

# THE SUNY CHARTER SCHOOLS INSTITUTE

*RENEWAL RECOMMENDATION REPORT  
DEMOCRACY PREP NEW YORK  
CHARTER SCHOOLS'  
AUTHORITY TO OPERATE:*

*BRONX PREPARATORY CHARTER SCHOOL*

*DEMOCRACY PREPARATORY CHARTER SCHOOL*

*DEMOCRACY PREP ENDURANCE CHARTER  
SCHOOL*

*DEMOCRACY PREP HARLEM CHARTER SCHOOL*

*HARLEM PREP CHARTER SCHOOL*

**Report Date: January 24, 2024**

**Review Date: October 16 – 20, 2023**

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

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## EDUCATION CORPORATION BACKGROUND

# DEMOCRACY PREP NEW YORK CHARTER SCHOOLS

### “ MISSION

*The mission of Democracy Prep New York Charter Schools is to educate responsible citizen-scholars for success in the college of their choice and a life of active citizenship.*

### EDUCATION CORPORATION BACKGROUND

Democracy Prep New York Charter Schools (“Democracy Prep New York” or the “education corporation”) is a not-for-profit charter school education corporation with the authority to operate five schools. Democracy Prep New York contracts with Democracy Prep Public Schools (“DPPS” or the “network”), a national charter management organization (“CMO”) that supports all Democracy Prep New York’s schools in the areas of academics, operations, finance, recruitment, facilities, and back office assistance. DPPS is responsible for managing and evaluating the performance of each charter and school leader. The network’s academic team selects and develops curricula, identifies assessment and instructional resources, and informs coaching strategies and support across each of the schools. DPPS focuses expansion efforts on turning around low performing district and charter public schools similar to its successful efforts at Democracy Prep New York, and currently operates programs in Nevada and Texas as well.

The five Democracy Prep New York schools include:

- Bronx Preparatory Charter School (“Bronx Prep”);
- Democracy Preparatory Charter School (“Democracy Prep”);
- Democracy Prep Endurance Charter School (“Democracy Prep Endurance”);
- Democracy Prep Harlem Charter School (“Democracy Prep Harlem”); and,
- Harlem Prep Charter School (“Harlem Prep”).

### CURRENT EDUCATION CORPORATION SNAPSHOT

*First School Opened:*  
2000

*Total Number of Charters:*  
5

*Number of Students Served:*  
4,261

### PROPOSED FUTURE EDUCATION CORPORATION SNAPSHOT

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

*Total Number of Charters:*  
5

*Number of Students Served:*  
4,357

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

## EDUCATION CORPORATION BACKGROUND

### KEY DESIGN ELEMENTS

Rigorous college-prep academics;	+
More time to learn;	+
Data-driven decision making;	+
Safe and supportive school culture;	+
Exemplary talent;	+
Commitment to educating all students, in all subjects, in all grades;	+
Authentic civic leadership and engagement; and,	+
Running core programming on public funds.	+

## RENEWAL RECOMMENDATION

### FULL-TERM RENEWAL

**Renewal through 2028-29.** *The SUNY Charter Schools Institute (the “Institute”) recommends the SUNY Trustees’ Charter Schools Committee approve the five Applications for Charter Renewal:*

- *Bronx Preparatory Charter School;*
- *Democracy Preparatory Charter School;*
- *Democracy Prep Endurance Charter School;*
- *Democracy Prep Harlem Charter School; and,*
- *Harlem Prep Charter School.*

*If each school is renewed, Democracy Prep New York Charter Schools will be granted the authority to continue to operate each charter through 2028-29 with 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 based on each charter meeting the criteria for renewal set forth in 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 (“SUNY Renewal Policies”).<sup>1</sup>*

*The Institute further recommends the SUNY Trustees renew the provisional charter of Democracy Prep New York Charter Schools, the New York not-for-profit charter school education, with the authority to operate the five charter schools listed above, through July 31, 2029.*

1. *SUNY Renewal Policies (p. 14) are available on the [Institute’s website](#).*

## 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 a recommendation based on a determination of whether the 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: the 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 the 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 the charter to operate for another five years is likely to improve student learning and achievement and materially further the purposes of the Act.<sup>2</sup>

As part of the corporate charter renewal review process and as required by Education Law §2851(4), the Institute reviewed the progress of each of the education corporation's operating schools in achieving the educational objectives set forth in their terms of operation in the education corporation's charter agreement. The Institute also reviewed detailed financial statements that disclosed the costs of administration, instruction, and other spending categories at each school operated by the education corporation. The Institute reviewed the annual reports, indications of parent and student satisfaction and organizational capacity for each of the schools. Finally, the Institute reviewed the governance structure and finances of the education corporation. Elements of the foregoing constitute the Corporate Renewal Application. Based on this review and other information submitted to the Institute and in its files, the Institute makes the following findings required by the Act:

- 4: the charter school education corporation, as described in the Corporate Renewal Application, meets the requirements of the Act and all other applicable laws, rules, and regulations;
- 5: the education corporation can demonstrate the ability to operate its schools in an educationally and fiscally sound manner in the next charter term; and,
- 6: approving the education corporation to operate for another five years is likely to improve student learning and achievement and materially further the purposes of the Act.

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

## EXECUTIVE SUMMARY

### EXECUTIVE SUMMARY

Over the charter term, Democracy Prep New York designed and executed a comprehensive five year strategic plan under a new leadership team and structure at the CMO; adapted to shifting enrollment trends by securing new facilities in New York City neighborhoods with demonstrated charter school demand; and, improved academic performance across the high school and middle school programs, in part through the introduction of new mathematics and English language arts (“ELA”) curricula. Consistent board membership and an established and experienced senior leadership team at the network set clear priorities, monitor progress toward defined goals, and adjust course as needed in response to the COVID-19 pandemic disruptions to instruction and enrollment.

The DPPS strategic plan, implemented in the 2019-20 school year, identified five priority areas for the network that include curriculum, instructional systems, culture, talent, and sustainability. By training network staff members, school leaders, and teachers on the new curricular programs and enhancing the quality of data collection and quickening response times at the school level, DPPS is better positioned to develop school based leaders’ abilities to support teachers in improving instructional effectiveness. DPPS hired a new chief financial officer (“CFO”) in 2020 and the organization analyzed its administrative fiscal processes in order to strengthen its financial systems leading to DPNY’s most recent clean fiscal audit.

Democracy Prep New York continues to emphasize its key design element of “authentic civic leadership and engagement,” as evidenced by its civics curriculum and programming. In the 2022-23 school year, 80% of seniors earned the New York State Seal of Civic Readiness on their diploma, while the graduating class earned an average score of 90% on the United States Citizenship and Immigration Services citizenship test. According to a 2018 Mathematica study,<sup>3</sup> these practices have correlated to Democracy Prep New York graduates’ registration and voting rates surpassing that of their peers’ by an average of 16 and 12 percentage points, respectively. In response to feedback from families, scholars, and teachers, the network has also conducted a diversity, equity, and inclusion audit of its operations, overhauled its culture norms to significantly reduce suspension rates, and reduced inequities in discipline outcomes across the organization.

Beginning in the 2023-24 school year, Democracy Prep New York and DPPS implement a staffing ratio aligned to pre-pandemic levels to maximize sustainability and efficiency throughout the organization. The education corporation and network worked collaboratively to adjust school-based and CMO roles to make staffing models appropriate and proportional to both changing enrollment patterns across the network of the schools and the conclusion of pandemic Elementary and Secondary School Emergency Relief (“ESSER”) funds. After conducting a thorough review of employee needs and program priorities with multiple stakeholder groups, the CMO pivoted staff members into on-site roles to support school leaders directly; streamlined the reporting structure to reduce inefficiencies; and, shifted teaching loads to maintain integrated co-teaching (“ICT”) and special programming services while reducing the need for additional teachers in classrooms. The improvements to the academic program and right sizing of the school staffing structures ensure that Democracy Prep New York and each of its five schools are well positioned to deliver an effective, sustainable educational program in a subsequent charter term.

3. More information on the [Mathematica study](#) can be found on their website.

## EXECUTIVE SUMMARY

The information below demonstrates the key findings for the SUNY Trustees and highlights the successes of the charters.

### FINDINGS & INFORMATION

#### ***Is the education corporation an academic success?***

Democracy Prep New York is an academic success, and all of the schools under renewal consideration meet or come close to meeting their Accountability Plan goals in ELA and mathematics. The DPPS network provides a suite of curricular programs and rigorous assessment processes to ensure teachers are prepared to deliver high quality instruction and monitor student progress across Kindergarten – 12<sup>th</sup> grade. The schools provide comprehensive support to students with disabilities through the PACE programs at Democracy Prep Harlem and Bronx Prep, a specialized 15:1 class cohort at the high school level, and Pathways at Harlem Prep Middle, a 12:1+1 program to meet the individualized needs of enrolled students across the network. Democracy Prep New York demonstrates academic success in the following ways:

- In 2022-23, 80% of Democracy Prep New York Schools' students graduated after four years. This rate surpassed the absolute target by five percentage points and the most recent composite district results by two percentage points.
- Although some schools posted four year graduation rates that fell slightly below the target of 75% in some years, the high school programs consistently posted higher five year graduation rates, and many Democracy Prep New York graduates earn a Regents diploma with advanced designation. This distinction requires students to pass eight Regents exams instead of the five required for a standard Regents diploma.
- Democracy Prep New York Schools posted positive effect sizes in both subjects over the term, indicating that they performed higher than expected compared to demographically similar schools. The schools also demonstrated commendable growth over the charter term. In 2022-23, the education corporation posted mean growth percentiles in ELA and mathematics that surpassed the target of 50.

#### ***Is the education corporation an effective, viable organization?***

Democracy Prep New York is an effective, viable organization, and the education corporation's board provides effective oversight of the five schools. The DPPS network provides strategic support in the areas of instruction, operations, finance, talent, and recruitment to ensure the long term viability of the organization, and the board implements clear processes for evaluation of the CMO and itself to monitor progress toward shared priorities.

#### ***Is the education corporation fiscally sound?***

Democracy Prep New York is fiscally sound based on the Institute's review of the renewal application submissions. The education corporation has posted strong surpluses for the majority of the recent charter term and projects to continue this positive trend throughout the coming term. In 2022, a former employee of the network pled guilty to illegally withdrawing network funds. The Institute monitored the education corporation's corrective actions, ensured its financial policies were sufficient, and trained staff on implementing the financial policies.

## EXECUTIVE SUMMARY

***If the SUNY Trustees renew each charter, are the education corporation’s plans for each charter reasonable, feasible, and achievable?***

Democracy Prep New York’s plans for the future are reasonable, feasible, and achievable. The education corporation plans to implement the same core elements that led to its success over the current charter term.

Based on the Institute’s review of the education corporation’s performance across each of its schools as posted over the charter term; a review of the Applications for Charter Renewal submitted by the education corporation for each of its schools; a review of academic, organizational, governance, and financial documentation; and, a renewal review of each of the charter’s academic program, the Institute finds that the education corporation and each school within it meets the required criteria for renewal.

The Institute recommends that the SUNY Trustees grant Bronx Prep, Democracy Prep, Democracy Prep Endurance, Democracy Prep Harlem, and Harlem Prep each a Full-Term Subsequent Renewal through 2028-29. The Institute further recommends the SUNY Trustees renew the education corporation’s authority to operate the five schools through July 31, 2029.



## CHARTER SCHOOL BACKGROUND

# BRONX PREPARATORY CHARTER SCHOOL

3872 Third Ave, Bronx, New York | Grades: 6-12 | Community School District 9

The SUNY Trustees approved the original charter for Bronx Prep on January 25, 2000. The charter opened its doors in fall 2000, serving 100 students in 5<sup>th</sup> and 6<sup>th</sup> grade. In November 2014, The SUNY Trustees approved a charter revision allowing DPPS to serve as the school’s not-for-profit CMO. The previous Bronx Prep education corporation board sought out support from DPPS as a CMO to help manage and turn around the school.

### PROGRAM

Bronx Prep implements the same program elements of all Democracy Prep New York charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

The Bronx Prep middle and high school programs share a facility and maintain consistent enrollment and a long waitlist of students. Over the current charter term, both programs have produced a strong record of academic achievement. Although the middle school program experienced significant staff member turnover following a leadership transition early in the 2022-23 school year, the current leader prioritizes stability and benefits from enhanced network support to onboard and develop new teachers as enrollment expands. Since 2018, the school is one of two in the network to offer the specialized PACE program to provide a supportive 15:1 setting for students with disabilities to design an individualized pathway to graduation that meets the needs of all Bronx Prep Students.

### CURRENT CHARTER

*Serves: 6<sup>th</sup> – 12<sup>th</sup>*

*Chartered Enrollment: 793*

*Charter Expires on: June 30, 2025*

### PROPOSED FUTURE CHARTER

*Serves: 6<sup>th</sup> – 12<sup>th</sup>*

*Chartered Enrollment: 800*

*Charter Expiration: July 31, 2029*

### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	710	757	106%	6 – 12
2020-21	710	813	114%	6 – 12
2021-22	910	776	85%	K – 1, 6 – 12
2022-23	1,010	857	84%	K – 2, 6 – 12
2023-24	793	795	100%	6 – 12

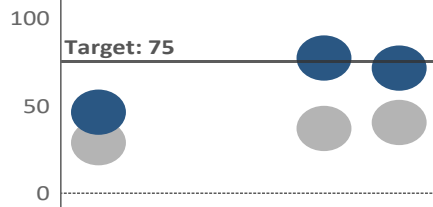


# CHARTER SCHOOL BACKGROUND

## BRONX PREPARATORY CHARTER SCHOOL

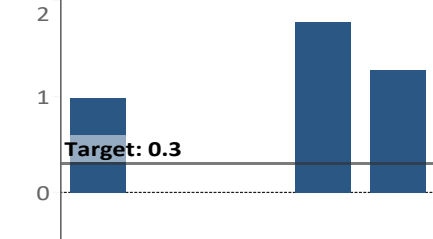
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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



Test Year	Comp Grades	District %	Charter %
2019	7-8	29	47
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	7-8	37	77
2023	7-8	41	72

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



Test Year	Test Grades	ED%	Effect Size
2019	6-8	89.6	0.99
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	6-8	89.9	1.77
2023	6-8	91.3	1.27

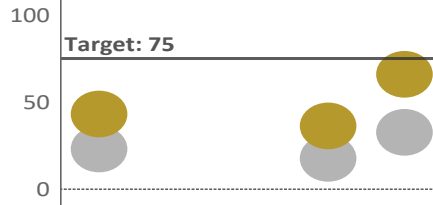
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2019	55.8
2020	N/A
2021	N/A
2022	N/A
2023	53.1

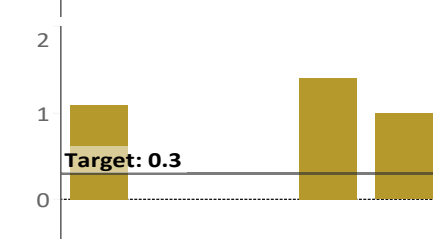
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

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



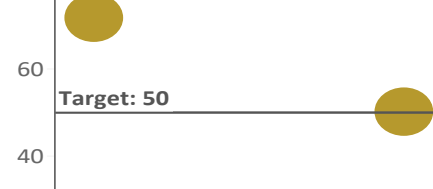
Test Year	Comp Grades	District %	Charter %
2019	7-8	23	43
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	7	18	37
2023	7	33	66

**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	ED%	Effect Size
2019	6-8	89.7	1.09
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	6-7	91.9	1.40
2023	6-7	91.8	1.00

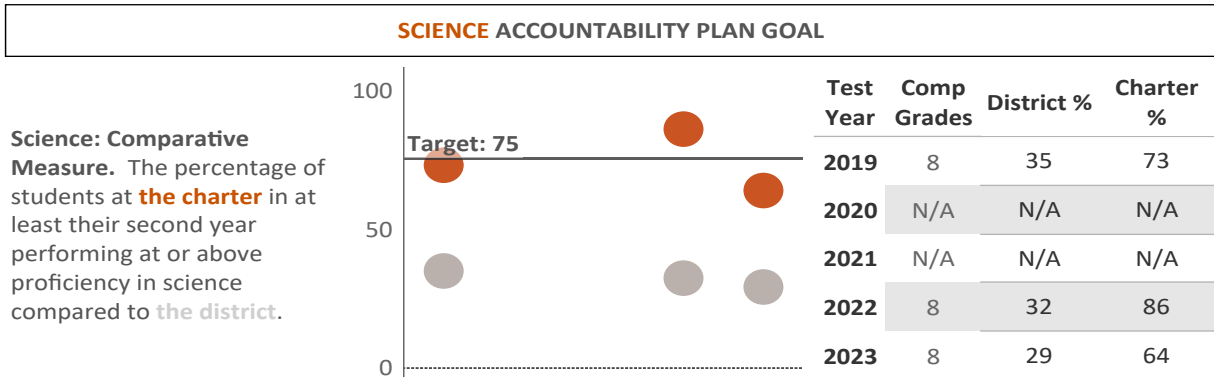
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.



Test Year	Charter Mean Growth
2019	72.1
2020	N/A
2021	N/A
2022	N/A
2023	50.4

# CHARTER SCHOOL BACKGROUND

## BRONX PREPARATORY CHARTER SCHOOL



**TESTED PERCENTAGES\***

	2019		2022		2023	
	ELA	Math	ELA	Math	ELA	Math
School Tested Number	347	305	318	225	334	226
School Tested %	99.1%	87.4%	92.7%	66.0%	88.4%	59.8%
District Tested %	89.6%	87.9%	82.1%	78.1%	85.8%	83.0%

**SPECIAL POPULATIONS PERFORMANCE\*\***

	2019	2022	2023
Students with Disabilities Tested on State Exam	61	38	45
Charter Percent Proficient on ELA Exam	21.3	55.3	33.3
District Percent Proficient	8.5	14.1	17.5
Tested on NYSESLAT Exam	54	47	54
Charter Percent 'Commanding' or Making Progress	35.2	48.9	25.9

\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.

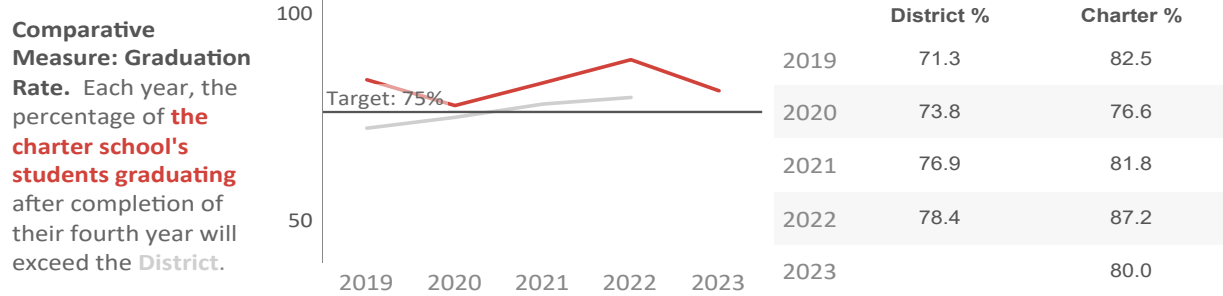
\*\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement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



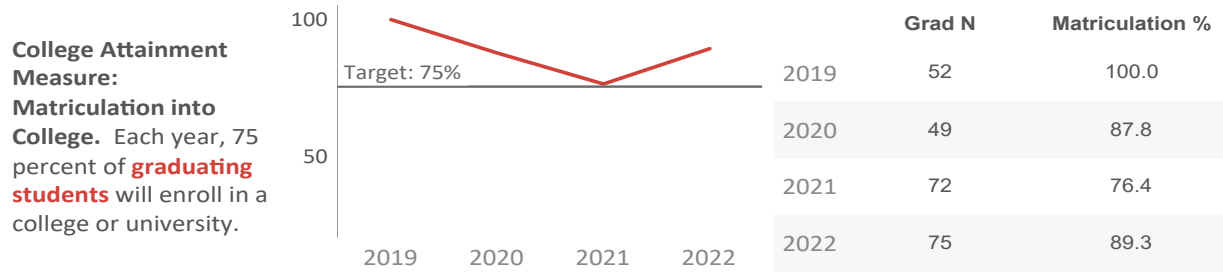
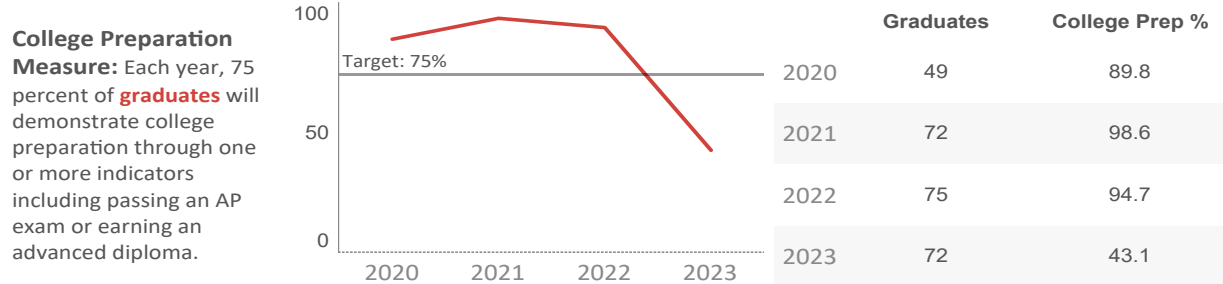
# CHARTER SCHOOL BACKGROUND

## BRONX PREPARATORY CHARTER SCHOOL

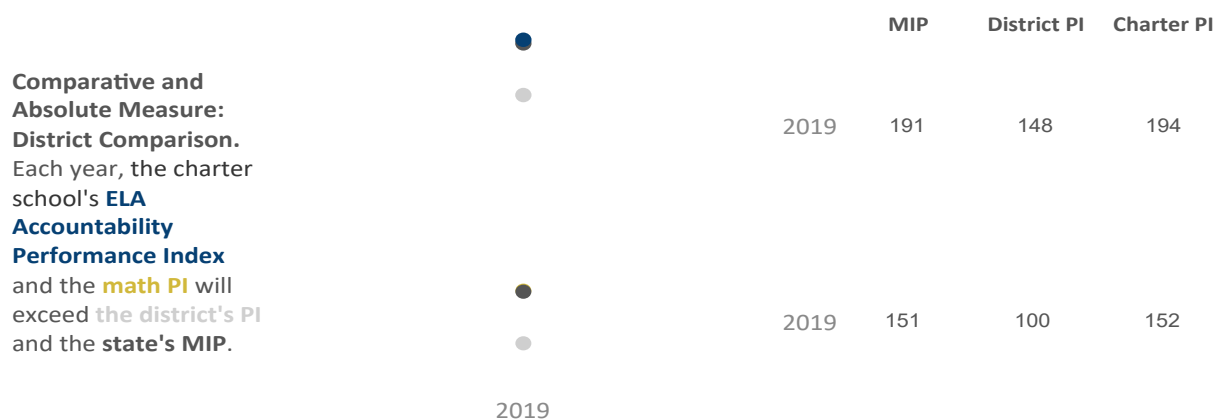
### HIGH SCHOOL GRADUATION RATE



### COLLEGE PREPARATION AND ATTAINMENT



### ENGLISH LANGUAGE ARTS AND MATHEMATICS

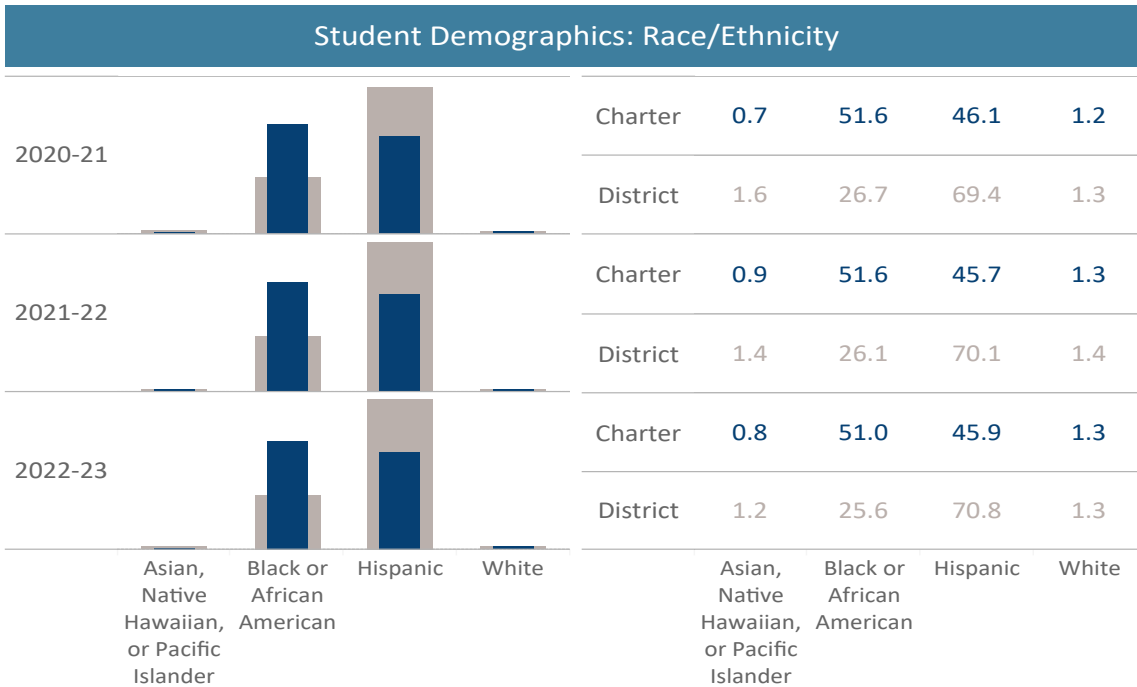
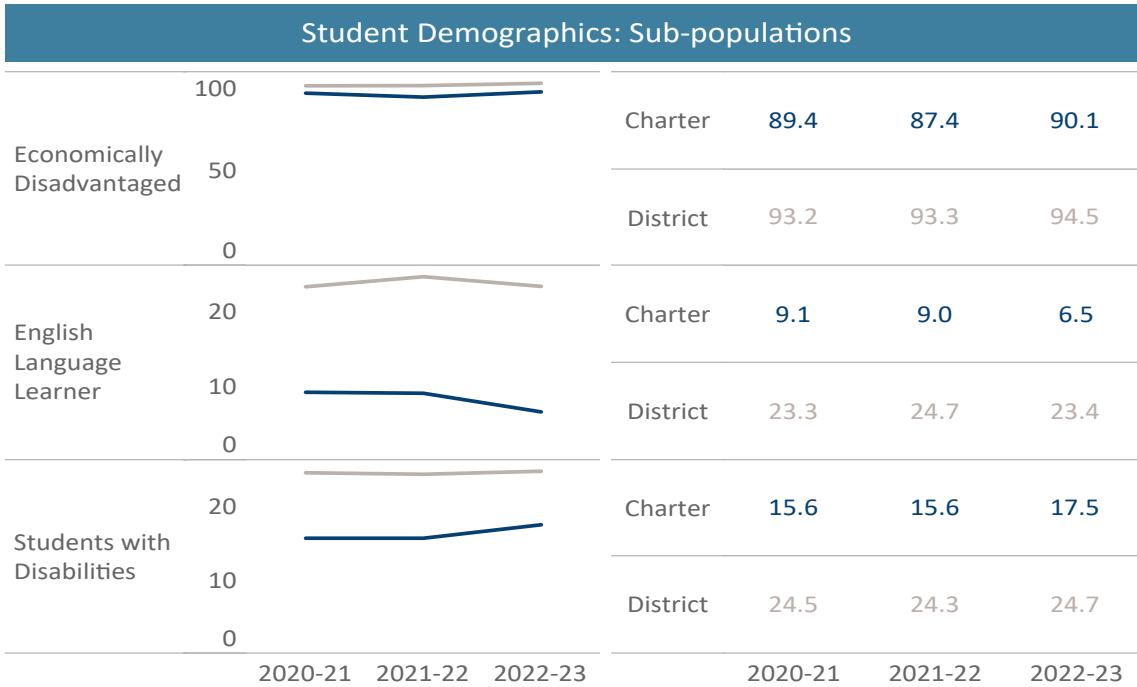




# CHARTER SCHOOL BACKGROUND

## Bronx Preparatory Charter School

## Bronx CSD 9



\* 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

# DEMOCRACY PREPARATORY CHARTER SCHOOL

2230 5<sup>th</sup> Ave, New York, New York | Grades: 6-8 | Community School District 5  
222 West 134<sup>th</sup> St, New York, New York | Grades: 9-12 | Community School District 5

The original charter for Democracy Prep was approved by the New York City Schools Chancellor (“NYC Chancellor”) and incorporated on December 5, 2005. The school merged under SUNY authorization effective July 1, 2017.

### PROGRAM

Democracy Prep implements the same program elements of all Democracy Prep New York charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

To prepare students for Advanced Placement (“AP”) coursework in high school, Democracy Prep New York offers Algebra 1 to all 8<sup>th</sup> grade students. Notably at Democracy Prep, students achieved an 83% proficiency rate on the 2022-23 Algebra 1 Regents in the first year in which all 8<sup>th</sup> grade students sat for the exam. Students in need of additional support to access algebra content receive after school tutoring and intervention services during early morning intervention blocks.

True to the overall network mission of educating responsible citizen-scholars, Democracy Prep delivers a network created civics curriculum. The curriculum includes leadership skills training in public speaking and political activism, as well as community-facing activities such as a “Get Out the Vote” campaign, during which students spend the day encouraging neighborhood residents to vote. The Democracy Prep middle school program has also instituted a “culture carriers” initiative to build student character and strengthen school culture. As part of the effort, teachers and students receive school-specific incentives when they exemplify the principles of the program.

### CURRENT CHARTER

*Serves: 6<sup>th</sup> – 12<sup>th</sup>*  
*Chartered Enrollment: 715*  
*Charter Expires on: June 30, 2025*

### PROPOSED FUTURE CHARTER

*Serves: 6<sup>th</sup> – 12<sup>th</sup>*  
*Chartered Enrollment: 690*  
*Charter Expiration: July 31, 2029*

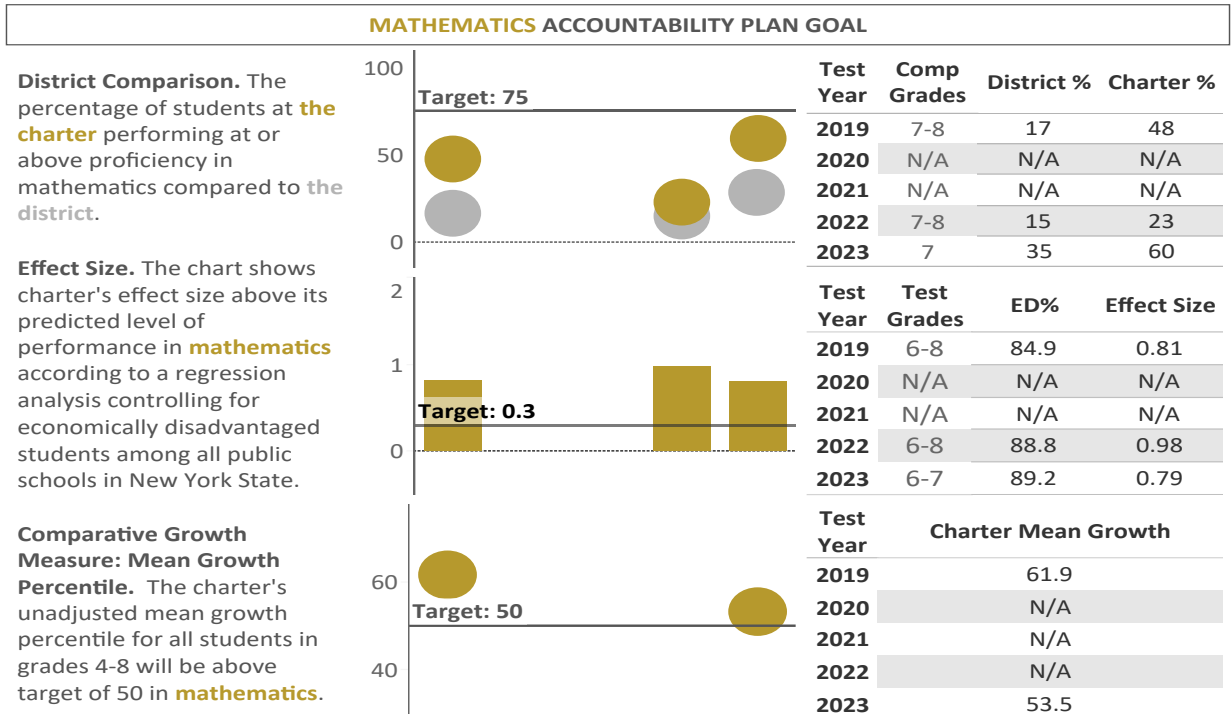
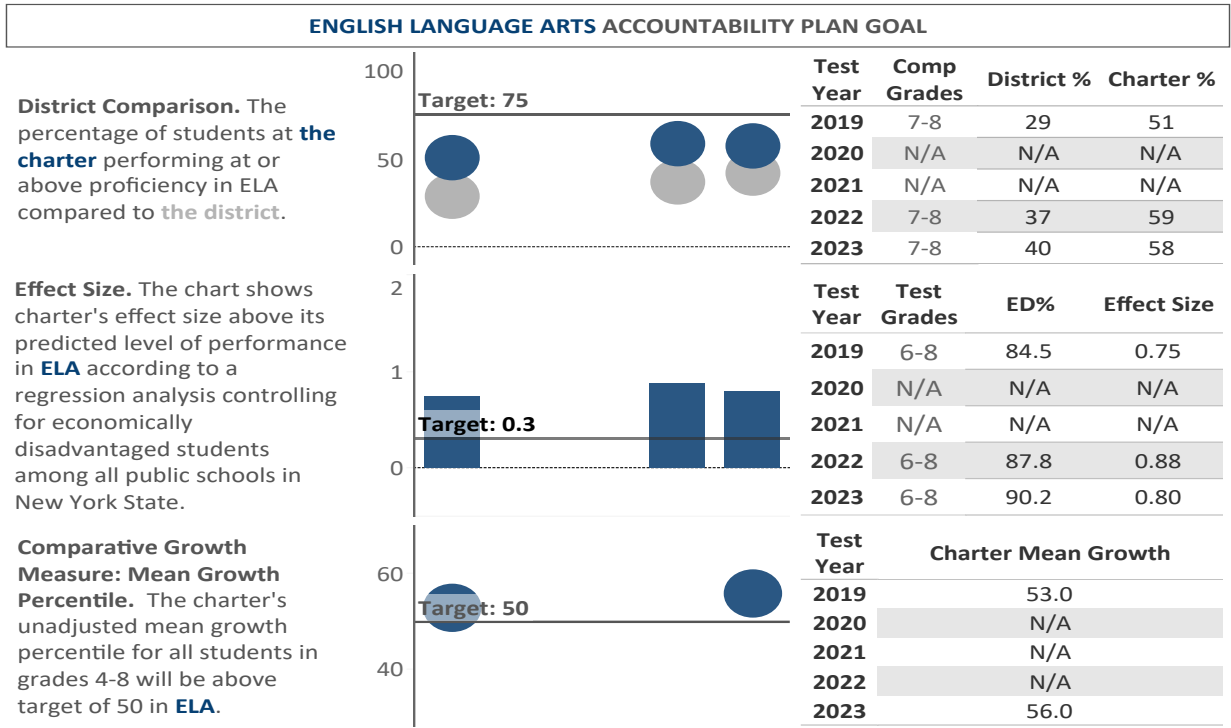
### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	661	682	103%	6 – 12
2020-21	715	701	98%	6 – 12
2021-22	715	654	91%	6 – 12
2022-23	715	555	78%	6 – 12
2023-24	715	604	84%	6 – 12



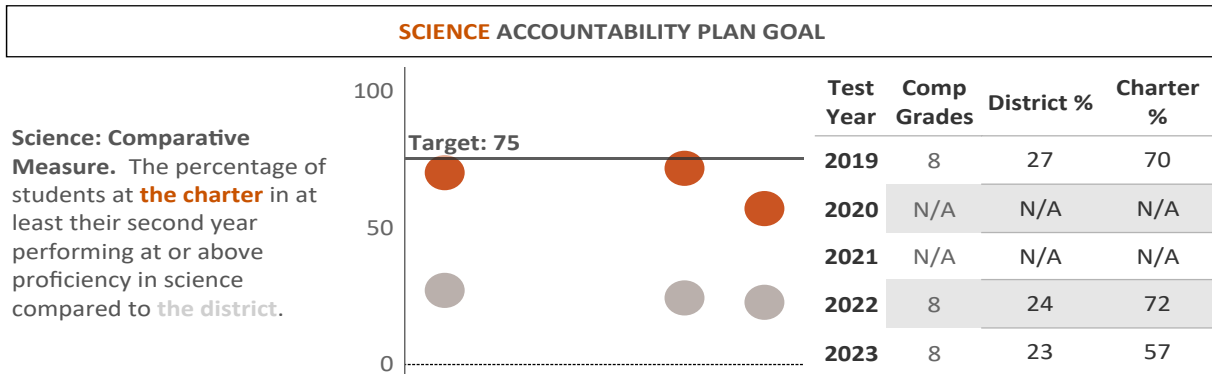
# CHARTER SCHOOL BACKGROUND

## DEMOCRACY PREPARATORY CHARTER SCHOOL



## CHARTER SCHOOL BACKGROUND

### DEMOCRACY PREPARATORY CHARTER SCHOOL



**TESTED PERCENTAGES\***

	2019		2022		2023	
	ELA	Math	ELA	Math	ELA	Math
School Tested Number	330	298	247	193	206	132
School Tested %	98.2%	89.5%	95.0%	74.2%	91.2%	58.7%
District Tested %	88.9%	81.4%	85.5%	73.8%	84.7%	72.4%

**SPECIAL POPULATIONS PERFORMANCE\*\***

	2019	2022	2023
Students with Disabilities Tested on State Exam	82	48	45
Charter Percent Proficient on ELA Exam	18.3	27.1	24.4
District Percent Proficient	13.3	17.9	18.8
Tested on NYSESLAT Exam	26	49	34
Charter Percent 'Commanding' or Making Progress	30.8	26.5	38.2

\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.

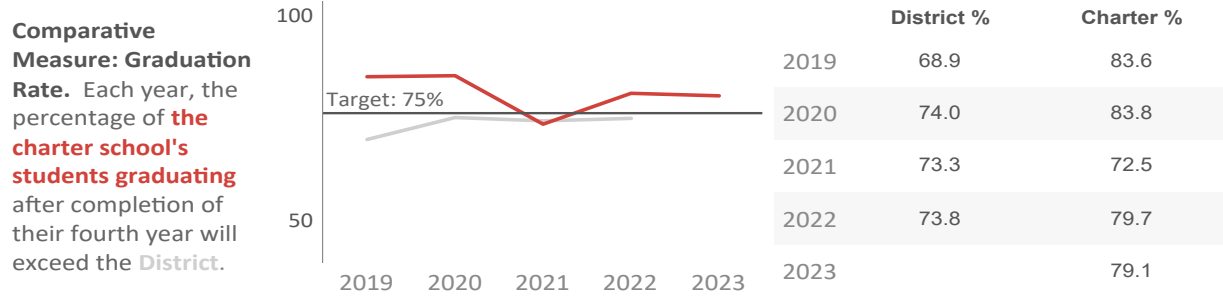
\*\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement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



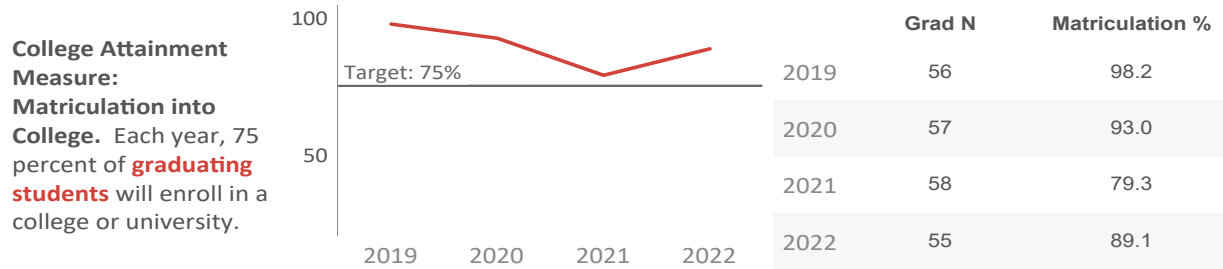
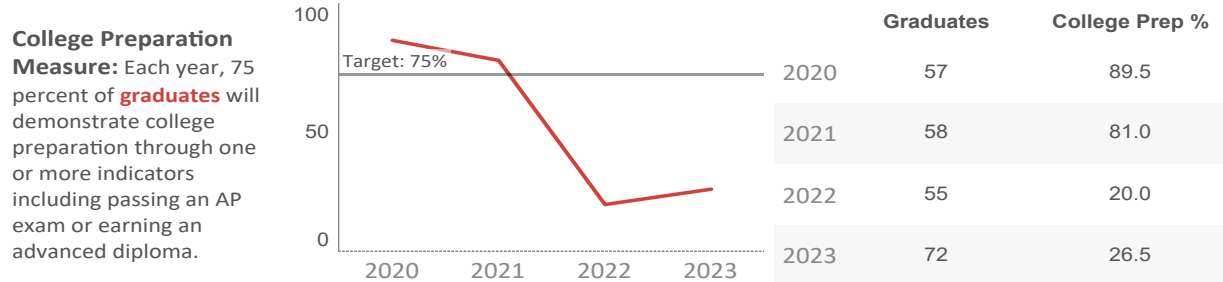
# CHARTER SCHOOL BACKGROUND

## DEMOCRACY PREPARATORY CHARTER SCHOOL

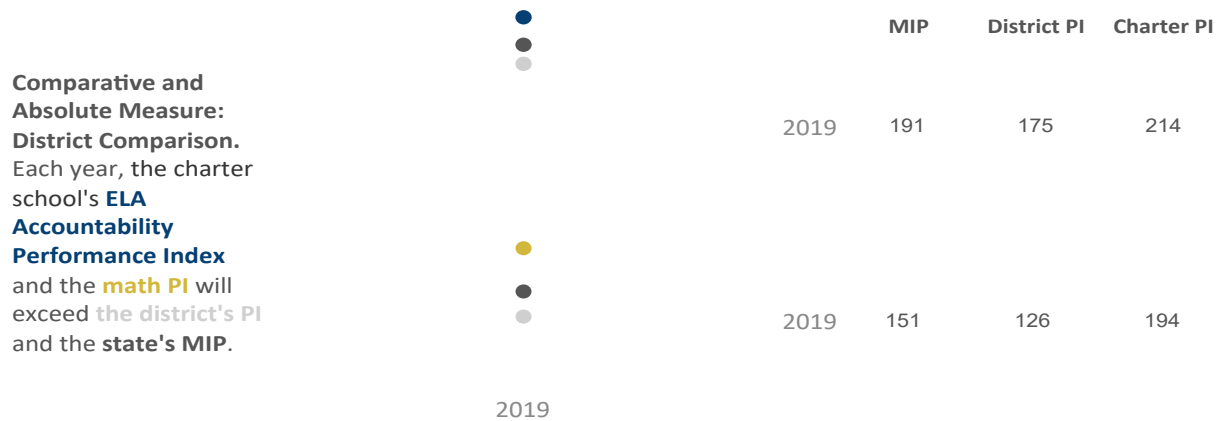
### HIGH SCHOOL GRADUATION RATE



### COLLEGE PREPARATION AND ATTAINMENT



### ENGLISH LANGUAGE ARTS AND MATHEMATICS

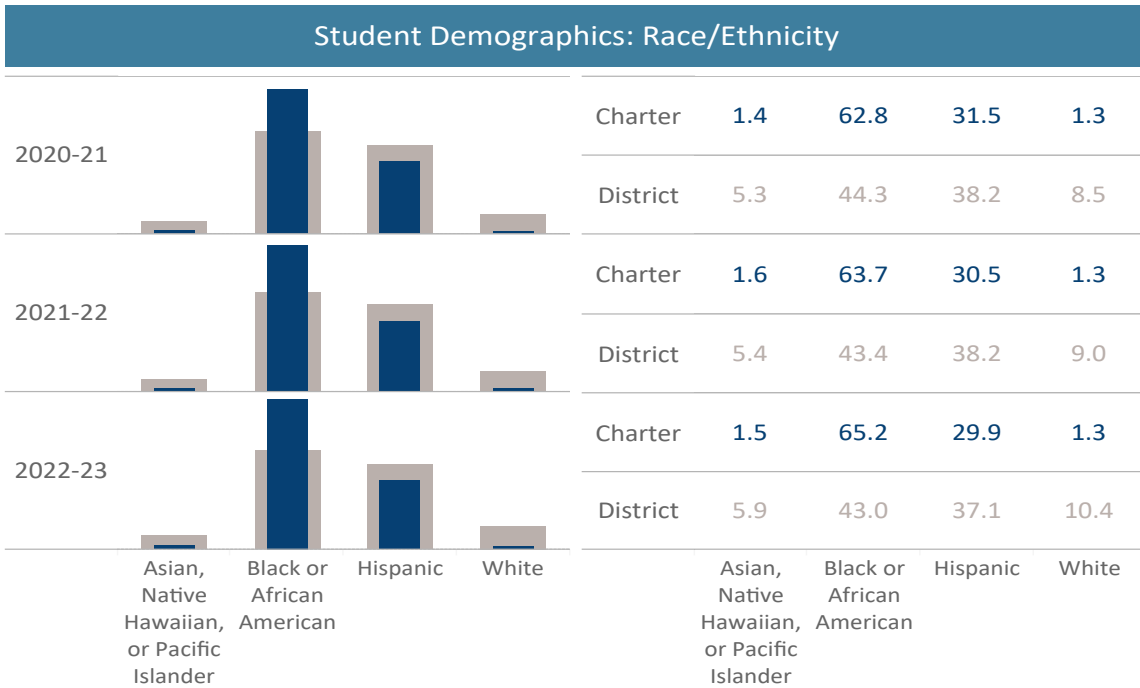
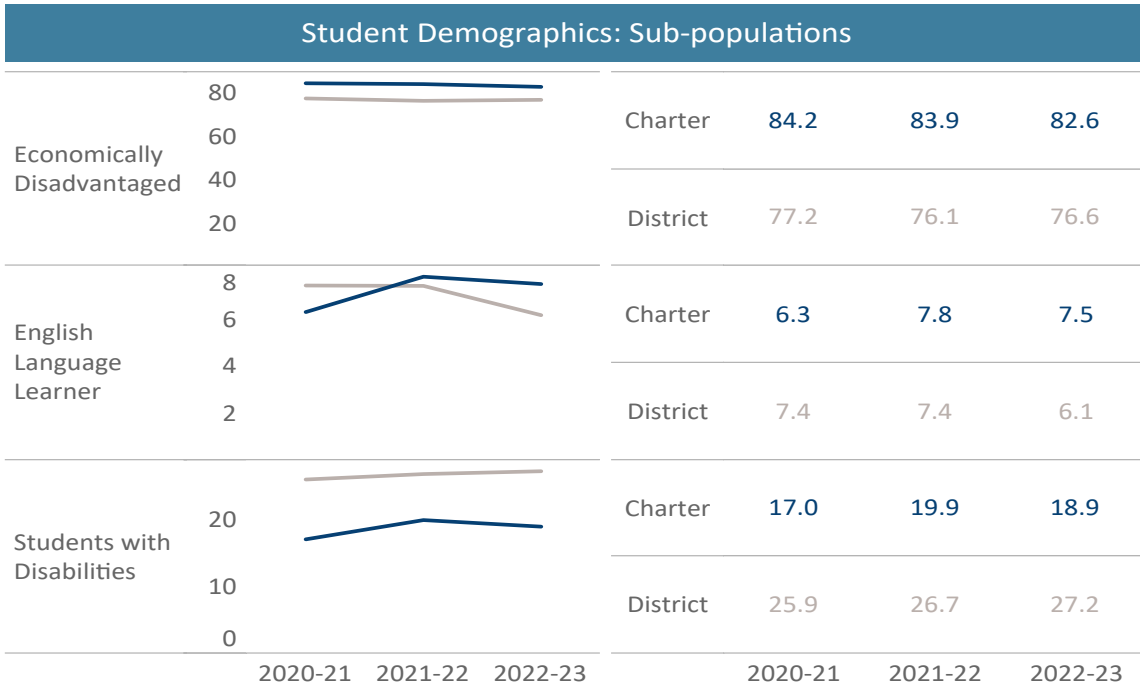




# CHARTER SCHOOL BACKGROUND

## Democracy Preparatory Charter School

## Manhattan CSD 5



\* 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

# DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

1529 Williamsbridge Rd, Bronx, New York | Grades: K-4 | Community School District 11  
240 East 123<sup>rd</sup> St, New York, New York | Grades: 9-12 | Community School District 4

The Board of Regents approved the charter for Democracy Prep Endurance on December 14, 2010. The school merged under SUNY authorization effective July 1, 2019.

### PROGRAM

Democracy Prep Endurance implements the same program elements of all Democracy Prep New York charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Democracy Prep Endurance’s elementary program is currently located in a private facility in the Bronx while the high school program shares space with Harlem Prep in a private space in Harlem. To address this geographic challenge and enrollment patterns city-wide, Democracy Prep Endurance plans to relocate its elementary, middle, and high school programs into one private site in the South Bronx beginning in the 2024-25 school year.

As a result of network-wide strategic staffing adjustments, Democracy Prep Endurance began the 2023-24 school year with a slightly smaller instructional and student support team aligned to the school’s actual enrollment. Instructional leaders, with support from network staff members, modified the professional development program to bolster classroom teachers’ ownership of behavior management in order to work collaboratively with scholar support staff members in establishing schoolwide cultural norms. Leaders closely monitor culture data and report that suspensions and absenteeism rates are lower across each campus in comparison to 2022-23.

### CURRENT CHARTER

*Serves: Kindergarten – 4<sup>th</sup>, 9<sup>th</sup> – 12<sup>th</sup>*

*Chartered Enrollment: 613*

*Charter Expires on: July 31, 2024*

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 5<sup>th</sup>, 9<sup>th</sup> – 12<sup>th</sup>*

*Chartered Enrollment: 900*

*Charter Expiration: July 31, 2029*

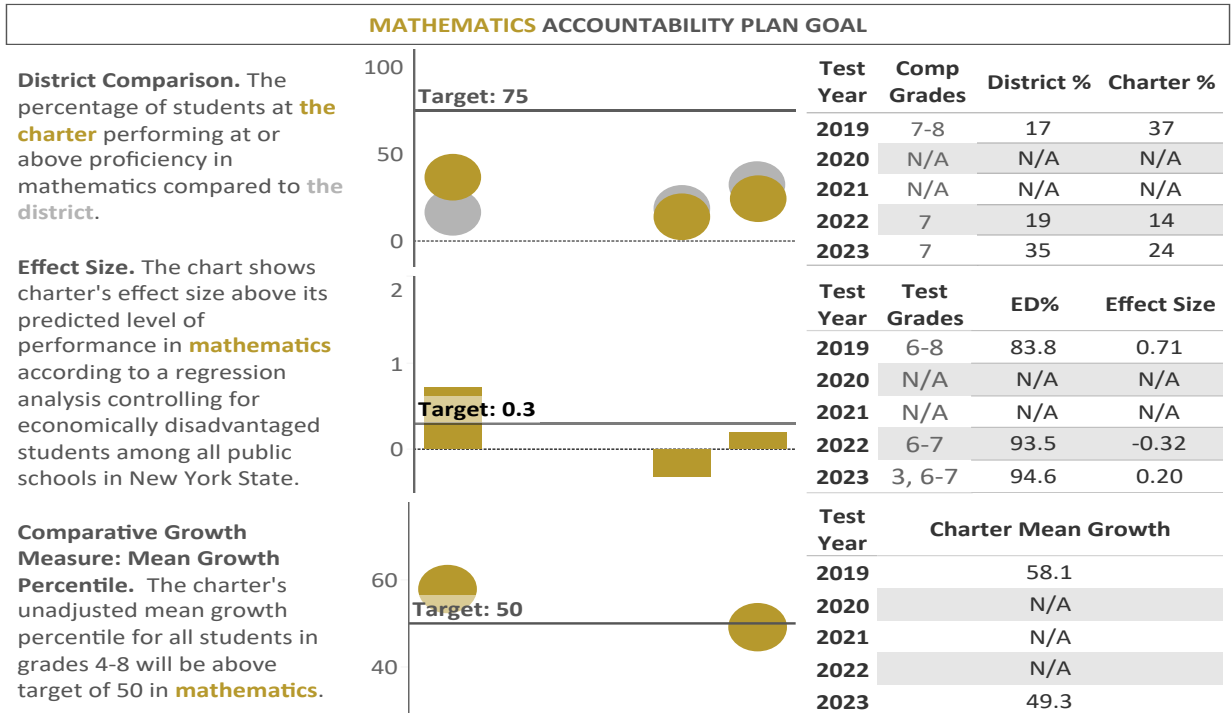
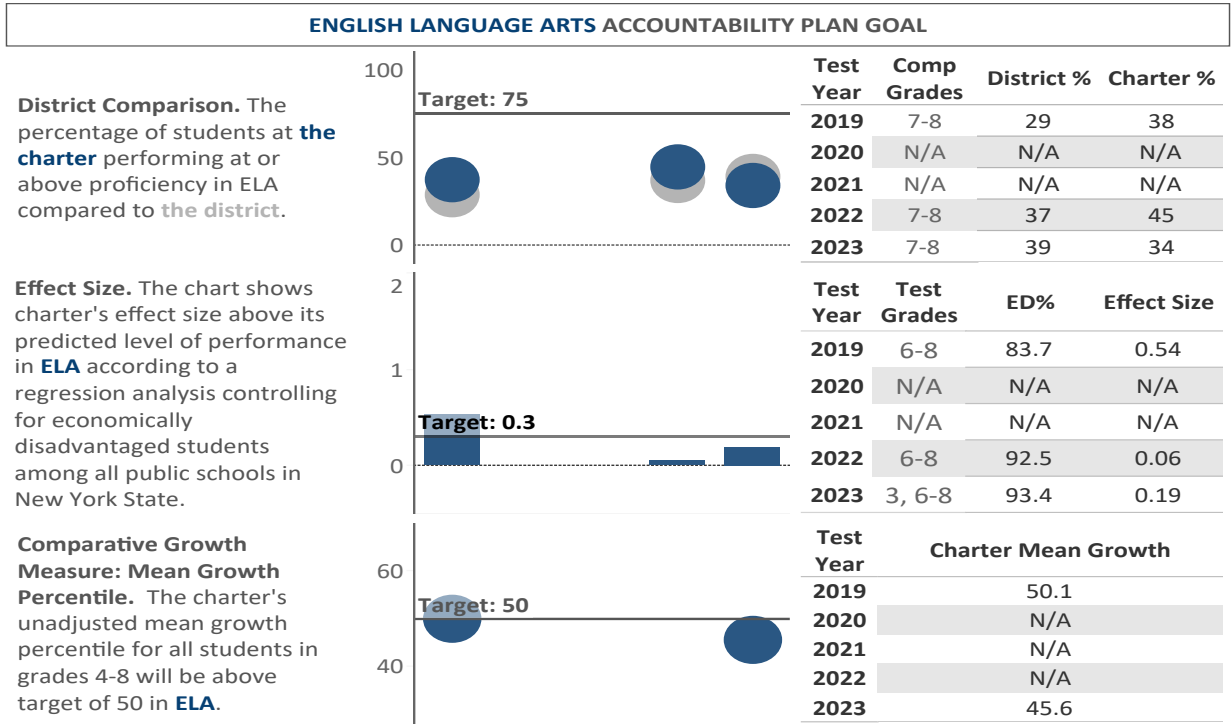
### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	756	682	90%	6 – 12
2020-21	756	683	90%	6 – 12
2021-22	864	639	74%	K – 1, 6 – 12
2022-23	857	603	70%	K – 3, 6 – 12
2023-24	613	613	100%	K – 4, 9 – 12



# CHARTER SCHOOL BACKGROUND

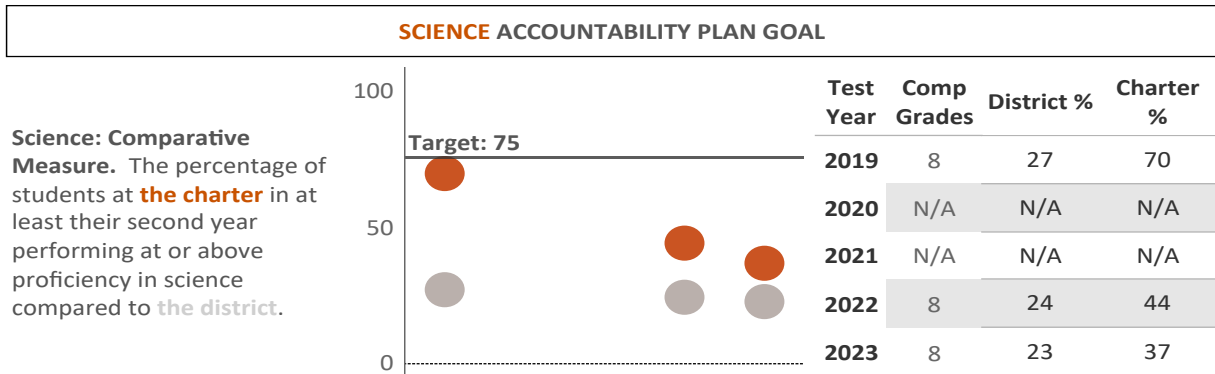
## DEMOCRACY PREP ENDURANCE CHARTER SCHOOL





# CHARTER SCHOOL BACKGROUND

## DEMOCRACY PREP ENDURANCE CHARTER SCHOOL



**TESTED PERCENTAGES\***

	2019		2022		2023	
	ELA	Math	ELA	Math	ELA	Math
School Tested Number	323	293	232	125	182	114
School Tested %	95.6%	86.9%	95.5%	51.4%	95.8%	59.4%
District Tested %	88.9%	81.4%	85.5%	73.8%	83.8%	74.6%

**SPECIAL POPULATIONS PERFORMANCE\*\***

	2019	2022	2023
Students with Disabilities Tested on State Exam	78	63	41
Charter Percent Proficient on ELA Exam	10.3	14.3	14.6
District Percent Proficient	13.3	17.9	19.1
Tested on NYSESLAT Exam	30	29	49
Charter Percent 'Commanding' or Making Progress	16.7	17.2	22.4

\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.  
\*\* 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".

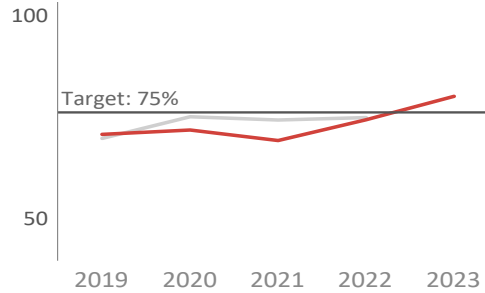


# CHARTER SCHOOL BACKGROUND

## DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

### HIGH SCHOOL GRADUATION RATE

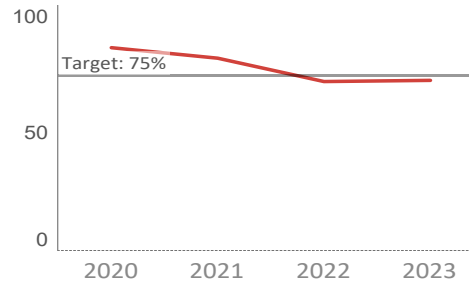
**Comparative Measure: Graduation Rate.** Each year, the percentage of **the charter school's students graduating** after completion of their fourth year will exceed the **District**.



	District %	Charter %
2019	68.9	69.9
2020	74.0	70.9
2021	73.3	68.4
2022	73.8	73.3
2023		78.9

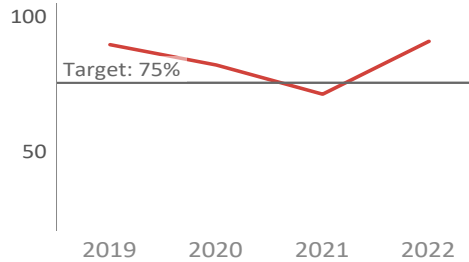
### COLLEGE PREPARATION AND ATTAINMENT

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



	Graduates	College Prep %
2020	39	87.2
2021	52	82.7
2022	55	72.7
2023	56	73.2

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



	Grad N	Matriculation %
2019	58	89.7
2020	39	82.1
2021	52	71.2
2022	55	90.9

### ENGLISH LANGUAGE ARTS AND MATHEMATICS

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



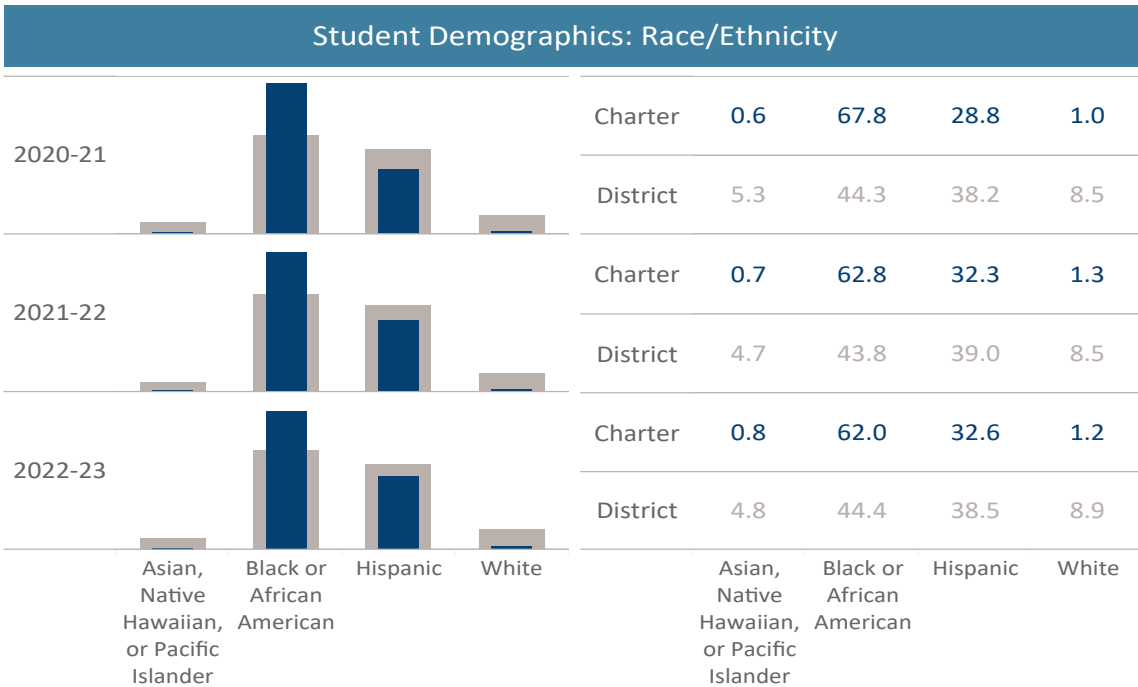
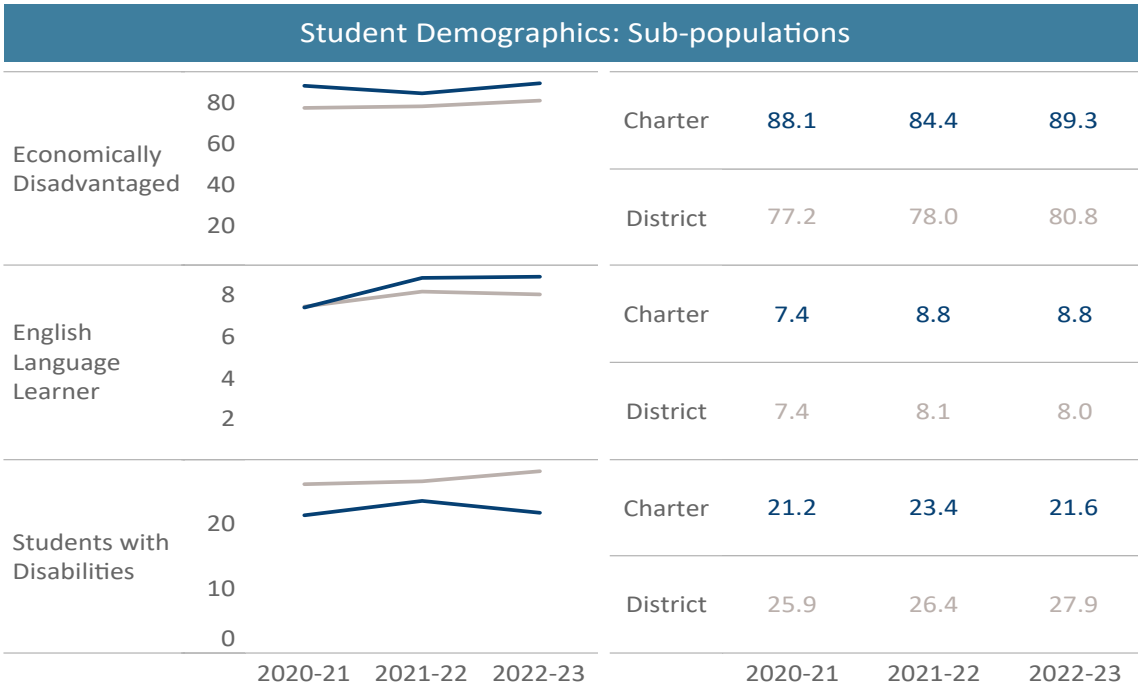
	MIP	District PI	Charter PI
2019	191	175	204
2019	151	126	167



# CHARTER SCHOOL BACKGROUND

## Democracy Prep Endurance Charter School

Manhattan CSD 5



\* 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

# DEMOCRACY PREP HARLEM CHARTER SCHOOL

2005 Madison Ave, New York, New York | Grades: K-5 | Community School District 5  
207 West 133<sup>rd</sup> St, New York, New York | Grades: 6-8 | Community School District 5  
212 West 120<sup>th</sup> St, New York, New York | Grades: 9-12 | Community School District 5

The NYC Chancellor approved Democracy Prep Harlem and the school was incorporated on February 2, 2010. The school merged under SUNY authorization effective July 1, 2017.

### PROGRAM

Democracy Prep Harlem implements the same program elements of all Democracy Prep New York charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Since the 2018-19 school year, Democracy Prep Harlem has offered the PACE specialized 15:1 class program for high school students to provide a small, individualized setting in service of their IEP goals. The first class of PACE seniors graduated in 2021-22. Many PACE students ultimately end up in a hybrid version of PACE wherein they continue certain classes in the 15:1 environment while also taking electives and higher level courses alongside their general education peers. PACE graduates often go on to four-year colleges and universities after exiting the program. Democracy Prep Harlem holds all students accountable for Regents requirements and supports them to achieve at a high level regardless of IEP identification. Democracy Prep New York replicated the successes of the PACE program at Bronx Prep, and both school and network leaders collaborate to generate new and innovative solutions to special education and general education programming to ensure that all Democracy Prep New York students have the tools to succeed in college and engage in a life of active citizenship.

### CURRENT CHARTER

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

*Chartered Enrollment:  
1,188*

*Charter Expires on:  
June 30, 2024*

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment:  
1,105*

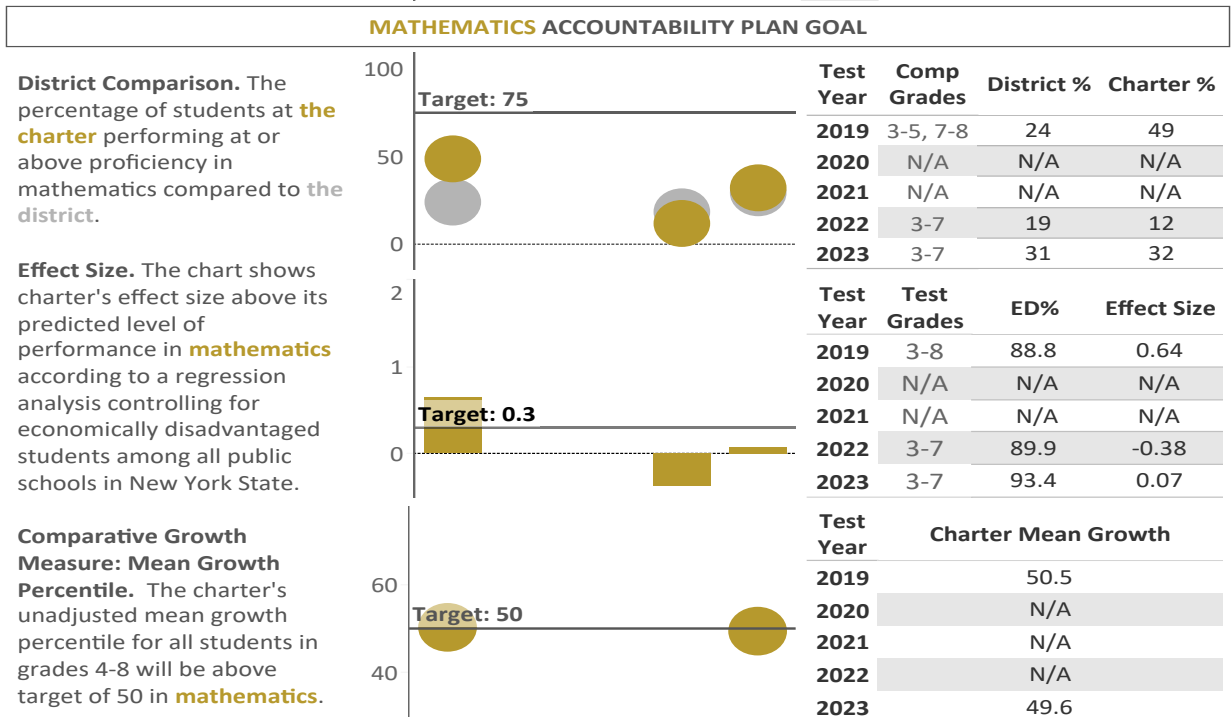
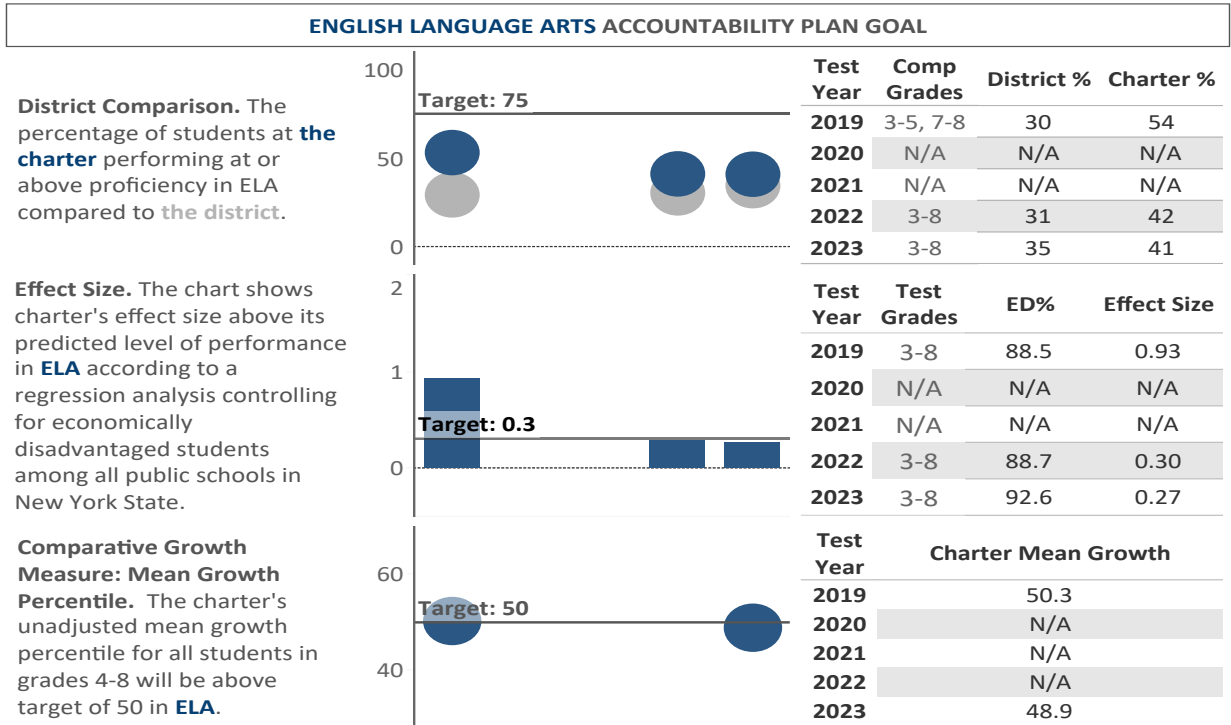
*Charter Expiration:  
July 31, 2029*

### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	1,181	1,042	88%	K – 12
2020-21	1,188	1,129	95%	K – 12
2021-22	1,188	1,028	87%	K – 12
2022-23	1,188	980	82%	K – 12
2023-24	1,188	955	80%	K – 12

# CHARTER SCHOOL BACKGROUND

## DEMOCRACY PREP HARLEM CHARTER SCHOOL

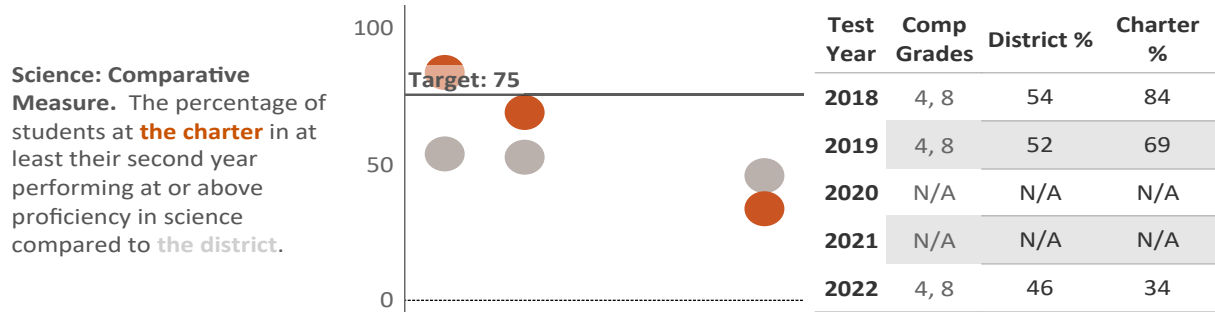




# CHARTER SCHOOL BACKGROUND

## DEMOCRACY PREP HARLEM CHARTER SCHOOL

### SCIENCE ACCOUNTABILITY PLAN GOAL



TESTED PERCENTAGES*						
	2019		2022		2023	
	ELA	Math	ELA	Math	ELA	Math
School Tested Number	523	495	508	398	457	358
School Tested %	99.6%	94.3%	96.9%	76.1%	93.3%	73.1%
District Tested %	87.6%	84.2%	83.5%	77.2%	82.6%	76.5%

SPECIAL POPULATIONS PERFORMANCE**			
	2019	2022	2023
Students with Disabilities Tested on State Exam	109	123	129
Charter Percent Proficient on ELA Exam	24.8	15.4	15.5
District Percent Proficient	14.1	13.3	18.0
Tested on NYSESLAT Exam	67	59	39
Charter Percent 'Commanding' or Making Progress	26.9	27.1	53.8

\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.  
\*\* 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".

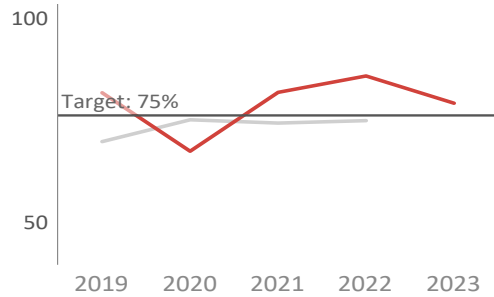


# CHARTER SCHOOL BACKGROUND

## DEMOCRACY PREP HARLEM CHARTER SCHOOL

### HIGH SCHOOL GRADUATION RATE

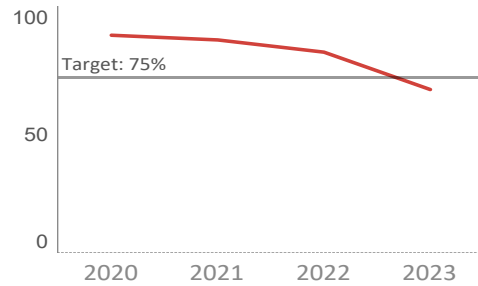
**Comparative Measure: Graduation Rate.** Each year, the percentage of **the charter school's students graduating** after completion of their fourth year will exceed the **District**.



	District %	Charter %
2019	68.9	80.4
2020	74.0	66.7
2021	73.3	80.5
2022	73.8	84.3
2023		77.9

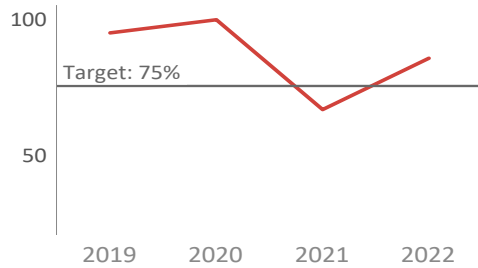
### COLLEGE PREPARATION AND ATTAINMENT

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



	Graduates	College Prep %
2020	42	92.9
2021	66	90.9
2022	70	85.7
2023	53	69.8

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



	Grad N	Matriculation %
2019	41	95.1
2020	42	100.0
2021	66	66.7
2022	70	85.7

### ENGLISH LANGUAGE ARTS AND MATHEMATICS

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



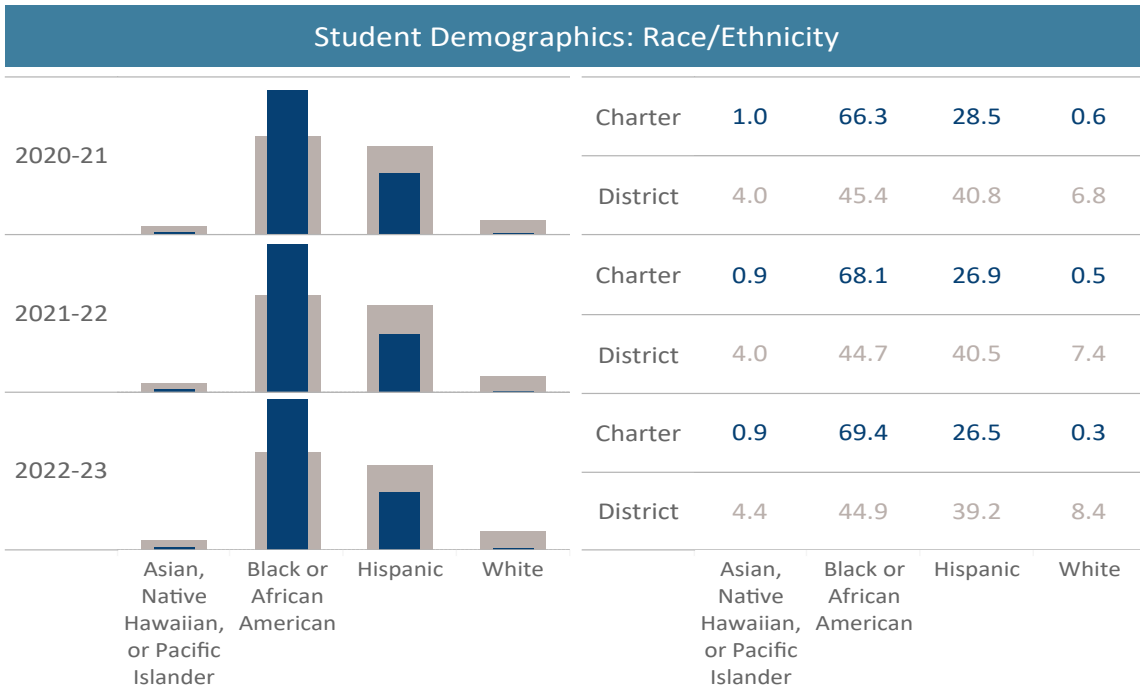
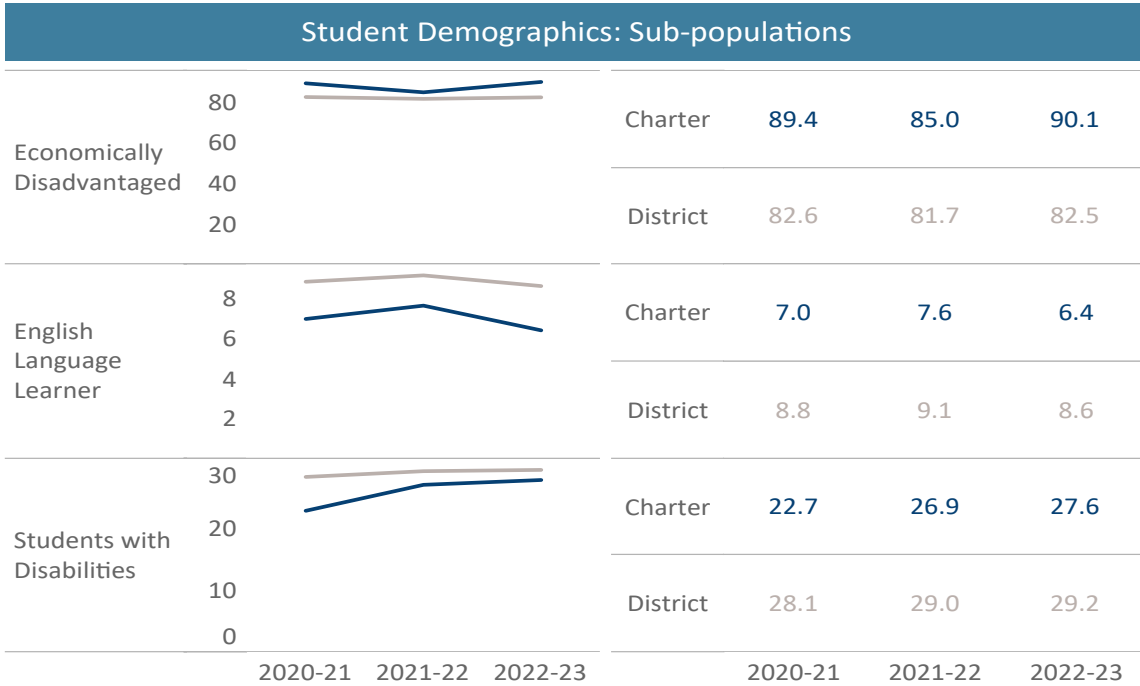
	MIP	District PI	Charter PI
2019	191	175	208
2019	151	126	175



# CHARTER SCHOOL BACKGROUND

## Democracy Prep Harlem Charter School

## Manhattan CSD 5



\* 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

# HARLEM PREP CHARTER SCHOOL

101-111 West 116<sup>th</sup> St, New York, New York | Grades: 3-5 | Community School District 3  
232 East 103<sup>rd</sup> St, New York, New York | Grades: 6-8 | Community School District 4  
240 East 123<sup>rd</sup> St, New York, New York | Grades: 9-12 | Community School District 4

Harlem Prep emerged from the SUNY Trustees’ restructuring of Harlem Day Charter School on March 22, 2012, wherein DPPS was approved as the management entity for the school. Democracy Prep New York revised the enrollment to 3<sup>rd</sup> – 12<sup>th</sup> grade in 2022-23 after an analysis of enrollment trends in the neighborhoods across all schools in the education corporation.

### PROGRAM

Harlem Prep implements the same program elements of all Democracy Prep New York charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Harlem Prep emphasizes post-secondary readiness for all students. The school’s robust academic program serves students in 3<sup>rd</sup> – 12<sup>th</sup> grade and is designed to equip students with the knowledge, skills, and values necessary for success in college, career, and life and incorporates services and supports for all students struggling academically. Beginning in 2023-24, Harlem Prep middle school program houses the Democracy Prep New York Pathways program for students across the five charters. The shift provides an opportunity for the network to expand specialized services based on IEP mandates and implement innovative programming to support students with disabilities. The Pathways program, founded in the 2015-16 school year, provides students with disabilities a continuum of services in the least restrictive environment. Services include 12:1+1 small group instruction, individual tutoring, social-emotional learning supports, and intensive academic interventions specifically designed to accelerate academic growth. The program ensures the needs of students are met through differentiated curriculum, and counseling to help students overcome challenges.

### CURRENT CHARTER

Serves: 3<sup>rd</sup> – 12<sup>th</sup>  
Chartered Enrollment: 952  
Charter Expires on: July 31, 2026

### PROPOSED FUTURE CHARTER

Serves: 3<sup>rd</sup> – 12<sup>th</sup>  
Chartered Enrollment: 862  
Charter Expiration: July 31, 2029

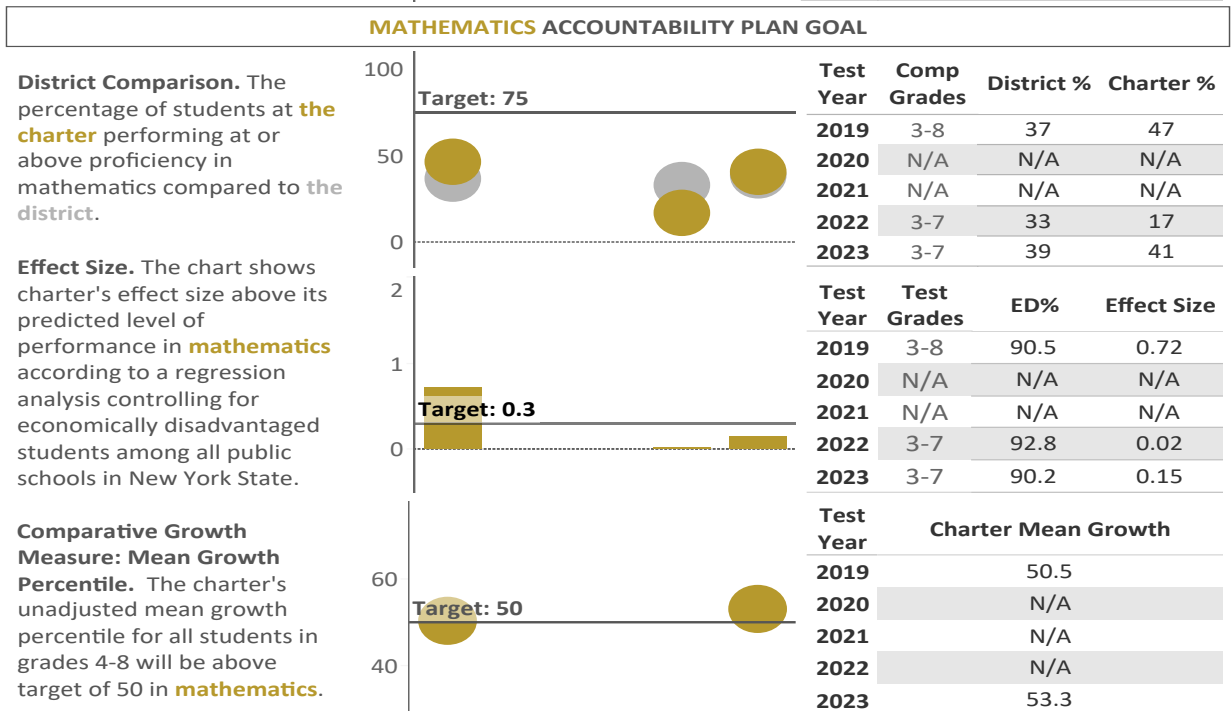
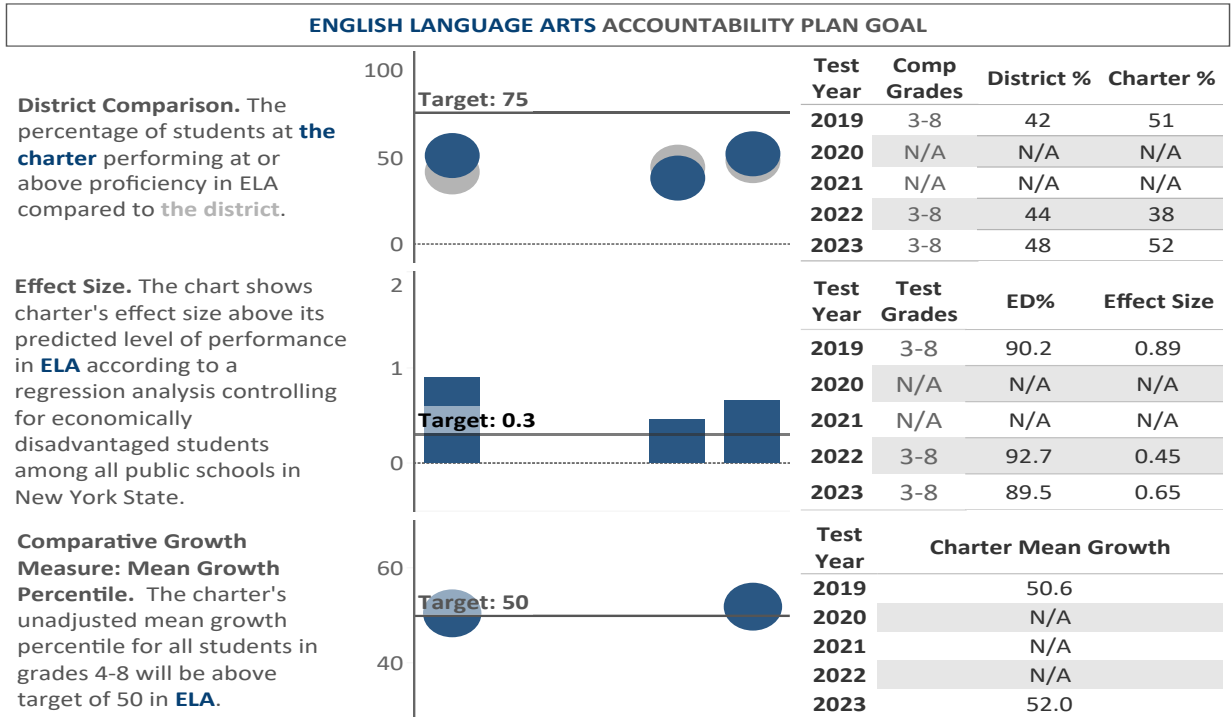
### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	1,061	1016	96%	K – 12
2020-21	1,061	1023	96%	K – 12
2021-22	1,020	934	92%	K – 12
2022-23	879	736	84%	3 – 12
2023-24	952	741	78%	3 – 12



# CHARTER SCHOOL BACKGROUND

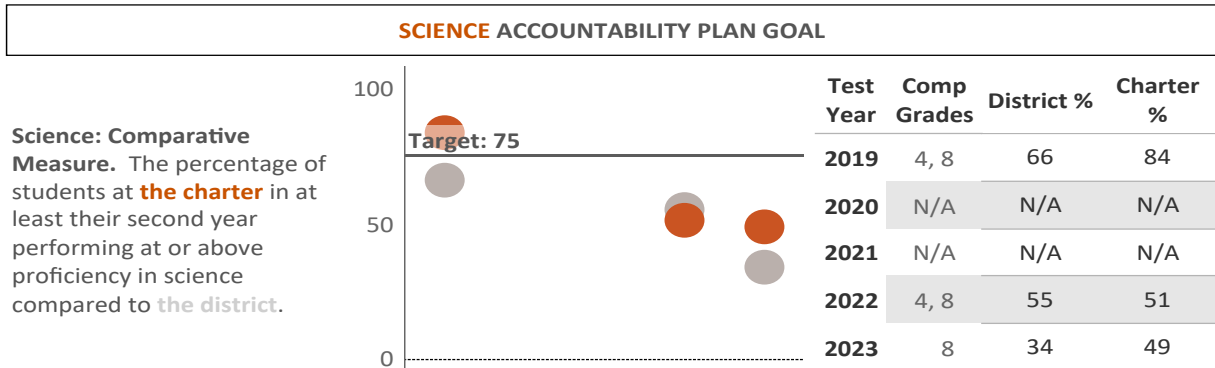
## HARLEM PREP CHARTER SCHOOL





# CHARTER SCHOOL BACKGROUND

## HARLEM PREP CHARTER SCHOOL



**TESTED PERCENTAGES\***

	2019		2022		2023	
	ELA	Math	ELA	Math	ELA	Math
School Tested Number	497	467	414	319	382	299
School Tested %	99.0%	93.2%	93.5%	72.0%	97.0%	76.1%
District Tested %	89.3%	82.6%	83.8%	74.3%	77.5%	75.6%

**SPECIAL POPULATIONS PERFORMANCE\*\***

	2019	2022	2023
Students with Disabilities Tested on State Exam	107	88	94
Charter Percent Proficient on ELA Exam	20.6	23.9	30.9
District Percent Proficient	12.5	16.1	20.2
Tested on NYSESLAT Exam	59	46	31
Charter Percent 'Commanding' or Making Progress	25.4	17.4	29.0

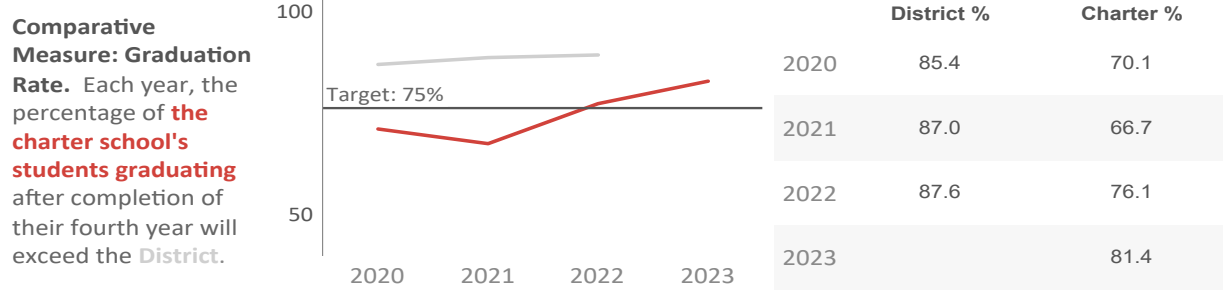
\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.  
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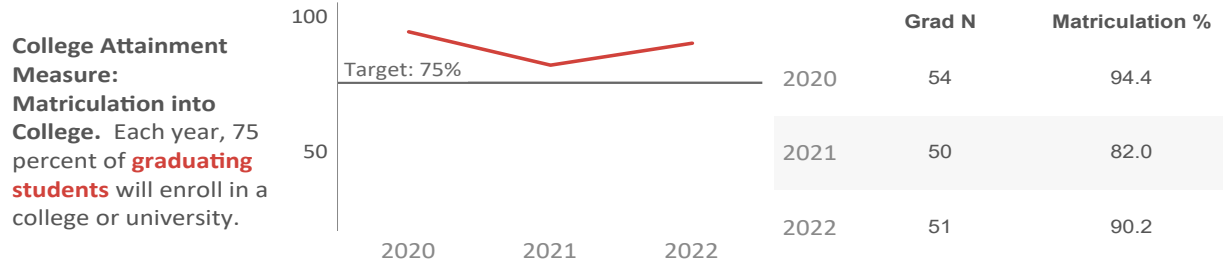
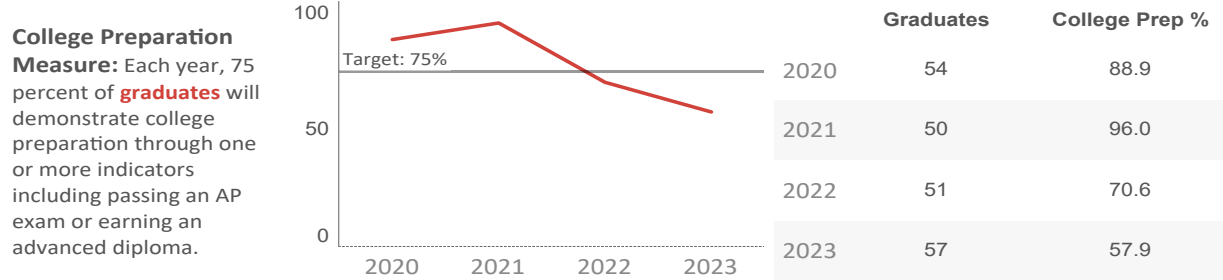
# CHARTER SCHOOL BACKGROUND

## HARLEM PREP CHARTER SCHOOL

### HIGH SCHOOL GRADUATION RATE



### COLLEGE PREPARATION AND ATTAINMENT



### ENGLISH LANGUAGE ARTS AND MATHEMATICS

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

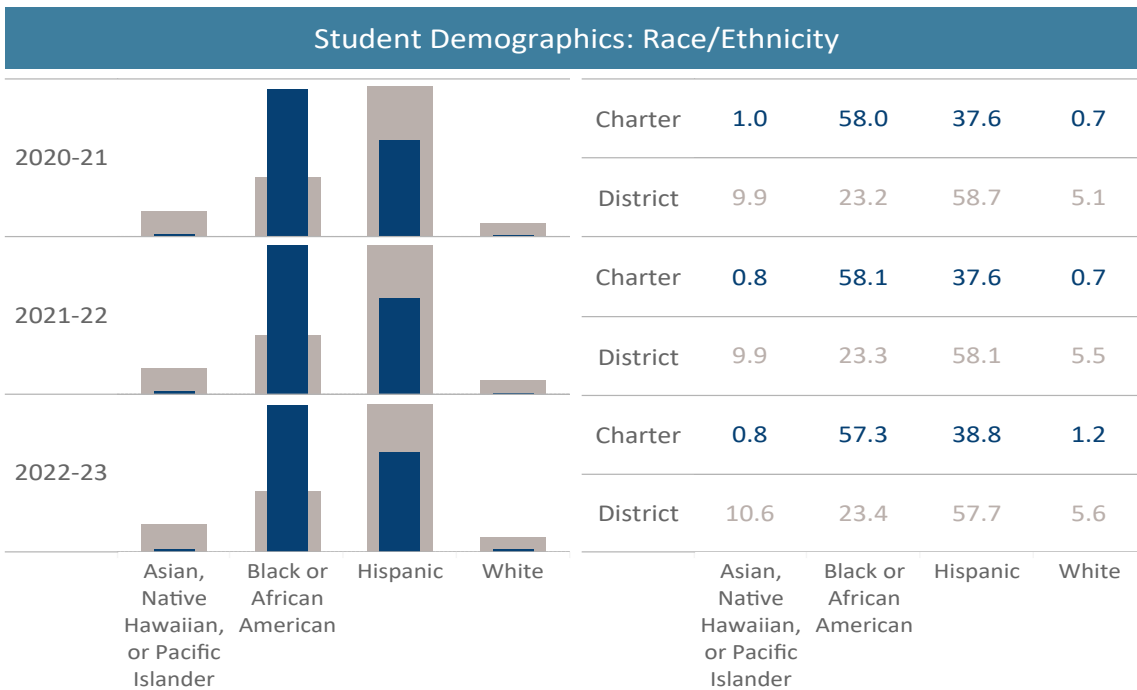
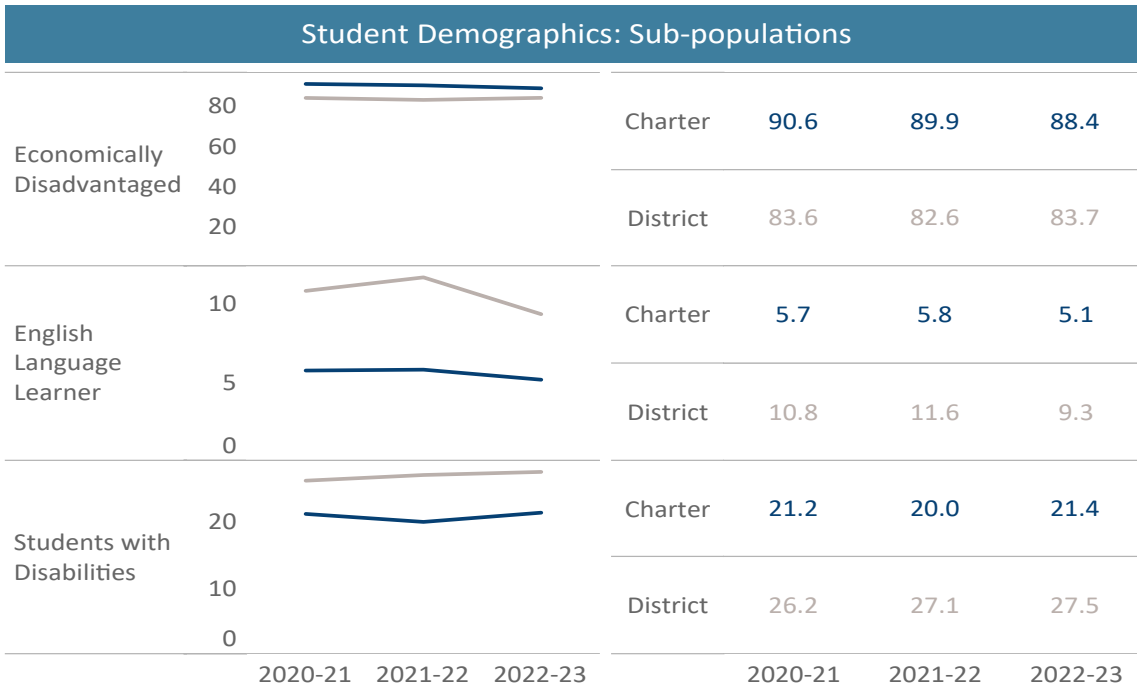
N/A



# CHARTER SCHOOL BACKGROUND

## Harlem Prep Charter School

## Manhattan CSD 4



\* 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.



# DP

DATA PRESENTATION

PAGES: 34-50

AP

ACADEMIC  
PERFORMANCE

CP

COMPLIANCE  
PERFORMANCE

CS

COMMUNITY  
SATISFACTION

SD

STUDENT  
DEMOGRAPHICS

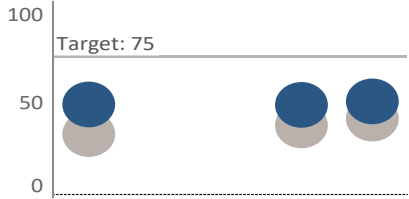


# ACADEMIC PERFORMANCE

## DEMOCRACY PREP NEW YORK CHARTER SCHOOLS: AGGREGATE ELA AND MATHEMATICS PERFORMANCE FOR ALL CHARTERS

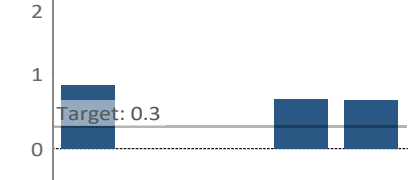
### Democracy Prep New York Charter Schools EDUCATION CORPORATION AGGREGATE ENGLISH LANGUAGE ARTS PERFORMANCE

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



Test Year	Districts %	Ed.Corp. %
2019	33	49
2020	N/A	N/A
2021	N/A	N/A
2022	38	49
2023	41	51

**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
2019	0.84
2020	N/A
2021	N/A
2022	0.66
2023	0.64

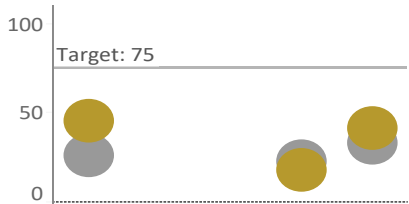
**Mean Growth Percentile.** The chart shows the unadjusted mean growth percentile for all students in grades 4-8 among **all education corporation charters**.



Test Year	Ed. Corp. Mean Growth Percentile
2019	51.8
2020	N/A
2021	N/A
2022	N/A
2023	51.2

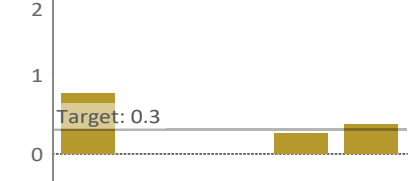
### EDUCATION CORPORATION AGGREGATE MATHEMATICS PERFORMANCE

**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. %
2019	26	46
2020	N/A	N/A
2021	N/A	N/A
2022	23	18
2023	35	42

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



Test Year	Ed. Corp. Weighted Effect Size
2019	0.77
2020	N/A
2021	N/A
2022	0.25
2023	0.37

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



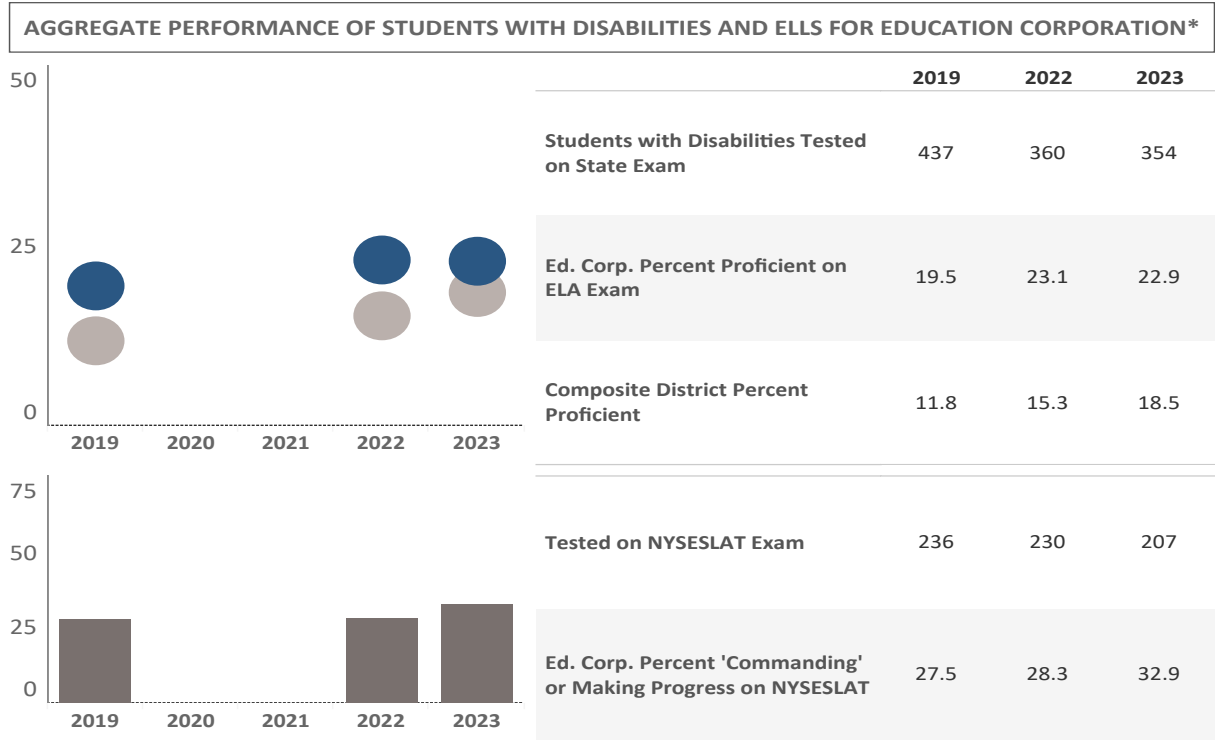
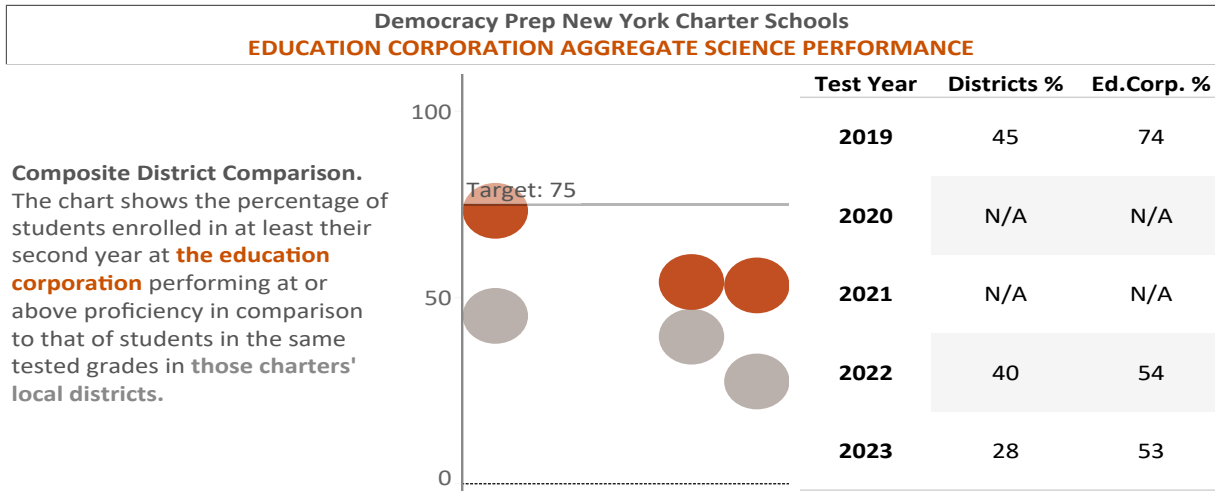
Test Year	Ed. Corp. Mean Growth Percentile
2019	57.6
2020	N/A
2021	N/A
2022	N/A
2023	51.2

\* 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

## DEMOCRACY PREP NEW YORK CHARTER SCHOOLS: AGGREGATE SCIENCE PERFORMANCE FOR ALL CHARTERS

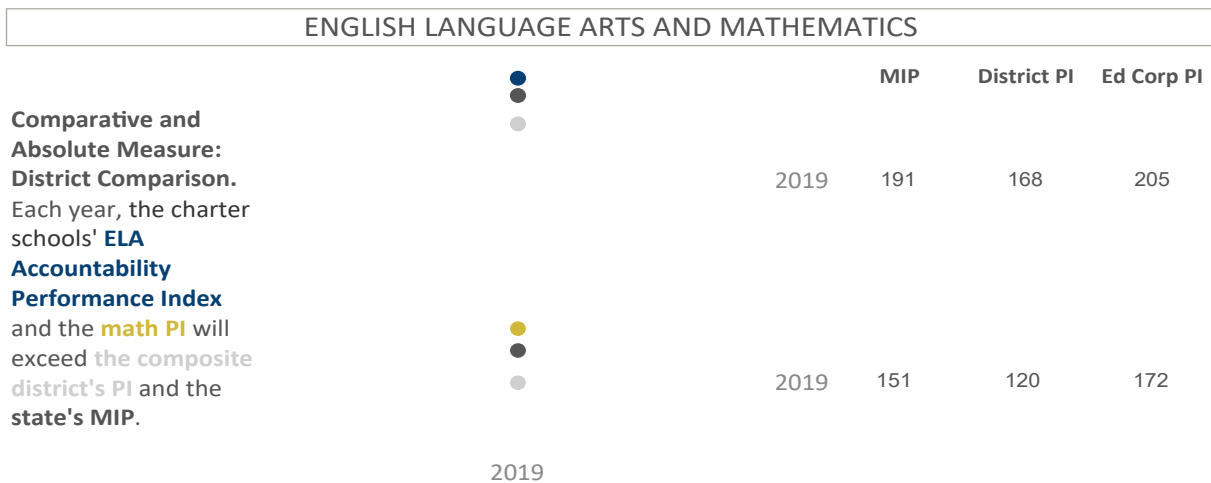
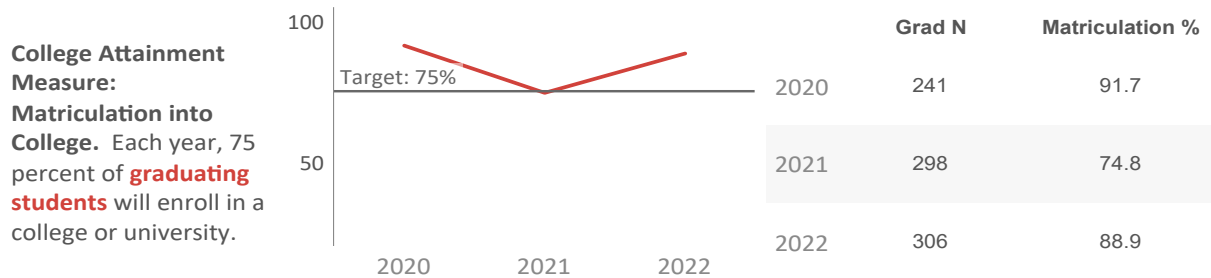
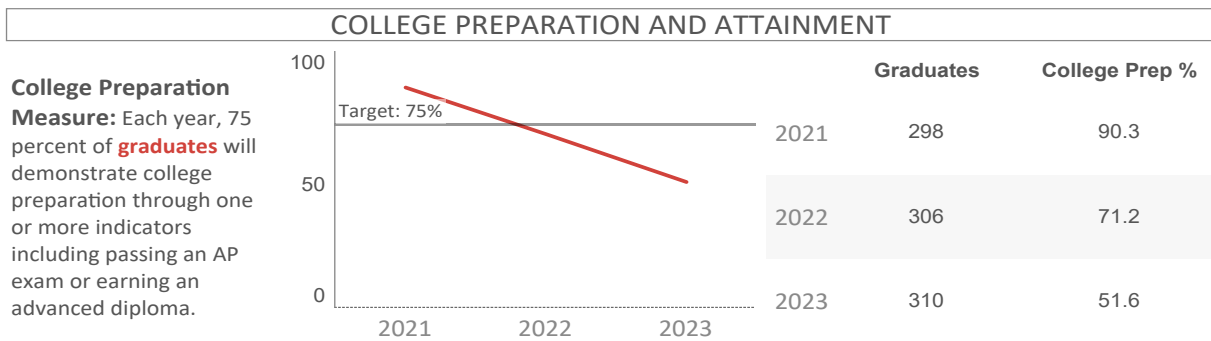
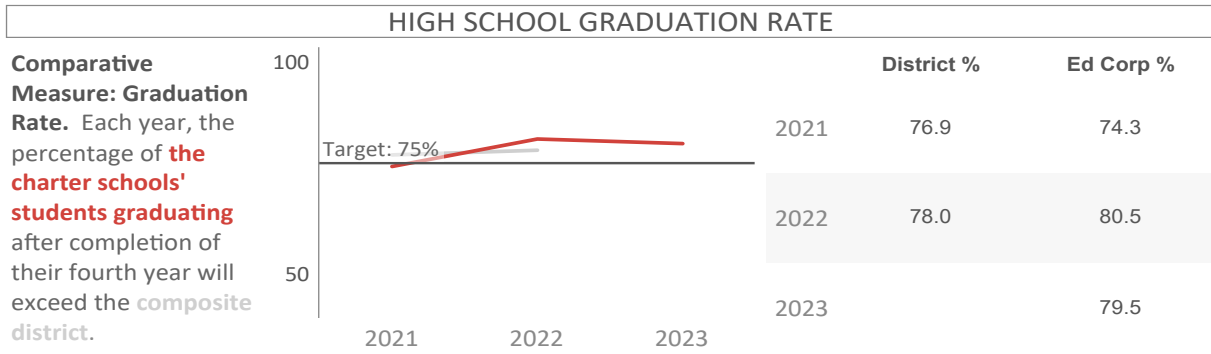


\*The academic outcome data about the performance of students receiving special education services and ELLs above is not tied to separate goals in a charter's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making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



# ACADEMIC PERFORMANCE

## DEMOCRACY PREP NEW YORK CHARTER SCHOOLS: AGGREGATE HIGH SCHOOL PERFORMANCE FOR ALL CHARTERS



## ACADEMIC PERFORMANCE



### HAS THE EDUCATION CORPORATION MET OR COME CLOSE TO MEETING ITS ACADEMIC ACCOUNTABILITY PLAN GOALS?

The five Democracy Prep New York charter schools under up for review met or came close to meeting their academic Accountability Plan goals in ELA and mathematics during the charter term. The education corporation's high school programs met or came close to meeting their graduation and college preparation goals over the term. The charters also met the science and Every Student Succeeds Act ("ESSA") goals.

Over the charter term, each of the education corporation's schools met or came close to meeting the ELA and mathematics goals. From 2018-19 through 2022-23, Harlem Prep, Democracy Prep, Democracy Prep Harlem, and Bronx Prep outperformed their local district in both subjects in the majority of years with available data. Notably in 2021-22, Bronx Prep's students enrolled in at least their second year posted proficiency rates of 77% in ELA and 37% in mathematics outperforming the district rates by 40 percentage points and 19 percentage points, respectively. Although Democracy Prep Endurance underperformed the district in mathematics in 2021-22 and 2022-23, the school posted a mean growth percentile at the target of 50 in the most recent year. In comparison to demographically similar schools across the state, the education corporation performed higher than expected to at least a meaningful degree over the term.

As has been the longstanding policy for all Democracy Prep New York schools, the education corporation requires students to meet rigorous graduation requirements beyond the minimum requirements for a Regents diploma. Over the term, some schools posted four year graduation rates that fell slightly below the target of 75% in some years. However, the schools consistently posted higher five year graduation rates and the majority of all Democracy Prep New York graduates earn a Regents diploma with advanced designation in typical years. This distinction requires students to pass eight Regents exams instead of the five required for a Regents diploma. Notably in 2022-23, 80% of the schools' Graduation Cohorts graduated after four years and 41% of those graduates earned the advanced diploma. That year, the education corporation posted a five year graduation rate of 93%. The five schools consistently matriculate high proportions of graduates into a two or four year college program in the fall following graduation. Notably in 2021-22, 89% of graduates matriculated into college, exceeding the absolute target by 14 percentage points.

## ACADEMIC PERFORMANCE

### BENCHMARK SUMMARY

#### ASSESSMENT

Democracy Prep New York administers a broad array of assessments to track student progress, identify learning gaps, and test the effectiveness of instructional strategies. Teachers consistently use assessment results to adjust instruction and assign students to academic intervention groups. At the elementary level, students take module assessments embedded within the Into Reading ELA curriculum and Eureka Squared mathematics curriculum along with internally created unit and interim assessments, while middle and high school students take internally created trimester and midterm exams via the Edulastic platform. Data points from these assessments, along with student exit tickets, allow teachers to identify struggling students and assign them to small group instruction (“SGI”) or daily What I Need (“WIN”) intervention blocks during which students receive adaptive, remedial instruction via Zearn and i-Ready platforms. Teachers also respond to assessment trends by designing reteach plans as needed to fit within pre-existing scope and sequence documents and pacing calendars, while middle and high school academic directors monitor student preparedness for Regents exams and develop instructional pivots accordingly. Principals review assessment trends alongside managing directors as part of a monthly data reflection routine, and network data teams provide a nightly updated data dashboard for school leaders to access data at any time summarizing assessment trends across campuses, while schools send parents weekly updates on student performance and explicit guidance for supporting students with homework.

Within the past three years, Democracy Prep New York has made shifts to its overall assessment strategy in response to the implementation of new curricula. To evaluate the impact of these decisions on student performance, network leaders use data from MAP assessments taken three times each year to track overall growth rates and to make comparisons with outcomes prior to curriculum adoption. From these comparisons, the network has determined recent curricular changes to be successful, with Democracy Prep New York elementary schools posting their strongest ELA performance in 10 years in the 2021-22 school year. Democracy Prep New York routinely communicates with families regarding students progress and growth, and data is accessible to and regularly updated by teachers, leaders, and operations staff members via shared dashboards.

#### CURRICULUM

Democracy Prep New York’s curriculum supports teachers with instructional planning, and teachers design purposeful lessons using the available materials. In 2021, Democracy Prep began a phased, three year network-wide rollout of new ELA and mathematics curricula. At the elementary level, schools began using Into Reading ELA curriculum along with a second language acquisition curriculum, Arriba La Lectura, used to support bilingual students. Middle school programs adopted the KIPP Wheatley ELA curriculum and high schools began using Study Sync. In mathematics, elementary schools have instituted the Eureka Squared curriculum while middle schools and high schools employ Illustrative Math. To select the new curricula, network leadership conducted a review of the literature to identify curricular options with a track record of spurring robust academic growth, and assembled a working group of Democracy Prep New York teachers,

## ACADEMIC PERFORMANCE

administrators, CMO representatives, parents, and scholars to vet options based on desired features such as diversity of representation in texts, and a balance of fluency practice, student discussion, and discovery when exploring mathematical concepts. In particular, the Into Reading curriculum adheres closely to the network's shift to the Science of Reading framework by featuring daily instruction in phonological awareness, decoding skills, spelling, and fluency, along with other blocks dedicated to reading strategies and the development of vocabulary, and a writer's workshop that promotes analysis and mastery of writing conventions, author's craft, and genre. Into Reading also engages students in shared and independent writing that culminates in the publishing of genre specific pieces over the course of the school year.

To ensure fidelity of implementation of new curricula, network content specialists, along with academic directors at the elementary, middle and high school levels, provide teachers and building leaders with responsive, ongoing support. For example, after conducting a series of on-site curriculum implementation audits across the network, leaders noted the need to supplement scope and sequence documents and pacing calendars to improve implementation for the mathematics curriculum. In response, the team developed a curriculum "playbook" that provides principals and assistant principals with specific instructional methods to enhance the effectiveness of teacher coaching. Curriculum specialists and academic directors have also increased efforts to provide direct assistance to teachers and building staff by providing in-the-moment modeling and coaching in classrooms to strengthen the quality of mathematics instruction in alignment with the new materials.

The network actively evaluates the effectiveness of curricular programs by tracking student performance on interim and end-of-year standardized tests, and it also solicits feedback from school staff members using surveys and discussions following professional development sessions. Network leadership recognizes the need to increase teacher and principal buy-in for the new curricula while assisting with remaining implementation challenges following the rollout. For example, principals cite that it is often difficult for new teachers to modify curricula to increase accessibility for students far below grade level, and that the new curricula do not provide sufficient differentiation strategies for teachers or skills development for students. Although supplemental resources for supporting differentiation exist, academic leaders recognize that there is an opportunity to improve awareness and access pertaining to these materials across the network.

### PEDAGOGY

Quality instruction is evident in Democracy Prep New York classrooms. The network consistently prioritizes culture building and this is apparent in the majority of classrooms. Teachers and instructional leaders establish clear behavioral expectations and teachers maintain classroom environments focused on academic achievement. Students have internalized behavioral expectations and are highly engaged in the lesson activities, allowing teachers to maximize time on task. The network also prioritizes shifting the balance of classroom talk from teachers to students. The Institute observed evidence of meaningful student voice and higher order thinking and problem solving skills in approximately half of lessons. In successful lessons, teachers ask probing questions with rigorous follow ups that elicit quality discussion from students. Some teachers effectively implement turn and talks when appropriate for students to unpack complex concepts. Increasing

## ACADEMIC PERFORMANCE

the ratio of students to teacher work is a network priority, and while there are pockets of success in increasing the level of student voice in the classroom, leaders acknowledge this is an area of continuous improvement. Across the education corporation, teachers deliver lessons with clear objectives and purposeful classroom activities featuring gradual release towards independent student work. The majority of Democracy Prep New York teachers implement meaningful and effective classroom circulation, cold calls, and whole group questioning to check for understanding. While teachers are generally effective at eliciting student understanding, some teachers with large student caseloads without the support of a co-teacher struggled to manage student engagement and monitor all students' understanding of lesson material. As teachers adjust to the network's lean staffing model and increased responsibilities, instructional leaders prioritize providing targeted coaching to mitigate these challenges.

### INSTRUCTIONAL LEADERSHIP

Democracy Prep New York schools have systems and structures to support delivery of high-quality instruction across all charters. Recognizing the need to increase school-level support, the instructional leadership team was recently restructured to provide enhanced in-person support to teachers at each school. The network created deans of special services roles that are embedded within sites rather than at the CMO level to increase availability of special education expertise, added content-specific coaching supports for instructional coaches, and adjusted professional development to better train teachers and leaders in the implementation of the new curricular programs. Under the new structure, the DPPS academic team focuses on designing the curricula, improving pedagogical approaches, and identifying instructional materials used across all schools. The schools team, including managing directors, along with the deans of special services on the academics team, acts as a liaison between the academic team and individual schools within the network. Schools team members help to facilitate communication, coordinate initiatives, and provide ongoing support to schools' leadership teams and teachers to enhance ownership over and implementation of the curricular programs. The modified structure clarifies communication between the network and school leaders to better identify areas where teachers require additional support or professional development and helps align the network's resources and goals with individual schools' needs.

School leaders, including principals and instructional coaches, play a pivotal role in supporting the development of the teaching staff. They work closely with teachers to identify strengths, areas for growth, and individual professional development goals. The revamped instructional leadership structure demonstrates Democracy Prep New York's commitment to supporting the development of teachers at each school. Through close collaboration, ongoing feedback, tailored professional development, and a collaborative environment, the instructional leadership team ensures teachers provide high-quality education to students. The academic team, schools team, and school leaders work collaboratively to support the development of the teaching staff through a robust professional development program that prepares teachers to hold all students to high academic standards. Teachers receive three weeks of professional development in the summer and ongoing professional development opportunities throughout the school year. Professional development sessions for all teachers provide opportunities to centralize training aligned to clear classroom expectations and promote

## ACADEMIC PERFORMANCE

consistency in instructional practices, data-driven instruction for all learners, classroom culture, tiered behavior management, civics, routines, and effective co-teaching across all schools. New teachers receive personalized support through intensive coaching from instructional leaders and mentoring from teacher leaders. Leaders hold teachers accountable for high quality instruction and student achievement with structures that accurately identify teachers' strengths and areas of growth. All teachers benefit from individualized coaching, weekly classroom observations, feedback sessions, lesson co-planning with leaders and staff, and ongoing development on time management, classroom routines, and instructional strategies. Teachers meet regularly with leaders to design student engagement and behavior interventions, discuss student performance, and provide feedback on schoolwide priorities. Instructional leaders and special services deans meet with content teams and instructional leaders regularly during common planning times to review student data, adjust instructional plans, and provide data to inform instructional activities. Instructional leaders regularly conduct teacher evaluations with clear criteria that accurately identify teacher strengths and weaknesses. School leaders conduct teacher evaluations twice a year, with an additional evaluation meeting for teachers performing below standard at the end of trimester two, using the Democracy Prep teacher evaluation tool, a common rubric aligned with the network's mission, vision, and pedagogy. Evaluation data is used to monitor instructional effectiveness, set goals, develop growth plans, differentiate professional development, and inform school-wide professional development, ensuring that all teachers receive development aligned to their specific needs.

### AT-RISK PROGRAM

Democracy Prep New York meets the educational needs of students with disabilities, ELLs, and students who are struggling academically, and is committed to providing a continuum of support and services in the least restrictive environment. All Democracy Prep New York schools offer intervention blocks to address learning gaps in reading and mathematics, tutoring, counseling, and extended learning opportunities to ensure all schools meet the individualized needs of all students. Schools provide integrated co-teaching ("ICT") and special education teacher support services ("SETSS") to meet the learning needs of all students with disabilities, and partner with the district Committee on Special Education ("CSE") to provide mandated related services for occupational therapy, physical therapy, speech, and language. For students with IEPs that outline a special class as their mandated program, the Bronx Prep and Harlem Prep middle school programs offer a 12:1+1 setting, and both Bronx Prep and Democracy Prep Harlem high school programs offer a 15:1 setting. In the 2023-24 school year, Democracy Prep New York relocated the Pathways program to the Harlem Prep middle school campus to ensure the least restrictive environment for Pathways students across the network.

Democracy Prep New York uses the home language identification survey at the time of enrollment. Students who have been formally identified as ELLs are assessed annually using the New York State English as a Second Language Achievement Test ("NYSESLAT") to determine their level of English language proficiency. Students classified as ELLs receive support through a sheltered English instruction protocol ("SIOP"). Through the program, students receive individualized support to access grade level content through extended learning opportunities. Special services team members and teachers work collaboratively to implement evidenced-based reading, writing, speaking, and listening interventions to increase acquisition of English language

## ACADEMIC PERFORMANCE

across curricula. Teachers meet regularly with the ELL specialist and actively engage in monitoring students' progress toward reaching English proficiency on the NYSESLAT. Democracy Prep New York schools provide sufficient training and professional development to all teachers on identifying and supporting at-risk students, understanding IEPs, analyzing student data, differentiation, effective co-teaching methods, and effective SETSS strategies.

Schools regularly implement brief, frequent data cycles to review qualitative data, academic performance on assessments, classroom performance, and discipline data. Teams work collaboratively to develop targeted interventions and personalized goals for scholars with academic challenges. If individualized interventions do not address academic challenges, the deans of special services may refer students for an evaluation with the support and approval of the family to determine if an IEP is needed for the student to receive the services. For students with IEPs, classroom teachers meet regularly with specialists and actively engage in monitoring students' progress toward meeting IEP goals. The education corporation is working to develop systems and codify a formal response to intervention ("RTI") and multi-tiered system of support ("MTSS") process across all schools to support students with academic and social emotional needs prior to formal evaluation. Schools currently implement different intervention structures using the available data systems in the absence of a network-wide approach to RTI, and leaders recognize the need to evaluate the effectiveness of these systems and leverage best practices consistently throughout the schools. Democracy Prep New York has a strong vision and commitment to meeting the individualized needs of all students, particularly students with disabilities. Network staff and leaders across schools continuously work to improve the quality of special services by developing robust systems designed to improve data collection and progress monitoring and shifting staffing models to improve service delivery and support, training, and development for all staff.

### ORGANIZATIONAL CAPACITY

Democracy Prep New York implements an organizational structure that works effectively to deliver the educational program. The roles of various administrative positions are appropriate and clear. The network uses a clear process for decision making informed by its strategic plan which provides a framework for addressing the structural challenge of declining regional enrollment trends. Over the current charter term, the board and network prioritized fiscal responsibility to ensure the organizational health of the five charters. As part of the strategic plan, the network worked proactively and transparently to right-size its teaching, administrative, and support teams at the school level and CMO level to better align with pre-pandemic staffing numbers and funding streams. As a result, the schools operate with a leaner staff but maintain adequate resources to achieve their goals, and the network is responsive to demands unique to the different school sites despite the standardized staffing model. Further, network and school-based staff members have increased the intensity of student recruitment efforts and are reflective about future plans for school sites in order to maximize the number of students served, and anticipate adding teaching and support positions as enrollment increases.

Democracy Prep New York schools executes a highly structured and consistent school culture system, maintaining students' physical safety and comfort with taking intellectual risks. Given shifting enrollment patterns, student needs, and teacher coverage demands at each school, the network is tailoring its supports to address variation in capacity across school sites. Network leaders and instructional leaders across schools

## ACADEMIC PERFORMANCE

establish an all-hands-on-deck ethos and evidence of investment in the mission is evident across all levels of the organizational hierarchy. Despite the challenges of management process, individuals across the organization are confident in the decisions that have been made and feel supported.

### BOARD OVERSIGHT & GOVERNANCE

The Democracy Prep New York board of trustees works effectively to achieve each school's accountability plan goals in service of the education corporation's mission to educate responsible citizen-scholars for success in the college of their choice and a life of active citizenship. The board maintains stable membership, including representatives from each of the original charter boards under the merged education corporation and trustees involved in the establishment of the contract agreement between DPPS and the original Bronx Prep charter. Board members lend expertise in a wide range of fields, including law, finance, education, human resources, real estate, and development. In the next charter term, the board hopes to increase its diversity by adding younger members with a background in education, as well as alumni representatives and women.

The board has created structures with which to govern the school and oversee management, including through standing executive, governance, academic accountability, real estate, finance and audit, community and family communications, and development committees. Prior to each board meeting, DPPS provides metrics to the board to review, including data on enrollment, discipline, course pass rates, state exam results, and student grades to ensure rigorous oversight of the academic program, in addition to budget reports on the education corporation's financial status. At the time of the visit, the board was working with DPPS to make academic data more actionable, and to understand the nuances of each metric to understand how it impacts end of year outcomes. The board establishes clear priorities and long range objectives and holds the CMO accountable for progress reporting on the status of strategic goals for organizational viability and academic achievement. The chief executive officer, chief academic officer, chief of schools, and regional superintendent of New York all report to the board at different points, and each trustee is partnered with one of the school leaders to maintain another line of communication between individual schools and the board as a whole. The board also completes both a self evaluation and a CMO evaluation to understand the strengths and areas of growth for each entity.

## 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 charter. During the current charter term, the education corporation demonstrates a clear record of compliance with the terms of its charter including the timely submission of required reporting to the Institute.*

#### DEMOCRACY PREP NEW YORK CHARTER SCHOOLS

##### **Annual Reports**

The education corporation submitted its annual reports to the Institute and NYSED on time and has posted portions of the annual reports on its website. The education corporation has not incorporated the annual financial audits in its postings in accordance with the charter and the Act. The Institute will ensure compliance prior to the start of the next charter term.

##### **Board Minutes**

Board meeting minutes and materials need to be posted to the education corporation's website. The Institute will ensure compliance with the Open Meetings Law prior to the start of the next charter term.

##### **Code of Ethics/Conflict of Interest Policy**

At the time of the renewal submission, the education corporation's conflict of interest policy did not include provisions regarding related party transactions as required by New York's Not-for-Profit Corporation Law. The Institute is working with the education corporation to ensure a more comprehensive policy is adopted.

##### **Fiscal Compliance**

In 2022, a former employee of the network pled guilty to illegally withdrawing network funds. The Institute monitored the education corporation's corrective actions, ensured its financial policies were sufficient, and trained staff on implementing the financial policies.

##### **FOIL**

The education corporation has a compliant Freedom of Information Law ("FOIL") notice, but the FOIL subject matter list needs to be prominently dated and link to the website of the New York State Committee on Open Government. The Institute will ensure compliance prior to the start of the next charter term.

##### **Teacher Certification**

The New York State Charter Schools Act of 1998 (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 or career and technical education courses.

## COMPLIANCE REPORTING

The network and school leaders have developed pipelines to recruit certified and highly qualified teachers such as direct outreach to candidates, posting to college and university job boards, referral programs, and cultivating partnerships with CUNY Hunter and NYC Men Teach. The education corporation supports teachers completing certification by providing individualized support and resources beginning immediately at new hire orientation through certification completion. The education corporation coordinates and pays for any required online workshops and reimburses other eligible certification-related expenses such as application fees, coursework, and exams. Beginning in 2022, the education corporation implemented a salary schedule that further incentivizes certification. The network monitors the certification status of teachers through an internal ticketing system, quarterly audits, and annual salary notifications.

At Bronx Preparatory Charter School, 31 out of the 48 teachers are uncertified which is 16 teachers over the allowable limit under the Act. A total of 12 out of the 31 uncertified teachers do not meet the additional qualifications under the Act.

At Democracy Preparatory Charter School, 31 out of the 40 teachers are uncertified which is 16 teachers over the allowable limit under the Act. A total of 17 out of the 31 uncertified teachers do not meet the additional qualifications under the Act.

At Democracy Prep Endurance Charter School, 29 out of the 38 teachers are uncertified which is 14 teachers over the allowable limit under the Act. A total of 13 out of the 29 uncertified teachers do not meet the additional qualifications under the Act.

At Democracy Prep Harlem Charter School, 40 out of the 58 teachers are uncertified which is 25 teachers over the allowable limit under the Act. A total of 14 out of the 40 uncertified teachers do not meet the additional qualifications under the Act.

At Harlem Prep Charter School, 24 out of the 44 teachers are uncertified which is 9 teachers over the allowable limit under the Act. A total of 7 out of the 24 uncertified teachers do not meet the additional qualifications under the Act.

## COMMUNITY SATISFACTION

To report on parent satisfaction with the charter’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 the New York City Department of Education’s (“NYC DOE’s”) annual family survey from the 2022-23 school year for each school due for renewal. In 2022-23, 18% of Democracy Prep New York families who received the NYCDOE survey responded. Of the families who responded, 90% expressed satisfaction with the charters. Given the low response rate, the Institute recognizes that these results may not be representative of the entire Democracy Prep New York schools community. The individual school results are outlined below:

In 2022-23, 14% of Bronx Prep families responded to the NYC DOE survey. Ninety-one percent expressed overall satisfaction with the charter.

In 2022-23, 40% of Democracy Prep families responded to the NYC DOE survey. Eighty-nine percent expressed overall satisfaction with the charter.

In 2022-23, 29% of Democracy Prep Endurance families responded to the NYC DOE survey. Eighty-eight percent expressed overall satisfaction with the charter.

In 2022-23, 66% of Democracy Prep Harlem families responded to the NYC DOE survey. Ninety-one percent expressed overall satisfaction with the charter.

In 2022-23, 55% of Harlem Prep families responded to the NYC DOE survey. Ninety-two percent expressed overall satisfaction with the charter.

### ***Parent Focus Group***

The Institute asks all charters facing renewal to convene a representative set of parents for a focus group discussion. A representative set includes parents of students in attendance at the charter for multiple years, parents of students new to the charter, parents of students receiving general education services, parents of students with special needs, and parents of ELLs. In a recent focus group with parents representing a sample of schools within the Democracy Prep New York network, the Institute found that the 10 parents in attendance maintain high levels of satisfaction with supports schools offer for students with IEPs, communication of teachers and leaders, and progress reporting on students’ academic growth.

Caregivers, many of whom enrolled students with disabilities in Democracy Prep New York schools, express appreciation for the accessibility, knowledge, and support of teachers and leaders within the network and the relatively small, personalized nature of the school environment. Families repeatedly cited increased attention to their child’s

## COMMUNITY SATISFACTION

unique academic and behavioral needs after switching to a Democracy Prep New York charter school. In addition to staff members' availability to answer questions and provide support with student assignments, families also receive regular reports from various platforms on their child's grades, behavior, and attendance data to ensure that they can monitor progress on a daily and weekly basis, rather than at the end of the term. Families are grateful for the time and care teachers take to know the whole child and communicate both strengths and areas of growth in detail so that support is consistent within and outside the school building. In addition to communication and academic excellence, caregivers also highlighted the opportunities Democracy Prep New York provides to students to and through college with cultural exchange and travel programs as well as supports for navigating post-secondary pathways.

### **Public Comments**

In accordance with the Act, the Institute notified the district in which the charter 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 Democracy Prep's, Democracy Prep Endurance's, Bronx Prep's, Harlem Prep's, and Democracy Prep Harlem's renewal applications via joint videoconference. The regional superintendent for the network discussed regional achievements such as high college acceptance rates for high school graduates with many students admitted to Ivy League schools and top-tier Historically Black Colleges and Universities, and increased state exam passage rates for the 2022-23 school year in the high schools and middle schools. The high schools offer 27 AP courses and students can travel internationally to Ecuador, South Africa, Senegal, and South Korea. The middle schools start their international travels by offering trips to Canada. Parent survey data shows that students and parents feel physically and emotionally safe attending Democracy Prep New York schools. Another leader from the network spoke about the high school's college readiness course, "Foundations of Leadership," which guides students through exploring and applying to colleges starting in the 9<sup>th</sup> grade and teaches noncognitive skills and social-emotional learning.

Democracy Prep introduced a rigorous arts education program, which offers visual arts, music, and dance courses. The middle school has increased its state assessment passage rates over the past five years and has decreased its suspension rates through behavior management coaching and development of the staff. One parent spoke in support of the application and appreciates the ICT classes, safe environment, and the programs and classes offered. Three representatives from the co-located district school on 5<sup>th</sup> Avenue spoke in opposition of expanding to allow high school students to attend the school due to lack of capacity to keep the populations of students separate. Otherwise, the representatives praised the work of Democracy Prep New York in general.

## COMMUNITY SATISFACTION

Democracy Prep Endurance’s principal spoke in support of the application and emphasized the school’s increased passing rates on state assessments. The school also has a College Now program that partners with Lehman College and Hunter College to give high school students the opportunity to earn college credits. The school offers over 25 extracurricular activities. The principal spoke about the school’s daily ELL courses for newly enrolled migrant students. No one spoke in opposition to the renewal application.

The principal of Bronx Prep’s high school program discussed the decrease in suspension rates, increase in state test scores, and students who have graduated and are attending Tufts University and the University of Pennsylvania. The high school doubled its AP courses to six this year and has a social work team that works on mental health issues and supporting families with raising high schoolers. No one spoke in opposition to the renewal application.

The principal of Harlem Prep’s elementary school spoke in support of the application and highlighted the elementary school’s growth in reading proficiency through regular reteaching and remediation and the middle school’s growth in mathematics proficiency. The high school increased Regents exam performance in Algebra I, Geometry, Algebra II, Biology, Physics, and Korean III. The charter also maintains high retention rates for staff and scholars. No one spoke in opposition to the renewal application.

The principal of Democracy Prep Harlem’s high school program spoke about the school’s increase in Regents exam scores and decrease in suspensions through incorporating positive culture incentives and increasing the positive interactions within the community by partnering with local community organizations. The high school program also partners with Columbia University where scholars get experience with coding and robotics from aspiring experts in the field. The school offers a myriad of extracurriculars and afterschool activities such as the National Honor Society, Leadership Councils, Korean Honor Society, Youth Empowerment Groups, Peer Mentorship, and the Teaching Assistant Program. No one spoke in opposition to the renewal application.

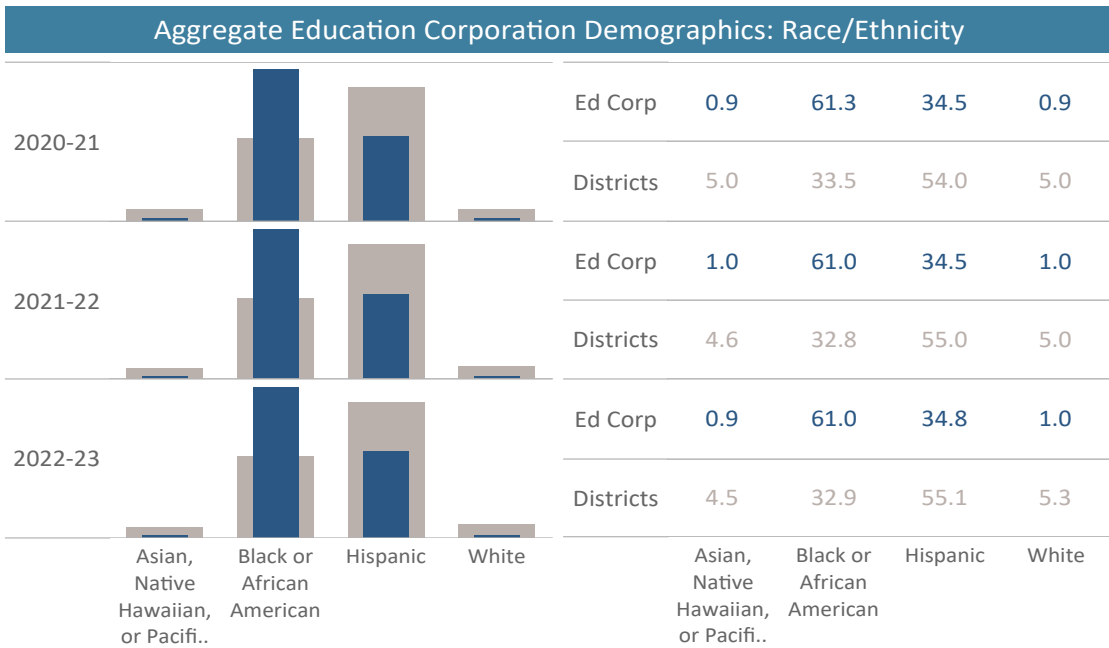
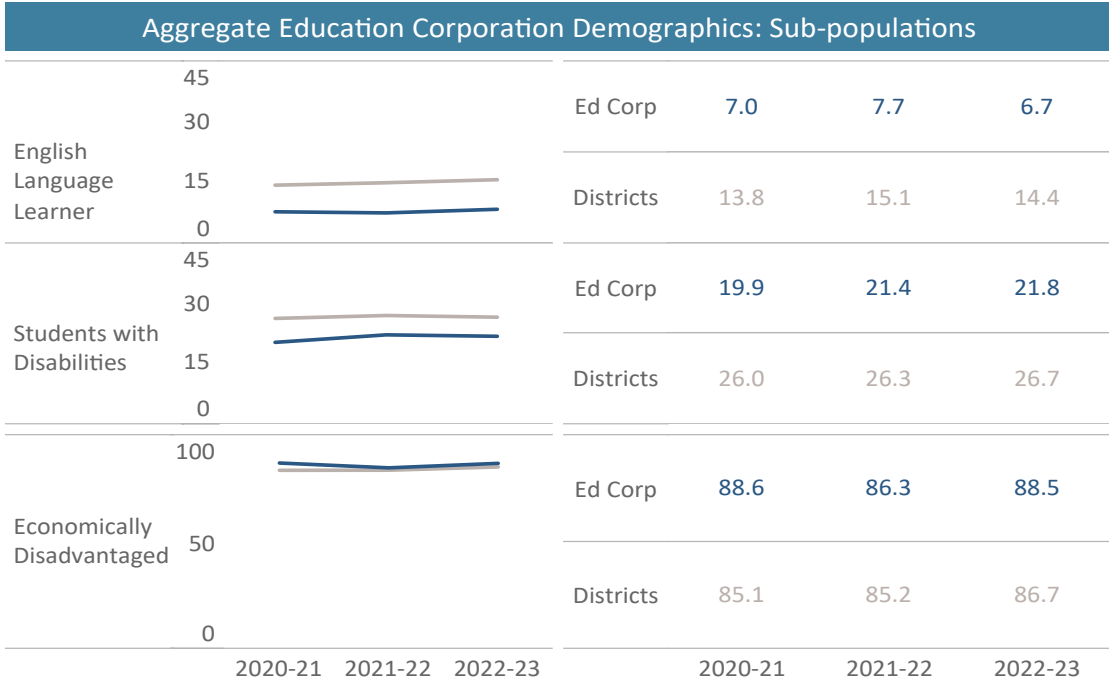
**Persistence in Enrollment** An additional indicator of parent satisfaction is persistence in enrollment. In 2022-23, 69% of all Democracy Prep New York students returned from the previous year. Student persistence data from previous years of the charter term is available in student demographics section of the report.

*The Institute derived the statistical information on persistence in enrollment from its database. No comparative data from the NYCDOE or the New York State Education Department (“NYSED”) is available to the Institute to provide either district or statewide context.*



# STUDENT DEMOGRAPHICS

## Democracy Prep New York Charter Schools Aggregate Education Corporation Enrollment



## 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, 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.

Democracy Prep New York makes good faith efforts to meet its enrollment and retention targets. Democracy Prep New York and DPPS plan to conduct the following recruitment efforts to meet its enrollment and retention targets:

- Connecting with local elementary school guidance counselors, parent teacher associations, special education coordinators, and other local district schools and community based organizations to inform about the education corporation’s programs and services;
- Providing information to local pre-Kindergarten and afterschool programs and youth centers;
- Canvassing local housing developments to drop off print applications in English and Spanish at the doors of prospective students;
- Hosting a variety of open house events staffed by English and Spanish speakers; and,
- Ensuring students accepted through the lottery process are committed to attending Democracy Prep New York schools the following fall using a variety of methods to stay in constant contact with families.

## FISCAL ANALYSIS

### IS THE EDUCATION CORPORATION FISCALLY SOUND?

*Democracy Prep New York Charter Schools is fiscally sound as are its charters, Bronx Preparatory Charter School, Democracy Preparatory Charter School, Democracy Prep Endurance Charter School, Democracy Prep Harlem Charter School, and Harlem Prep Charter School, based on the Institute’s analysis of the fiscal evidence collected through the renewal review. The SUNY Fiscal Dashboard presents color-coded tables and charts indicating that each charter up for renewal and the education corporation have demonstrated fiscal soundness over the majority of the charter term.<sup>4</sup> The fiscal dashboard for each charter and the merged education corporation can be found at the end of this section. The discussion that follows relates mainly to the Democracy Prep New York Charter Schools Education Corporation because a charter is not a legally distinct fiscal entity.*



Democracy Prep New York is fiscally sound based on the Institute’s review of the renewal application submissions. In 2019, Democracy Prep contracted with Charter School Business Management (“CSBM”), and in 2020, Democracy Prep hired a new CFO. The assessment done at the time has led to significant positive outcomes in the education corporation’s fiscal health and resulted in stability of clean audits and surpluses.

The five-year budgets submitted are conservative and contain realistic revenue and expense projections that show a strong financial standing for the education corporation in the next charter term. The budget also considers the facility changes Democracy Prep New York plans in the coming years. The facility plan includes moving Democracy Prep Endurance’s elementary program into a newly built facility in 2024-25 and Democracy Prep Endurance’s high school program to a new co-located facility.

Democracy Prep New York posted \$58.6 million in net assets and 4.6 months of cash on hand to use for liabilities due shortly as of the June 2023 audit. As of June 2023, the education corporation maintains the necessary amounts deposited into an escrow account in the event of dissolution.

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



## FISCAL ANALYSIS



### 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.	+
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 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 FPPM be reviewed and updated on an annual basis.	<b>JULY 2023</b>

“+” : 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

### 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 charter, have been filed in a timely, accurate, and complete manner:*

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

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

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

INDICATORS	EVIDENT?
The education corporation maintains sufficient cash on hand to pay current bills of each charter and those that are due shortly.	+
The education corporation maintains adequate liquid reserves to fund expenses, including those of each charter, in the event of income loss (generally 30 days).	+

## FISCAL ANALYSIS

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

**+**

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

**N/A**

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

**N/A**

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

**+**

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

**+**

## FISCAL ANALYSIS

### BRONX PREPARATORY CHARTER SCHOOL

NOTE: Effective 2017-18, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

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

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

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

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

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

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

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

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other  
Total Program Services  
Management and General  
Fundraising

##### Total Expenses - GRAPHS 2, 3 & 4

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

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporally Restricted Revenue

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

##### Change in Net Assets

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

Prior Year Adjustment(s)

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

Opened 2000-01

	MERGED 2018-19	MERGED 2019-20	MERGED 2020-21	MERGED 2021-22	MERGED 2022-23
Cash and Cash Equivalents - GRAPH 1	-	-	-	-	39,897,081
Grants and Contracts Receivable	-	-	-	-	7,877,240
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	434,898
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,209,219</b>
Property, Building and Equipment, net	-	-	-	-	19,861,670
Other Assets	-	-	-	-	135,515,195
<b>Total Assets - GRAPH 1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>203,586,084</b>
Accounts Payable and Accrued Expenses	-	-	-	-	1,774,544
Accrued Payroll and Benefits	-	-	-	-	4,608,788
Deferred Revenue	-	-	-	-	2,835,316
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	3,936,714
<b>Total Current Liabilities - GRAPH 1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,155,362</b>
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	132,678,358
<b>Total Liabilities - GRAPH 1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>145,833,720</b>
Without Donor Restrictions	-	-	-	-	49,361,386
With Donor Restrictions	-	-	-	-	9,314,167
<b>Total Net Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58,675,553</b>
<b>Total Liabilities and Net Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>204,509,273</b>
Resident Student Enrollment	10,920,134	12,330,171	13,097,887	13,003,167	15,183,318
Students with Disabilities	417,690	1,014,198	1,127,236	1,066,413	1,650,312
State and local	54,194	87,120	56,115	47,383	40,471
Federal - Title and IDEA	552,499	679,458	1,103,306	2,194,709	874,372
Federal - Other	-	-	-	-	4,742,235
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	192,906	331,212
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>11,944,517</b>	<b>14,110,947</b>	<b>15,384,544</b>	<b>16,504,578</b>	<b>22,821,920</b>
Regular Education	9,935,344	10,294,238	10,706,567	12,602,841	16,400,591
SPED	1,541,141	1,872,665	2,072,724	2,354,525	4,131,094
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>11,476,485</b>	<b>12,166,903</b>	<b>12,779,291</b>	<b>14,957,366</b>	<b>20,531,685</b>
Management and General	1,890,988	1,144,048	1,423,355	2,863,457	2,811,135
Fundraising	-	91,155	96,763	95,167	156,106
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>13,367,473</b>	<b>13,402,106</b>	<b>14,299,409</b>	<b>17,915,990</b>	<b>23,498,926</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>(1,422,956)</b>	<b>708,841</b>	<b>1,085,135</b>	<b>(1,411,412)</b>	<b>(677,006)</b>
Contributions	10,500	4,534	11,178	30,709	178,326
Fundraising	-	-	-	-	-
Miscellaneous Income	14,953	20,683	19,729	244,699	597,611
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>25,453</b>	<b>25,217</b>	<b>30,907</b>	<b>275,408</b>	<b>775,937</b>
Total Unrestricted Revenue	12,467,262	14,622,167	15,901,454	17,265,989	24,083,860
Total Temporally Restricted Revenue	(497,292)	(486,003)	(486,003)	(486,003)	(486,003)
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>11,969,970</b>	<b>14,136,164</b>	<b>15,415,451</b>	<b>16,779,986</b>	<b>23,597,857</b>
<b>Change in Net Assets</b>	<b>(1,397,503)</b>	<b>734,058</b>	<b>1,116,042</b>	<b>(1,136,004)</b>	<b>98,931</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>12,824,931</b>	<b>11,427,428</b>	<b>12,161,490</b>	<b>12,161,490</b>	<b>12,141,528</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>11,427,428</b>	<b>12,161,486</b>	<b>13,277,532</b>	<b>11,025,486</b>	<b>12,240,459</b>

# FISCAL ANALYSIS

## BRONX PREPARATORY CHARTER SCHOOL

NOTE: Effective 2017-18, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
<b>Total Salaries and Staff</b>
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease / Facility Financing
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other

2018-19	2019-20	2020-21	2021-22	2022-23
1,162,664	879,843	1,256,496	2,351,918	2,480,777
4,821,833	5,167,550	5,413,497	6,840,931	8,150,720
234,244	607,208	526,653	41,356	637,616
-	-	-	-	-
<b>6,218,741</b>	<b>6,654,601</b>	<b>7,196,646</b>	<b>9,234,205</b>	<b>11,269,113</b>
1,723,020	1,693,270	1,139,407	1,322,908	1,964,560
196,818	287,246	280,395	278,310	247,949
2,048,385	1,823,098	1,935,255	1,903,347	3,103,558
61,992	69,500	360,395	448,172	686,676
175,910	72,372	49,507	96,296	65,486
82,024	160,901	390,224	165,684	219,284
9,914	21,026	25,513	56,741	8,282
756,557	589,279	486,407	995,617	1,358,805
344,427	817,457	402,234	586,480	1,184,082
1,749,685	1,213,356	2,033,426	2,828,230	3,391,131
<b>13,367,473</b>	<b>13,402,106</b>	<b>14,299,409</b>	<b>17,915,990</b>	<b>23,498,926</b>

Total Expenses

### CHARTER ANALYSIS

#### ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (Includes any revisions)
Actual Enrollment - <b>GRAPH 4</b>
Chartered Grades
Final Chartered Grades (includes any revisions)

2018-19	2019-20	2020-21	2021-22	2022-23
710	710	910	1,010	1,110
710	710	710	910	1,010
693	757	813	776	857
6-12	6-12	K-1, 6-12	K-2, 6-12	K-3, 6-12
-	-	6-12	K-1, 6-12	K-2, 6-12

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

Per Pupil Funding (Weighted Avg of All Districts)  
Increase over prior year

2018-19	2019-20	2020-21	2021-22	2022-23
15,307	16,150	16,129	16,844	17,626
5.1%	5.2%	-0.1%	4.2%	4.4%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating
Other Revenue and Support
<b>TOTAL - GRAPH 3</b>

2018-19	2019-20	2020-21	2021-22	2022-23
17,236	18,645	18,923	21,282	26,630
37	33	38	355	905
<b>17,273</b>	<b>18,678</b>	<b>18,961</b>	<b>21,638</b>	<b>27,535</b>

##### Expenses

Program Services
Management and General, Fundraising
<b>TOTAL - GRAPH 3</b>
% of Program Services
% of Management and Other

2018-19	2019-20	2020-21	2021-22	2022-23
16,561	16,076	15,719	19,287	23,958
2,729	1,632	1,870	3,815	3,462
<b>19,289</b>	<b>17,708</b>	<b>17,588</b>	<b>23,103</b>	<b>27,420</b>
85.9%	90.8%	89.4%	83.5%	87.4%
14.1%	9.2%	10.6%	16.5%	12.6%
<b>-10.5%</b>	<b>5.5%</b>	<b>7.8%</b>	<b>-6.3%</b>	<b>0.4%</b>
<b>0.5%</b>	<b>0.5%</b>	<b>2.3%</b>	<b>2.7%</b>	<b>3.0%</b>

% of Revenue Exceeding Expenses - **GRAPH 5**

% of Revenue Expended on Facilities

#### Student to Faculty Ratio

2018-19	2019-20	2020-21	2021-22	2022-23
10.5	9.8	10.8	10.2	10.0

#### Faculty to Admin Ratio

2018-19	2019-20	2020-21	2021-22	2022-23
2.5	3.5	5.8	3.6	1.9

#### Financial Responsibility Composite Scores - GRAPH 6

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

2018-19	2019-20	2020-21	2021-22	2022-23
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  
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)

2018-19	2019-20	2020-21	2021-22	2022-23
0	0	0	0	35,053,857
0.0%	0.0%	0.0%	0.0%	145.5%
0.0	0.0	0.0	0.0	3.7
N/A	N/A	N/A	N/A	LOW
N/A	N/A	N/A	N/A	Excellent

#### 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)

2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	3.6
N/A	N/A	N/A	N/A	LOW
N/A	N/A	N/A	N/A	Excellent

#### 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)

2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	0.7
N/A	N/A	N/A	N/A	MEDIUM
N/A	N/A	N/A	N/A	Good

#### 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.)

2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	20.4
N/A	N/A	N/A	N/A	LOW
N/A	N/A	N/A	N/A	Excellent

## FISCAL ANALYSIS

### DEMOCRACY PREPARATORY CHARTER SCHOOL

NOTE: Effective 2017-18, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

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

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

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

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

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

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

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

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other  
Total Program Services  
Management and General  
Fundraising

##### Total Expenses - GRAPHS 2, 3 & 4

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

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporally Restricted Revenue

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

##### Change in Net Assets

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

Prior Year Adjustment(s)

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

Opened 2006-07 (Transfer from DoE to SUNY 2017-18)

	MERGED	MERGED	MERGED	MERGED	MERGED
	2018-19	2019-20	2020-21	2021-22	2022-23
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
<b>Net Assets</b>					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
<b>ACTIVITIES</b>					
<b>Operating Revenue</b>					
Resident Student Enrollment	10,518,079	11,204,889	11,286,947	10,952,945	9,854,687
Students with Disabilities	1,041,880	920,810	1,038,122	523,312	1,037,114
<b>Grants and Contracts</b>					
State and local	48,490	57,955	56,115	40,751	37,924
Federal - Title and IDEA	631,855	525,963	940,461	1,418,316	580,216
Federal - Other	-	-	-	-	2,988,576
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	12,240,304	12,709,617	13,321,645	12,935,324	14,498,517
<b>Expenses</b>					
Regular Education	8,203,374	8,186,232	7,499,034	8,292,810	9,687,515
SPED	1,999,160	1,784,080	1,557,511	2,018,826	1,876,289
Other	-	-	-	-	-
<b>Total Program Services</b>	10,202,534	9,970,312	9,056,545	10,311,636	11,563,804
Management and General	2,141,422	1,103,813	1,521,359	1,616,226	2,425,301
Fundraising	-	75,626	78,814	75,917	98,351
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	12,343,956	11,149,751	10,656,718	12,003,779	14,087,456
<b>Surplus / (Deficit) From School Operations</b>	(103,652)	1,559,866	2,664,927	931,545	411,061
<b>Support and Other Revenue</b>					
Contributions	18,059	11,513	29,527	29,658	190,690
Fundraising	-	-	-	-	-
Miscellaneous Income	660,086	552,577	423,145	596,019	602,372
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	678,145	564,090	452,672	625,677	793,062
Total Unrestricted Revenue	12,919,015	13,273,707	13,774,317	13,561,001	15,291,579
Total Temporally Restricted Revenue	(566)	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	12,918,449	13,273,707	13,774,317	13,561,001	15,291,579
<b>Change in Net Assets</b>	574,493	2,123,956	3,117,599	1,557,222	1,204,123
<b>Net Assets - Beginning of Year - GRAPH 2</b>	1,942,217	2,516,710	4,640,666	4,640,666	9,315,487
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	2,516,710	4,640,666	7,758,265	6,197,888	10,519,610

# FISCAL ANALYSIS

## DEMOCRACY PREPARATORY CHARTER SCHOOL

NOTE: Effective 2017-18, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

	2018-19	2019-20	2020-21	2021-22	2022-23
Personnel Service	1,487,027	1,371,286	1,319,278	1,849,871	1,765,630
Administrative Staff Personnel	4,634,475	4,291,779	4,225,346	4,450,391	4,951,079
Instructional Personnel	116,010	240,233	165,288	57,365	495,766
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>6,237,512</b>	<b>5,903,298</b>	<b>5,709,912</b>	<b>6,357,627</b>	<b>7,212,475</b>
Fringe Benefits & Payroll Taxes	1,155,244	1,005,396	886,449	912,953	1,137,666
Retirement	200,251	321,436	209,966	220,667	137,336
Management Company Fees	1,451,851	1,512,521	1,576,288	1,518,347	1,967,014
Building and Land Rent / Lease / Facility Financing	760,708	662,541	675,127	595,523	770,385
Staff Development	189,593	56,352	37,088	77,401	74,748
Professional Fees, Consultant & Purchased Services	211,975	34,515	54,164	34,251	138,979
Marketing / Recruitment	36,223	45,643	43,337	49,356	11,447
Student Supplies, Materials & Services	676,312	584,542	317,597	722,498	721,103
Depreciation	242,213	185,317	289,889	310,063	365,694
Other	1,182,074	838,190	856,901	1,205,093	1,550,609
<b>Total Expenses</b>	<b>12,343,956</b>	<b>11,149,751</b>	<b>10,656,718</b>	<b>12,003,779</b>	<b>14,087,456</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2018-19	2019-20	2020-21	2021-22	2022-23
Original Chartered Enrollment	661	661	915	1,015	1,115
Final Chartered Enrollment (Includes any revisions)	661	661	715	715	715
Actual Enrollment - <b>GRAPH 4</b>	670	682	701	654	555
Chartered Grades	6-12	6-12	K-1, 6-12	K-2, 6-12	K-3, 6-12
Final Chartered Grades (includes any revisions)	-	-	6-12	6-12	6-12

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

Per Pupil Funding (Weighted Avg of All Districts)	2018-19	2019-20	2020-21	2021-22	2022-23
Increase over prior year	15,307	16,150	16,129	16,844	17,626
	5.1%	5.2%	-0.1%	4.2%	4.4%

#### PER STUDENT BREAKDOWN

Revenue	2018-19	2019-20	2020-21	2021-22	2022-23
Operating	18,281	18,643	19,004	19,779	26,123
Other Revenue and Support	1,013	827	646	957	1,429
<b>TOTAL - GRAPH 3</b>	<b>19,294</b>	<b>19,470</b>	<b>19,650</b>	<b>20,735</b>	<b>27,552</b>
Expenses	2018-19	2019-20	2020-21	2021-22	2022-23
Program Services	15,238	14,625	12,919	15,767	20,836
Management and General, Fundraising	3,198	1,730	2,283	2,587	4,547
<b>TOTAL - GRAPH 3</b>	<b>18,436</b>	<b>16,355</b>	<b>15,202</b>	<b>18,354</b>	<b>25,383</b>
% of Program Services	82.7%	89.4%	85.0%	85.9%	82.1%
% of Management and Other	17.3%	10.6%	15.0%	14.1%	17.9%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>4.7%</b>	<b>19.0%</b>	<b>29.3%</b>	<b>13.0%</b>	<b>8.5%</b>
<b>% of Revenue Expended on Facilities</b>	<b>6.2%</b>	<b>5.2%</b>	<b>5.1%</b>	<b>4.6%</b>	<b>5.3%</b>

#### Student to Faculty Ratio

2018-19	2019-20	2020-21	2021-22	2022-23
9.8	11.4	10.2	13.3	9.4

#### Faculty to Admin Ratio

2018-19	2019-20	2020-21	2021-22	2022-23
4.3	2.9	5.3	3.3	2.6

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2018-19	2019-20	2020-21	2021-22	2022-23
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	2018-19	2019-20	2020-21	2021-22	2022-23
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	2018-19	2019-20	2020-21	2021-22	2022-23
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	2018-19	2019-20	2020-21	2021-22	2022-23
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	2018-19	2019-20	2020-21	2021-22	2022-23
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

### DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

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

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

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

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

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

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

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

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other  
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 2012-13 (Transfer from SED to SUNY 2019-20)

	2018-19	2019-20	2020-21	2021-22	2022-23
		MERGED	MERGED	MERGED	MERGED
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
<b>Net Assets</b>					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
<b>ACTIVITIES</b>					
<b>Operating Revenue</b>					
Resident Student Enrollment	-	10,976,272	11,034,421	10,751,498	10,808,554
Students with Disabilities	-	1,265,735	1,198,362	1,625,332	1,330,727
<b>Grants and Contracts</b>					
State and local	-	54,607	56,115	49,678	451,751
Federal - Title and IDEA	-	479,161	914,516	1,309,771	413,798
Federal - Other	-	-	-	-	2,988,576
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	850,516	822,600	1,520,186	2,309,711
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	-	13,626,291	14,026,014	15,256,465	18,303,117
<b>Expenses</b>					
Regular Education	-	7,649,178	7,740,225	10,395,881	14,541,761
SPED	-	1,875,349	1,956,669	2,966,441	3,034,966
Other	-	-	-	-	-
<b>Total Program Services</b>	-	9,524,527	9,696,894	13,362,322	17,576,727
Management and General	-	1,209,641	1,774,583	1,565,269	2,326,686
Fundraising	-	76,059	77,645	80,392	104,446
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	-	10,810,227	11,549,122	15,007,983	20,007,859
<b>Surplus / (Deficit) From School Operations</b>	-	2,816,064	2,476,892	248,482	(1,704,742)
<b>Support and Other Revenue</b>					
Contributions	-	4,503	12,729	12,078	147,875
Fundraising	-	2,725	-	-	-
Miscellaneous Income	-	88,583	238,589	-	-
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	-	95,811	251,318	12,078	147,875
Total Unrestricted Revenue	-	13,722,102	14,277,332	15,268,543	18,450,992
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	-	13,722,102	14,277,332	15,268,543	18,450,992
<b>Change in Net Assets</b>	-	2,911,875	2,728,210	260,560	(1,556,867)
<b>Net Assets - Beginning of Year - GRAPH 2</b>	-	1,769,111	4,680,986	4,680,986	7,669,756
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	-	4,680,986	7,409,196	4,941,546	6,112,889

# FISCAL ANALYSIS

## DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

	2018-19	2019-20	2020-21	2021-22	2022-23
Personnel Service	-	1,291,476	1,549,696	1,496,117	1,571,848
Administrative Staff Personnel	-	3,971,973	4,145,132	5,362,656	6,687,512
Instructional Personnel	-	15,666	51,615	647,463	505,171
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	-	<b>5,279,115</b>	<b>5,746,443</b>	<b>7,506,236</b>	<b>8,764,531</b>
Fringe Benefits & Payroll Taxes	-	1,028,349	1,024,582	1,087,994	1,380,268
Retirement	-	226,829	185,698	207,367	206,074
Management Company Fees	-	1,521,178	1,552,896	1,607,848	2,088,918
Building and Land Rent / Lease / Facility Financing	-	1,425,689	1,454,103	1,699,638	4,130,954
Staff Development	-	89,546	21,634	97,906	25,136
Professional Fees, Consultant & Purchased Services	-	41,599	108,106	109,140	174,734
Marketing / Recruitment	-	29,169	45,917	41,516	10,335
Student Supplies, Materials & Services	-	508,058	403,493	979,694	1,086,959
Depreciation	-	226,578	268,563	355,695	500,908
Other	-	434,117	737,687	1,314,949	1,639,042
<b>Total Expenses</b>	-	<b>10,810,227</b>	<b>11,549,122</b>	<b>15,007,983</b>	<b>20,007,859</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2018-19	2019-20	2020-21	2021-22	2022-23
Original Chartered Enrollment	-	1,080	1,188	1,296	857
Final Chartered Enrollment (Includes any revisions)	-	756	756	864	857
Actual Enrollment - <b>GRAPH 4</b>					
Chartered Grades	6-12	6-12	6-12	K,6-12	K-3, 6-12
Final Chartered Grades (includes any revisions)	-	-	-	K-1, 6-12	-

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

	2018-19	2019-20	2020-21	2021-22	2022-23
Per Pupil Funding (Weighted Avg of All Districts)	-	16,150	16,137	16,844	17,626
Increase over prior year	0.0%	100.0%	-0.1%	4.2%	4.4%

#### PER STUDENT BREAKDOWN

##### Revenue

	2018-19	2019-20	2020-21	2021-22	2022-23
Operating	#VALUE!	19,984	20,536	23,894	30,353
Other Revenue and Support	#VALUE!	141	368	19	245
<b>TOTAL - GRAPH 3</b>	#VALUE!	<b>20,124</b>	<b>20,904</b>	<b>23,913</b>	<b>30,599</b>

##### Expenses

	2018-19	2019-20	2020-21	2021-22	2022-23
Program Services	#VALUE!	13,968	14,198	20,928	29,149
Management and General, Fundraising	#VALUE!	1,886	2,712	2,577	4,032
<b>TOTAL - GRAPH 3</b>	#VALUE!	<b>15,854</b>	<b>16,909</b>	<b>23,505</b>	<b>33,181</b>
% of Program Services	#VALUE!	88.1%	84.0%	89.0%	87.8%
% of Management and Other	#VALUE!	11.9%	16.0%	11.0%	12.2%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	#VALUE!	<b>26.9%</b>	<b>23.6%</b>	<b>1.7%</b>	<b>-7.8%</b>
<b>% of Revenue Expended on Facilities</b>	#DIV/0!	<b>10.5%</b>	<b>10.4%</b>	<b>11.1%</b>	<b>22.6%</b>

#### Student to Faculty Ratio

	2018-19	2019-20	2020-21	2021-22	2022-23
	-	13.9	9.6	8.5	8.0

#### Faculty to Admin Ratio

	2018-19	2019-20	2020-21	2021-22	2022-23
	-	2.6	4.7	5.8	3.3

#### Financial Responsibility Composite Scores - GRAPH 6

	2018-19	2019-20	2020-21	2021-22	2022-23
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

	2018-19	2019-20	2020-21	2021-22	2022-23
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

	2018-19	2019-20	2020-21	2021-22	2022-23
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

	2018-19	2019-20	2020-21	2021-22	2022-23
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

	2018-19	2019-20	2020-21	2021-22	2022-23
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

## DEMOCRACY PREP HARLEM CHARTER SCHOOL

NOTE: Effective 2017-18, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

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

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

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

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

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

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

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

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other  
Total Program Services  
Management and General  
Fundraising

##### Total Expenses - GRAPHS 2, 3 & 4

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

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

Total Unrestricted Revenue

Total 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 2017-18

	MERGED	MERGED	MERGED	MERGED	MERGED
	2018-19	2019-20	2020-21	2021-22	2022-23
<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	16,033,008	17,150,429	18,201,299	17,264,427	17,374,447
Students with Disabilities	1,748,490	1,676,154	2,709,319	3,037,435	3,422,523
<b>Grants and Contracts</b>					
State and local	75,735	89,793	56,115	71,646	66,911
Federal - Title and IDEA	815,421	871,319	1,481,416	1,989,014	937,604
Federal - Other	-	-	-	-	4,670,915
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>18,672,654</b>	<b>19,787,695</b>	<b>22,448,149</b>	<b>22,362,522</b>	<b>26,472,400</b>
<b>Expenses</b>					
Regular Education	11,252,902	11,433,694	11,122,958	12,990,575	14,870,599
SPED	2,745,380	3,021,486	3,015,194	4,086,654	4,248,357
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>13,998,282</b>	<b>14,455,180</b>	<b>14,138,152</b>	<b>17,077,229</b>	<b>19,118,956</b>
Management and General	3,140,966	1,673,511	2,240,543	1,760,267	2,694,889
Fundraising	-	117,762	133,160	131,617	175,208
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>17,139,248</b>	<b>16,246,453</b>	<b>16,511,855</b>	<b>18,969,113</b>	<b>21,989,053</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>1,533,406</b>	<b>3,541,242</b>	<b>5,936,294</b>	<b>3,393,409</b>	<b>4,483,347</b>
<b>Support and Other Revenue</b>					
Contributions	13,452	6,580	7,743	10,125	174,825
Fundraising	-	537	-	-	-
Miscellaneous Income	1,312	43,463	5,409	5,117	-
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>14,764</b>	<b>50,580</b>	<b>13,152</b>	<b>15,242</b>	<b>174,825</b>
Total Unrestricted Revenue	18,690,540	19,838,275	22,461,301	22,377,764	26,647,225
Total Temporarily Restricted Revenue	(3,122)	0	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>18,687,418</b>	<b>19,838,275</b>	<b>22,461,301</b>	<b>22,377,764</b>	<b>26,647,225</b>
<b>Change in Net Assets</b>	<b>1,548,170</b>	<b>3,591,822</b>	<b>5,949,446</b>	<b>3,408,651</b>	<b>4,658,172</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>2,869,239</b>	<b>4,417,409</b>	<b>8,009,231</b>	<b>8,009,231</b>	<b>17,367,328</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>4,417,409</b>	<b>8,009,231</b>	<b>13,958,677</b>	<b>11,417,882</b>	<b>22,025,500</b>

# FISCAL ANALYSIS

## DEMOCRACY PREP HARLEM CHARTER SCHOOL

NOTE: Effective 2017-18, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

	2018-19	2019-20	2020-21	2021-22	2022-23
Personnel Service					
Administrative Staff Personnel	1,978,613	1,731,895	2,226,605	1,965,267	1,517,136
Instructional Personnel	7,226,503	7,038,423	6,952,283	7,509,779	9,055,408
Non-Instructional Personnel	-	119,535	157,864	784,597	442,707
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>9,205,116</b>	<b>8,889,853</b>	<b>9,336,752</b>	<b>10,259,643</b>	<b>11,015,251</b>
Fringe Benefits & Payroll Taxes	1,716,743	1,621,592	1,400,819	1,479,530	1,762,608
Retirement	335,557	311,116	339,837	350,845	241,504
Management Company Fees	2,222,270	2,355,232	2,663,206	2,632,345	3,504,154
Building and Land Rent / Lease / Facility Financing	742,875	563,543	423,132	595,466	629,039
Staff Development	293,994	61,868	28,181	71,587	30,450
Professional Fees, Consultant & Purchased Services	297,614	60,020	79,055	99,576	197,050
Marketing / Recruitment	36,024	56,146	57,211	33,435	33,082
Student Supplies, Materials & Services	1,051,967	620,288	432,536	1,190,595	1,523,989
Depreciation	340,494	345,801	483,920	409,591	796,621
Other	896,594	1,360,994	1,267,206	1,846,500	2,255,305
<b>Total Expenses</b>	<b>17,139,248</b>	<b>16,246,453</b>	<b>16,511,855</b>	<b>18,969,113</b>	<b>21,989,053</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2018-19	2019-20	2020-21	2021-22	2022-23
Original Chartered Enrollment	1,182	1,181	1,188	1,188	1,188
Final Chartered Enrollment (Includes any revisions)	1,182	1,181	1,188	1,188	1,188
Actual Enrollment - GRAPH 4	1,020	1,042	1,129	1,028	980
Chartered Grades	K-12	K-12	K-12	K-12	K-12
Final Chartered Grades (includes any revisions)	-	-	-	-	-

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

Per Pupil Funding (Weighted Avg of All Districts)	2018-19	2019-20	2020-21	2021-22	2022-23
Increase over prior year	15,307	16,150	16,124	16,844	17,626
	5.1%	5.2%	-0.2%	4.3%	4.4%

#### PER STUDENT BREAKDOWN

Revenue	2018-19	2019-20	2020-21	2021-22	2022-23
Operating	18,305	18,992	19,883	21,764	27,013
Other Revenue and Support	14	49	12	15	178
<b>TOTAL - GRAPH 3</b>	<b>18,319</b>	<b>19,041</b>	<b>19,895</b>	<b>21,779</b>	<b>27,191</b>
Expenses	2018-19	2019-20	2020-21	2021-22	2022-23
Program Services	13,722	13,874	12,523	16,620	19,509
Management and General, Fundraising	3,079	1,719	2,102	1,841	2,929
<b>TOTAL - GRAPH 3</b>	<b>16,802</b>	<b>15,594</b>	<b>14,625</b>	<b>18,461</b>	<b>22,438</b>
% of Program Services	81.7%	89.0%	85.6%	90.0%	86.9%
% of Management and Other	18.3%	11.0%	14.4%	10.0%	13.1%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>9.0%</b>	<b>22.1%</b>	<b>36.0%</b>	<b>18.0%</b>	<b>21.2%</b>
<b>% of Revenue Expended on Facilities</b>	<b>4.0%</b>	<b>2.8%</b>	<b>1.9%</b>	<b>2.7%</b>	<b>2.4%</b>

#### Student to Faculty Ratio

2018-19	2019-20	2020-21	2021-22	2022-23
10.0	17.4	10.7	11.8	10.4

#### Faculty to Admin Ratio

2018-19	2019-20	2020-21	2021-22	2022-23
4.0	2.9	4.8	4.4	2.8

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2018-19	2019-20	2020-21	2021-22	2022-23
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	2018-19	2019-20	2020-21	2021-22	2022-23
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	2018-19	2019-20	2020-21	2021-22	2022-23
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	2018-19	2019-20	2020-21	2021-22	2022-23
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	2018-19	2019-20	2020-21	2021-22	2022-23
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

### HARLEM PREP CHARTER SCHOOL

NOTE: Effective 2017-18, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

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

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

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

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

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

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

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

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other  
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 2001-02 & Restructured 2011-12				
	MERGED 2018-19	MERGED 2019-20	MERGED 2020-21	MERGED 2021-22	MERGED 2022-23
<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	14,754,935	16,963,108	16,616,122	15,632,653	13,180,815
Students with Disabilities	1,684,537	1,225,904	1,485,564	1,373,927	1,662,413
<b>Grants and Contracts</b>					
State and local	75,885	87,120	73,528	71,342	57,099
Federal - Title and IDEA	794,658	778,797	1,283,651	2,174,541	799,271
Federal - Other	-	-	-	-	3,917,098
Other	-	-	-	-	-
NYC DoE Rental Assistance	1,183,411	818,160	818,160	818,160	1,900,964
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	18,493,426	19,873,089	20,277,025	20,070,623	21,517,660
<b>Expenses</b>					
Regular Education	11,434,082	12,105,280	11,830,281	13,673,301	17,412,225
SPED	2,840,684	3,120,949	2,979,776	3,337,762	4,262,415
Other	-	-	-	-	-
<b>Total Program Services</b>	14,274,766	15,226,229	14,810,057	17,011,063	21,674,640
Management and General	2,535,671	1,903,210	2,542,066	3,619,750	3,641,619
Fundraising	-	113,412	114,770	112,479	131,256
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	16,810,437	17,242,851	17,466,893	20,743,292	25,447,515
<b>Surplus / (Deficit) From School Operations</b>	1,682,989	2,630,238	2,810,132	(672,669)	(3,929,855)
<b>Support and Other Revenue</b>					
Contributions	7,149	3,653	10,709	12,489	144,513
Fundraising	-	299	-	-	-
Miscellaneous Income	23,123	94,144	188,644	5,590	-
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	30,272	98,096	199,353	18,079	144,513
Total Unrestricted Revenue	18,523,698	19,971,185	20,476,378	20,088,702	21,662,173
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	18,523,698	19,971,185	20,476,378	20,088,702	21,662,173
<b>Change in Net Assets</b>	1,713,261	2,728,334	3,009,485	(654,590)	(3,785,342)
<b>Net Assets - Beginning of Year - GRAPH 2</b>	4,765,947	6,479,208	9,207,542	9,207,542	11,562,437
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	6,479,208	9,207,542	12,217,027	8,552,952	7,777,095



# FISCAL ANALYSIS

## HARLEM PREP CHARTER SCHOOL

NOTE: Effective 2017-18, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
<b>Total Salaries and Staff</b>
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease / Facility Financing
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other

2018-19	2019-20	2020-21	2021-22	2022-23
1,648,552	1,691,422	2,282,729	2,889,664	2,188,996
6,829,709	6,598,847	7,032,449	7,669,219	7,823,621
71,884	298,010	201,922	107,408	761,232
-	-	-	-	-
<b>8,550,145</b>	<b>8,588,279</b>	<b>9,517,100</b>	<b>10,666,291</b>	<b>10,773,849</b>
1,486,484	1,471,691	1,429,714	1,404,622	1,633,674
242,649	284,145	307,736	330,715	220,321
2,050,796	2,268,248	2,295,402	2,249,586	2,625,111
1,440,700	2,325,826	1,905,196	2,269,243	5,415,859
220,412	65,565	21,107	119,613	45,848
282,051	76,868	124,387	133,725	274,014
56,414	65,154	63,480	76,768	17,522
916,334	538,784	372,684	1,154,337	1,439,144
666,781	709,241	417,315	606,560	897,429
897,671	849,050	1,012,772	1,731,832	2,104,744
<b>16,810,437</b>	<b>17,242,851</b>	<b>17,466,893</b>	<b>20,743,292</b>	<b>25,447,515</b>

Total Expenses

### CHARTER ANALYSIS

#### ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - <b>GRAPH 4</b>
Chartered Grades
Final Chartered Grades (includes any revisions)

2018-19	2019-20	2020-21	2021-22	2022-23
981	1,061	1,061	1,020	1,020
981	1,061	1,061	1,020	879
993	1,016	1,023	934	736
K-11	K-12	K-12	K-12	K-12
-	-	-	-	3-12

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

Per Pupil Funding (Weighted Avg of All Districts)  
Increase over prior year

15,307	16,150	16,154	16,844	17,626
5.1%	5.2%	0.0%	4.1%	4.4%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating
Other Revenue and Support
<b>TOTAL - GRAPH 3</b>

18,619	19,559	19,821	21,489	29,236
30	97	195	19	196
<b>18,650</b>	<b>19,655</b>	<b>20,016</b>	<b>21,508</b>	<b>29,432</b>

##### Expenses

Program Services
Management and General, Fundraising
<b>TOTAL - GRAPH 3</b>

14,372	14,985	14,477	18,213	29,449
2,553	1,985	2,597	3,996	5,126
<b>16,925</b>	<b>16,970</b>	<b>17,074</b>	<b>22,209</b>	<b>34,575</b>

% of Program Services
% of Management and Other

84.9%	88.3%	84.8%	82.0%	85.2%
15.1%	11.7%	15.2%	18.0%	14.8%

##### % of Revenue Exceeding Expenses - **GRAPH 5**

##### % of Revenue Expended on Facilities

10.2%	15.8%	17.2%	-3.2%	-14.9%
7.8%	11.7%	9.4%	11.3%	25.2%

#### Student to Faculty Ratio

9.9	10.6	9.5	10.6	8.5
-----	------	-----	------	-----

#### Faculty to Admin Ratio

6.7	5.3	4.9	4.4	2.2
-----	-----	-----	-----	-----

#### Financial Responsibility Composite Scores - **GRAPH 6**

Score  
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  
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)

0	0	0	0	0
0.0%	0.0%	0.0%	0.0%	0.0%
0.0	0.0	0.0	0.0	0.0
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  
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)  
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

0.0	0.0	0.0	0.0	0.0
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  
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)  
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.0	0.0	0.0	0.0	0.0
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  
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)  
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

# FISCAL ANALYSIS

## DEMOCRACY PREP NEW YORK CHARTER SCHOOLS (COMBINED)

### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

Cash and Cash Equivalents - GRAPH 1	10,871,406	23,269,220	24,407,497	28,722,385	39,897,081
Grants and Contracts Receivable	2,082,011	4,644,060	4,157,422	6,446,000	7,877,240
Accounts Receivable	-	850,052	-	-	-
Prepaid Expenses	618,884	2,400,000	3,745,248	3,740,060	434,898
Contributions and Other Receivables	1,336,142	-	-	-	923,189

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net	15,518,755	16,862,654	17,054,159	17,749,632	19,861,670
Other Assets	1,800,000	1,151,432	18,162,717	18,986,905	135,515,195

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

Accounts Payable and Accrued Expenses	1,044,370	1,146,835	2,559,013	3,112,573	1,774,544
Accrued Payroll and Benefits	4,337,417	4,387,403	5,714,565	6,334,453	4,608,788
Deferred Revenue	279,777	-	282,694	259,895	2,835,316
Current Maturities of Long-Term Debt	-	652,572	-	-	-
Short Term Debt - Bonds, Notes Payable	-	197,089	-	-	-
Other	385,182	-	1,004,105	5,241,545	3,936,714

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability	925,074	1,618,747	1,644,942	1,654,823	-
All other L-T debt and notes payable, net current maturities	414,623	2,474,857	1,701,027	985,157	132,678,358

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions	13,593,642	27,927,739	44,334,524	48,256,366	49,361,386
With Donor Restrictions	11,247,113	10,772,176	10,286,173	9,800,170	9,314,167

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment	52,226,156	68,624,869	70,236,676	67,604,690	66,401,821
Students with Disabilities	4,892,597	6,102,801	7,558,603	7,626,419	9,103,089

##### Grants and Contracts

State and local	254,304	376,595	297,988	280,800	654,156
Federal - Title and IDEA	2,794,433	3,334,698	5,723,350	9,086,351	3,605,261
Federal - Other	-	-	-	-	19,307,400
Other	-	-	-	-	-
NYC DoE Rental Assistance	1,183,411	1,668,676	1,640,760	2,531,252	4,541,887
Food Service/Child Nutrition Program	-	-	-	-	-

##### Total Operating Revenue

##### Expenses

Regular Education	40,825,702	49,668,622	48,899,065	57,955,408	72,912,691
SPED	9,126,365	11,674,529	11,581,874	14,764,208	17,553,121
Other	-	-	-	-	-

##### Total Program Services

Management and General	9,709,047	7,034,223	9,501,906	11,424,969	13,899,630
Fundraising	-	474,014	501,152	495,572	665,367

##### Total Expenses - GRAPHS 2, 3 & 4

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

##### Support and Other Revenue

Contributions	49,160	30,783	71,886	95,059	836,229
Fundraising	-	3,561	-	-	-
Miscellaneous Income	699,474	799,450	875,516	851,425	1,199,983
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

	2018-19	2019-20	2020-21	2021-22	2022-23
<b>Total Current Assets - GRAPH 1</b>	<b>14,908,443</b>	<b>31,163,332</b>	<b>32,310,167</b>	<b>38,908,445</b>	<b>49,132,408</b>
<b>Total Assets - GRAPH 1</b>	<b>32,227,198</b>	<b>49,177,418</b>	<b>67,527,043</b>	<b>75,644,982</b>	<b>204,509,273</b>
<b>Total Current Liabilities - GRAPH 1</b>	<b>6,046,746</b>	<b>6,383,899</b>	<b>9,560,377</b>	<b>14,948,466</b>	<b>13,155,362</b>
<b>Total Liabilities - GRAPH 1</b>	<b>7,386,443</b>	<b>10,477,503</b>	<b>12,906,346</b>	<b>17,588,446</b>	<b>145,833,720</b>
<b>Total Net Assets</b>	<b>24,840,755</b>	<b>38,699,915</b>	<b>54,620,697</b>	<b>58,056,536</b>	<b>58,675,553</b>
<b>Total Liabilities and Net Assets</b>	<b>32,227,198</b>	<b>49,177,418</b>	<b>67,527,043</b>	<b>75,644,982</b>	<b>204,509,273</b>
<b>Total Operating Revenue</b>	<b>61,350,901</b>	<b>80,107,639</b>	<b>85,457,377</b>	<b>87,129,512</b>	<b>103,613,614</b>
<b>Total Program Services</b>	<b>49,952,067</b>	<b>61,343,151</b>	<b>60,480,939</b>	<b>72,719,616</b>	<b>90,465,812</b>
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>59,661,114</b>	<b>68,851,388</b>	<b>70,483,997</b>	<b>84,640,157</b>	<b>105,030,809</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>1,689,787</b>	<b>11,256,251</b>	<b>14,973,380</b>	<b>2,489,355</b>	<b>(1,417,195)</b>
<b>Total Support and Other Revenue</b>	<b>748,634</b>	<b>833,794</b>	<b>947,402</b>	<b>946,484</b>	<b>2,036,212</b>
<b>Total Unrestricted Revenue</b>	<b>62,600,515</b>	<b>81,427,436</b>	<b>86,890,782</b>	<b>88,561,999</b>	<b>106,135,829</b>
<b>Total Temporarily Restricted Revenue</b>	<b>(500,980)</b>	<b>(486,003)</b>	<b>(486,003)</b>	<b>(486,003)</b>	<b>(486,003)</b>
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>62,099,535</b>	<b>80,941,433</b>	<b>86,404,779</b>	<b>88,075,996</b>	<b>105,649,826</b>
<b>Change in Net Assets</b>	<b>2,438,421</b>	<b>12,090,045</b>	<b>15,920,782</b>	<b>3,435,839</b>	<b>619,017</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>22,402,334</b>	<b>26,609,866</b>	<b>38,699,915</b>	<b>38,699,915</b>	<b>58,056,536</b>
<b>Prior Year Adjustment(s)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets - End of Year - GRAPH 2</b>	<b>24,840,755</b>	<b>38,699,911</b>	<b>54,620,697</b>	<b>42,135,754</b>	<b>58,675,553</b>

# FISCAL ANALYSIS

## DEMOCRACY PREP NEW YORK CHARTER SCHOOLS (COMBINED)

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

	2018-19	2019-20	2020-21	2021-22	2022-23
Personnel Service					
Administrative Staff Personnel	6,276,856	6,965,922	8,634,804	10,552,837	9,524,387
Instructional Personnel	23,512,520	27,068,572	27,768,707	31,832,976	36,668,340
Non-Instructional Personnel	422,138	1,280,652	1,103,342	1,638,189	2,842,493
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>30,211,514</b>	<b>35,315,146</b>	<b>37,506,853</b>	<b>44,024,002</b>	<b>49,035,220</b>
Fringe Benefits & Payroll Taxes	6,081,491	6,820,298	5,880,971	6,208,007	7,878,776
Retirement	975,275	1,430,772	1,323,632	1,387,904	1,053,184
Management Company Fees	7,773,302	9,480,277	10,023,047	9,911,473	13,288,755
Building and Land Rent / Lease / Facility Financing	3,006,275	5,047,099	4,817,953	5,608,042	11,632,913
Staff Development	879,909	345,703	157,517	462,803	241,668
Professional Fees, Consultant & Purchased Services	873,664	373,903	755,936	542,376	1,004,061
Marketing / Recruitment	138,575	217,138	235,458	257,816	80,668
Student Supplies, Materials & Services	3,401,170	2,840,951	2,012,717	5,042,741	6,130,000
Depreciation	1,593,915	2,284,394	1,861,921	2,268,389	3,744,734
Other	4,726,024	4,695,707	5,907,992	8,926,604	10,940,831
<b>Total Expenses</b>	<b>59,661,114</b>	<b>68,851,388</b>	<b>70,483,997</b>	<b>84,640,157</b>	<b>105,030,810</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2018-19	2019-20	2020-21	2021-22	2022-23
Original Chartered Enrollment	3,534	4,693	5,262	5,529	5,290
Final Chartered Enrollment (includes any revisions)	3,534	4,369	4,430	4,697	4,649
Actual Enrollment - <b>GRAPH 4</b>	3,376	4,178	4,349	4,030	3,731
Chartered Grades	-	-	-	-	-
Final Chartered Grades (includes any revisions)	-	-	-	-	-

#### Primary School District:

Per Pupil Funding (Weighted Avg of All Districts)	2018-19	2019-20	2020-21	2021-22	2022-23
Increase over prior year	0.0%	0.0%	0.0%	0.0%	0.0%

#### PER STUDENT BREAKDOWN

Revenue	2018-19	2019-20	2020-21	2021-22	2022-23
Operating	18,173	19,172	19,650	21,623	27,771
Other Revenue and Support	222	200	218	235	546
<b>TOTAL - GRAPH 3</b>	<b>18,395</b>	<b>19,371</b>	<b>19,868</b>	<b>21,858</b>	<b>28,317</b>
Expenses	2018-19	2019-20	2020-21	2021-22	2022-23
Program Services	14,797	14,681	13,907	18,047	24,247
Management and General, Fundraising	2,876	1,797	2,300	2,958	3,904
<b>TOTAL - GRAPH 3</b>	<b>17,673</b>	<b>16,478</b>	<b>16,207</b>	<b>21,005</b>	<b>28,151</b>
% of Program Services	83.7%	89.1%	85.8%	85.9%	86.1%
% of Management and Other	16.3%	10.9%	14.2%	14.1%	13.9%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>4.1%</b>	<b>17.6%</b>	<b>22.6%</b>	<b>4.1%</b>	<b>0.6%</b>
<b>% of Revenue Expended on Facilities</b>	<b>4.9%</b>	<b>6.3%</b>	<b>5.6%</b>	<b>6.4%</b>	<b>11.2%</b>

#### Student to Faculty Ratio

2018-19	2019-20	2020-21	2021-22	2022-23
10.0	14.3	12.1	13.4	11.4

#### Faculty to Admin Ratio

2018-19	2019-20	2020-21	2021-22	2022-23
4.1	3.6	5.1	3.9	2.3

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2018-19	2019-20	2020-21	2021-22	2022-23
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	2.5	3.0	3.0	3.0	2.2
	Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong

#### Working Capital - GRAPH 7

	2018-19	2019-20	2020-21	2021-22	2022-23
Net Working Capital	8,861,697	24,779,433	22,749,790	23,959,979	35,977,046
As % of Unrestricted Revenue	14.2%	30.4%	26.2%	27.1%	33.9%
Working Capital (Current) Ratio Score	2.5	4.9	3.4	2.6	3.7
Risk (Low $\geq 3.0$ / Medium 1.4 - 2.9 / High < 1.4)	MEDIUM	LOW	LOW	MEDIUM	LOW
Rating (Excellent $\geq 3.0$ / Good 1.4 - 2.9 / Poor < 1.4)	Good	Excellent	Excellent	Good	Excellent

#### Quick (Acid Test) Ratio

Score	2018-19	2019-20	2020-21	2021-22	2022-23
Risk (Low $\geq 2.5$ / Medium 1.0 - 2.4 / High < 1.0)	2.4	4.5	3.0	2.4	3.7
Rating (Excellent $\geq 2.5$ / Good 1.0 - 2.4 / Poor < 1.0)	MEDIUM	LOW	LOW	MEDIUM	LOW
	Good	Excellent	Excellent	Good	Excellent

#### Debt to Asset Ratio - GRAPH 7

Score	2018-19	2019-20	2020-21	2021-22	2022-23
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	0.2	0.2	0.2	0.2	0.7
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	LOW	LOW	LOW	LOW	MEDIUM
	Excellent	Excellent	Excellent	Excellent	Good

#### Months of Cash - GRAPH 8

Score	2018-19	2019-20	2020-21	2021-22	2022-23
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	2.2	4.1	4.2	4.1	4.6
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	MEDIUM	LOW	LOW	LOW	LOW
	Good	Excellent	Excellent	Excellent	Excellent

## FUTURE PLANS



### 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?

*Democracy Prep New York is an academic success supported by an effective, viable organization. The education corporation is fiscally sound and presents sound financial plans. The schools, with the support of the network, will continue implementing the successful academic program across each of the five charters. As such, Democracy Prep New York's plans for the next charter term are reasonable, feasible, and achievable.*

#### DEMOCRACY PREP NEW YORK CHARTER SCHOOLS

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

**Plans for the Educational Program.** Democracy Prep New York plans to implement the same core elements of its educational program that enabled each charter to meet or come close to meeting its key Accountability Plan goals in the charter term.

**Plans for Board Oversight & Governance.** Current board members express interest in continuing to serve Democracy Prep New York in the next term while also recruiting for additional membership with Kindergarten – 12<sup>th</sup> grade education experience.

**Fiscal & Facility Plans.** Democracy Prep Charter Schools budget is conservative and presents a reasonable plan to account for the current low enrollment trend while balancing staffing growth and expenses accordingly. The future financial outlook for the education corporation is positive and will be able to support the operations and educational programs.

#### BRONX PREPARATORY CHARTER SCHOOL

**Plans for the Educational Program.** Bronx Prep plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** Bronx Prep will continue to operate its program in private space at 3872 3<sup>rd</sup> Ave., Bronx, NY during the upcoming renewal term.

	CURRENT	END OF NEXT CHARTER TERM
<b>Enrollment</b>	793	800
<b>Grade Span</b>	6 – 12	6 – 12
<b>Teaching Staff</b>	64	64
<b>Days of Instruction</b>	180	180

## FUTURE PLANS

### DEMOCRACY PREPARATORY CHARTER SCHOOL

**Plans for the Educational Program.** Democracy Prep plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** Democracy Prep will continue to serve 6<sup>th</sup> – 8<sup>th</sup> grade in a co-located space at 2230 5<sup>th</sup> Ave, New York, NY during the upcoming renewal term. Democracy Prep will continue to serve grades 9<sup>th</sup> – 12<sup>th</sup> grade in a co-located space at 222 W. 134<sup>th</sup> St., New York, NY during the upcoming renewal term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	715	690
<i>Grade Span</i>	6 – 12	6 – 12
<i>Teaching Staff</i>	49	49
<i>Days of Instruction</i>	180	180

### DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

**Plans for the Educational Program.** Democracy Prep Endurance plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** Democracy Prep Endurance will serve its elementary and high school program in a new permanent facility at 1000 Westchester Avenue in the renewal charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	613	900
<i>Grade Span</i>	K – 4, 9 – 12	K – 5, 9 – 12
<i>Teaching Staff</i>	54	61
<i>Days of Instruction</i>	180	180



## FUTURE PLANS

### DEMOCRACY PREP HARLEM CHARTER SCHOOL

**Plans for the Educational Program.** Democracy Prep Harlem plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** Democracy Prep Harlem will continue serve its elementary program in a co-located space at 2005 Madison Ave, New York, New York and may seek additional space in the same facility should they add a cohort at each grade level during the renewal term. Democracy Prep Harlem will continue to serve its 6<sup>th</sup> – 8<sup>th</sup> grade program in private space at 207 W. 133<sup>rd</sup> St., New York, New York during the upcoming renewal term. Democracy Prep Harlem will continue to serve its high school program in a co-located space at 212 W. 120<sup>th</sup> St., New York, New York during the upcoming renewal term.

	CURRENT	END OF NEXT CHARTER TERM
<b>Enrollment</b>	1,188	1,105
<b>Grade Span</b>	K – 12	K – 12
<b>Teaching Staff</b>	79	83
<b>Days of Instruction</b>	180	180

### HARLEM PREP CHARTER SCHOOL

**Plans for the Educational Program.** Harlem Prep plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** Harlem Prep is considering different options for serving 3<sup>rd</sup> – 5<sup>th</sup> grade of its program in the coming charter term. One option is moving to a larger facility to allow for its expansion back to a K-5 program. Another option is collapsing the charter into one of the other Democracy Prep New York charters to maximize the space, staff and funding while still serving the same total population of scholars. Harlem Prep will continue to operate the middle school program in a co-located space at 232 E. 103<sup>rd</sup> St., New York, New York during the upcoming renewal term. Harlem Prep will continue to serve its high school program in privately owned facility at 240 E. 123<sup>rd</sup> St, New York, New York. Democracy Prep New York has a long term goal to move its two high school programs to another site more conducive to student learning. It is unlikely, but possible, that this shift will happen during the upcoming charter renewal term. Harlem Prep high school will expand beginning in 2024-25 as it will be able to occupy space vacated by Democracy Prep Endurance.

## FUTURE PLANS

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	952	862
<i>Grade Span</i>	3 – 12	3 – 12
<i>Teaching Staff</i>	56	67
<i>Days of Instruction</i>	180	180

Democracy Prep New  
York Charter Schools

# Ax

APPENDICES

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**DEMOCRACY PREP NEW YORK CHARTER SCHOOLS BOARD OF TRUSTEES**

<b>CHAIR</b>	<b>TRUSTEES</b>
Dr. Robert North	Josh Pristaw
<b>TREASURER</b>	Alastair Wood
Brian Berger	Brittany Buffaloe
<b>SECRETARY</b>	Douglas Snyder
Roger Berg	Greg Weston
	Ross Frommer
	Kenneth Weiller
	Khary Barnes
	Sean Windsor
	Farida Ilboudo
	Drew Gannon Singh

**DEMOCRACY PREP PUBLIC SCHOOLS INC. BOARD OF TRUSTEES**

<b>CHAIR</b>	<b>TRUSTEES</b>
Ryan Offutt	Damian Travier
<b>VICE CHAIR</b>	Ann Duignan
Chris Kraus	Carlos Lejniaks
<b>TREASURER</b>	Kayma Liburd
Erhard Marius	William Collins
<b>SECRETARY</b>	
Jeri Powell	



**CHARTER VISIT HISTORY**

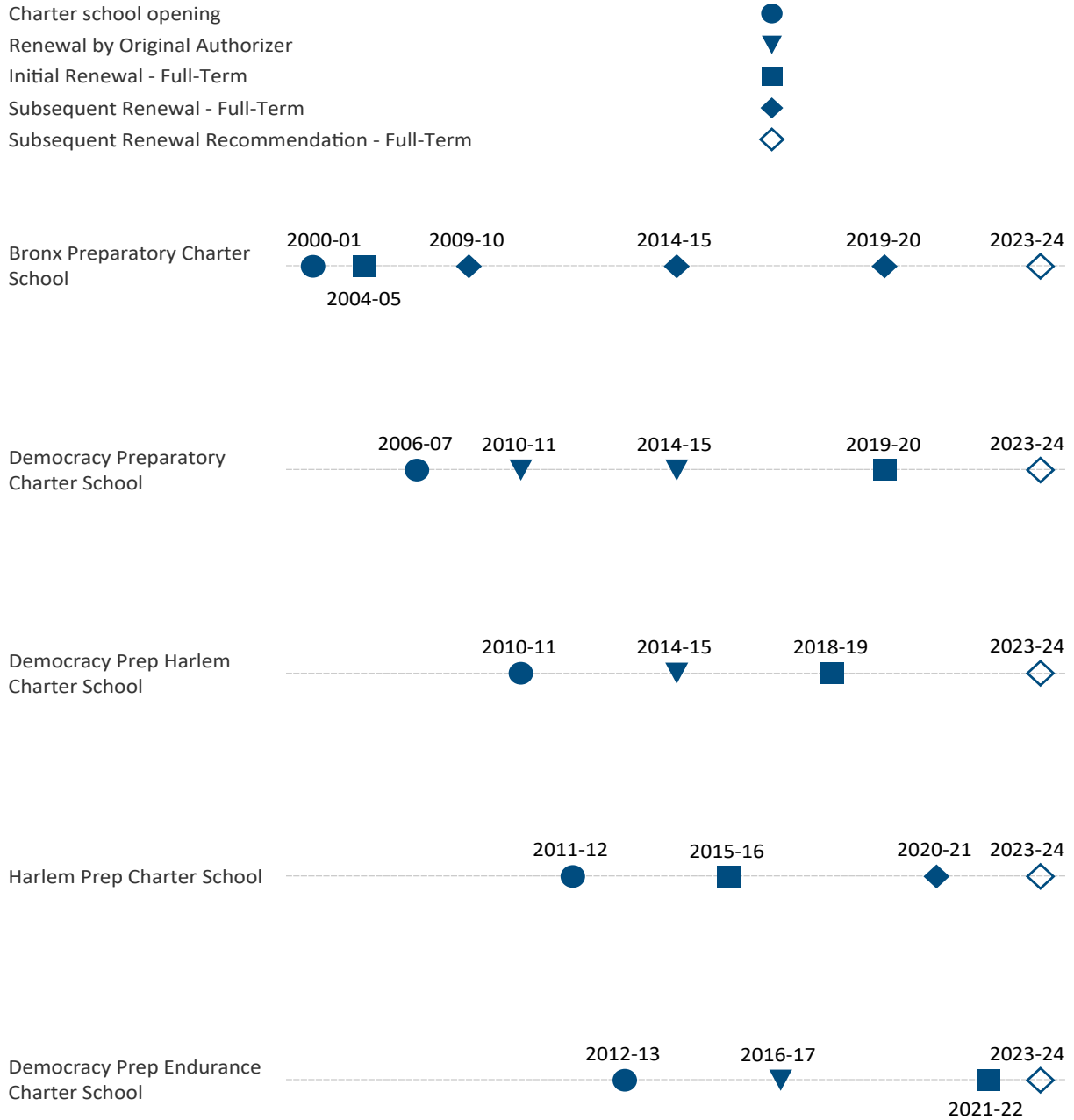
SCHOOL YEAR	VISIT TYPE	DATE
2000-01	Bronx Prep – First Year	May 29, 2001
2001-02	Bronx Prep – Evaluation	May 7, 2002
2002-03	Bronx Prep – Evaluation	March 12 – 13, 2003
2004-05	Bronx Prep – Initial Renewal	September 13 – 15, 2004
2006-07	Bronx Prep – Evaluation	April 24, 2007
2007-08	Bronx Prep – Evaluation	March 18, 2008
2009-10	Bronx Prep – Subsequent Renewal	September 29, 2009
2011-12	Harlem Prep – First Year	April 30 – May 1, 2012
2014-15	Bronx Prep – Subsequent Renewal	December 2, 2014 and January 14, 2015
2015-16	Harlem Prep – Initial Renewal	October 5 – 6, 2015
2018-19	Democracy Prep – Harlem – Initial Renewal	October 1 – 3, 2018
2019-20	Bronx Prep – Subsequent Renewal Democracy Prep – Initial Renewal	September 10, 2019 September 9, 2019
2021-22	Democracy Prep – Endurance – Initial Renewal Review	August 25, 2021
2023-24	Bronx Prep – Renewal Review Democracy Prep – Renewal Review Democracy Prep – Endurance – Renewal Review Democracy Prep – Harlem – Renewal Review Harlem Prep – Renewal Review	October 16 – 20, 2023

**CONDUCT OF THE RENEWAL REVIEW**

DATE(S) OF REVIEW	EVALUATION TEAM MEMBERS	TITLE
<b>October 16 – 20, 2023</b>	Katy Clayton	School Evaluation Analyst
	Ciani Jones	Senior Analyst
	Sinnjinn Bucknell	Director of Performance and Systems
	Kennesha Kelly	External Consultant
	Alexandra Monson	Assistant Counsel



**EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL**



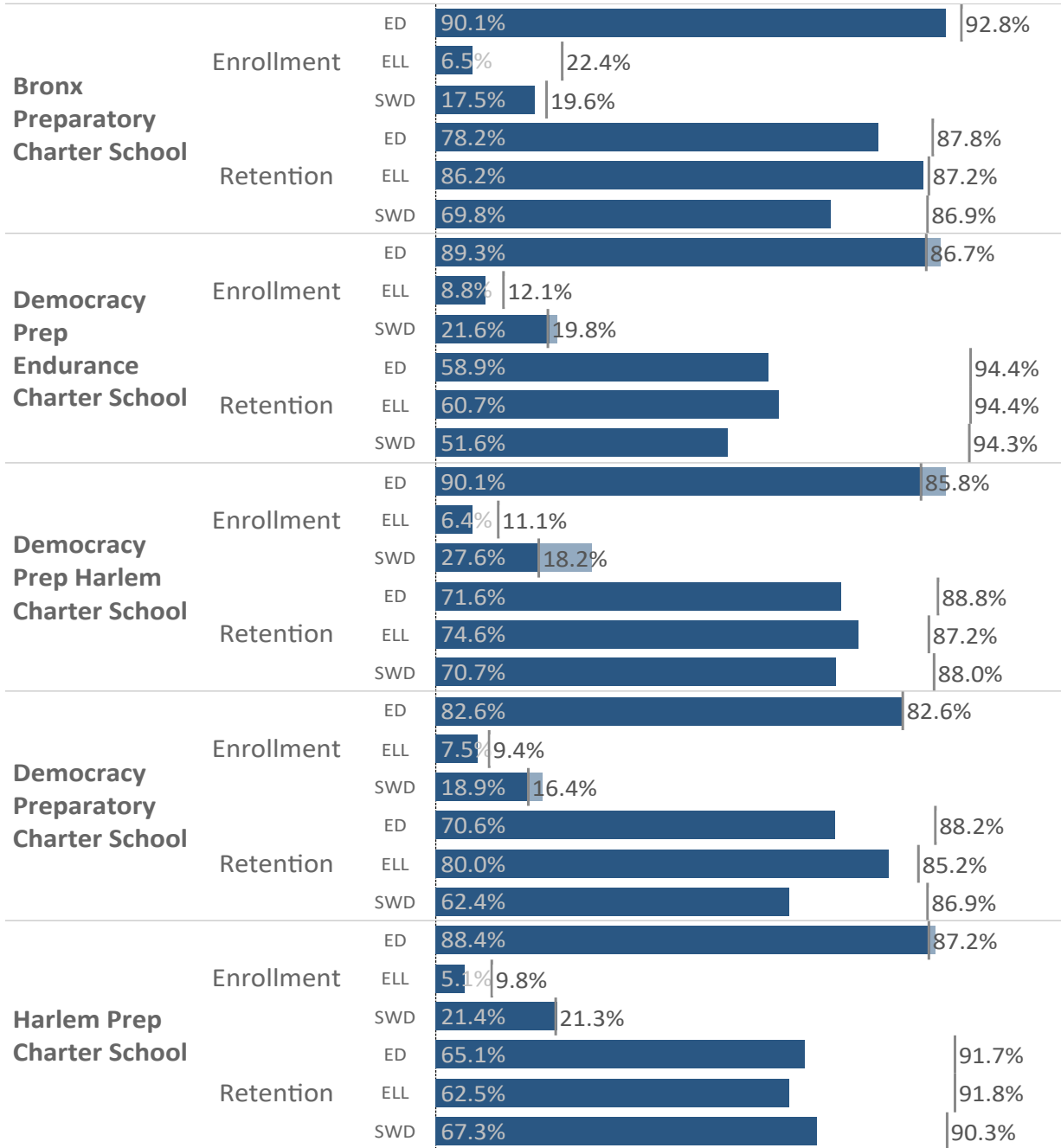


**EDUCATION CORPORATION CHARTER CHARACTERISTICS**

CHARTER	LOCAL DISTRICT	CO-LOCATED	CHARTERED ENROLLMENT	GRADE SPAN
Bronx Preparatory Charter School	CSD – 11 CSD – 9	No	793	K – 12, 6 – 12
Democracy Prep Endurance Charter School	CSD – 11 CSD – 5 CSD – 4	No Yes No	613	K – 4 9 – 12
Democracy Prep Harlem Charter School	CSD – 5 CSD – 5 CSD – 3	Yes No Yes	1,188	K – 12
Democracy Preparatory Charter School	CSD – 5	Yes	715	6 – 12
Harlem Prep Charter School	CSD – 3 CSD – 4 CSD – 4	No Yes No	952	3 – 12



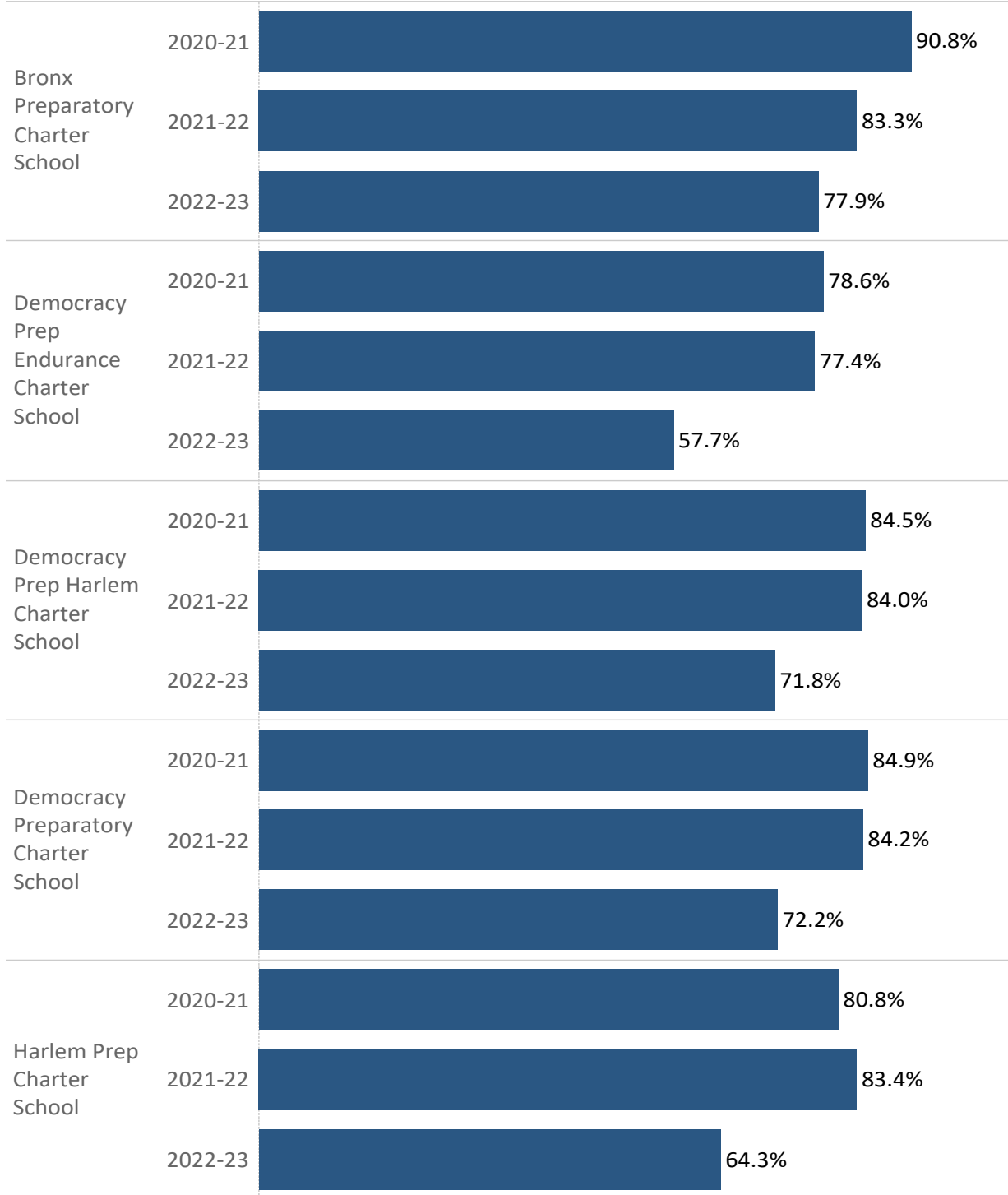
**ENROLLMENT AND RETENTION TARGETS**



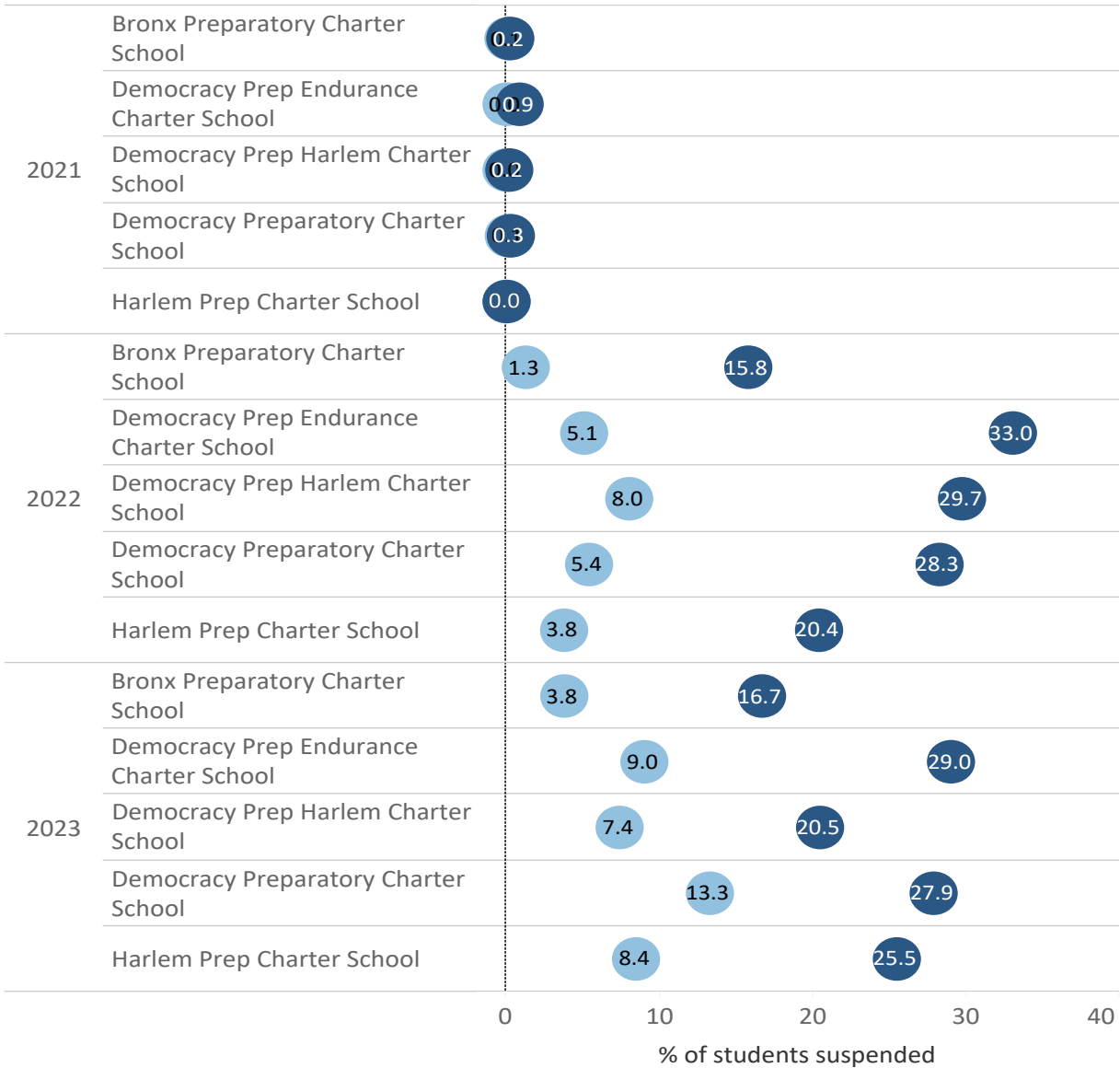
The chart illustrates the **current enrollment and retention percentages** against the **enrollment and retention targets** for each operating charter in the education corporation. As required by Education Law § 2851(4)(e), a charter must include in its renewal application information regarding the efforts 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.



**PERSISTENCE IN ENROLLMENT**



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



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

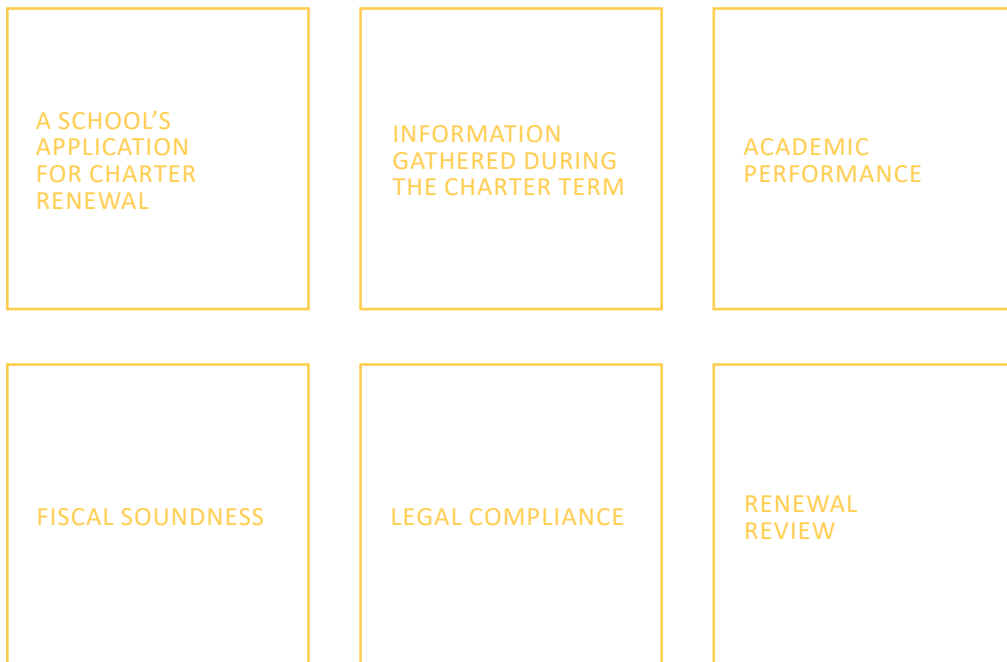
**During the most recent school year, the education corporation expelled 0 students.**

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

### REPORT FORMAT

This report is the primary means by which the SUNY Charter Schools Institute (the “Institute”) transmits to the State University of New York Board of Trustees (the “SUNY Trustees”) its findings and recommendations regarding 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