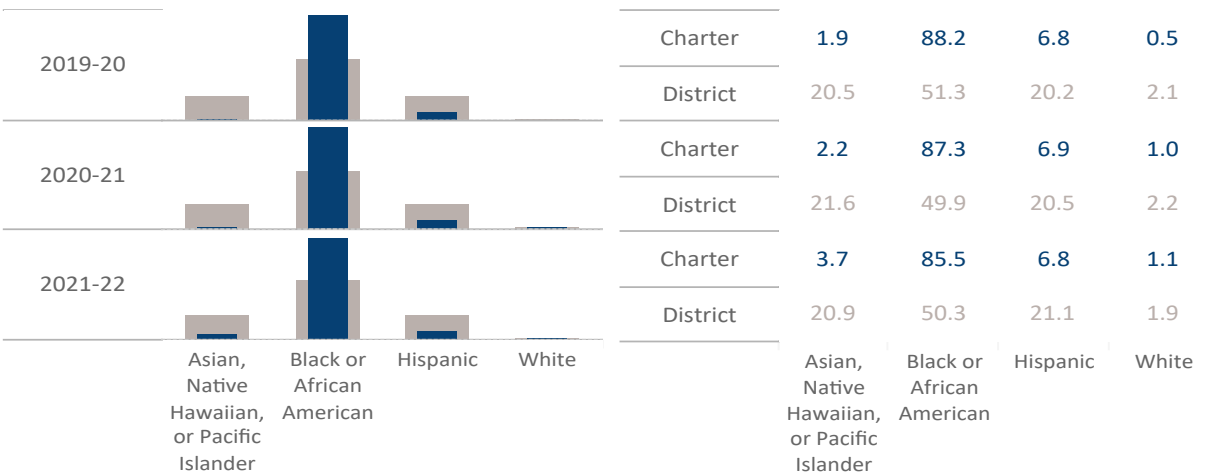
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



### Student Demographics: Race/Ethnicity

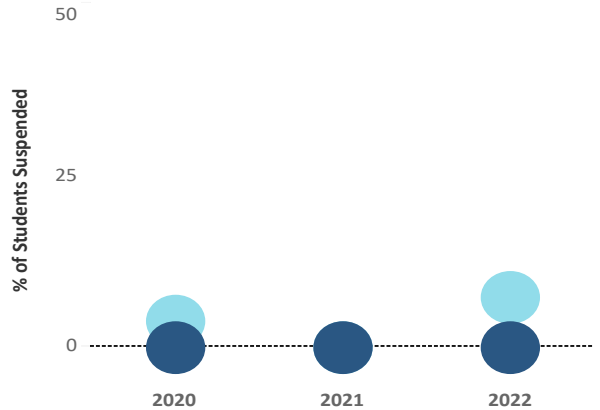


\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



# CHARTER SCHOOL BACKGROUND

## Success Academy Charter School - Rosedale



## Queens CSD 29

### ISS Rate      OSS Rate

Year	ISS Rate	OSS Rate
2020	3.9	0.0
2021	0.0	0.0
2022	7.3	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	2020-21	2021-22	2020	2021	2022
Persistence in Enrollment	84.1	83.5	66.5	0	0	0

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

		Target	Charter
enrollment	economically disadvantaged	82.1	72.8
	English language learners	7.7	0.9
	students with disabilities	14.7	11.6
retention	economically disadvantaged	91.3	66.6
	English language learners	91.9	66.7
	students with disabilities	91.1	58.1

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - SPRINGFIELD GARDENS

132-55 Ridgedale Street, 3<sup>rd</sup> Floor, Queens, New York | Grades: K-8 | NYC Community School District 29

The SUNY Trustees approved the original charter for Success Springfield Gardens on October 28, 2013. The charter opened in fall 2014, serving 175 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Springfield Gardens 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.

### CURRENT CHARTER

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

*Chartered Enrollment:  
990*

*Charter Expires on:  
July 31, 2024*

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment:  
822*

*Charter Expiration:  
July 31, 2027*

### CHARTER CHARACTERISTICS

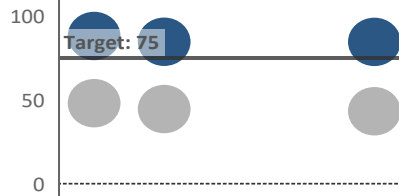
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	754	737	98%	K – 6
2020-21	896	904	101%	K – 7
2021-22	1,032	848	82%	K – 8
2022-23	869	874	101%	K – 8
2023-24	990	Not Yet Available	Not Yet Available	K – 8

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - SPRINGFIELD GARDENS

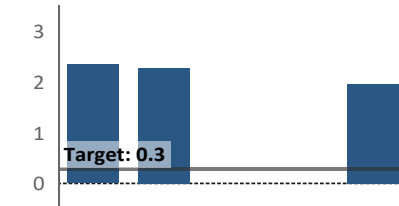
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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



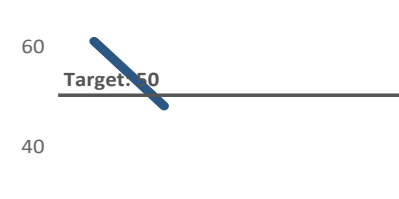
Test Year	Comp Grades	District %	Charter %
2018	3-4	48	88
2019	3-5	45	85
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	44	85

**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	2.34
2019	3-5	2.26
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	1.95

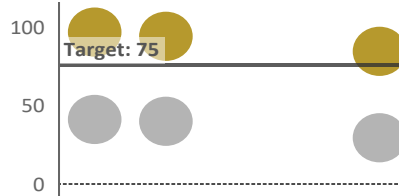
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	61.0
2019	48.1
2020	N/A
2021	N/A
2022	N/A

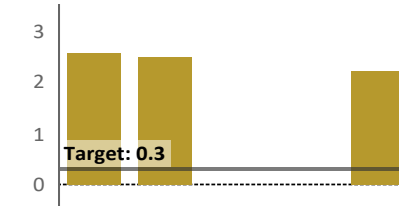
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**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	42	97
2019	3-5	41	94
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-7	30	85

**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	2.55
2019	3-5	2.47
2020	N/A	N/A
2021	N/A	N/A
2022	3-7	2.22

**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	73.6
2019	45.3
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - SPRINGFIELD GARDENS

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	85	100
		2019	81	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	69	88	109
Tested on State Exam	12	25	74
Charter Percent Proficient on ELA Exam	58.3	72.0	54.1
District Percent Proficient	15.9	15.0	13.9
ELL Enrollment	6	2	15
Tested on NYSESLAT Exam	5	0	12
Charter Percent 'Commanding' or Making Progress	s	NA	8.3

\* 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".

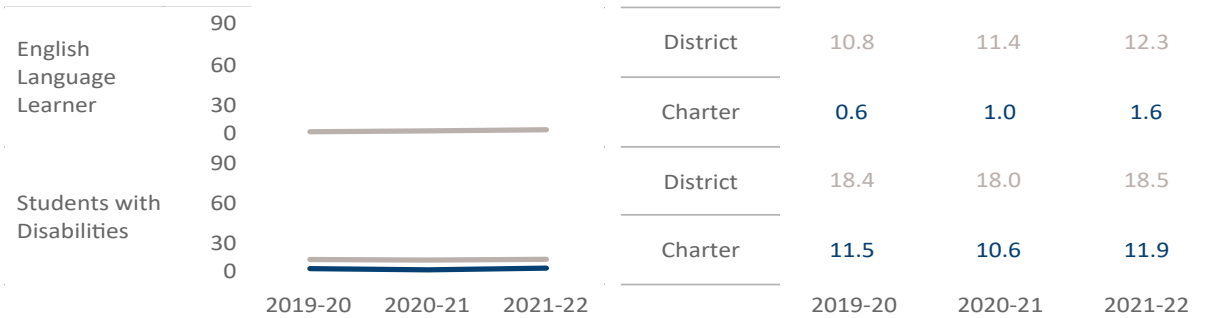


# CHARTER SCHOOL BACKGROUND

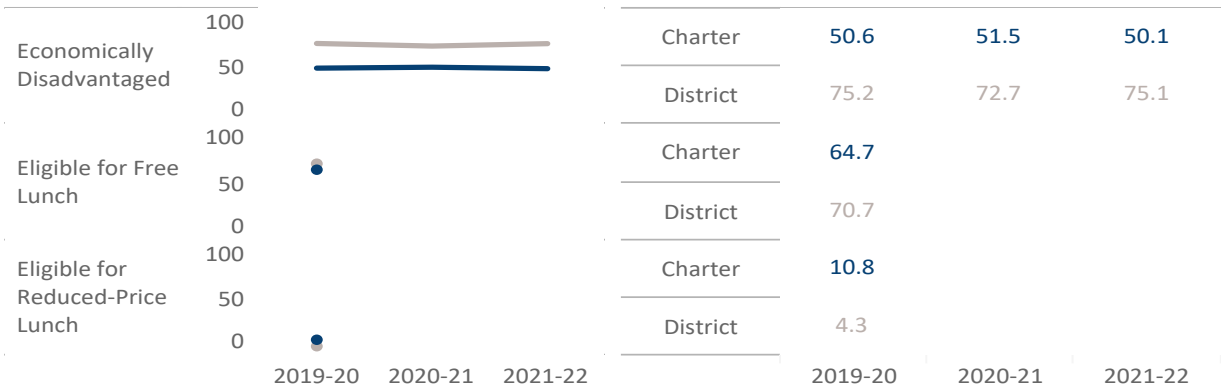
## Success Academy Charter School - Springfield Gardens

Queens CSD 29

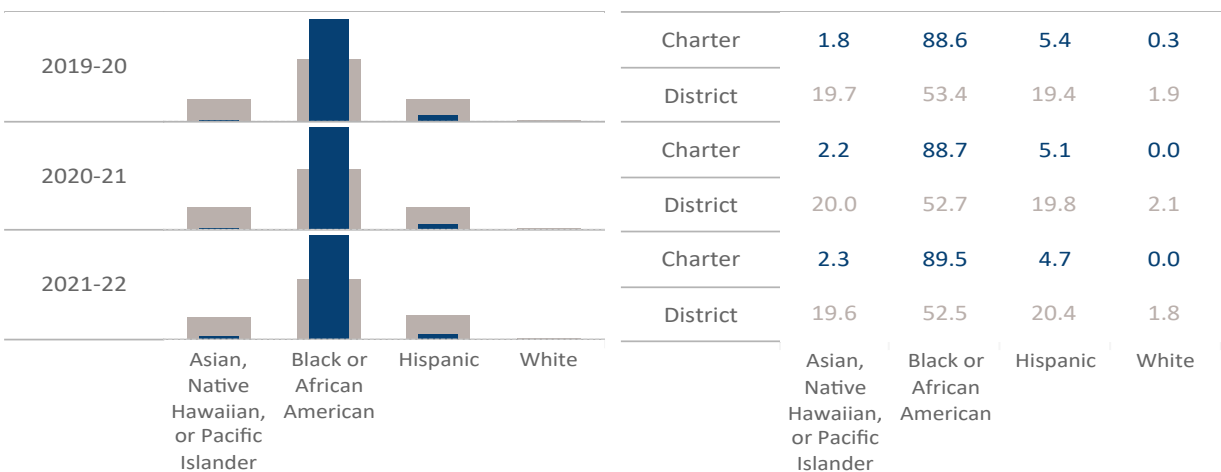
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



### Student Demographics: Race/Ethnicity

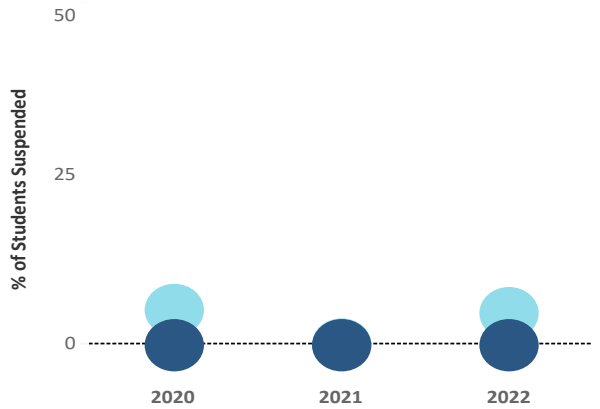


\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



# CHARTER SCHOOL BACKGROUND

## Success Academy Charter School - Springfield Gardens



## Queens CSD 29

ISS Rate      OSS Rate

Year	ISS Rate	OSS Rate
2020	5.2	0.0
2021	0.1	0.0
2022	4.7	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

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

Year	Persistence in Enrollment (%)	Expulsions (2020)	Expulsions (2021)	Expulsions (2022)
2019-20	84.1			
2020-21	91.7	0	0	0
2021-22	76.7			

## Success Academy Charter School - Springfield Gardens's Enrollment and Retention Status: 2021-22

		Target	Charter
enrollment	economically disadvantaged	82.9	71.1
	English language learners	8.0	2.1
	students with disabilities	14.4	12.5
retention	economically disadvantaged	91.2	74.8
	English language learners	92.1	100.0
	students with disabilities	91.4	68.6

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

## CHARTER SCHOOL BACKGROUND

# SUCCESS ACADEMY CHARTER SCHOOL - WASHINGTON HEIGHTS

701 Fort Washington Avenue, New York, New York | Grades: K-4 | NYC Community School District 6  
461 West 131<sup>st</sup> Street, New York, New York | Grades: 5 | NYC Community School District 5

The SUNY Trustees approved the original charter for Success Washington Heights on October 28, 2013. The charter opened in fall 2014, serving 173 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

Success Washington 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.

### CURRENT CHARTER

*Serves: Kindergarten – 6<sup>th</sup>*

*Chartered Enrollment: 762*

*Charter Expires on: July 31, 2024*

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment: 790*

*Charter Expiration: July 31, 2027*

### CHARTER CHARACTERISTICS

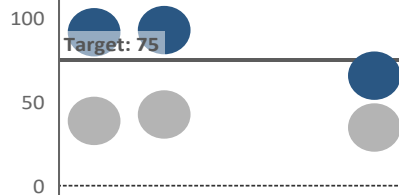
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	445	508	114%	K – 4
2020-21	645	591	92%	K – 4
2021-22	545	471	86%	K – 4
2022-23	599	491	82%	K – 5
2023-24	762	Not Yet Available	Not Yet Available	K – 6

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - WASHINGTON HEIGHTS

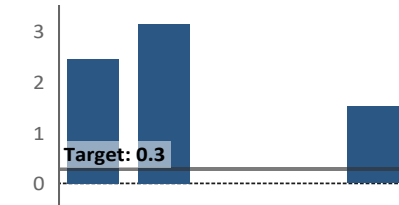
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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



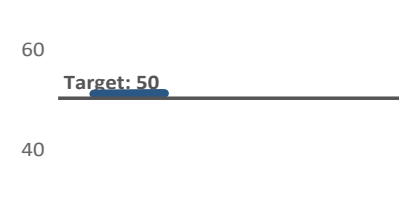
Test Year	Comp Grades	District %	Charter %
2018	3-4	39	92
2019	3-4	43	93
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	35	66

**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	2.43
2019	3-4	3.13
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	1.53

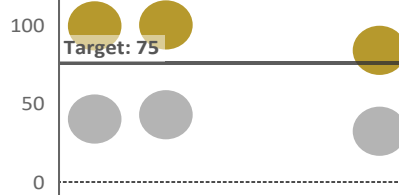
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	51.1
2019	51.2
2020	N/A
2021	N/A
2022	N/A

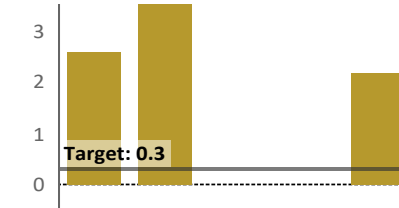
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

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



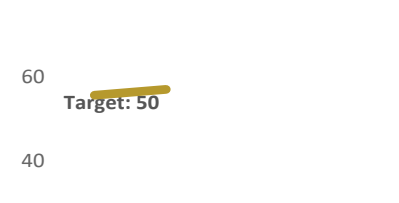
Test Year	Comp Grades	District %	Charter %
2018	3-4	41	99
2019	3-4	43	100
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-4	33	84

**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	2.58
2019	3-4	3.62
2020	N/A	N/A
2021	N/A	N/A
2022	3-4	2.16

**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	55.7
2019	57.1
2020	N/A
2021	N/A
2022	N/A

# CHARTER SCHOOL BACKGROUND

## SUCCESS ACADEMY CHARTER SCHOOL - WASHINGTON 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	2019	77	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	103	101	85
Tested on State Exam	44	43	29
Charter Percent Proficient on ELA Exam	77.3	83.7	27.6
District Percent Proficient	16.0	16.1	14.1
ELL Enrollment	58	32	65
Tested on NYSESLAT Exam	51	30	52
Charter Percent 'Commanding' or Making Progress	31.4	20.0	21.2

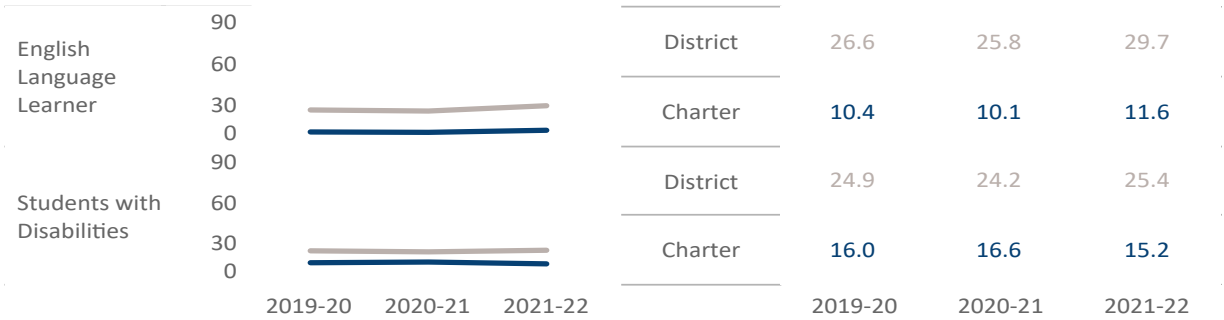
\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement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

# CHARTER SCHOOL BACKGROUND

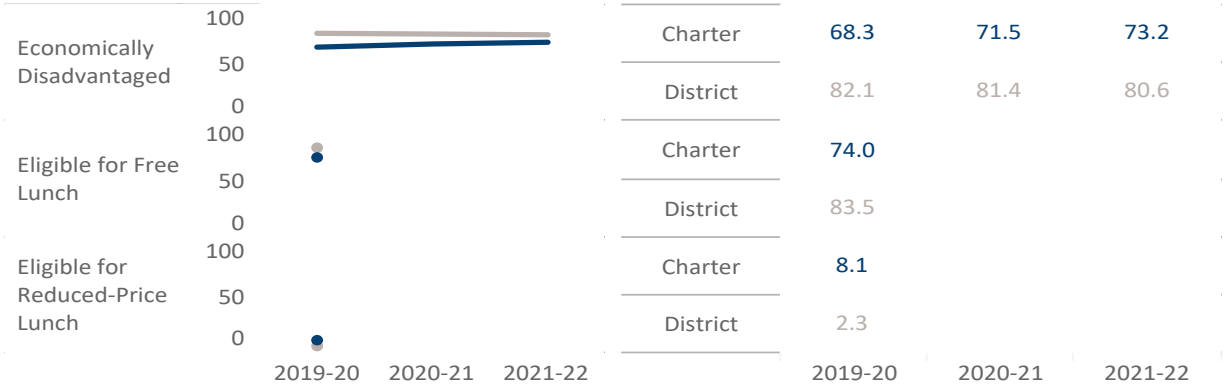
## Success Academy Charter School - Washington Heights

## Manhattan CSD 6

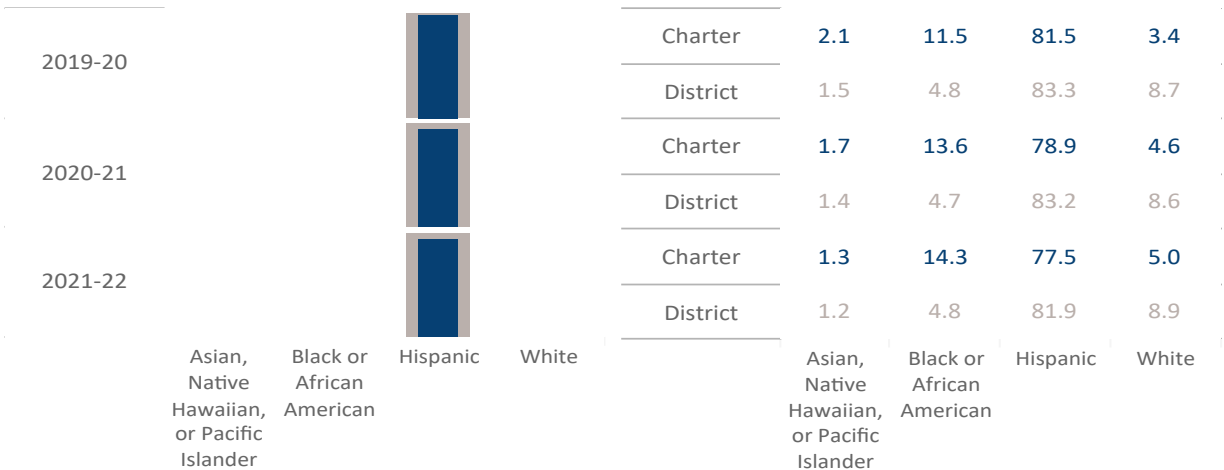
### Student Demographics: Special Populations



### Student Demographics: Free/Reduced Lunch



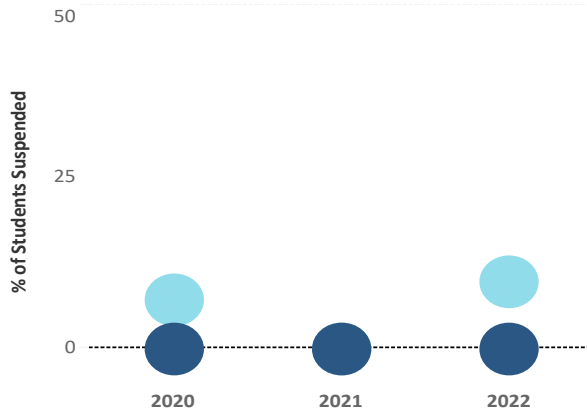
### Student Demographics: Race/Ethnicity



\* 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 - Washington Heights



### Manhattan CSD 6

	ISS Rate	OSS Rate
2020	7.2	0.0
2021	0.0	0.0
2022	9.8	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

2019-20	77.6
2020-21	84.9
2021-22	74.7

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

	2020	2021	2022
	0	0	0

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

		Target	Charter
enrollment	economically disadvantaged	89.7	80.4
	English language learners	36.3	11.3
	students with disabilities	15.4	16.3
retention	economically disadvantaged	94.2	76.0
	English language learners	94.5	78.4
	students with disabilities	94.9	65.3

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



# DP

DATA PRESENTATION

PAGES: 39-48

AP

ACADEMIC  
PERFORMANCE

CP

COMPLIANCE  
PERFORMANCE

CS

COMMUNITY  
SATISFACTION

SD

STUDENT  
DEMOGRAPHICS

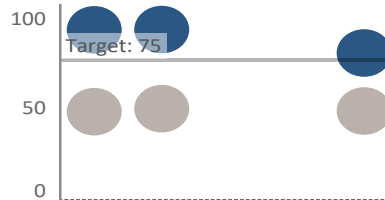


# ACADEMIC PERFORMANCE

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

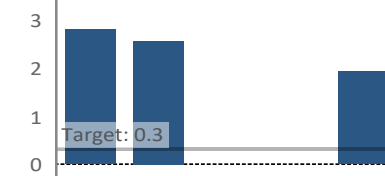
### Success Academy Charter Schools - NYC EDUCATION CORPORATION AGGREGATE ENGLISH LANGUAGE ARTS PERFORMANCE

**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

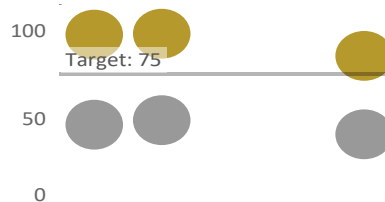
**Mean Growth Percentile.** The chart shows the unadjusted mean growth percentile for all students in grades 4-8 among **all education corporation charters**.



Test Year	Ed. Corp. Mean Growth Percentile
2018	53.5
2019	46.1
2020	N/A
2021	N/A
2022	N/A

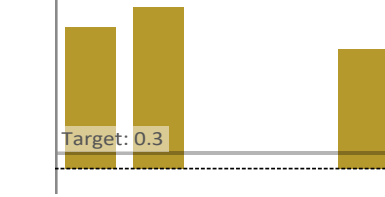
### EDUCATION CORPORATION AGGREGATE MATHEMATICS PERFORMANCE

**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**.



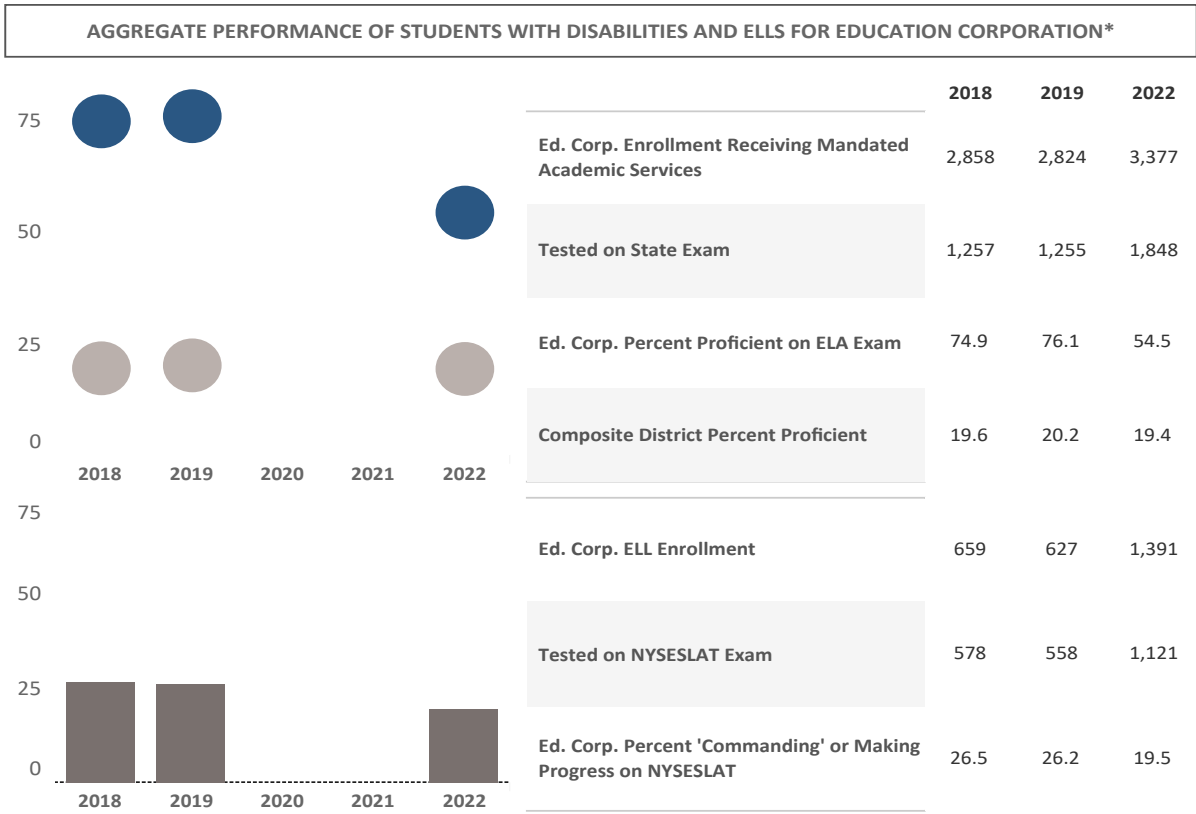
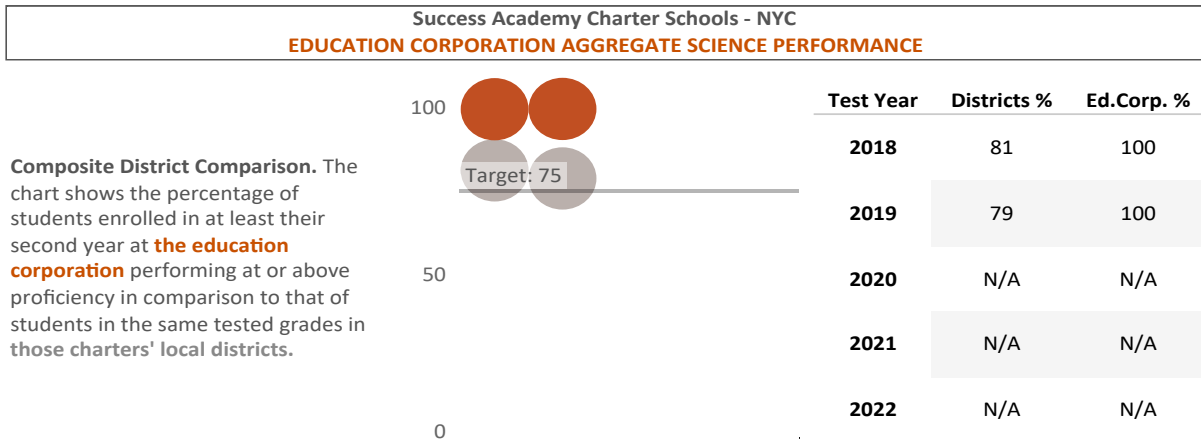
Test Year	Ed. Corp. Mean Growth Percentile
2018	58.0
2019	48.7
2020	N/A
2021	N/A
2022	N/A

\* 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.

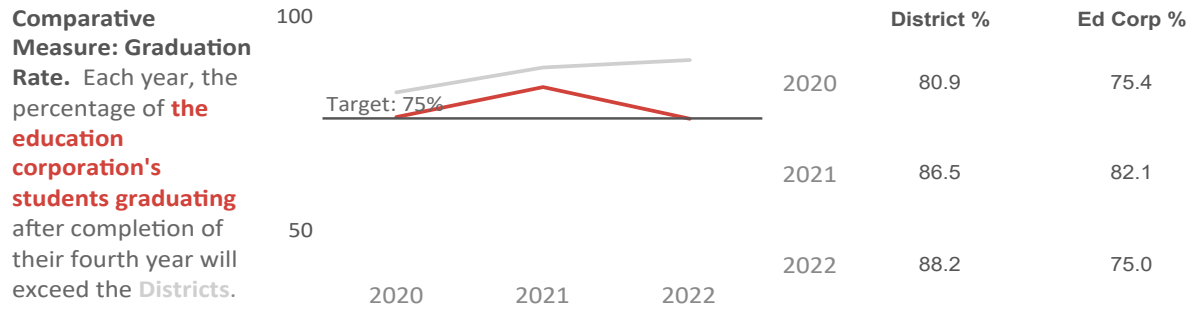


# ACADEMIC PERFORMANCE

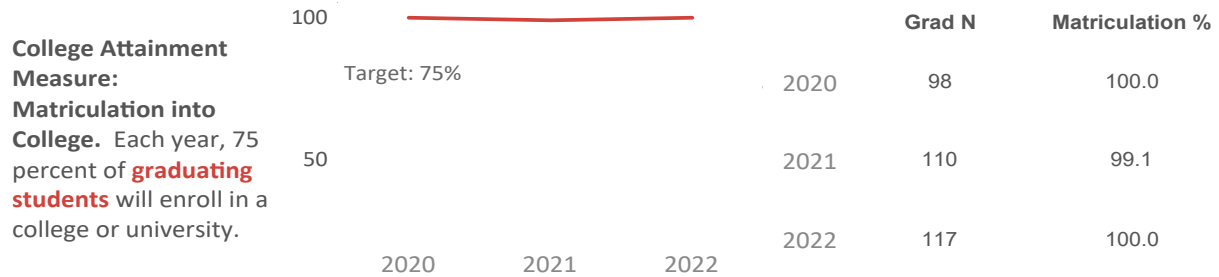
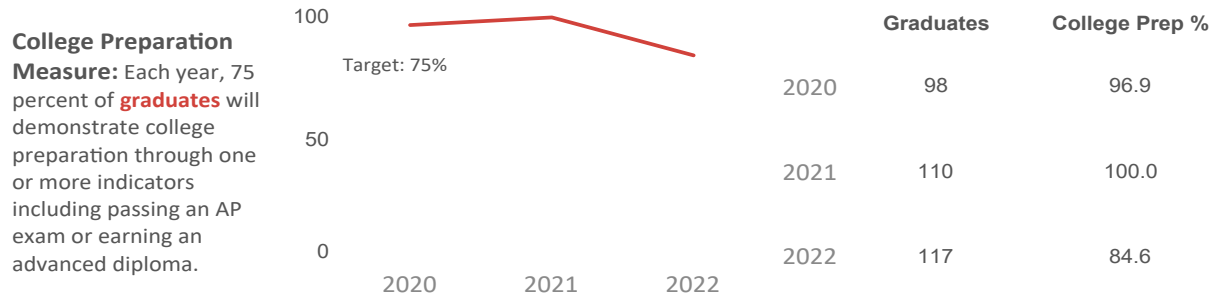
## SUCCESS ACADEMY CHARTER SCHOOLS - NYC: AGGREGATE HIGH SCHOOL PERFORMANCE FOR ALL CHARTERS

Success Academy Charter Schools - NYC Composite District

### HIGH SCHOOL GRADUATION RATE



### COLLEGE PREPARATION AND ATTAINMENT



### ENGLISH LANGUAGE ARTS AND MATHEMATICS

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

N/A

## ACADEMIC PERFORMANCE



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

Success Bensonhurst, Success Bergen Beach, Success Bronx 4, Success Rosedale, Success Springfield Gardens, and Success Washington Heights met their Accountability Plan goals over the charter term. Notably in 2021-22, all six charters outperformed at least 85% of all public schools across the state in ELA and outperformed at least 93% of schools in mathematics. The six charters also exceeded all comparative targets under their ELA and mathematics goals in every year with available state exam data. Each of the charters also met the science and Every Student Succeeds Act (“ESSA”) goals.

The six charters under review met the ELA goal over the charter term. During every year with credible state exam results available for comparison, the schools outperformed the comparison districts by at least 27 percentage points in ELA. In all years with state exam data suitable for analysis, the six 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 met the mathematics goal during the charter term. All six charters posted proficiency rates that exceeded the absolute target of 75% in every year with available state exam data. In comparison to demographically similar schools across New York State, each charter performed higher than expected to a large degree. Notably, Success Bensonhurst and Success Washington Heights exceeded the targets for all measures under the mathematics goal over the term.

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 EACH CHARTER DUE FOR RENEWAL SUBSTANTIALLY COMPLIED WITH APPLICABLE LAWS, RULES AND REGULATIONS, AND PROVISIONS OF ITS CHARTER?

*The education corporation substantially complies with applicable laws, rules and regulations, and provisions of its charters. During the current charter term, the education corporation demonstrates a clear record of compliance with the terms of its charters including the timely submission of required reporting to the Institute.*

#### SUCCESS ACADEMY CHARTER SCHOOLS NYC

##### **Annual Reports**

The education corporation submitted annual reports on behalf of its schools to the Institute and NYSED on time but has not posted them directly to their website on the date of submission as required by the Act. The Institute is working with SACS-NYC to ensure compliance prior to the start of the next charter term.

##### **FOIL**

At the time of the renewal submission, the education corporation did not have a complete Freedom of Information Law (FOIL) policy or subject matter list with link to the Committee on Open Government available on its website. The Institute will work 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 lead teachers contingent upon those teachers meeting certain requirements including: two years of Teach for America experience; three years of teaching experience; status as a higher education professor; exceptional experience in a subject; or, teaching science, technology, engineering, and mathematics (STEM) or career and technical education courses.

The network partners with Touro University to offer the Transitional B Certificate in Elementary Special Education to cover tuition costs while the teacher remains employed by SACS-NYC. In addition, the network conducts targeted outreach with early childhood and middle school certification programs, including New York University, Columbia University, University of Delaware, Vanderbilt University, Syracuse University, Boston College, and SUNY Binghamton University while also targeting Teach for America Alumni Events and Conferences and similar programs.

At the time of the renewal review, 10 of the 29 lead teachers employed by Success Bensonhurst were uncertified within the allowable limit under the Act. Five of the 10 uncertified teachers met the additional qualifications under the Act.

At the time of the renewal review, 17 of the 36 lead teachers employed by Success Bergen Beach were uncertified, two over the allowable limit under the Act. Nine of the 17 uncertified teachers met the additional qualifications under the Act.

## COMPLIANCE REPORTING

At the time of the renewal review, 13 of the 29 lead teachers employed by Success Bronx 4 were uncertified within the allowable limit under the Act. Eight of the 13 uncertified teachers met the additional qualifications under the Act.

At the time of the renewal review, 17 of the 32 lead teachers employed by Success Rosedale were uncertified, two over the allowable limit under the Act. Ten of the 17 uncertified teachers met the additional qualifications under the Act.

At the time of the renewal review, 10 of the 36 lead teachers employed by Success Springfield Gardens were uncertified within the allowable limit under the Act. Eight of the 10 uncertified teachers met the additional qualifications under the Act.

At the time of the renewal review, 8 of the 23 lead teachers employed by Success Washington Heights were uncertified within the allowable limit under the Act. Two of the 8 uncertified teachers met the additional qualifications under the Act.

### SUCCESS ACADEMY CHARTER SCHOOL BERGEN BEACH

#### **Formal Complaints**

A parent filed a complaint with NYSED concerning the school's calls to Emergency Medical Services. NYSED found no fault with the school, but did find that the NYCDOE committee on special education ("CSE") had failed to appropriately conduct a functional behavior assessment.

### SUCCESS ACADEMY CHARTER SCHOOL BRONX 4

#### **School Filed Complaint**

The school filed a complaint with NYSED alleging the NYCDOE CSE failed to implement a student's Individualized Education Program ("IEP"). NYSED found the NYCDOE CSE was in violation of the law for failure to provide all the recommended programs and services on the IEP and failed to amend the IEP to reflect the services agreed upon with the parent.

## 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 Survey Data***

The Institute compiled data from SACS-NYC's annual family survey from the 2021-22 school year for each school due for renewal. The internal survey asks families about the quality of instruction and learning provided to their child, teacher preparedness, electives and scholar talent opportunities, safe and orderly environments, staff interactions, communication and timely access to school staff, and likelihood to refer the programs to a friend or neighbor.

In 2021-22, 92% of Success Bensonhurst families responded to the SACS-NYC survey. Ninety-six percent expressed satisfaction with the charter.

In 2021-22, 43% of Success Bergen Beach families responded to the SACS-NYC survey. Seventy-eight percent expressed satisfaction with the charter.

In 2021-22, 92% of Success Bronx 4 families responded to the SACS-NYC survey. Eighty-eight percent expressed satisfaction with the charter.

In 2021-22, 79% of Success Rosedale families responded to the SACS-NYC survey. Eighty-eight percent expressed satisfaction with the charter.

In 2021-22, 66% of Success Springfield Gardens families responded to the SACS-NYC survey. Ninety-one percent expressed satisfaction with the charter.

In 2021-22, 38% of Success Washington Heights families responded to the SACS-NYC survey. Eighty-six percent expressed satisfaction with the charter.

### ***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 hearings for Success Bensonhurst's and Success Bergen Beach's renewal applications on May 24, 2023 by videoconference. No one spoke in support of the application. A representative from the Community Education Council spoke in opposition to the renewal applications citing the Council's resolution to oppose

## COMMUNITY SATISFACTION

any increase in enrollment that would impact co-located spaces and the new small class law impacting district schools. A teacher in one of the co-located spaces spoke of safety concerns surrounding the building at pick-up and dismissal times. It was unclear which building the person was referring.

The NYCDOE held its required hearings for Success Rosedale’s and Success Springfield Garden’s renewal applications on May 25, 2023 by videoconference. No one spoke in support of the application. A representative of the NAACP Jamaica Branch Education Committee spoke in opposition to the renewal applications citing speculation SACS-NYC schools do not coexist well with its co-located schools, and the schools have to mediate issues each month specifically as to shared spaces.

The NYCDOE held its required hearings on Success Bronx 4’s and Success Washington Heights’ renewal applications on May 31, 2023 by videoconference. No one spoke in support or opposition to the application.

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**Persistence in Enrollment** An additional indicator of parent satisfaction is persistence in enrollment. In 2021-22, 72% of SACS-NYC students from the education corporation returned from the previous year. Student persistence data from previous years of the charter term is available in student demographics section of the report.

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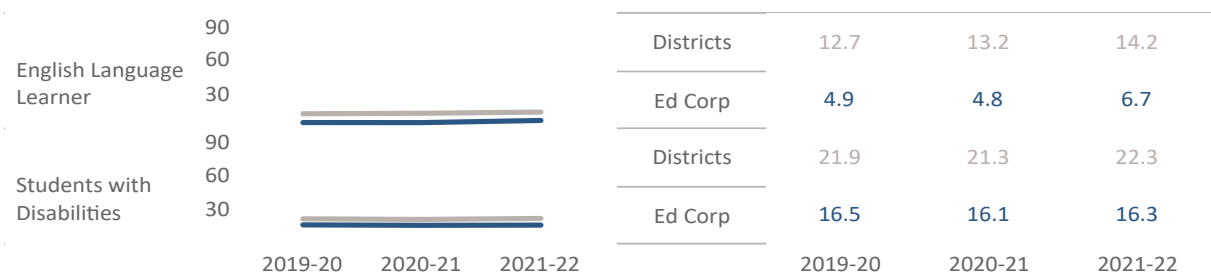
*The Institute derived the statistical information on persistence in enrollment from its database. No comparative data from the NYCDOE or NYSED is available to the Institute to provide either district or statewide context.*



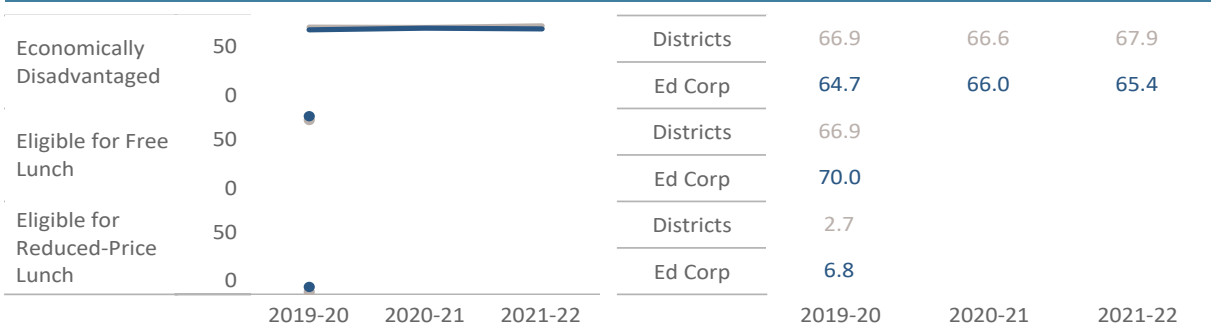
# STUDENT DEMOGRAPHICS

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

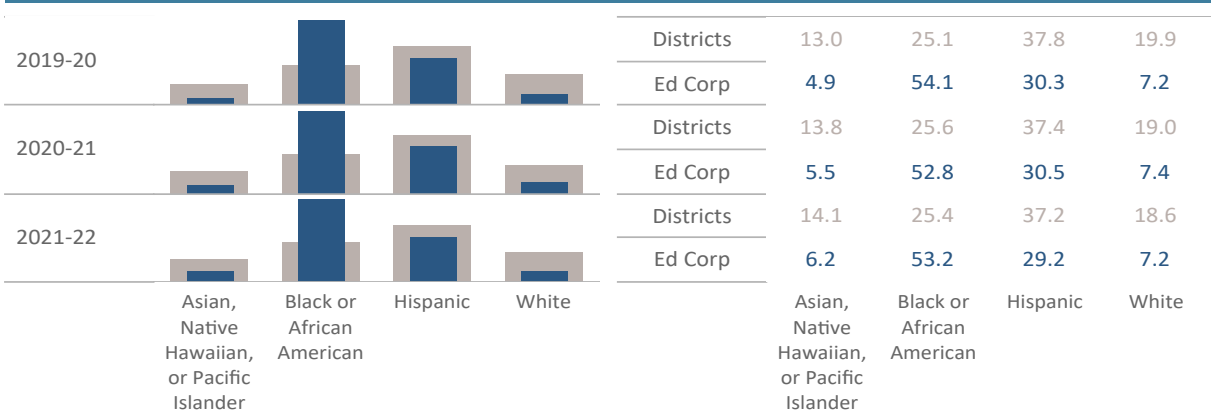
### Aggregate Education Corporation Demographics: Special Populations



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



### Aggregate Education Corporation Demographics: Race/Ethnicity



### Aggregate Education Corporation Persistence in Enrollment

2019-20	82.8
2020-21	86.6
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. The charters plan to conduct the following recruitment efforts to meet targets:

- Distributing mailings to residents of the school's city school district ("CSD"), low-income in-district communities, and mixed-income in-district communities;
- Targeting distribution of foreign-language materials to foreign-language speaking families and communities within the CSD, as determined by each school;
- Posting advertisements, flyers, and marketing materials in local newspapers, supermarkets, community centers, and apartment complexes;
- Directing advertising and other recruitment efforts to pre-school programs and community centers that serve special education students;
- Including a lottery preference for ELLs in the SACS-NYC admission policy;
- Hosting open houses at the schools and informational sessions hosted at public and private venues frequented by families of young children, including day care and nursery schools; and,
- Working to retain all students through the strength of the programs, meeting students' individual needs, and maintaining open communication with parents.

## FISCAL ANALYSIS

### IS THE EDUCATION CORPORATION FISCALLY SOUND?

SACS - NYC is fiscally sound as are its charters, Success Bensonhurst, Success Bergen Beach, Success Bronx 4, Success Rosedale, Success Springfield Gardens, and Success Washington Heights, based on the Institute’s analysis of the fiscal evidence collected through the renewal review. The SUNY Fiscal Dashboard presents color-coded tables and charts indicating that each charter up for renewal and the education corporation have demonstrated fiscal soundness over the majority of the charter term.<sup>5</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 supports the charters in the area of curriculum development, student evaluation, recruitment, training, professional development, and financial management under the terms of a management contract that reflects a 15% management fee. SACS-NYC also shares common expenses with the network for operational efficiency and cost effectiveness. In addition to analyzing the soundness of the individual charters schools, the Institute analyzed the soundness of the not-for-profit education corporation granted the authority to operate the school and finds it too has adequate financial resources to ensure stable operations. As of June 30, 2022 the Education Corporation had 1.6 months of cash, resulting from \$52,636,097 in surpluses, for 2022.



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

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

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

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

“+” : This indicator is generally present.

“-” : This indicator is generally not present.

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

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

## FISCAL ANALYSIS

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

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

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

### DOES THE EDUCATION CORPORATION MAINTAIN APPROPRIATE INTERNAL CONTROLS AND PROCEDURES?

*The education corporation maintains appropriate internal controls and procedures, which are implemented by the charter. The following elements are generally present:*

INDICATORS	EVIDENT?
The education corporation has a history of sound fiscal policies, procedures and practices, and maintains 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 the charters, have been filed in a timely, accurate, and complete manner:*

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

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

*The education corporation maintains adequate financial resources for the charters to ensure stable operations. Critical financial needs of the charters 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>+</b>

## FISCAL ANALYSIS

### SUCCESS ACADEMY CHARTER SCHOOL - BENSONHURST

NOTE: Effective 2014-15, 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 2014-15				
	MERGED	MERGED	MERGED	MERGED	MERGED
	2017-18	2018-19	2019-20	2020-21	2021-22
<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	6,946,180	7,746,006	9,023,294	10,209,569	9,816,410
Students with Disabilities	583,345	675,823	703,946	920,775	869,814
<b>Grants and Contracts</b>					
State and local	-	-	-	-	-
Federal - Title and IDEA	312,781	167,882	190,513	232,567	219,260
Federal - Other	22,251	33,333	-	247,083	68,999
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	141,083	159,430	-	-	-
<b>Total Operating Revenue</b>	<b>8,005,640</b>	<b>8,782,474</b>	<b>9,917,753</b>	<b>11,609,993</b>	<b>10,974,483</b>
<b>Expenses</b>					
Regular Education	4,270,609	4,101,308	4,703,437	5,492,074	5,585,001
SPED	1,579,540	1,675,182	1,921,122	1,735,980	2,191,103
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>5,850,149</b>	<b>5,776,490</b>	<b>6,624,559</b>	<b>7,228,054</b>	<b>7,776,103</b>
Management and General	582,279	576,668	706,904	863,765	929,123
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>6,432,428</b>	<b>6,353,159</b>	<b>7,331,464</b>	<b>8,091,819</b>	<b>8,705,226</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>1,573,213</b>	<b>2,429,316</b>	<b>2,586,290</b>	<b>3,518,174</b>	<b>2,269,257</b>
<b>Support and Other Revenue</b>					
Contributions	15,183	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	22,120	31,366	6,070	(112,750)	330,339
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>37,304</b>	<b>31,366</b>	<b>6,070</b>	<b>(112,750)</b>	<b>330,339</b>
Total Unrestricted Revenue	8,042,944	8,813,840	9,923,824	11,497,243	11,304,822
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>8,042,944</b>	<b>8,813,840</b>	<b>9,923,824</b>	<b>11,497,243</b>	<b>11,304,822</b>
<b>Change in Net Assets</b>	<b>1,610,516</b>	<b>2,460,682</b>	<b>2,592,360</b>	<b>3,405,424</b>	<b>2,599,596</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>713,639</b>	<b>2,477,118</b>	<b>4,937,800</b>	<b>7,530,160</b>	<b>10,935,584</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>2,324,155</b>	<b>4,937,800</b>	<b>7,530,160</b>	<b>10,935,584</b>	<b>13,535,180</b>

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - BENSONHURST

NOTE: Effective 2014-15, 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

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service	703,541	764,058	960,032	882,128	761,228
Administrative Staff Personnel	2,240,145	2,232,247	2,804,800	3,087,845	3,598,532
Instructional Personnel	-	-	-	-	-
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>2,943,685</b>	<b>2,996,304</b>	<b>3,764,832</b>	<b>3,969,973</b>	<b>4,359,760</b>
Fringe Benefits & Payroll Taxes	542,569	553,967	634,394	781,561	881,953
Retirement	74,238	70,985	95,264	109,475	-
Management Company Fees	1,015,764	1,127,533	1,338,916	1,672,777	1,909,653
Building and Land Rent / Lease / Facility Financing	14,107	0	-	76,498	59,437
Staff Development	65,197	108,506	79,173	37,060	62,543
Professional Fees, Consultant & Purchased Services	18,036	919	33,111	83,076	27,033
Marketing / Recruitment	96,413	77,849	141,356	82,457	147,002
Student Supplies, Materials & Services	361,103	334,340	280,765	147,819	224,324
Depreciation	431,376	344,886	335,214	360,854	278,592
Other	869,938	737,868	628,439	770,269	754,930
<b>Total Expenses</b>	<b>6,432,428</b>	<b>6,353,159</b>	<b>7,331,464</b>	<b>8,091,819</b>	<b>8,705,226</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	510	675	596	667	735
Final Chartered Enrollment (Includes any revisions)	510	602	445	595	645
Actual Enrollment - GRAPH 4	456	480	553	634	565
Chartered Grades	K-4	K-5	K-6	K-7	K-8
Final Chartered Grades (includes any revisions)	K-4	K-4	K-4	K-4	K-4

#### Primary School District: NYC CHANCELLOR'S OFFICE

Per Pupil Funding (Weighted Avg of All Districts)	2017-18	2018-19	2019-20	2020-21	2021-22
Increase over prior year	14,527	15,307	16,150	16,123	16,844
	3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

##### Revenue

	2017-18	2018-19	2019-20	2020-21	2021-22
Operating	17,556	18,297	17,944	18,314	19,424
Other Revenue and Support	82	65	11	(178)	585
<b>TOTAL - GRAPH 3</b>	<b>17,638</b>	<b>18,362</b>	<b>17,955</b>	<b>18,136</b>	<b>20,009</b>

##### Expenses

	2017-18	2018-19	2019-20	2020-21	2021-22
Program Services	12,829	12,034	11,986	11,402	13,763
Management and General, Fundraising	1,277	1,201	1,279	1,363	1,644
<b>TOTAL - GRAPH 3</b>	<b>14,106</b>	<b>13,236</b>	<b>13,265</b>	<b>12,764</b>	<b>15,407</b>
% of Program Services	90.9%	90.9%	90.4%	89.3%	89.3%
% of Management and Other	9.1%	9.1%	9.6%	10.7%	10.7%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>25.0%</b>	<b>38.7%</b>	<b>35.4%</b>	<b>42.1%</b>	<b>29.9%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.7%</b>	<b>0.5%</b>

#### Student to Faculty Ratio

2017-18	2018-19	2019-20	2020-21	2021-22
14.3	11.7	11.8	12.1	10.9

#### Faculty to Admin Ratio

2017-18	2018-19	2019-20	2020-21	2021-22
4.6	4.6	3.7	5.4	4.7

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2017-18	2018-19	2019-20	2020-21	2021-22
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

	2017-18	2018-19	2019-20	2020-21	2021-22
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	2017-18	2018-19	2019-20	2020-21	2021-22
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	2017-18	2018-19	2019-20	2020-21	2021-22
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	2017-18	2018-19	2019-20	2020-21	2021-22
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 - BERGEN BEACH

NOTE: Effective 2014-15, 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

	Opened 2014-15				
	MERGED	MERGED	MERGED	MERGED	MERGED
	2017-18	2018-19	2019-20	2020-21	2021-22
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	5,658,060	8,518,813	11,297,971	14,969,339	16,821,397
Students with Disabilities	607,020	705,975	938,159	1,064,901	1,019,785
<b>Grants and Contracts</b>					
State and local	-	-	-	-	-
Federal - Title and IDEA	280,210	635,447	455,702	411,289	359,963
Federal - Other	22,251	33,333	-	544,679	173,336
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	142,154	203,412	-	-	-
<b>Total Operating Revenue</b>	<b>6,709,695</b>	<b>10,096,980</b>	<b>12,691,833</b>	<b>16,990,208</b>	<b>18,374,481</b>

##### Expenses

Regular Education	4,288,562	5,879,453	7,384,963	9,433,502	10,169,143
SPED	1,586,180	2,401,467	3,016,393	2,981,820	3,989,549
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>5,874,742</b>	<b>8,280,920</b>	<b>10,401,356</b>	<b>12,415,321</b>	<b>14,158,692</b>
Management and General	542,485	767,966	1,054,220	1,413,793	1,631,670
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>6,417,227</b>	<b>9,048,886</b>	<b>11,455,577</b>	<b>13,829,114</b>	<b>15,790,362</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>292,468</b>	<b>1,048,094</b>	<b>1,236,256</b>	<b>3,161,094</b>	<b>2,584,119</b>

##### Support and Other Revenue

Contributions	12,153	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	17,231	25,790	16,829	(126,011)	819,441
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>29,385</b>	<b>25,790</b>	<b>16,829</b>	<b>(126,011)</b>	<b>819,441</b>

Total Unrestricted Revenue	6,739,079	10,122,770	12,708,662	16,864,197	19,193,922
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>6,739,079</b>	<b>10,122,770</b>	<b>12,708,662</b>	<b>16,864,197</b>	<b>19,193,922</b>

##### Change in Net Assets

<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>238,548</b>	<b>689,284</b>	<b>1,763,168</b>	<b>3,016,253</b>	<b>6,051,336</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>560,401</b>	<b>1,763,168</b>	<b>3,016,253</b>	<b>6,051,336</b>	<b>9,454,896</b>



# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - BERGEN BEACH

NOTE: Effective 2014-15, 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

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service	679,625	987,466	1,475,399	1,531,266	1,205,580
Administrative Staff Personnel	2,163,996	2,884,949	4,310,478	5,360,120	5,815,150
Instructional Personnel	-	-	-	-	-
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>2,843,621</b>	<b>3,872,415</b>	<b>5,785,877</b>	<b>6,891,386</b>	<b>7,020,730</b>
Fringe Benefits & Payroll Taxes	509,344	788,323	1,061,058	1,336,466	1,412,970
Retirement	60,821	86,439	139,919	181,918	-
Management Company Fees	826,208	1,232,462	1,677,702	2,401,926	3,272,380
Building and Land Rent / Lease / Facility Financing	11,291	(0)	-	146,672	273,331
Staff Development	93,529	101,697	116,515	65,604	96,151
Professional Fees, Consultant & Purchased Services	15,003	1,876	44,699	136,566	29,576
Marketing / Recruitment	101,343	92,959	215,019	126,477	270,922
Student Supplies, Materials & Services	432,887	753,517	463,281	401,212	575,675
Depreciation	425,912	624,049	827,674	903,631	1,079,695
Other	1,097,269	1,495,149	1,123,831	1,237,256	1,758,931
<b>Total Expenses</b>	<b>6,417,227</b>	<b>9,048,886</b>	<b>11,455,577</b>	<b>13,829,114</b>	<b>15,790,362</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	510	675	595	666	734
Final Chartered Enrollment (Includes any revisions)	510	675	595	1,016	1,084
Actual Enrollment - <b>GRAPH 4</b>	365	524	693	928	989
Chartered Grades	K-4	K-5	K-6	K-7	K-8
Final Chartered Grades (includes any revisions)	-	-	-	-	-

#### Primary School District: NYC CHANCELLOR'S OFFICE

Per Pupil Funding (Weighted Avg of All Districts)	2017-18	2018-19	2019-20	2020-21	2021-22
Increase over prior year	14,527	15,307	16,150	16,123	16,844
	3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

Revenue	2017-18	2018-19	2019-20	2020-21	2021-22
Operating	18,383	19,269	18,326	18,310	18,579
Other Revenue and Support	81	49	24	(136)	829
<b>TOTAL - GRAPH 3</b>	<b>18,463</b>	<b>19,318</b>	<b>18,351</b>	<b>18,174</b>	<b>19,407</b>
Expenses	2017-18	2018-19	2019-20	2020-21	2021-22
Program Services	16,095	15,803	15,019	13,379	14,316
Management and General, Fundraising	1,486	1,466	1,522	1,524	1,650
<b>TOTAL - GRAPH 3</b>	<b>17,581</b>	<b>17,269</b>	<b>16,541</b>	<b>14,903</b>	<b>15,966</b>
% of Program Services	91.5%	91.5%	90.8%	89.8%	89.7%
% of Management and Other	8.5%	8.5%	9.2%	10.2%	10.3%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>5.0%</b>	<b>11.9%</b>	<b>10.9%</b>	<b>21.9%</b>	<b>21.6%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>1.5%</b>

#### Student to Faculty Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
Student to Faculty Ratio	11.8	11.1	9.0	10.1	12.1

#### Faculty to Admin Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
Faculty to Admin Ratio	5.2	3.1	4.8	5.4	4.8

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2017-18	2018-19	2019-20	2020-21	2021-22
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

Net Working Capital	2017-18	2018-19	2019-20	2020-21	2021-22
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	2017-18	2018-19	2019-20	2020-21	2021-22
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	2017-18	2018-19	2019-20	2020-21	2021-22
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	2017-18	2018-19	2019-20	2020-21	2021-22
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 - BRONX 4

NOTE: Effective 2014-15, 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 2014-15				
	MERGED	MERGED	MERGED	MERGED	MERGED
	2017-18	2018-19	2019-20	2020-21	2021-22
<b>Assets</b>					
<b>Current Assets</b>					
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>	-	-	-	-	-
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	7,304,341	7,560,313	9,018,862	9,432,000	9,631,647
Students with Disabilities	1,019,718	1,015,978	1,208,832	1,162,328	944,416
<b>Grants and Contracts</b>					
State and local	-	-	-	-	-
Federal - Title and IDEA	507,027	421,456	381,879	403,352	370,751
Federal - Other	22,251	33,333	-	1	69,653
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>8,853,337</b>	<b>9,031,081</b>	<b>10,609,572</b>	<b>10,997,681</b>	<b>11,016,467</b>
<b>Expenses</b>					
Regular Education	4,529,423	4,454,155	5,084,311	5,542,005	5,369,529
SPED	1,675,266	1,819,303	2,076,690	1,751,763	2,106,569
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>6,204,689</b>	<b>6,273,458</b>	<b>7,161,001</b>	<b>7,293,767</b>	<b>7,476,098</b>
Management and General	636,507	638,433	749,540	864,687	913,973
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>6,841,196</b>	<b>6,911,891</b>	<b>7,910,541</b>	<b>8,158,455</b>	<b>8,390,072</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>2,012,141</b>	<b>2,119,190</b>	<b>2,699,032</b>	<b>2,839,226</b>	<b>2,626,396</b>
<b>Support and Other Revenue</b>					
Contributions	16,116	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	22,448	16,577	6,093	(112,799)	766,574
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>38,564</b>	<b>16,577</b>	<b>6,093</b>	<b>(112,799)</b>	<b>766,574</b>
Total Unrestricted Revenue	8,891,901	9,047,658	10,615,665	10,884,882	11,783,041
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>8,891,901</b>	<b>9,047,658</b>	<b>10,615,665</b>	<b>10,884,882</b>	<b>11,783,041</b>
<b>Change in Net Assets</b>	<b>2,050,705</b>	<b>2,135,767</b>	<b>2,705,125</b>	<b>2,726,427</b>	<b>3,392,970</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>1,431,575</b>	<b>3,645,266</b>	<b>5,781,033</b>	<b>8,486,158</b>	<b>11,212,585</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>3,482,280</b>	<b>5,781,033</b>	<b>8,486,158</b>	<b>11,212,585</b>	<b>14,605,554</b>



# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - BRONX 4

NOTE: Effective 2014-15, 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

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service	584,395	910,645	996,209	883,451	623,742
Administrative Staff Personnel	2,702,827	2,660,511	2,910,494	3,092,475	2,993,959
Instructional Personnel	-	-	-	-	-
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>3,287,223</b>	<b>3,571,155</b>	<b>3,906,704</b>	<b>3,975,925</b>	<b>3,617,701</b>
Fringe Benefits & Payroll Taxes	628,636	691,971	738,372	793,388	775,482
Retirement	73,925	82,095	94,114	97,066	-
Management Company Fees	1,067,843	1,097,512	1,340,188	1,592,436	1,873,709
Building and Land Rent / Lease / Facility Financing	14,973	0	-	89,704	71,196
Staff Development	64,197	72,361	92,320	37,100	46,289
Professional Fees, Consultant & Purchased Services	18,970	919	33,138	86,092	21,364
Marketing / Recruitment	104,251	51,450	155,634	88,856	155,661
Student Supplies, Materials & Services	427,091	368,454	311,853	157,978	322,957
Depreciation	363,761	260,217	425,407	478,849	471,854
Other	790,327	715,756	812,810	761,060	1,033,860
<b>Total Expenses</b>	<b>6,841,196</b>	<b>6,911,891</b>	<b>7,910,541</b>	<b>8,158,455</b>	<b>8,390,072</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	510	675	617	687	754
Final Chartered Enrollment (Includes any revisions)	510	602	445	625	625
Actual Enrollment - <b>GRAPH 4</b>	484	467	553	586	544
Chartered Grades	K-4	K-5	K-6	K-7	K-8
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)	2017-18	2018-19	2019-20	2020-21	2021-22
Increase over prior year	14,527	15,307	16,150	16,123	16,844
	3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

Revenue	2017-18	2018-19	2019-20	2020-21	2021-22
Operating	18,292	19,339	19,178	18,782	20,251
Other Revenue and Support	80	35	11	(193)	1,409
<b>TOTAL - GRAPH 3</b>	<b>18,372</b>	<b>19,374</b>	<b>19,189</b>	<b>18,590</b>	<b>21,660</b>
Expenses					
Program Services	12,820	13,434	12,944	12,457	13,743
Management and General, Fundraising	1,315	1,367	1,355	1,477	1,680
<b>TOTAL - GRAPH 3</b>	<b>14,135</b>	<b>14,801</b>	<b>14,299</b>	<b>13,933</b>	<b>15,423</b>
% of Program Services	90.7%	90.8%	90.5%	89.4%	89.1%
% of Management and Other	9.3%	9.2%	9.5%	10.6%	10.9%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>30.0%</b>	<b>30.9%</b>	<b>34.2%</b>	<b>33.4%</b>	<b>40.4%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>0.6%</b>

#### Student to Faculty Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
Student to Faculty Ratio	13.1	9.5	11.7	11.2	11.3

#### Faculty to Admin Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
Faculty to Admin Ratio	4.6	4.7	3.0	5.4	4.8

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2017-18	2018-19	2019-20	2020-21	2021-22
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

Net Working Capital	2017-18	2018-19	2019-20	2020-21	2021-22
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	2017-18	2018-19	2019-20	2020-21	2021-22
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	2017-18	2018-19	2019-20	2020-21	2021-22
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	2017-18	2018-19	2019-20	2020-21	2021-22
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 - ROSEDALE

NOTE: Effective 2014-15, 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

Opened 2014-15

	MERGED 2017-18	MERGED 2018-19	MERGED 2019-20	MERGED 2020-21	MERGED 2021-22
<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	6,460,038	6,772,776	8,723,882	11,821,185	14,973,771
Students with Disabilities	1,046,907	606,418	723,728	1,022,673	1,043,836
<b>Grants and Contracts</b>					
State and local	-	-	-	-	-
Federal - Title and IDEA	204,963	169,788	141,267	175,154	172,075
Federal - Other	22,251	33,333	-	565,651	172,446
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	157,017	160,077	-	-	-
<b>Total Operating Revenue</b>	<b>7,891,176</b>	<b>7,742,392</b>	<b>9,588,878</b>	<b>13,584,663</b>	<b>16,362,128</b>
<b>Expenses</b>					
Regular Education	4,205,677	3,958,666	4,308,717	7,344,993	8,500,835
SPED	1,555,524	1,616,920	1,759,898	2,321,666	3,335,040
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>5,761,201</b>	<b>5,575,586</b>	<b>6,068,615</b>	<b>9,666,659</b>	<b>11,835,876</b>
Management and General	557,779	541,462	657,085	1,106,178	1,564,749
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>6,318,979</b>	<b>6,117,049</b>	<b>6,725,700</b>	<b>10,772,837</b>	<b>13,400,625</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>1,572,197</b>	<b>1,625,343</b>	<b>2,863,177</b>	<b>2,811,826</b>	<b>2,961,503</b>
<b>Support and Other Revenue</b>					
Contributions	14,018	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	18,872	18,139	5,440	(127,271)	(94,312)
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>32,890</b>	<b>18,139</b>	<b>5,440</b>	<b>(127,271)</b>	<b>(94,312)</b>
<b>Total Unrestricted Revenue</b>	<b>7,924,066</b>	<b>7,760,531</b>	<b>9,594,317</b>	<b>13,457,392</b>	<b>16,267,815</b>
<b>Total Temporarily Restricted Revenue</b>	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>7,924,066</b>	<b>7,760,531</b>	<b>9,594,317</b>	<b>13,457,392</b>	<b>16,267,815</b>
<b>Change in Net Assets</b>	<b>1,605,086</b>	<b>1,643,482</b>	<b>2,868,617</b>	<b>2,684,555</b>	<b>2,867,191</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>692,899</b>	<b>2,441,229</b>	<b>4,084,711</b>	<b>6,953,329</b>	<b>9,637,883</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>2,297,985</b>	<b>4,084,711</b>	<b>6,953,329</b>	<b>9,637,883</b>	<b>12,505,074</b>



# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - ROSEDALE

NOTE: Effective 2014-15, 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

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service	680,582	744,627	879,139	1,235,734	1,126,192
Administrative Staff Personnel	2,167,041	2,175,478	2,568,464	4,325,625	5,167,232
Instructional Personnel	-	-	-	-	-
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>2,847,623</b>	<b>2,920,105</b>	<b>3,447,602</b>	<b>5,561,359</b>	<b>6,293,423</b>
Fringe Benefits & Payroll Taxes	529,656	559,714	593,066	988,218	1,196,462
Retirement	69,400	68,321	86,553	140,387	-
Management Company Fees	942,206	1,000,274	1,289,133	1,927,131	2,912,949
Building and Land Rent / Lease / Facility Financing	13,024	(0)	-	256,417	144,126
Staff Development	67,064	56,306	66,494	61,505	93,548
Professional Fees, Consultant & Purchased Services	16,870	919	32,040	112,139	32,167
Marketing / Recruitment	100,218	41,854	151,537	108,043	212,160
Student Supplies, Materials & Services	404,947	347,263	249,080	287,626	458,469
Depreciation	315,314	199,254	179,629	281,120	1,026,488
Other	1,012,657	923,038	630,566	1,048,893	1,030,831
<b>Total Expenses</b>	<b>6,318,979</b>	<b>6,117,049</b>	<b>6,725,700</b>	<b>10,772,837</b>	<b>13,400,625</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	510	675	606	677	745
Final Chartered Enrollment (Includes any revisions)	510	602	445	664	1,089
Actual Enrollment - <b>GRAPH 4</b>	421	431	532	733	848
Chartered Grades	K-4	K-5	K-6	K-7	K-8
Final Chartered Grades (includes any revisions)	-	K-4	K-4	K-5	K-6

#### Primary School District: NYC CHANCELLOR'S OFFICE

Per Pupil Funding (Weighted Avg of All Districts)	2017-18	2018-19	2019-20	2020-21	2021-22
Increase over prior year	14,527	15,307	16,150	16,123	16,844
	3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

Revenue	2017-18	2018-19	2019-20	2020-21	2021-22
Operating	18,744	17,964	18,019	18,535	19,295
Other Revenue and Support	78	42	10	(174)	(111)
<b>TOTAL - GRAPH 3</b>	<b>18,822</b>	<b>18,006</b>	<b>18,029</b>	<b>18,361</b>	<b>19,184</b>
Expenses	2017-18	2018-19	2019-20	2020-21	2021-22
Program Services	13,685	12,936	11,404	13,189	13,957
Management and General, Fundraising	1,325	1,256	1,235	1,509	1,845
<b>TOTAL - GRAPH 3</b>	<b>15,009</b>	<b>14,193</b>	<b>12,639</b>	<b>14,699</b>	<b>15,803</b>
% of Program Services	91.2%	91.1%	90.2%	89.7%	88.3%
% of Management and Other	8.8%	8.9%	9.8%	10.3%	11.7%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>25.4%</b>	<b>26.9%</b>	<b>42.7%</b>	<b>24.9%</b>	<b>21.4%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.9%</b>	<b>0.9%</b>

#### Student to Faculty Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
Student to Faculty Ratio	14.0	12.0	12.2	10.7	10.9

#### Faculty to Admin Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
Faculty to Admin Ratio	3.8	3.4	5.0	5.4	4.6

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2017-18	2018-19	2019-20	2020-21	2021-22
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	2017-18	2018-19	2019-20	2020-21	2021-22
As % of Unrestricted Revenue	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)	0.0	0.0	0.0	0.0	0.0
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A

#### Quick (Acid Test) Ratio

Score	2017-18	2018-19	2019-20	2020-21	2021-22
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
	N/A	N/A	N/A	N/A	N/A

#### Debt to Asset Ratio - GRAPH 7

Score	2017-18	2018-19	2019-20	2020-21	2021-22
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
	N/A	N/A	N/A	N/A	N/A

#### Months of Cash - GRAPH 8

Score	2017-18	2018-19	2019-20	2020-21	2021-22
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
	N/A	N/A	N/A	N/A	N/A

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - SPRINGFIELD GARDENS

NOTE: Effective 2014-15, 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 2014-15				
	MERGED	MERGED	MERGED	MERGED	MERGED
	2017-18	2018-19	2019-20	2020-21	2021-22
<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 - <b>GRAPH 1</b></b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - <b>GRAPH 1</b></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 - <b>GRAPH 1</b></b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - <b>GRAPH 1</b></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	6,848,690	9,189,610	12,105,320	14,592,975	15,046,582
Students with Disabilities	679,287	889,791	842,090	959,432	1,010,816
<b>Grants and Contracts</b>					
State and local	-	-	-	-	-
Federal - Title and IDEA	305,368	435,957	363,451	214,203	211,258
Federal - Other	22,251	33,333	-	543,082	152,655
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	7,855,596	10,548,691	13,310,861	16,309,692	16,421,310
<b>Expenses</b>					
Regular Education	4,151,075	5,593,910	6,969,194	8,980,456	9,594,407
SPED	1,535,329	2,284,837	2,846,572	2,838,617	3,764,069
Other	-	-	-	-	-
<b>Total Program Services</b>	5,686,403	7,878,747	9,815,766	11,819,073	13,358,476
Management and General	578,440	769,662	1,021,123	1,343,065	1,642,016
Fundraising	-	-	-	-	-
<b>Total Expenses - <b>GRAPHS 2, 3 &amp; 4</b></b>	6,264,843	8,648,409	10,836,889	13,162,137	15,000,492
<b>Surplus / (Deficit) From School Operations</b>	1,590,753	1,900,282	2,473,972	3,147,554	1,420,818
<b>Support and Other Revenue</b>					
Contributions	14,984	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	19,424	24,819	22,753	(116,880)	(44,531)
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	34,407	24,819	22,753	(116,880)	(44,531)
Total Unrestricted Revenue	7,890,004	10,573,510	13,333,613	16,192,811	16,376,780
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - <b>GRAPHS 2 &amp; 3</b></b>	7,890,004	10,573,510	13,333,613	16,192,811	16,376,780
<b>Change in Net Assets</b>	1,625,161	1,925,101	2,496,724	3,030,674	1,376,288
<b>Net Assets - Beginning of Year - <b>GRAPH 2</b></b>	763,269	2,539,467	4,464,568	6,961,292	9,991,966
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - <b>GRAPH 2</b></b>	2,388,430	4,464,568	6,961,292	9,991,966	11,368,254



# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - SPRINGFIELD GARDENS

NOTE: Effective 2014-15, 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

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service					
Administrative Staff Personnel	680,891	1,025,761	1,417,792	1,506,062	1,333,621
Instructional Personnel	2,168,024	2,996,832	4,142,177	5,271,895	6,268,017
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>2,848,915</b>	<b>4,022,593</b>	<b>5,559,969</b>	<b>6,777,958</b>	<b>7,601,637</b>
Fringe Benefits & Payroll Taxes	564,067	853,198	1,011,063	1,364,455	1,588,973
Retirement	66,909	88,235	135,814	178,469	-
Management Company Fees	1,001,884	1,341,984	1,786,170	2,335,935	2,927,113
Building and Land Rent / Lease / Facility Financing	13,921	(0)	-	96,770	176,763
Staff Development	58,641	134,130	122,226	66,408	93,591
Professional Fees, Consultant & Purchased Services	17,836	1,839	47,033	152,809	25,245
Marketing / Recruitment	109,284	129,609	205,018	132,089	227,910
Student Supplies, Materials & Services	427,049	590,624	466,008	374,749	565,512
Depreciation	407,226	409,878	476,212	542,023	576,198
Other	749,112	1,076,320	1,027,377	1,140,473	1,217,551
<b>Total Expenses</b>	<b>6,264,843</b>	<b>8,648,409</b>	<b>10,836,889</b>	<b>13,162,137</b>	<b>15,000,492</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	510	675	593	664	732
Final Chartered Enrollment (includes any revisions)	510	675	754	896	1,032
Actual Enrollment - <b>GRAPH 4</b>	450	589	737	904	848
Chartered Grades	K-4	K-5	K-6	K-7	K-8
Final Chartered Grades (includes any revisions)	-	-	-	-	-

#### Primary School District: NYC CHANCELLOR'S OFFICE

##### Per Pupil Funding (Weighted Avg of All Districts)

	2017-18	2018-19	2019-20	2020-21	2021-22
Increase over prior year	3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

##### Revenue

	2017-18	2018-19	2019-20	2020-21	2021-22
Operating	17,457	17,909	18,053	18,034	19,376
Other Revenue and Support	76	42	31	(129)	(53)
<b>TOTAL - GRAPH 3</b>	<b>17,533</b>	<b>17,952</b>	<b>18,084</b>	<b>17,905</b>	<b>19,324</b>

##### Expenses

	2017-18	2018-19	2019-20	2020-21	2021-22
Program Services	12,636	13,376	13,313	13,069	15,762
Management and General, Fundraising	1,285	1,307	1,385	1,485	1,937
<b>TOTAL - GRAPH 3</b>	<b>13,922</b>	<b>14,683</b>	<b>14,698</b>	<b>14,554</b>	<b>17,700</b>
% of Program Services	90.8%	91.1%	90.6%	89.8%	89.1%
% of Management and Other	9.2%	8.9%	9.4%	10.2%	10.9%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>25.9%</b>	<b>22.3%</b>	<b>23.0%</b>	<b>23.0%</b>	<b>9.2%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>1.1%</b>

##### Student to Faculty Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
Student to Faculty Ratio	14.5	11.0	10.3	10.2	9.0

##### Faculty to Admin Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
Faculty to Admin Ratio	4.4	3.1	4.0	5.4	4.7

#### Financial Responsibility Composite Scores - GRAPH 6

	2017-18	2018-19	2019-20	2020-21	2021-22
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

	2017-18	2018-19	2019-20	2020-21	2021-22
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

	2017-18	2018-19	2019-20	2020-21	2021-22
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

	2017-18	2018-19	2019-20	2020-21	2021-22
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

	2017-18	2018-19	2019-20	2020-21	2021-22
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 - WASHINGTON HEIGHTS

NOTE: Effective 2014-15, 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 2014-15				
	MERGED	MERGED	MERGED	MERGED	MERGED
	2017-18	2018-19	2019-20	2020-21	2021-22
<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	7,253,617	7,393,218	8,280,261	9,522,713	8,036,123
Students with Disabilities	1,266,466	1,130,083	544,320	753,986	554,026
<b>Grants and Contracts</b>					
State and local	-	-	-	-	-
Federal - Title and IDEA	263,445	327,142	222,193	247,840	222,692
Federal - Other	22,251	33,333	-	252,597	62,975
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	57,746	169,861	-	-	-
<b>Total Operating Revenue</b>	8,863,524	9,053,639	9,046,774	10,777,136	8,875,817
<b>Expenses</b>					
Regular Education	5,049,192	5,027,869	5,045,930	5,560,812	5,542,349
SPED	1,867,509	2,053,637	2,061,014	1,757,708	2,174,369
Other	-	-	-	-	-
<b>Total Program Services</b>	6,916,702	7,081,506	7,106,944	7,318,520	7,716,718
Management and General	669,272	675,807	742,710	852,503	939,155
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	7,585,974	7,757,313	7,849,654	8,171,023	8,655,873
<b>Surplus / (Deficit) From School Operations</b>	1,277,551	1,296,326	1,197,120	2,606,112	219,944
<b>Support and Other Revenue</b>					
Contributions	15,416	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	20,830	35,043	5,948	(111,444)	497,634
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	36,247	35,043	5,948	(111,444)	497,634
<b>Total Unrestricted Revenue</b>	8,899,771	9,088,681	9,052,722	10,665,692	9,373,450
<b>Total Temporally Restricted Revenue</b>	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	8,899,771	9,088,681	9,052,722	10,665,692	9,373,450
<b>Change in Net Assets</b>	1,313,797	1,331,369	1,203,068	2,494,668	717,577
<b>Net Assets - Beginning of Year - GRAPH 2</b>	952,825	2,422,557	3,753,926	4,956,993	7,451,662
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	2,266,623	3,753,926	4,956,993	7,451,662	8,169,239

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOL - WASHINGTON HEIGHTS

NOTE: Effective 2014-15, 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

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service	868,456	1,003,754	1,098,455	876,386	724,502
Administrative Staff Personnel					
Instructional Personnel	2,765,251	2,932,537	3,209,211	3,067,744	3,187,810
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>3,633,706</b>	<b>3,936,291</b>	<b>4,307,665</b>	<b>3,944,129</b>	<b>3,912,312</b>
Fringe Benefits & Payroll Taxes	673,602	753,144	763,198	786,042	813,967
Retirement	83,431	84,972	105,290	103,385	-
Management Company Fees	1,060,659	1,079,718	1,230,509	1,544,782	1,563,321
Building and Land Rent / Lease / Facility Financing	14,323	-	-	226,978	94,117
Staff Development	65,711	76,745	69,749	37,431	64,576
Professional Fees, Consultant & Purchased Services	18,270	1,514	31,998	78,993	18,577
Marketing / Recruitment	113,771	83,257	134,596	82,379	118,876
Student Supplies, Materials & Services	534,068	410,022	242,988	184,456	281,556
Depreciation	447,595	414,896	335,685	328,285	951,671
Other	940,837	916,754	627,977	854,163	836,901
<b>Total Expenses</b>	<b>7,585,974</b>	<b>7,757,313</b>	<b>7,849,654</b>	<b>8,171,023</b>	<b>8,655,873</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	510	675	612	682	750
Final Chartered Enrollment (includes any revisions)	510	602	445	645	545
Actual Enrollment - <b>GRAPH 4</b>	463	459	508	591	471
Chartered Grades	K-4	K-5	K-6	K-7	K-8
Final Chartered Grades (includes any revisions)	-	K-4	K-4	K-4	K-4

#### Primary School District: NYC CANCELLOR'S OFFICE

#### Per Pupil Funding (Weighted Avg of All Districts)

	2017-18	2018-19	2019-20	2020-21	2021-22
Per Pupil Funding	14,527	15,307	16,150	16,123	16,844
Increase over prior year	3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

##### Revenue

	2017-18	2018-19	2019-20	2020-21	2021-22
Operating	19,144	19,725	17,810	18,221	18,845
Other Revenue and Support	78	76	12	(188)	1,057
<b>TOTAL - GRAPH 3</b>	<b>19,222</b>	<b>19,801</b>	<b>17,822</b>	<b>18,033</b>	<b>19,901</b>

##### Expenses

	2017-18	2018-19	2019-20	2020-21	2021-22
Program Services	14,939	15,428	13,991	12,374	16,384
Management and General, Fundraising	1,446	1,472	1,462	1,441	1,994
<b>TOTAL - GRAPH 3</b>	<b>16,384</b>	<b>16,900</b>	<b>15,454</b>	<b>13,815</b>	<b>18,378</b>
% of Program Services	91.2%	91.3%	90.5%	89.6%	89.2%
% of Management and Other	8.8%	8.7%	9.5%	10.4%	10.8%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>17.3%</b>	<b>17.2%</b>	<b>15.3%</b>	<b>30.5%</b>	<b>8.3%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>	<b>1.1%</b>

#### Student to Faculty Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
Student to Faculty Ratio	11.9	8.8	9.3	11.1	10.7

#### Faculty to Admin Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
Faculty to Admin Ratio	4.3	5.0	4.7	5.4	4.4

#### Financial Responsibility Composite Scores - GRAPH 6

Score  
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /  
Fiscally Needs Monitoring < 1.0

	2017-18	2018-19	2019-20	2020-21	2021-22
Financial Responsibility Composite Score	0.0	0.0	0.0	0.0	0.0
Score	N/A	N/A	N/A	N/A	N/A

#### Working Capital - GRAPH 7

Net Working Capital  
As % of Unrestricted Revenue  
Working Capital (Current) Ratio Score  
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)  
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

	2017-18	2018-19	2019-20	2020-21	2021-22
Working Capital (Current) Ratio Score	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  
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)  
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

	2017-18	2018-19	2019-20	2020-21	2021-22
Quick (Acid Test) Ratio	0.0	0.0	0.0	0.0	0.0
Score	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  
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)  
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

	2017-18	2018-19	2019-20	2020-21	2021-22
Debt to Asset Ratio	0.0	0.0	0.0	0.0	0.0
Score	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  
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)  
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

	2017-18	2018-19	2019-20	2020-21	2021-22
Months of Cash	0.0	0.0	0.0	0.0	0.0
Score	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

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 2017-18	MERGED 2018-19	MERGED 2019-20	MERGED 2020-21	MERGED 2021-22
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - <b>GRAPH 1</b>	91,795	11,088,935	33,058,593	49,249,879	45,232,596
Grants and Contracts Receivable	19,520,440	8,522,223	10,730,964	16,733,785	21,496,507
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	5,660,659	2,740,045	1,583,551	5,983,930	8,582,343
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	<b>25,272,894</b>	<b>22,351,203</b>	<b>45,373,108</b>	<b>71,967,594</b>	<b>75,311,446</b>
Property, Building and Equipment, net	47,203,294	52,562,869	41,880,440	36,236,373	29,770,184
Other Assets	-	-	350,000	45,000,000	107,325,685
<b>Total Assets - GRAPH 1</b>	<b>72,476,188</b>	<b>74,914,072</b>	<b>87,603,548</b>	<b>153,203,967</b>	<b>212,407,315</b>
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	7,234,456	14,038,164	7,430,623	2,422,187	8,305,220
Accrued Payroll and Benefits	2,470,431	2,990,511	4,962,899	11,014,031	14,131,618
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	3,617,779	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	5,887,957	3,615,452	8,619,884	7,135,844
Other	39,758,489	20,642,768	5,321,513	2,981,313	4,394,620
<b>Total Current Liabilities - GRAPH 1</b>	<b>53,081,155</b>	<b>43,559,401</b>	<b>21,330,487</b>	<b>25,037,415</b>	<b>33,967,302</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	5,527,572	5,366,156	7,264,171	5,255,228	4,563,111
<b>Total Liabilities - GRAPH 1</b>	<b>60,782,410</b>	<b>52,177,054</b>	<b>31,709,154</b>	<b>31,963,162</b>	<b>38,530,413</b>
<b>Net Assets</b>					
Without Donor Restrictions	11,693,778	22,384,818	55,894,394	121,240,805	173,876,902
With Donor Restrictions	-	352,200	-	-	-
<b>Total Net Assets</b>	<b>11,693,778</b>	<b>22,737,018</b>	<b>55,894,394</b>	<b>121,240,805</b>	<b>173,876,902</b>
<b>Total Liabilities and Net Assets</b>	<b>72,476,188</b>	<b>74,914,072</b>	<b>87,603,548</b>	<b>153,203,967</b>	<b>212,407,315</b>
<b>ACTIVITIES</b>					
<b>Operating Revenue</b>					
Resident Student Enrollment	217,023,301	247,606,042	287,276,780	328,057,554	328,267,242
Students with Disabilities	29,525,533	30,637,131	30,978,227	37,182,586	33,842,741
<b>Grants and Contracts</b>					
State and local	481,202	720,000	-	-	-
Federal - Title and IDEA	11,941,032	11,882,183	10,401,522	11,049,365	9,475,521
Federal - Other	686,808	130,000	716,053	10,641,038	3,169,320
Other	-	-	-	-	-
NYC DoE Rental Assistance	964,391	2,148,873	2,980,281	3,916,172	3,971,942
Food Service/Child Nutrition Program	2,550,955	3,541,922	-	-	-
<b>Total Operating Revenue</b>	<b>263,173,222</b>	<b>296,666,152</b>	<b>332,352,863</b>	<b>390,846,716</b>	<b>378,726,765</b>
<b>Expenses</b>					
Regular Education	182,962,870	186,033,590	191,074,432	220,116,378	221,008,619
SPED	67,671,199	75,985,551	78,044,485	69,576,218	86,705,909
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>250,634,069</b>	<b>262,019,141</b>	<b>269,118,917</b>	<b>289,692,596</b>	<b>307,714,528</b>
Management and General	23,256,083	24,397,628	30,527,886	32,957,214	34,547,926
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>273,890,152</b>	<b>286,416,769</b>	<b>299,646,803</b>	<b>322,649,810</b>	<b>342,262,454</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>(10,716,930)</b>	<b>10,249,382</b>	<b>32,706,059</b>	<b>68,196,906</b>	<b>36,464,311</b>
<b>Support and Other Revenue</b>					
Contributions	467,922	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	772,422	793,664	451,519	(2,850,495)	16,171,787
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>1,240,344</b>	<b>793,664</b>	<b>451,519</b>	<b>(2,850,495)</b>	<b>16,171,787</b>
<b>Total Unrestricted Revenue</b>	<b>264,413,566</b>	<b>297,459,815</b>	<b>332,804,381</b>	<b>387,996,221</b>	<b>394,898,551</b>
<b>Total Temporarily Restricted Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>264,413,566</b>	<b>297,459,815</b>	<b>332,804,381</b>	<b>387,996,221</b>	<b>394,898,551</b>
<b>Change in Net Assets</b>	<b>(9,476,586)</b>	<b>11,043,046</b>	<b>33,157,578</b>	<b>65,346,411</b>	<b>52,636,097</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>21,170,337</b>	<b>11,693,778</b>	<b>22,736,816</b>	<b>55,894,394</b>	<b>121,240,804</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>11,693,751</b>	<b>22,736,824</b>	<b>55,894,394</b>	<b>121,240,804</b>	<b>173,876,901</b>

# FISCAL ANALYSIS

## SUCCESS ACADEMY CHARTER SCHOOLS - NYC (COMBINED)

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service	28,250,961	34,107,934	38,644,059	36,022,872	28,305,612
Administrative Staff Personnel					
Instructional Personnel	99,473,376	99,648,669	112,901,270	126,096,264	131,999,804
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>127,724,337</b>	<b>133,756,603</b>	<b>151,545,329</b>	<b>162,119,136</b>	<b>160,305,416</b>
Fringe Benefits & Payroll Taxes	23,902,313	25,781,734	26,641,977	31,030,491	32,214,558
Retirement	2,985,767	2,994,130	3,727,652	4,027,510	-
Management Company Fees	31,695,869	36,035,414	42,678,091	54,642,885	63,860,044
Building and Land Rent / Lease / Facility Financing	3,247,791	3,637,327	3,518,524	6,648,550	9,519,155
Staff Development	3,520,654	3,017,574	3,013,619	1,593,185	2,300,542
Professional Fees, Consultant & Purchased Services	609,012	168,300	4,584,365	3,826,298	1,000,600
Marketing / Recruitment	5,018,389	5,594,568	5,108,127	3,328,049	5,705,582
Student Supplies, Materials & Services	20,205,032	18,127,105	12,654,793	8,081,430	14,450,658
Depreciation	18,205,477	20,112,701	19,363,530	18,756,749	19,470,658
Other	36,775,511	37,191,313	26,810,796	28,595,526	33,435,242
<b>Total Expenses</b>	<b>273,890,152</b>	<b>286,416,769</b>	<b>299,646,803</b>	<b>322,649,810</b>	<b>342,262,454</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	19,930	23,103	25,872	27,451	28,894
Final Chartered Enrollment (includes any revisions)	17,869	18,219	21,310	23,614	25,002
Actual Enrollment - <b>GRAPH 4</b>	14,053	15,357	17,617	20,290	18,752
Chartered Grades	-	-	-	-	-
Final Chartered Grades (includes any revisions)	-	-	-	-	-

#### Primary School District:

Per Pupil Funding (Weighted Avg of All Districts)	2017-18	2018-19	2019-20	2020-21	2021-22
Increase over prior year	14,527	15,307	16,150	16,123	16,844
	3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

##### Revenue

	2017-18	2018-19	2019-20	2020-21	2021-22
Operating	18,727	19,318	18,865	19,263	20,197
Other Revenue and Support	88	52	26	(140)	862
<b>TOTAL - GRAPH 3</b>	<b>18,815</b>	<b>19,370</b>	<b>18,891</b>	<b>19,123</b>	<b>21,059</b>

##### Expenses

	2017-18	2018-19	2019-20	2020-21	2021-22
Program Services	17,835	17,062	15,276	14,278	16,410
Management and General, Fundraising	1,655	1,589	1,733	1,624	1,842
<b>TOTAL - GRAPH 3</b>	<b>19,490</b>	<b>18,651</b>	<b>17,009</b>	<b>15,902</b>	<b>18,252</b>
% of Program Services	91.5%	91.5%	89.8%	89.8%	89.9%
% of Management and Other	8.5%	8.5%	10.2%	10.2%	10.1%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>-3.5%</b>	<b>3.9%</b>	<b>11.1%</b>	<b>20.3%</b>	<b>15.4%</b>
<b>% of Revenue Expended on Facilities</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.1%</b>	<b>1.7%</b>	<b>2.5%</b>

#### Student to Faculty Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
	10.6	9.1	9.1	9.7	9.7

#### Faculty to Admin Ratio

	2017-18	2018-19	2019-20	2020-21	2021-22
	3.9	3.7	4.0	5.4	4.7

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2017-18	2018-19	2019-20	2020-21	2021-22
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	0.1	1.1	2.2	3.0	3.0
	Fiscally Needs Monitoring	Fiscally Adequate	Fiscally Strong	Fiscally Strong	Fiscally Strong

#### Working Capital - GRAPH 7

Net Working Capital	2017-18	2018-19	2019-20	2020-21	2021-22
As % of Unrestricted Revenue	(27,808,261)	(21,208,198)	24,042,621	46,930,179	41,344,144
Working Capital (Current) Ratio Score	-10.5%	-7.1%	7.2%	12.1%	10.5%
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	0.5	0.5	2.1	2.9	2.2
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	HIGH	HIGH	MEDIUM	MEDIUM	MEDIUM
	Poor	Poor	Good	Good	Good

#### Quick (Acid Test) Ratio

Score	2017-18	2018-19	2019-20	2020-21	2021-22
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	0.4	0.5	2.1	2.6	2.0
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	HIGH	HIGH	MEDIUM	LOW	MEDIUM
	Poor	Poor	Good	Excellent	Good

#### Debt to Asset Ratio - GRAPH 7

Score	2017-18	2018-19	2019-20	2020-21	2021-22
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	0.8	0.7	0.4	0.2	0.2
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	MEDIUM	MEDIUM	LOW	LOW	LOW
	Good	Good	Excellent	Excellent	Excellent

#### Months of Cash - GRAPH 8

Score	2017-18	2018-19	2019-20	2020-21	2021-22
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	0.0	0.5	1.3	1.8	1.6
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	HIGH	HIGH	MEDIUM	MEDIUM	MEDIUM
	Poor	Poor	Good	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 Bensonhurst, Success Bergen Beach, Success Bronx 4, Success Rosedale, Success Springfield Gardens, and Success Washington Heights 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 NEW YORK CITY

**Plans for the Education Corporation’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. SACS-NYC has the authority to operate five charters that have yet to open. The education corporation must open the five charter schools no later than fall 2026 by resolution of the SUNY Trustees.

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

**Fiscal Plans.** Based on evidence collected through the renewal, including a review of the 3-year financial plan, Success Academy presents a reasonable and appropriate fiscal plan for the next charter term including education corporation and school budgets that are feasible and achievable. Success Academy Charter Schools intends to maintain its contractual relationship with the network.

#### SUCCESS ACADEMY CHARTER SCHOOL BENSONHURST

**Plans for the Educational Program.** Success Bensonhurst plans to implement the same elements of the academic program that have led to success during the charter term. The charter also requests to expand the educational program to serve 5<sup>th</sup> – 8<sup>th</sup> grade and replicate SACS-NYC’s effective middle school program.

**Facility Plans.** Success Bensonhurst will continue to operate its elementary school in a NYCDOE co-located public school space during the next charter term. SACS-NYC will seek co-located NYCDOE space for Success Bensonhurst’s middle school program, but the education corporation is also including private facility funding in its budget in the case that public, co-located space does not work out.

	CURRENT	END OF NEXT CHARTER TERM
<b>Enrollment</b>	802	1,223
<b>Grade Span</b>	K-4	K-8
<b>Teaching Staff</b>	43	75
<b>Days of Instruction</b>	180	180

## FUTURE PLANS

### SUCCESS ACADEMY CHARTER SCHOOL BERGEN BEACH

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

**Facility Plans.** Success Bergen Beach will continue to operate its elementary and middle school in a NYCDOE co-located public school space during the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	1,344	1,103
<i>Grade Span</i>	K-8	K-8
<i>Teaching Staff</i>	73	89
<i>Days of Instruction</i>	180	180

### SUCCESS ACADEMY CHARTER SCHOOL BRONX 4

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

**Facility Plans.** Success Bronx 4 will continue to operate its elementary school in a NYCDOE co-located public school space during the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	756	643
<i>Grade Span</i>	K-4	K-4
<i>Teaching Staff</i>	42	47
<i>Days of Instruction</i>	180	180

## FUTURE PLANS

### SUCCESS ACADEMY CHARTER SCHOOL ROSEDALE

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

**Facility Plans.** Success Rosedale will continue to operate its elementary and middle school in a NYCDOE co-located public school space during the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	1,216	1,124
<i>Grade Span</i>	K-7	K-8
<i>Teaching Staff</i>	79	76
<i>Days of Instruction</i>	180	180

### SUCCESS ACADEMY CHARTER SCHOOL SPRINGFIELD GARDENS

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

**Facility Plans.** Success Springfield Gardens will continue to operate its elementary and middle school in a NYCDOE co-located public school space during the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	990	882
<i>Grade Span</i>	K-8	K-8
<i>Teaching Staff</i>	62	74
<i>Days of Instruction</i>	180	180



## FUTURE PLANS

### SUCCESS ACADEMY CHARTER SCHOOL WASHINGTON HEIGHTS

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

**Facility Plans.** Success Washington Heights will continue to operate its elementary and middle school in a NYCDOE co-located public school space during the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	762	790
<i>Grade Span</i>	K-6	K-8
<i>Teaching Staff</i>	63	69
<i>Days of Instruction</i>	180	180

Success Academy  
Charter Schools - NYC

# Ax

## APPENDICES

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**SUCCESS ACADEMY CHARTER SCHOOLS - NYC BOARD OF TRUSTEES**

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	Ripan Kadakia
	Ramin Beheshti

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<b>LEAD DIRECTOR</b>	Daniel S. Loeb
Mary G. Berner	Robert Niehaus
	John Petry
	Angele Robinson-Gaylord
	Simon Shaw
	James J. Valentini



**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
	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	



**CHARTER VISIT HISTORY**

SCHOOL YEAR	SCHOOL AND VISIT TYPE	VISIT DATE
2016-17	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
	Success Williamburg – Renewal Visit	October 24, 2019
2020-21	Success BedStuy 3 – Renewal Visit (remote)	September 29 – October 2, 2020
	Success Harlem 1 – Renewal Visit (remote)	
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		
2023-24	Success Bensonhurst – Renewal Review	June 30, 2023
	Success Bergen Beach – Renewal Review	
	Success Bronx 4 – Renewal Review	
	Success Rosedale – Renewal Review	
	Success Springfield Gardens – Renewal Review	
	Success Washington Heights – Renewal Review	

**CONDUCT OF THE RENEWAL REVIEW**

DATE(S) OF REVIEW	EVALUATION TEAM MEMBERS	TITLE
June 30, 2023	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 structured 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 to ensure 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 use 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 alongside developments in educational research 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, midcharter 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.

### 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 networkwide 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.

### 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

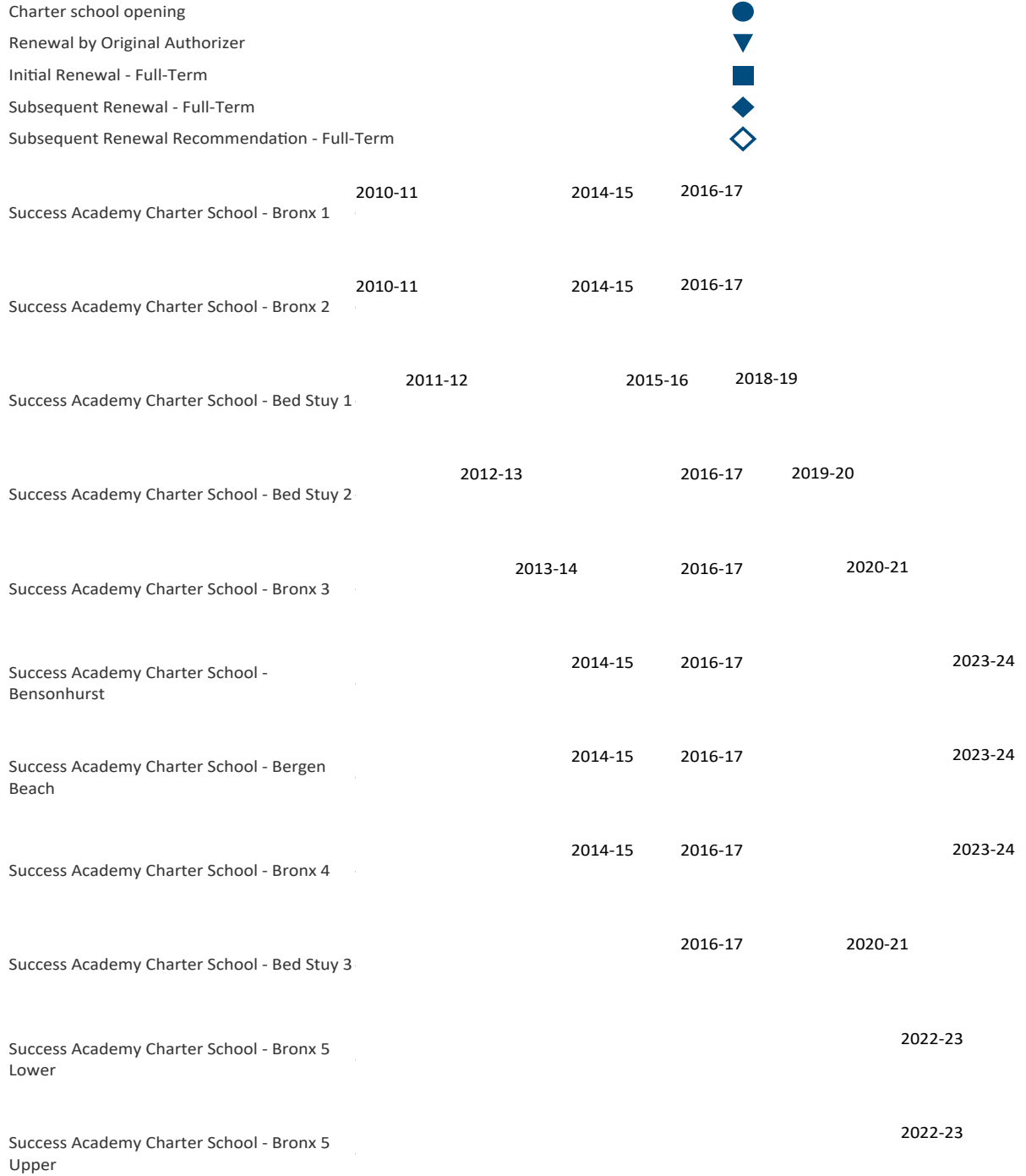
The SACS-NYC board, equipped with a diverse skill set relevant to governance, provides rigorous oversight of all its charters with a central focus on student outcomes. Though deeply knowledgeable about the charters' educational program, progress toward meeting Accountability Plan goals, enrollment levels, 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.

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**EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL**





**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**

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	2011-12	2015-16	2018-19	
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	2023-24	
Success Academy Charter School - Springfield Gardens	2014-15	2016-17	2023-24	
Success Academy Charter School - Washington Heights	2014-15	2016-17	2023-24	
Success Academy Charter School - South Jamaica		2016-17	2019-20	
Success Academy Charter School - Hudson Yards		2017-18	2021-22	

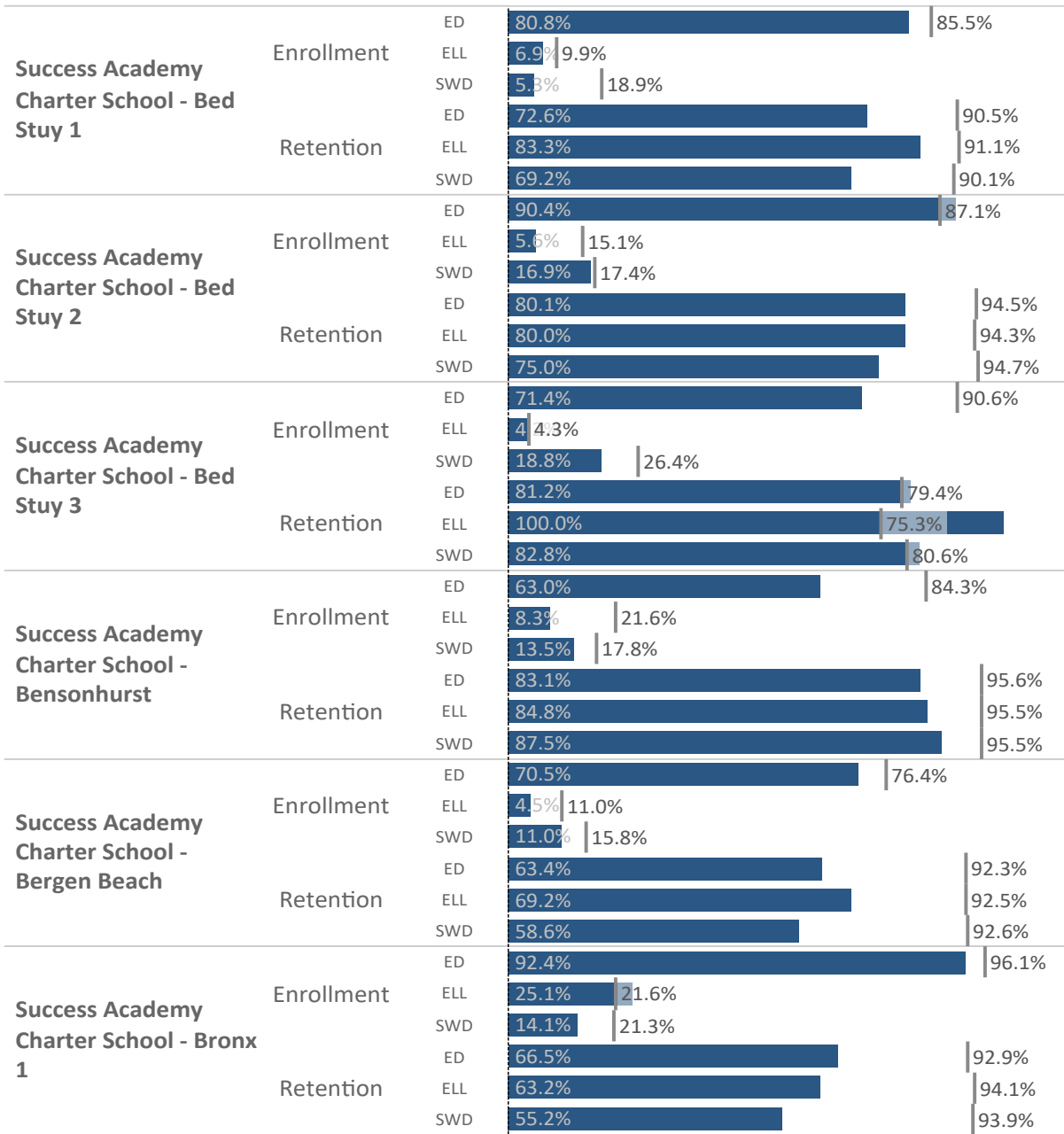


**EDUCATION CORPORATION CHARTER CHARACTERISTICS**

CHARTER	LOCAL DISTRICT	CO LOCATED	CHARTERED ENROLLMENT	GRADE SPAN
Success Harlem 2	NYC	Yes	311	K – 4
Success Harlem 3	NYC	Yes	834	K – 8
Success Harlem 4	NYC	Yes	321	K – 4
Success Harlem 5	NYC	Yes	1,033	K – 8
Success Bronx 2	NYC	Yes	1,064	K – 8
Success Bronx 1	NYC	Yes	746	K – 6
Success BedStuy 1	NYC	Yes	856	K-2, 5-10
Success Upper West	NYC	Yes	1,234	K – 8
Success BedStuy 2	NYC	Yes	468	K – 4
Success Cobble Hill	NYC	Yes	341	K – 4
Success Williamsburg	NYC	No	387	K – 4
Success Fort Greene	NYC	Yes	126	K – 1
Success Prospect Heights	NYC	Yes	271	K – 4
Success Crown Heights	NYC	Yes	948	K – 8
Success Hell’s Kitchen	NYC	Yes	399	K – 4
Success Union Square	NYC	Yes	1,025	K – 8
Success Bronx 3	NYC	Yes	1,798	K – 11
Success Washington Heights	NYC	No	762	K – 6
Success Bronx 4	NYC	Yes	756	K – 4
Success Bensonhurst	NYC	Yes	802	K – 4
Success Bergen Beach	NYC	Yes	1,344	K – 8
Success- Rosedale	NYC	No	1,216	K – 8
Success Springfield Gardens	NYC	Yes	990	K – 8
Success Harlem 1	NYC	Yes	1,795	K – 12
Success Hudson Yards	NYC	No	465	K – 4
Success Harlem 6	NYC	No	247	K-1, 4
Success Bronx 5 Lower	NYC	No	131	K – 1
Success Far Rockaway	NYC	Yes	804	K – 8
Success Flatbush	NYC	No	650	K – 4
Success Bed Stuy 3	NYC	Yes	340	2, 5-8
Success Bushwick	NYC	No	595	K – 4
Success Bronx 5 Upper	NYC	No	128	2 – 4
Success South Jamaica	NYC	No	515	K – 4



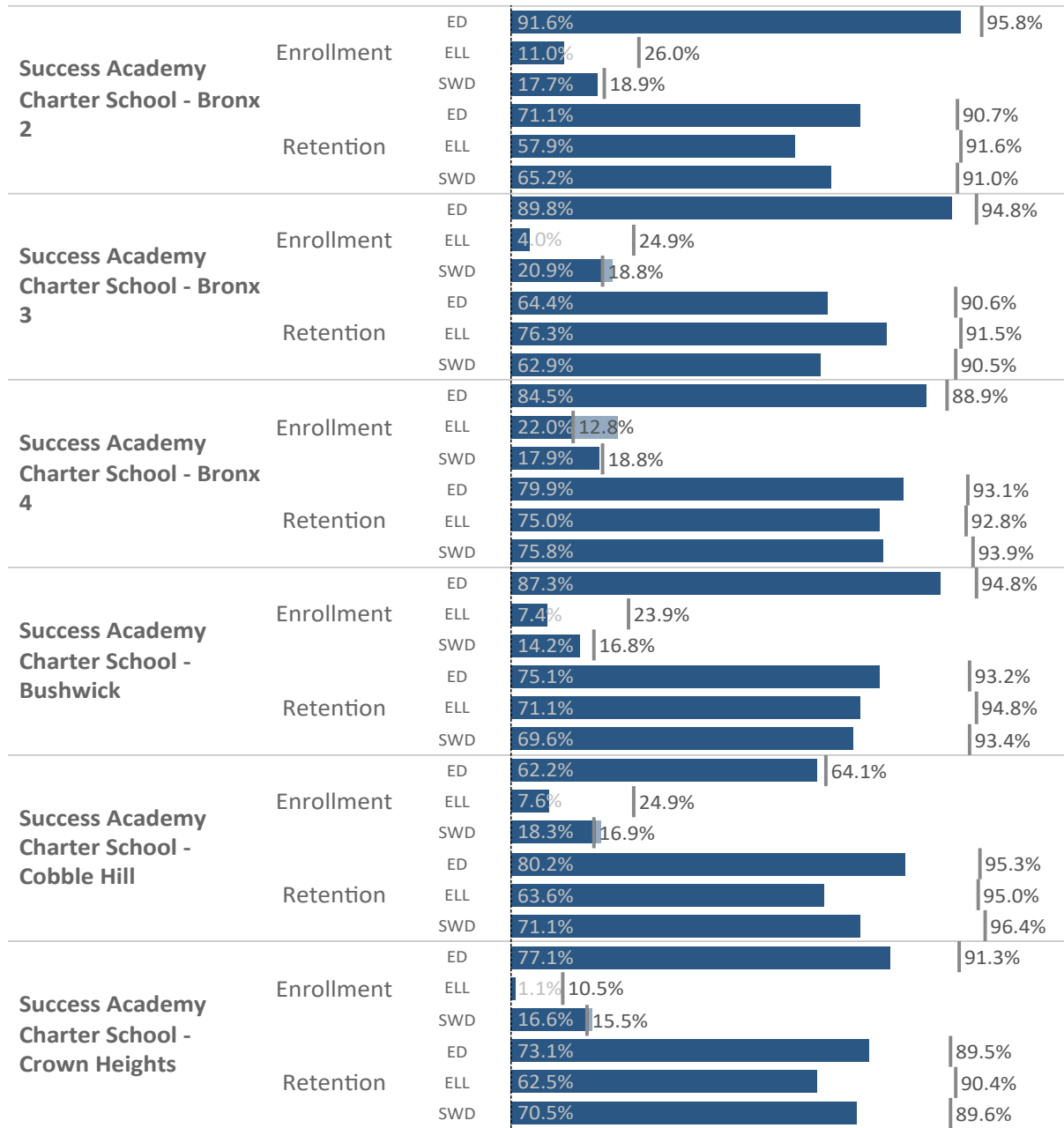
**ENROLLMENT AND RETENTION TARGETS**



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.



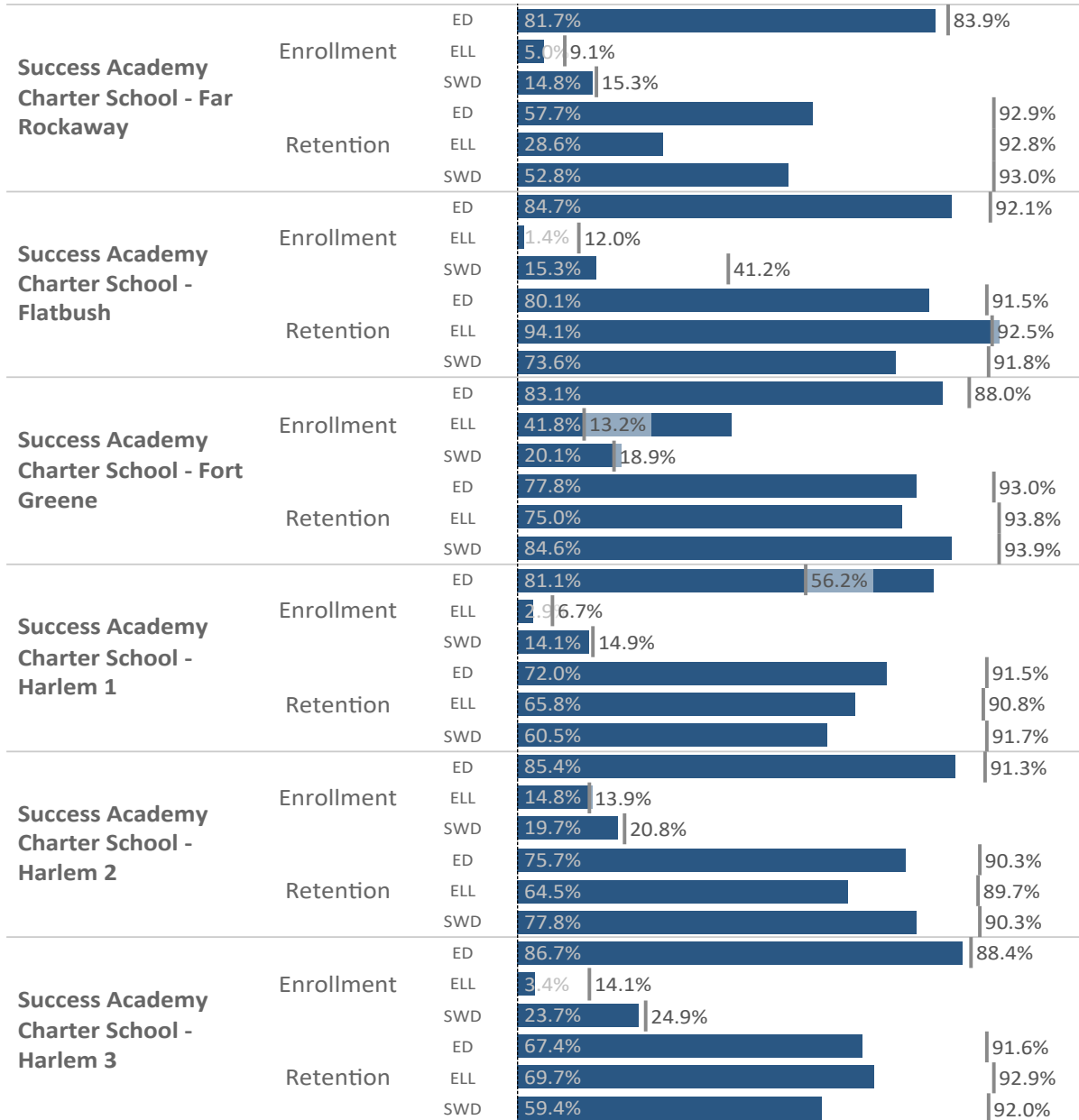
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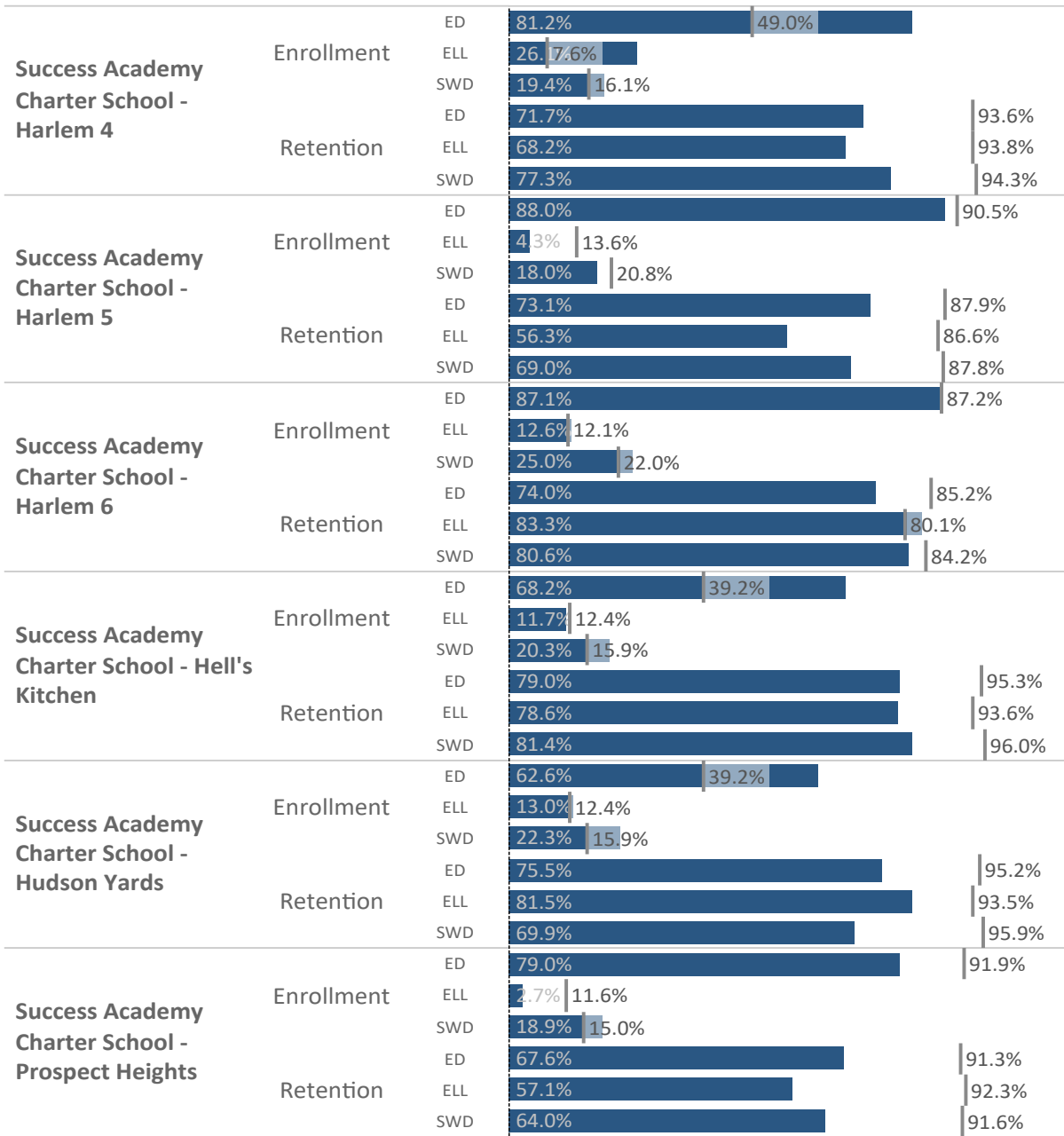
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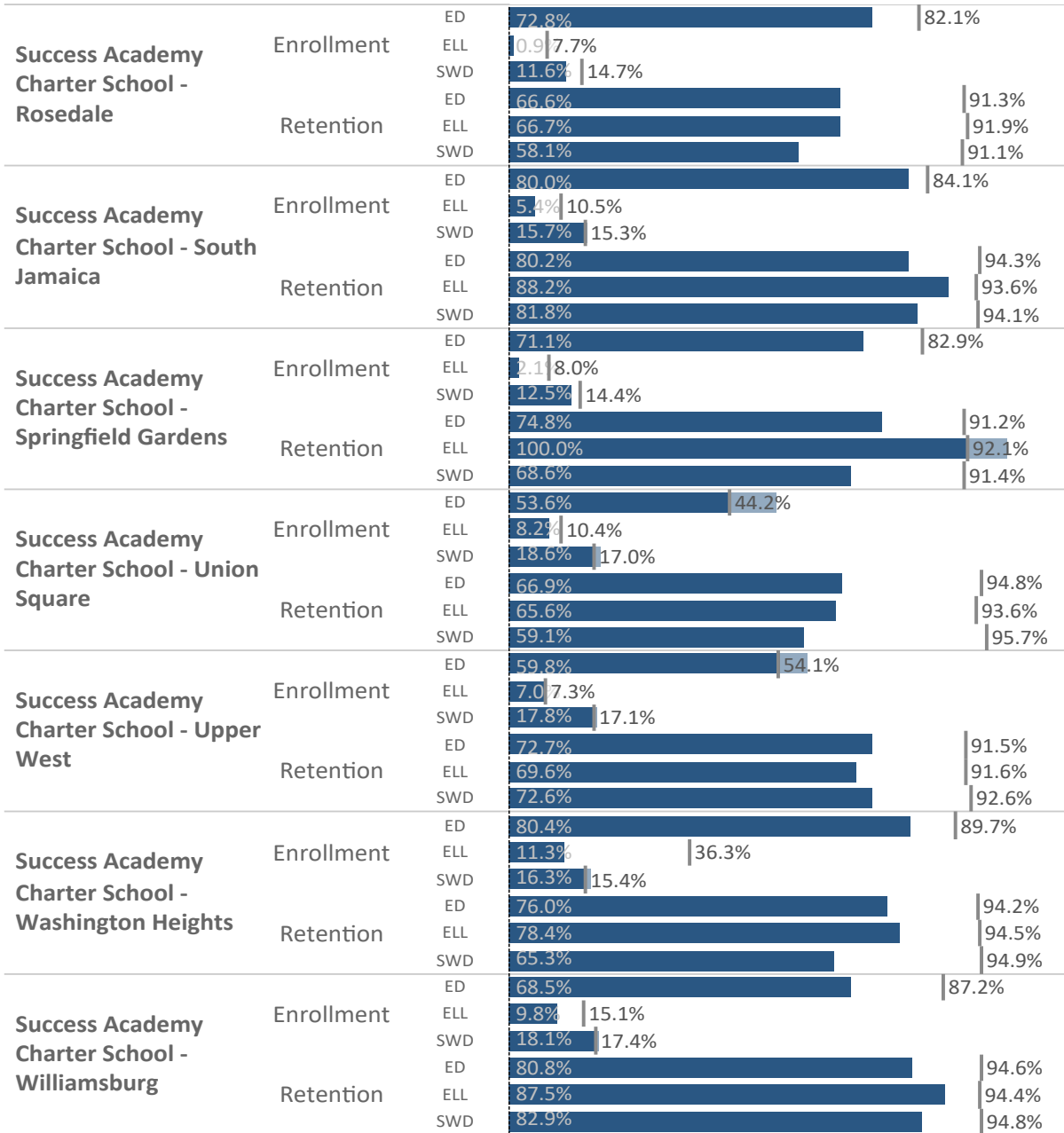
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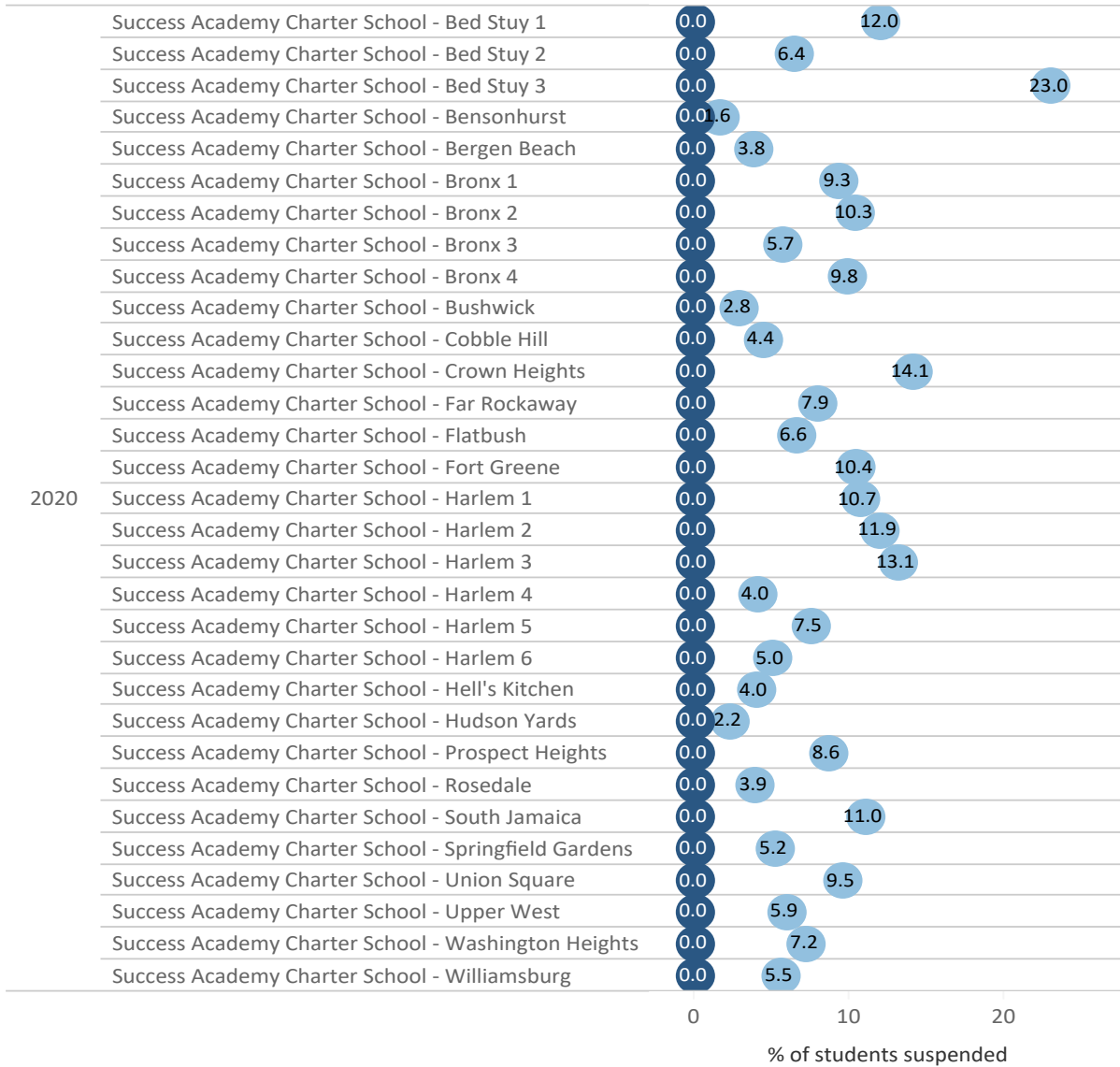
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**Suspensions: The education corporation's out of school suspension rate and in school suspension rate.**



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

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



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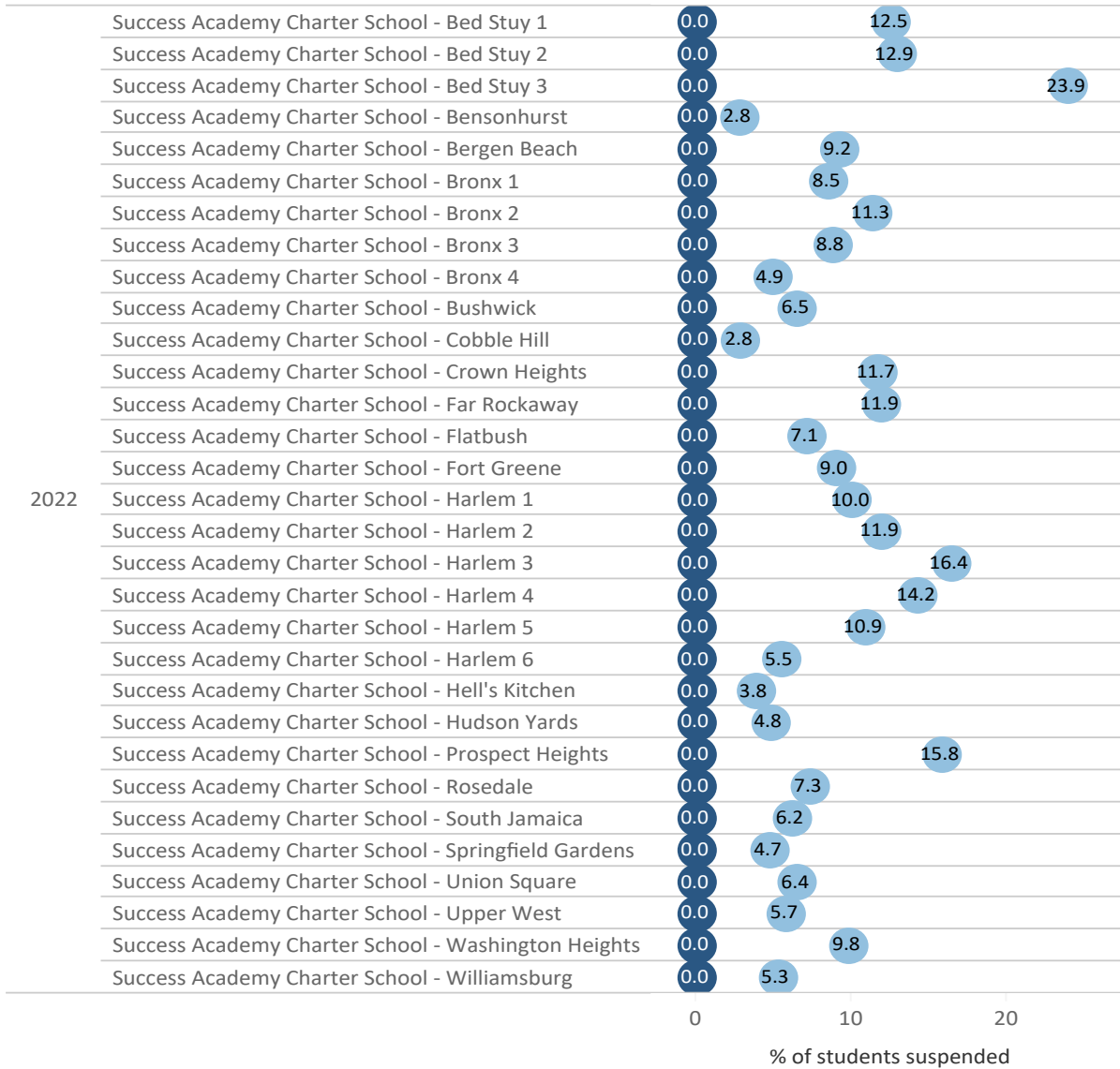


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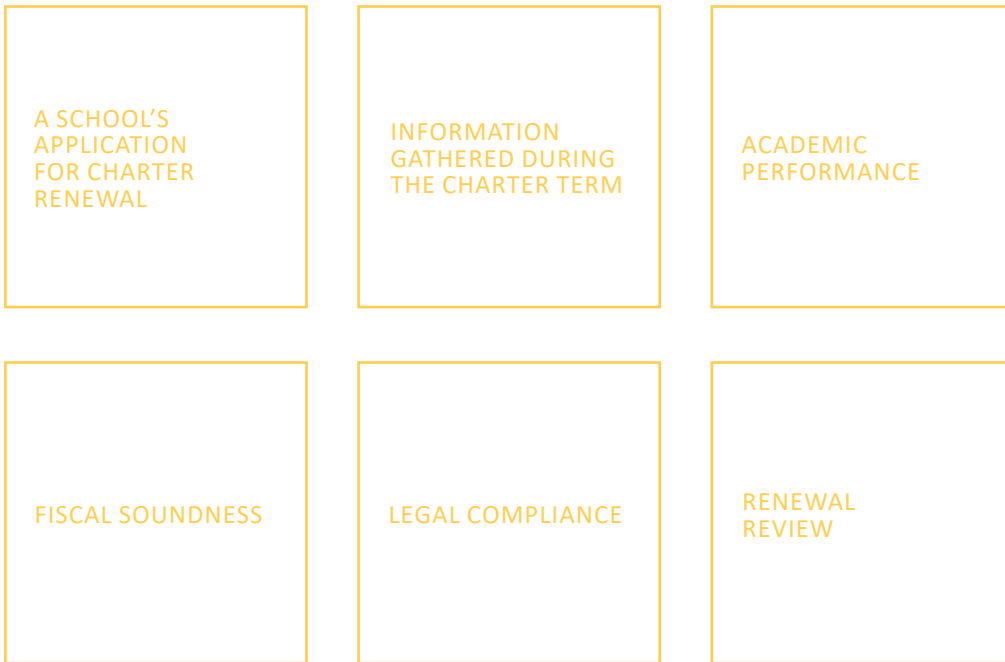
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The sections below contain general information about the SUNY Trustees’ and Institute’s approach to renewal.

### 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 a school’s Application for Charter Renewal, and more broadly, details the merits of a school’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 school’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](#).

## REPORT FORMAT

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 school 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 school 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 school overview, copies of any school district comments on the Application for Charter Renewal, and the SUNY Fiscal Dashboard information for the school. If applicable, the appendices also include additional information about the education corporation, its schools and student achievement of those schools.



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, available on the [Institute’s website](#).



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

At the beginning of the Accountability Period,<sup>3</sup> the school 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 SCHOOL 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 SCHOOL GROW STUDENT PERFORMANCE AS COMPARED TO THE GROWTH OF SIMILARLY SITUATED STUDENTS?

Absolute, comparative, and growth achievement provide a basis for triangulating school 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 school's board and approved by the Institute is included in the charter and frames the analysis of the school'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 school's Accountability Plan to determine its level of academic success, including the extent to which each school 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 school includes additional measures in its Accountability Plan, the Institute considers all available evidence of school 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 school 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 school 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, schools reported data on a variety of norm-referenced and internally developed assessments to demonstrate student academic success. This renewal report contemplates school 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