

# THE SUNY CHARTER SCHOOLS INSTITUTE

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

*ACHIEVEMENT FIRST BUSHWICK  
CHARTER SCHOOL*

*ACHIEVEMENT FIRST EAST NEW YORK  
CHARTER SCHOOL*

*ACHIEVEMENT FIRST LINDEN  
CHARTER SCHOOL*

*ACHIEVEMENT FIRST NORTH BROOKLYN  
PREPARATORY CHARTER SCHOOL*

**Report Date: October 4, 2023**

**Review Date: June 12 – 16, 2023**

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

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## EDUCATION CORPORATION BACKGROUND

# ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS



### MISSION

*Our mission is to deliver on the promise of equal educational opportunity for all of America's children. We know that every child - regardless of race, zip code, or economic status - deserves access to a great education. At Achievement First, our students realize their potential and develop the skills they need to graduate from college, succeed in a competitive world, and serve as the next generation of leaders in our community. Achievement First's operative construct is that we position our students to have choices in their lives through the skills and experiences that we provide them, not link them to a particular destiny.*

### EDUCATION CORPORATION BACKGROUND

Achievement First Brooklyn Charter Schools ("AF Brooklyn Schools" or "the education corporation"), a not-for-profit charter school education corporation, is currently authorized to operate 12 charter schools. Four charters, Achievement First Bushwick Charter School ("AF Bushwick"), Achievement First East New York Charter School ("AF East NY"), Achievement First Linden Charter School ("AF Linden"), and Achievement First North Brooklyn Charter School ("AF North Brooklyn"), are due for renewal.

The education corporation contracts with the Connecticut not-for-profit charter management organization ("CMO") Achievement First, Inc. ("Achievement First" or the "network"). The network provides the schools with academic, operations, facilities, and back office assistance. Schools utilize the network's curriculum and assessment materials. The network is also responsible for managing and evaluating the performance of each school and school leader and making recommendations to the AF Brooklyn Schools board for its approval.

### CURRENT EDUCATION CORPORATION SNAPSHOT

First Charter Opened:  
2005

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

Number of Charters Due for  
Renewal:  
4

Total Number of Charters:  
11

Chartered Enrollment:  
9,356

### PROPOSED FUTURE EDUCATION CORPORATION SNAPSHOT

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

Total Number of Charters:  
12

Proposed Future Charter  
Enrollment:  
9,843

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

## EDUCATION CORPORATION BACKGROUND

### KEY DESIGN ELEMENTS

Unwavering focus on breakthrough student achievement;



Consistent, proven, standards-based curriculum;



Strategic use of common and interim assessments and student performance;



Principals with the power to lead their school to execute their vision;



Increased supervision over the quality of instruction;



Aggressively recruit and develop talent;



Disciplined, achievement-oriented school culture;



Rigorous, high quality, focused training for principals and leaders; and,



Parents and community as partners.



## RENEWAL RECOMMENDATION

### FULL-TERM RENEWAL

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

- *Achievement First Bushwick Charter School;*
- *Achievement First East New York Charter School;*
- *Achievement First Linden Charter School; and,*
- *Achievement First North Brooklyn Preparatory Charter School*

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

*The Institute further recommends the SUNY Trustees renew for a full term of one year the provisional charter of Achievement First Brooklyn Charter Schools, the New York not-for-profit charter school education corporation, with the authority to operate each charter in the education corporation.*

The table below presents information on the Institute’s plan<sup>2</sup> to align the charter expiration dates of the charters under the education corporation. By the school year 2024-25, the charter expiration dates for all charter schools in Achievement First Brooklyn Charter Schools will align. At that time, the Institute will conduct a full renewal review of all charters in the education corporation:

CHARTER	2023-24	2024-25	2025-26
Achievement First North Brooklyn Preparatory Charter School (“AF North Brooklyn”)	Charter Expiration	Alignment Year	
Achievement First Bushwick Charter School (“AF Bushwick”)	Charter Expiration	Alignment Year	

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

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

## RENEWAL RECOMMENDATION

CHARTER	2023-24	2024-25	2025-26
Achievement First East New York Charter School ("AF East NY")	Charter Expiration	Alignment Year	
Achievement First Linden Charter School ("AF Linden")	Charter Expiration	Alignment Year	
Achievement First Apollo Charter School ("AF Apollo")		Charter Expiration	
Achievement First Aspire Charter School ("AF Aspire")		Charter Expiration	
Achievement First Brownsville Charter School ("AF Brownsville")		Charter Expiration	
Achievement First Crown Heights Charter School ("AF Crown Heights")		Charter Expiration	
Achievement First Endeavor Charter School ("AF Endeavor")		Charter Expiration	
Achievement First Legacy Charter School ("AF Legacy")		Alignment Year	Charter Expiration
Achievement First Voyager Charter School ("AF Voyager")		Alignment Year	Charter Expiration
Achievement First Charter School 11 ("AF 11")			

## RENEWAL RECOMMENDATION



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

### REQUIRED FINDINGS

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

- 1: each charter, as described in the Application for Charter Renewal, meets the requirements of the Act and all other applicable laws, rules, and regulations;
- 2: the education corporation can demonstrate the ability to operate each charter in an educationally and fiscally sound manner in the next charter term; and,
- 3: given the programs it will offer, its structure, and its purpose, approving each charter to operate for another year is likely to improve student learning and achievement and materially further the purposes of the Act.<sup>4</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.

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

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



## EXECUTIVE SUMMARY

### EXECUTIVE SUMMARY

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

#### FINDINGS & INFORMATION

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

AF Bushwick, AF East NY, AF Linden, and AF North Brooklyn are each an academic success having met or come close to meeting their Accountability Plan goals over the charter term. The charters demonstrate success in the following ways:

- The three Kindergarten – 8<sup>th</sup> grade charters, AF Bushwick, AF Linden, and AF North Brooklyn, each outperformed their districts of comparison on the 2021-22 New York State English language arts (“ELA”) and mathematics exams. Notably, AF Bushwick exceeded the district average by more than 25 percentage points in both subjects.
- In the 2021-22 school year, AF Bushwick, AF Linden, and AF North Brooklyn each met their growth goals in both ELA and mathematics. The three schools averaged a median growth percentile of 57 on the STAR reading assessment between the beginning and end of year test administrations.
- AF East NY, a Kindergarten – 12<sup>th</sup> grade charter, met the absolute and comparative measures for the graduation and college matriculation goals, with 99% of students graduating and 99% matriculating into college in the 2021-22 school year.

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

AF Brooklyn Schools is an effective, viable organization. Achievement First provides comprehensive academic, operations, facilities, and administrative supports to each charter. The board provides effective oversight of each charter and strategically manages the contract with Achievement First in order to ensure successful implementation of the program across AF Brooklyn Schools.

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

The education corporation is fiscally strong. After analyzing the evidence during the renewal review, the Institute finds the education corporation has continued its trend of increasing net assets year over year and presents a reasonable and appropriate fiscal plan over the next charter term.

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

AF Brooklyn Schools’ plans for each charter due for renewal are reasonable, feasible, and achievable. AF Brooklyn Schools plans to continue to implement the same core elements of the educational program that have contributed to student growth and academic achievement throughout the charter term.

## EXECUTIVE SUMMARY

To accelerate learning following interrupted instruction caused by the COVID-19 pandemic, AF Brooklyn Schools prioritized data collection and analysis to better understand the emerging needs of students and monitor the impact of responsive interventions. All charters continue to anchor instruction in grade level standards while providing extensive differentiation and support to students. The network implements an accelerated learning approach and leaders support teachers in identifying the essential skills and knowledge necessary for students to access core content through just in time interventions. AF Brooklyn Schools also invests in connections with families and relationship building among students and staff members to ensure that students have the social and emotional foundation necessary to engage joyfully in their academic experience.

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

The Institute recommends that the SUNY Trustees grant AF Bushwick, AF East NY, AF Linden, and AF North Brooklyn a subsequent renewal of one year with each charter's expiration date of July 31, 2025 to align the charter expiration dates of all AF Brooklyn Schools' charters.

## CHARTER SCHOOL BACKGROUND

# ACHIEVEMENT FIRST BUSHWICK CHARTER SCHOOL

125 Covert Street, Brooklyn, New York | Grades: K-4 | NYC Community School District 32  
1300 Greene Avenue, Brooklyn, New York | Grades: 5-8 | NYC Community School District 32

The SUNY Trustees approved the original charter for AF Bushwick on January 24, 2006. The charter opened in fall 2006, serving 162 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

AF Bushwick implements the same program elements of all AF Brooklyn Schools' charters. For more information on the educational program, please see the Benchmark Summary in Appendix B of this report.

AF Bushwick houses the AF Brooklyn Schools' Empower Program, which supports a small cohort of students with individualized education programs ("IEPs") by providing targeted supports to address significant and complex academic and emotional needs. The program is designed for students with diverse interests and skills who may face challenges in mastering grade level standards as a manifestation of their disability. By providing highly individualized supports to each student, the Empower Program at AF Bushwick ensures that all students have the opportunity to develop and pursue meaningful postsecondary pathways.

### CURRENT CHARTER

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

*Chartered Enrollment:*  
824

*Charter Expires on:*  
July 31, 2024

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment:*  
824

*Charter Expiration:*  
July 31, 2025

### CHARTER CHARACTERISTICS

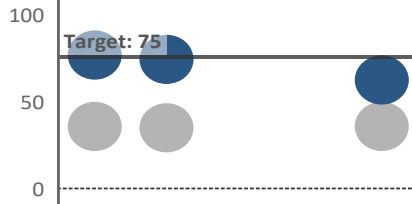
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	824	914	111%	K – 8
2020-21	824	930	112%	K – 8
2021-22	824	966	117%	K – 8
2022-23	824	1,039	126%	K – 8
2023-24	824	Not Yet Available	Not Yet Available	K – 8

## CHARTER SCHOOL BACKGROUND

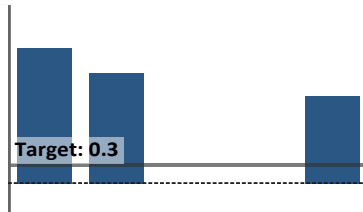
### ACHIEVEMENT FIRST BUSHWICK CHARTER SCHOOL

#### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

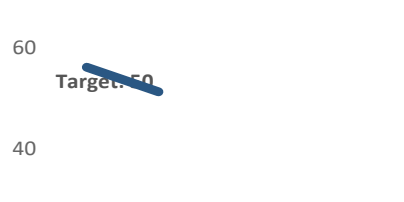
**District Comparison.** The percentage of students at **the charter** performing at or above proficiency in ELA compared to the district.



**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.



**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**.



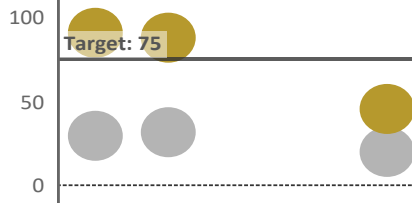
Test Year	Comp Grades	District %	Charter %
2018	3-8	36	77
2019	3-8	35	75
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	36	63

Test Year	Test Grades	Effect Size
2018	3-8	2.28
2019	3-8	1.86
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	1.48

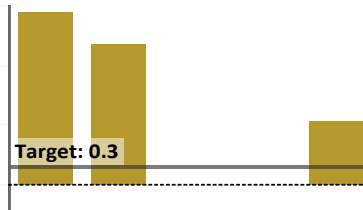
Test Year	Charter Mean Growth
2018	56.0
2019	51.2
2020	N/A
2021	N/A
2022	N/A

#### MATHEMATICS ACCOUNTABILITY PLAN GOAL

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



**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.



**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**.



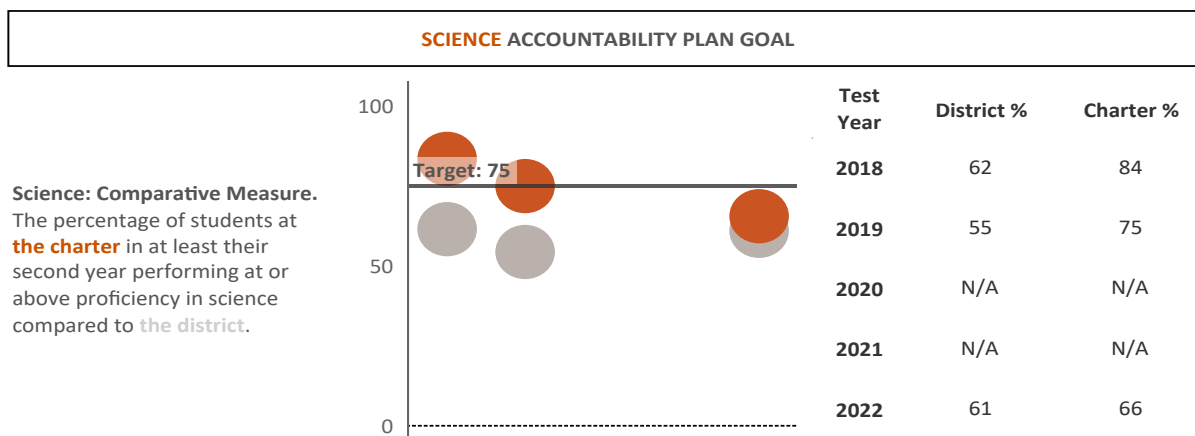
Test Year	Comp Grades	District %	Charter %
2018	3-8	30	91
2019	3-8	32	88
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	20	46

Test Year	Test Grades	Effect Size
2018	3-8	2.87
2019	3-8	2.35
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	1.08

Test Year	Charter Mean Growth
2018	61.0
2019	53.3
2020	N/A
2021	N/A
2022	N/A

## CHARTER SCHOOL BACKGROUND

### ACHIEVEMENT FIRST BUSHWICK CHARTER SCHOOL



SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	213	217	234
Tested on State Exam	119	137	149
Charter Percent Proficient on ELA Exam	43.7	45.3	22.8
District Percent Proficient	11.0	8.4	9.8
ELL Enrollment	115	115	205
Tested on NYSESLAT Exam	111	113	157
Charter Percent 'Commanding' or Making Progress	32.4	21.2	6.4

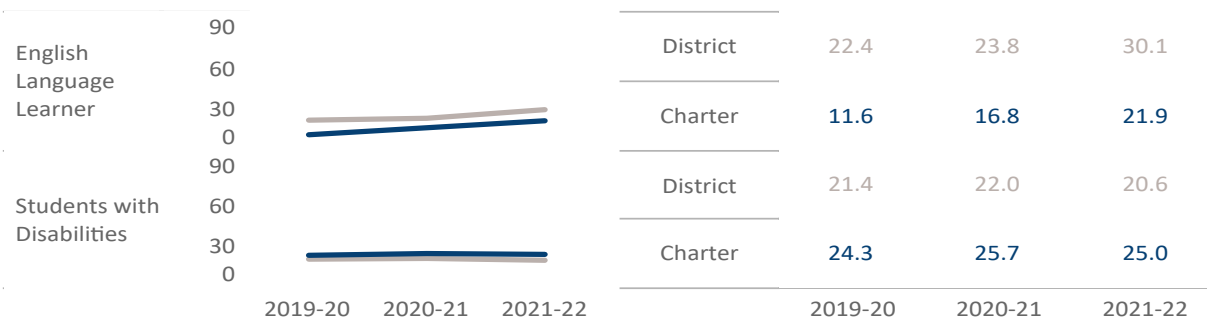
\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement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

## CHARTER SCHOOL BACKGROUND

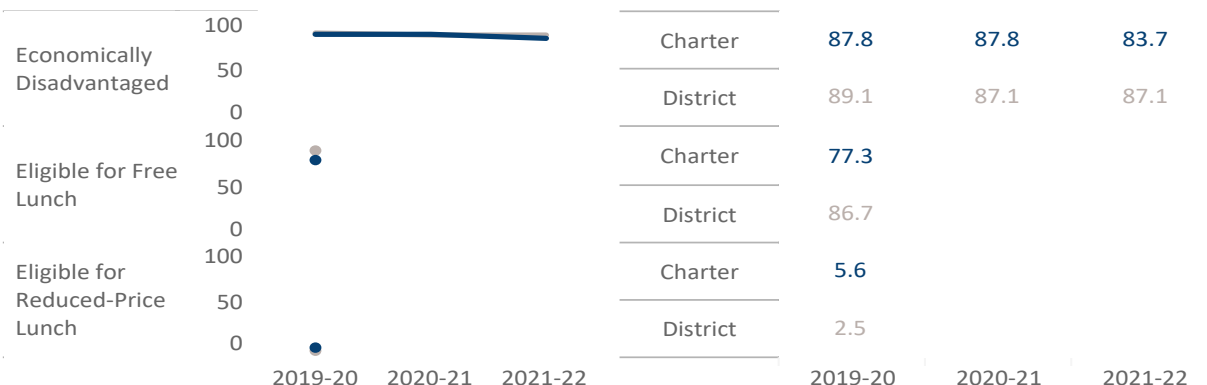
### Achievement First Bushwick Charter School

Brooklyn CSD 32

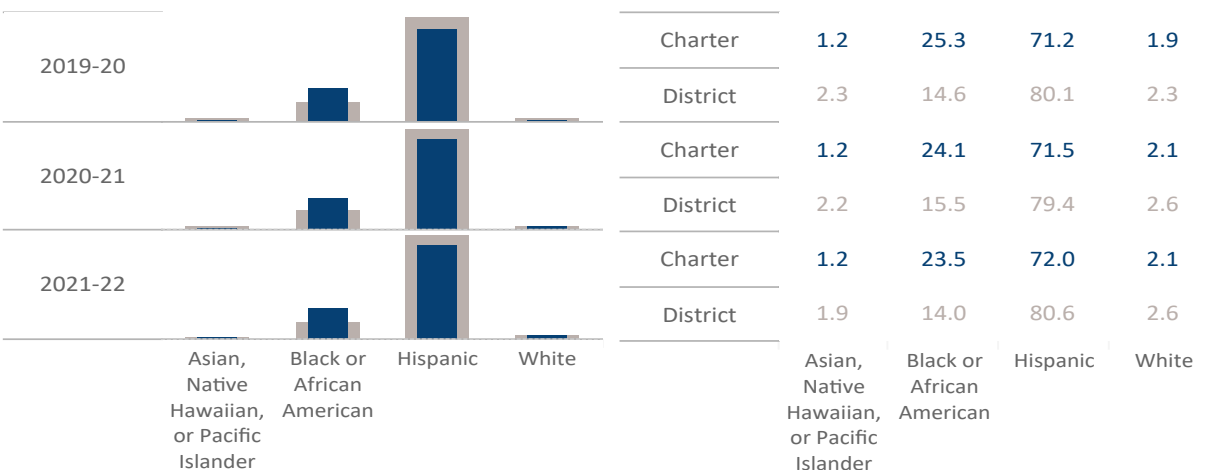
#### Student Demographics: Special Populations



#### Student Demographics: Free/Reduced Lunch



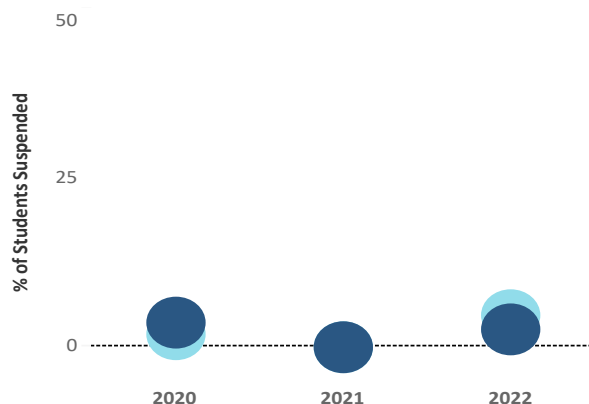
#### Student Demographics: Race/Ethnicity



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

## CHARTER SCHOOL BACKGROUND

### Achievement First Bushwick Charter School



### Brooklyn CSD 32

#### ISS Rate

#### OSS Rate

2020	1.9	3.6
2021	0.0	0.0
2022	4.7	2.6

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

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

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

		2020	2021	2022
2019-20	92.9			
2020-21	94.1	0	0	0
2021-22	91.1			

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

			Target	Charter
enrollment	economically disadvantaged		93.8	80.9
	English language learners		20.3	21.9
	students with disabilities		16.2	24.1
retention	economically disadvantaged		91.2	94.3
	English language learners		93.4	94.2
	students with disabilities		91.9	91.2

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

## CHARTER SCHOOL BACKGROUND

# ACHIEVEMENT FIRST EAST NEW YORK CHARTER SCHOOL

557 Pennsylvania Avenue, Brooklyn, New York | Grades: K-4 | NYC Community School District 19  
158 Richmond Street, Brooklyn, New York | Grades: 5-8 | NYC Community School District 19  
35 Starr Street, Brooklyn, New York | Grades: 9-12 | NYC Community School District 32

AF East NY opened in fall 2005. The SUNY Trustees approved the merger for AF East NY on December 7, 2015, which allowed the charter to merge into the AF Brooklyn Schools education corporation.

### PROGRAM

AF East NY implements the same program elements of all AF Brooklyn Schools' charters. For more information on the educational program, please see the Benchmark Summary in Appendix B of this report.

AF East NY, one of the network's three high school academies, sets an internal goal that 100% of students will be prepared to be accepted, enrolled, and successful in college, with the acknowledgment that students may choose to pursue a range of postsecondary pathways. In order to achieve this goal, the high school implements an "AP Access for All" model that provides students with rigorous coursework to support a diversity of student interests, aspirations, and needs.

### CURRENT CHARTER

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

*Chartered Enrollment:  
1,190*

*Charter Expires on:  
June 30, 2024*

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment:  
1,190*

*Charter Expiration:  
July 31, 2025*

### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	1,190	1,110	93%	K – 12
2020-21	1,190	1,180	99%	K – 12
2021-22	1,190	1,038	87%	K – 12
2022-23	1,190	944	79%	K – 12
2023-24	1,190	Not Yet Available	Not Yet Available	K – 12

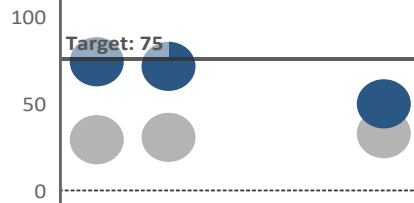


## CHARTER SCHOOL BACKGROUND

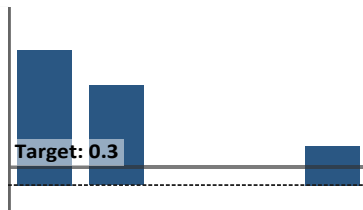
### ACHIEVEMENT FIRST EAST NEW YORK CHARTER SCHOOL

#### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

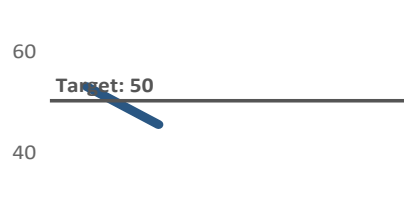
**District Comparison.** The percentage of students at **the charter** performing at or above proficiency in ELA compared to the district.



**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.

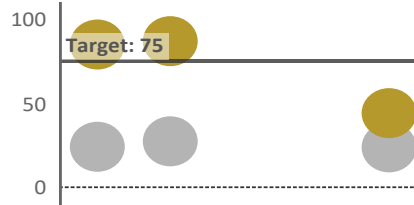


**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.

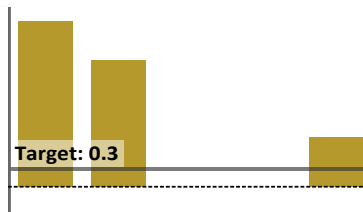


#### MATHEMATICS ACCOUNTABILITY PLAN GOAL

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



**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.

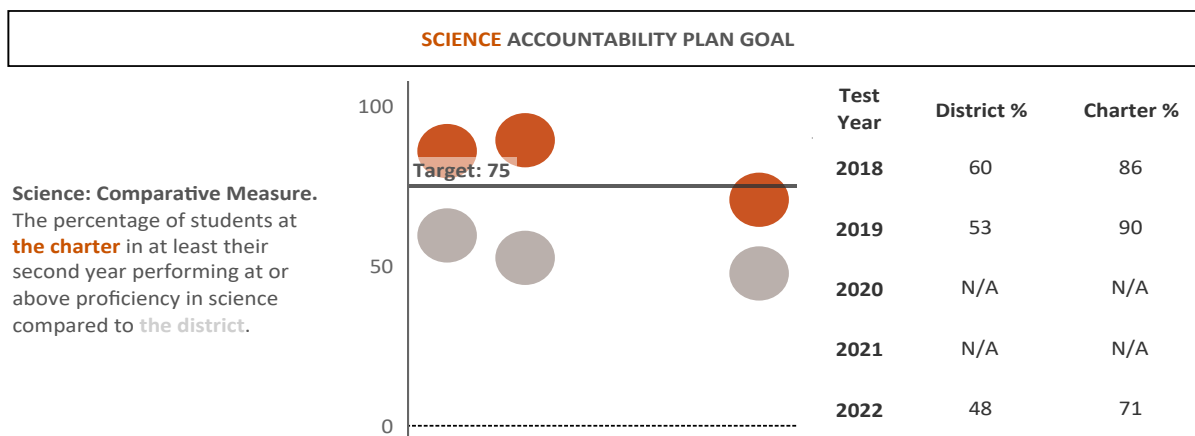


**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.



## CHARTER SCHOOL BACKGROUND

### ACHIEVEMENT FIRST EAST NEW YORK CHARTER SCHOOL



SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	114	131	157
Tested on State Exam	62	48	59
Charter Percent Proficient on ELA Exam	48.4	31.3	13.6
District Percent Proficient	9.7	11.3	12.4
ELL Enrollment	17	25	20
Tested on NYSESLAT Exam	17	21	17
Charter Percent 'Commanding' or Making Progress	11.8	19.0	29.4

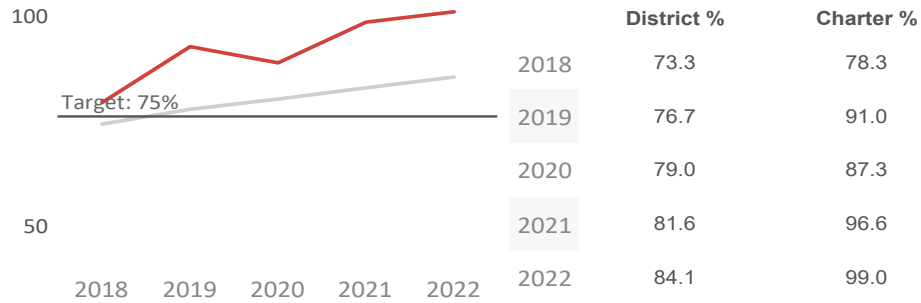
\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement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

## CHARTER SCHOOL BACKGROUND

### ACHIEVEMENT FIRST EAST NEW YORK CHARTER SCHOOL

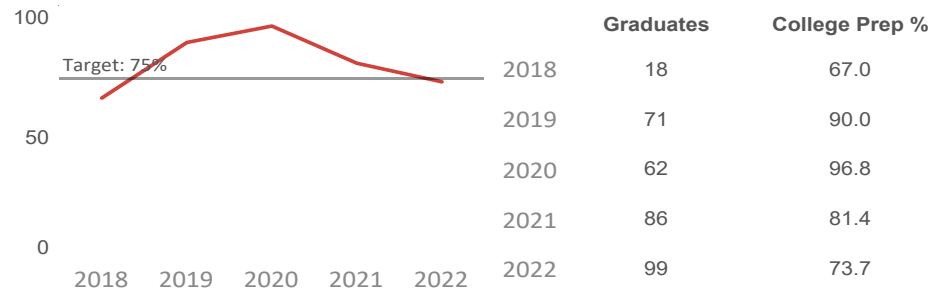
#### HIGH SCHOOL GRADUATION RATE

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



#### COLLEGE PREPARATION AND ATTAINMENT

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

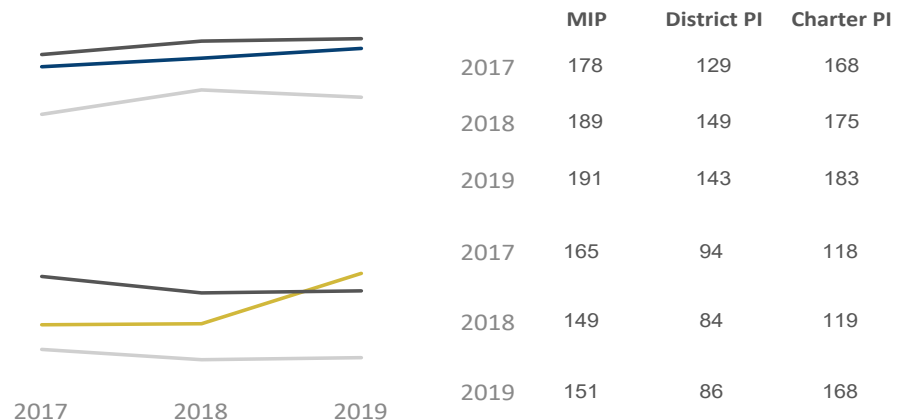


**College Attainment Measure:** **Matriculation into College.** Each year, 75 percent of **graduating students** will enroll in a college or university.



#### ENGLISH LANGUAGE ARTS AND MATHEMATICS

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

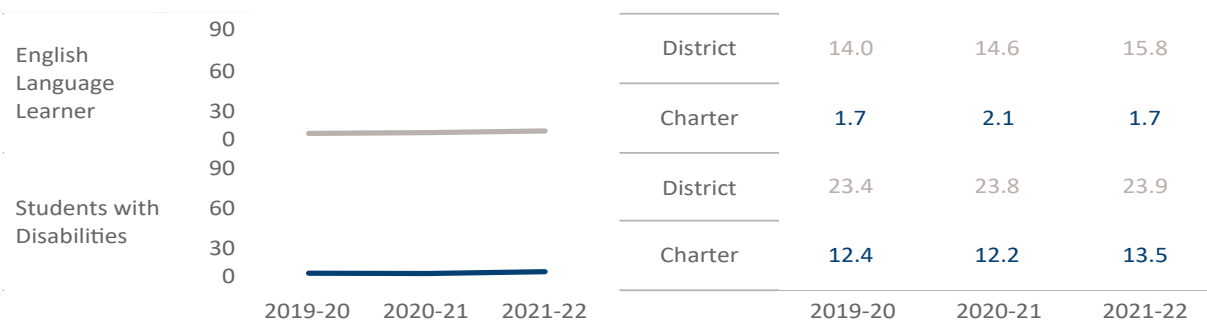


## CHARTER SCHOOL BACKGROUND

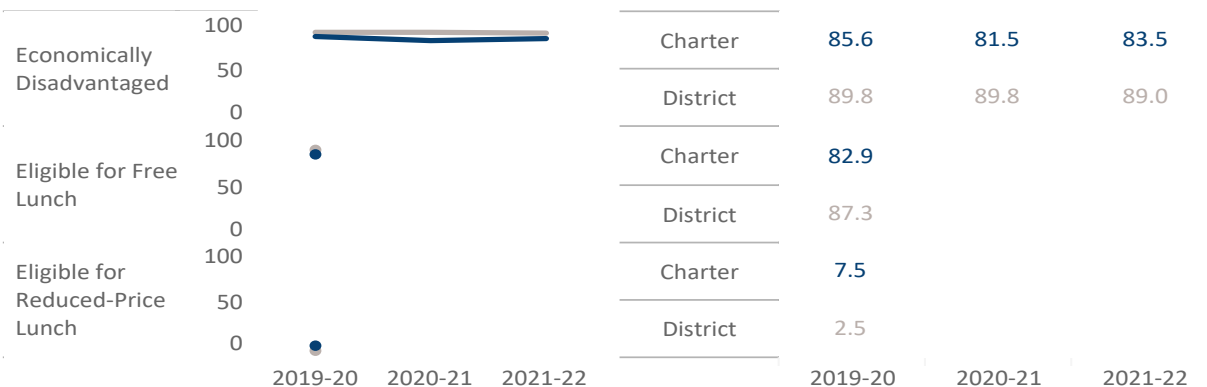
### Achievement First East New York Charter School

Brooklyn CSD 19

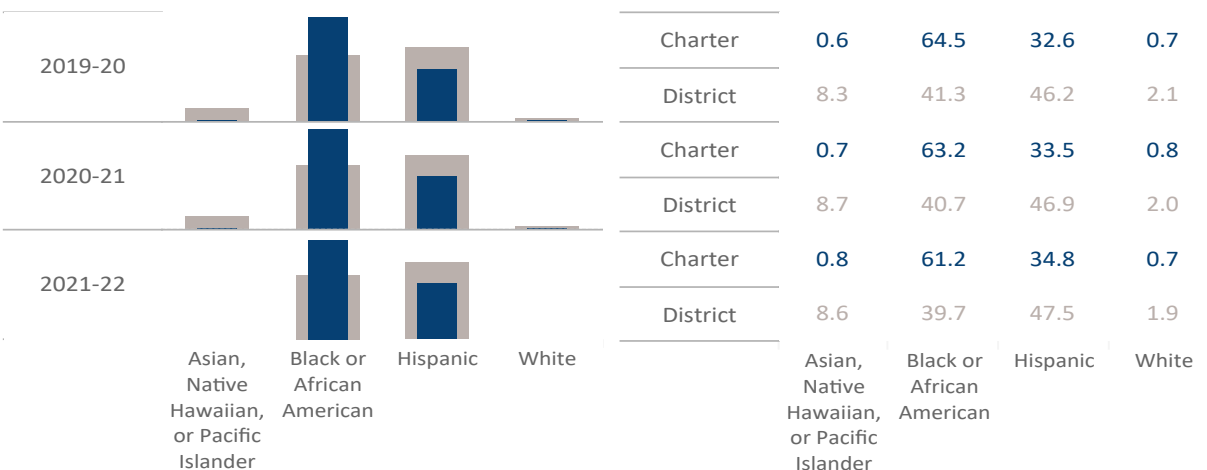
#### Student Demographics: Special Populations



#### Student Demographics: Free/Reduced Lunch



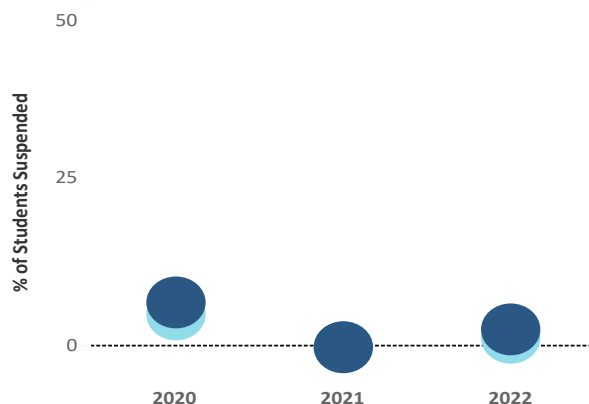
#### Student Demographics: Race/Ethnicity



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

## CHARTER SCHOOL BACKGROUND

### Achievement First East New York Charter School



### Brooklyn CSD 19

#### ISS Rate OSS Rate

2020	4.9	6.6
2021	0.0	0.0
2022	1.4	2.6

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

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

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

		2020	2021	2022
2019-20	84.7			
2020-21	88.2	0	0	0
2021-22	84.8			

### Achievement First East New York Charter School's Enrollment and Retention Status: 2021-22

			Target	Charter
enrollment	economically disadvantaged	<div><div></div></div>	91.0	78.2
	English language learners	<div><div></div></div>	12.3	1.9
	students with disabilities	<div><div></div></div>	16.7	13.0
retention	economically disadvantaged	<div><div></div></div>	89.8	86.7
	English language learners	<div><div></div></div>	91.2	70.8
	students with disabilities	<div><div></div></div>	89.8	82.9

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

## CHARTER SCHOOL BACKGROUND

# ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL

800 Van Siclen Avenue, Brooklyn, New York | Grades: K-4 | NYC Community School District 19  
370 Fountain Avenue, Brooklyn, New York | Grades: 5-8 | NYC Community School District 19

The SUNY Trustees approved the original charter for AF Linden on October 28, 2013. The charter opened in fall 2014, serving 182 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

AF Linden implements the same program elements of all AF Brooklyn Schools' charters. For more information on the educational program, please see the Benchmark Summary in Appendix B of this report.

The AF Linden middle school is one of four AF Brooklyn Schools campuses implementing the Greenfield model, an innovative approach that allows students to benefit from small group learning, increased access to technology, and extended, hands-on field trips geared towards specific interest areas. Students pursue project-based learning experiences and teachers implement standards-based grading and assessment methods to meaningfully measure learning outcomes. In the 2023-24 school year, AF Brooklyn Schools plans to roll out a middle school program across the network that will incorporate best practices from both the Greenfield model and the existing Achievement First middle school approach.

### CURRENT CHARTER

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

*Chartered Enrollment:  
824*

*Charter Expires on:  
July 31, 2024*

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment:  
824*

*Charter Expiration:  
July 31, 2025*

### CHARTER CHARACTERISTICS

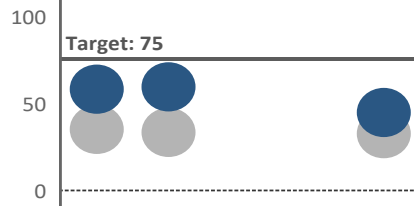
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	640	632	98%	K – 6
2020-21	732	723	99%	K – 7
2021-22	824	732	89%	K – 8
2022-23	824	708	86%	K – 8
2023-24	824	Not Yet Available	Not Yet Available	K – 8

## CHARTER SCHOOL BACKGROUND

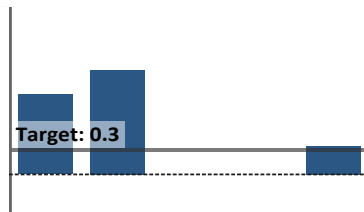
### ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL

#### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

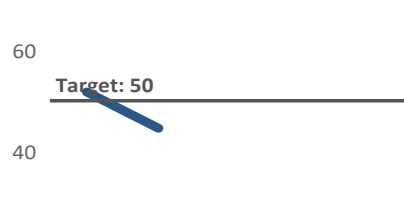
**District Comparison.** The percentage of students at the **charter** performing at or above proficiency in ELA compared to the district.



**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.

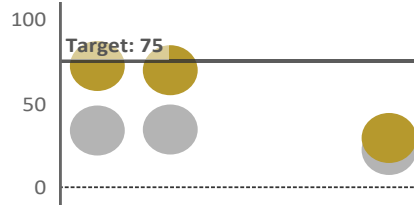


**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.

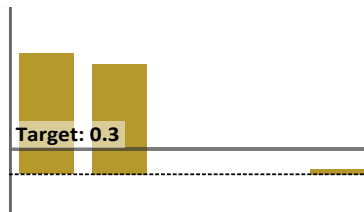


#### MATHEMATICS ACCOUNTABILITY PLAN GOAL

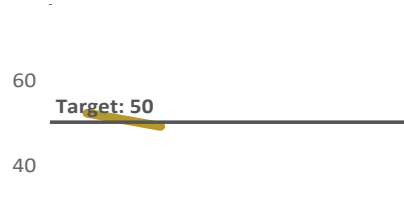
**District Comparison.** The percentage of students at the **charter** performing at or above proficiency in mathematics compared to the district.



**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.

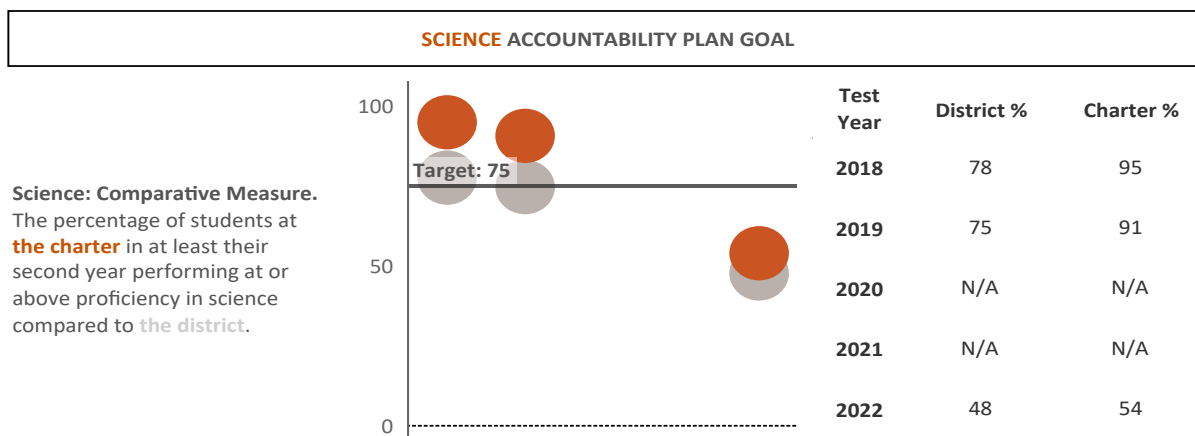


**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.



## CHARTER SCHOOL BACKGROUND

### ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL



SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	65	75	117
Tested on State Exam	23	37	73
Charter Percent Proficient on ELA Exam	30.4	40.5	11.0
District Percent Proficient	13.9	13.1	12.4
ELL Enrollment	6	6	10
Tested on NYSESLAT Exam	6	6	7
Charter Percent 'Commanding' or Making Progress	33.3	16.7	14.3

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

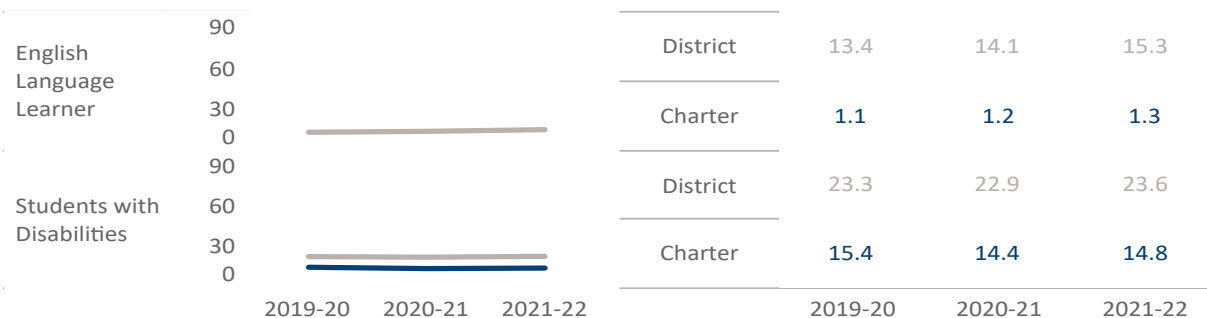


## CHARTER SCHOOL BACKGROUND

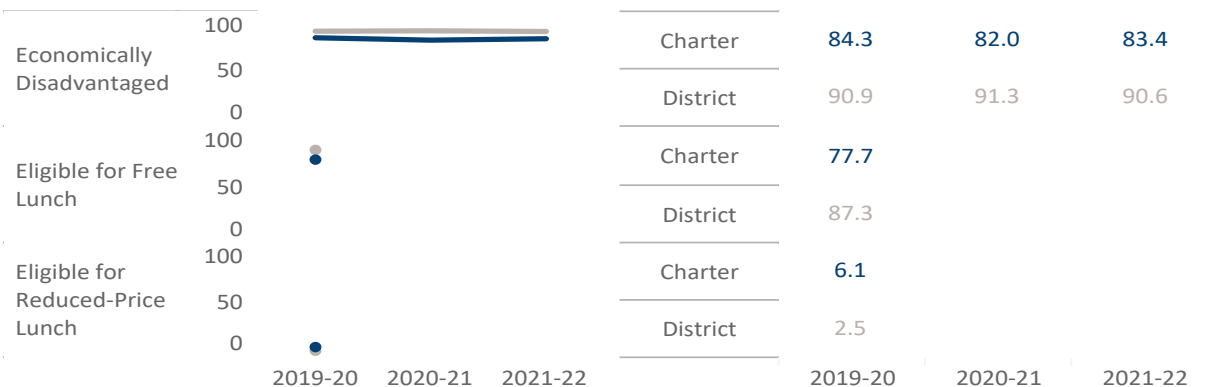
### Achievement First Linden Charter School

Brooklyn CSD 19

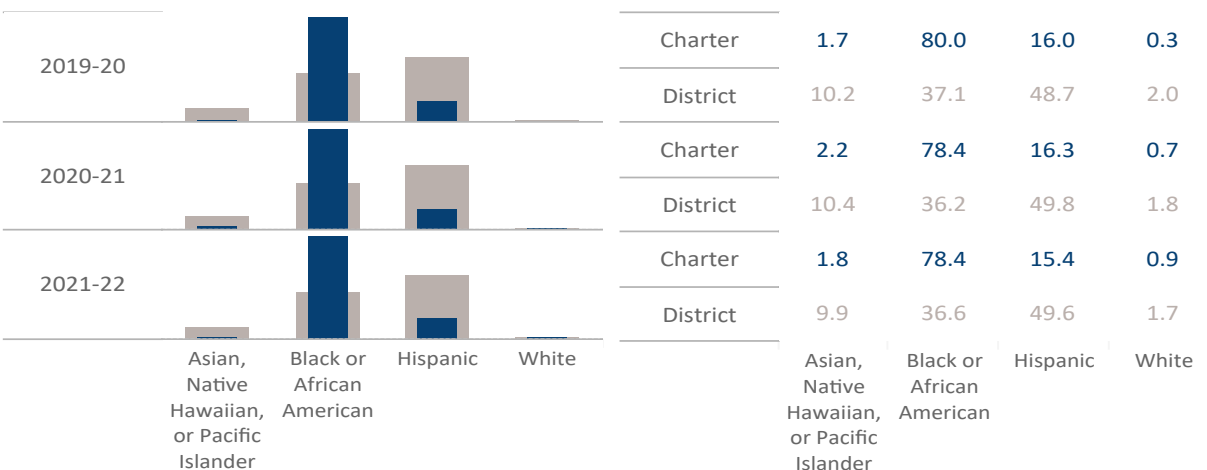
#### Student Demographics: Special Populations



#### Student Demographics: Free/Reduced Lunch



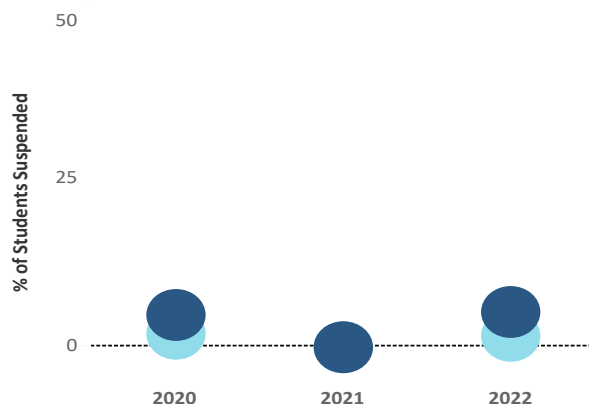
#### Student Demographics: Race/Ethnicity



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

## CHARTER SCHOOL BACKGROUND

### Achievement First Linden Charter School



### Brooklyn CSD 19

ISS Rate OSS Rate

2020	2.0	4.8
2021	0.0	0.0
2022	1.7	5.2

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

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

2019-20	83.8
2020-21	89.1
2021-22	84.9

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

2020	2021	2022
0	0	0

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

			Target	Charter
enrollment	economically disadvantaged		92.8	74.2
	English language learners		11.9	1.3
	students with disabilities		16.3	15.6
retention	economically disadvantaged		89.7	88.6
	English language learners		91.3	77.8
	students with disabilities		90.0	86.1

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

## CHARTER SCHOOL BACKGROUND

# ACHIEVEMENT FIRST NORTH BROOKLYN PREPARATORY CHARTER SCHOOL

200 Woodbine Street, Brooklyn, New York | Grades: K-8 | NYC Community School District 32

The SUNY Trustees approved the original charter for AF North Brooklyn on October 2, 2012. The charter opened in fall 2014, serving 180 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

AF North Brooklyn implements the same program elements of all AF Brooklyn Schools' charters. For more information on the educational program, please see the Benchmark Summary in Appendix B of this report.

AF Brooklyn Schools administer internally developed interim assessments ("IAs") throughout the year to monitor student progress and design effective interventions with the goal of increasing student proficiency by at least 10% between interim cycles. Students at AF North Brooklyn averaged 31 percentage points of growth between the March cycle of IAs and end of year assessment in June in the 2021-22 school year, with three grades performing above 75% proficient on grade level standards.

### CURRENT CHARTER

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

*Chartered Enrollment:  
824*

*Charter Expires on:  
July 31, 2024*

### PROPOSED FUTURE CHARTER

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

*Chartered Enrollment:  
824*

*Charter Expiration:  
July 31, 2025*

### CHARTER CHARACTERISTICS

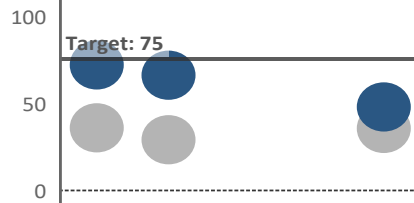
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	640	632	99%	K – 6
2020-21	732	765	105%	K – 7
2021-22	824	826	100%	K – 8
2022-23	824	875	106%	K – 8
2023-24	824	Not Yet Available	Not Yet Available	K – 8

## CHARTER SCHOOL BACKGROUND

### ACHIEVEMENT FIRST NORTH BROOKLYN PREPARATORY CHARTER SCHOOL

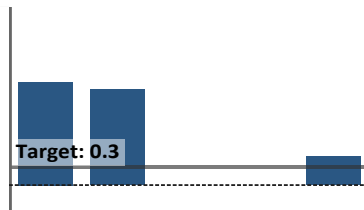
#### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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



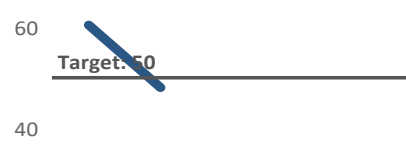
Test Year	Comp Grades	District %	Charter %
2018	3-4	37	73
2019	3-5	30	67
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	36	48

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



Test Year	Test Grades	Effect Size
2018	3-4	1.75
2019	3-5	1.62
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	0.49

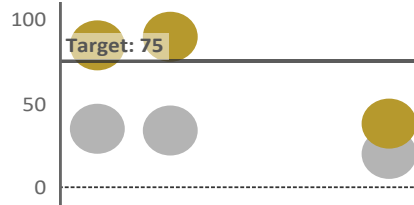
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	60.6
2019	48.3
2020	N/A
2021	N/A
2022	N/A

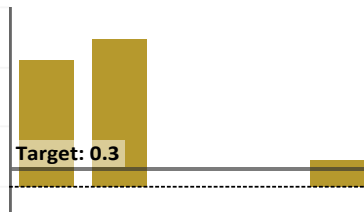
#### MATHEMATICS ACCOUNTABILITY PLAN GOAL

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



Test Year	Comp Grades	District %	Charter %
2018	3-4	35	85
2019	3-5	34	90
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	20	38

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



Test Year	Test Grades	Effect Size
2018	3-4	2.12
2019	3-5	2.48
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	0.46

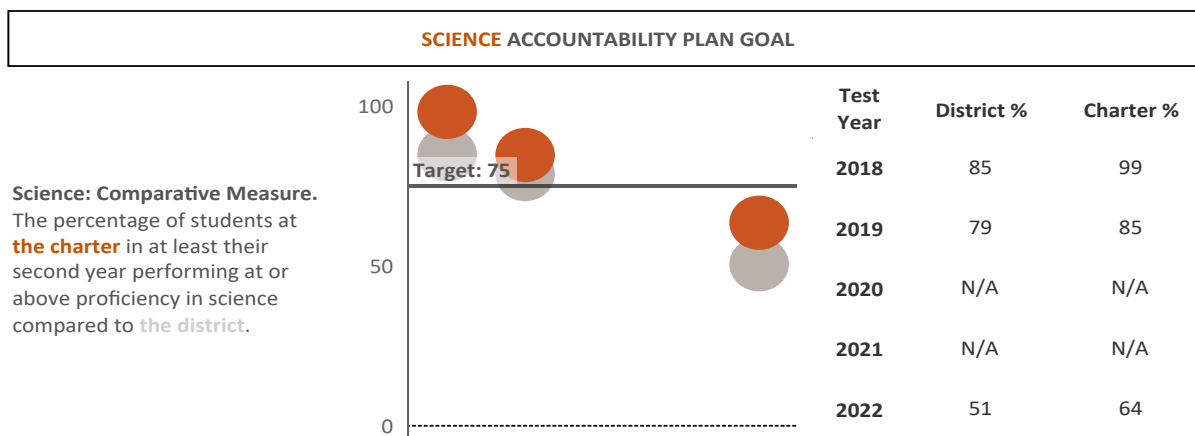
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.



Test Year	Charter Mean Growth
2018	58.7
2019	57.5
2020	N/A
2021	N/A
2022	N/A

## CHARTER SCHOOL BACKGROUND

### ACHIEVEMENT FIRST NORTH BROOKLYN PREPARATORY CHARTER SCHOOL



SPECIAL POPULATIONS PERFORMANCE*			
	2018	2019	2022
Students with Disabilities Enrollment	71	83	136
Tested on State Exam	28	36	90
Charter Percent Proficient on ELA Exam	32.1	36.1	16.7
District Percent Proficient	14.3	9.0	9.8
ELL Enrollment	80	79	175
Tested on NYSESLAT Exam	79	79	155
Charter Percent 'Commanding' or Making Progress	20.3	16.5	11.0

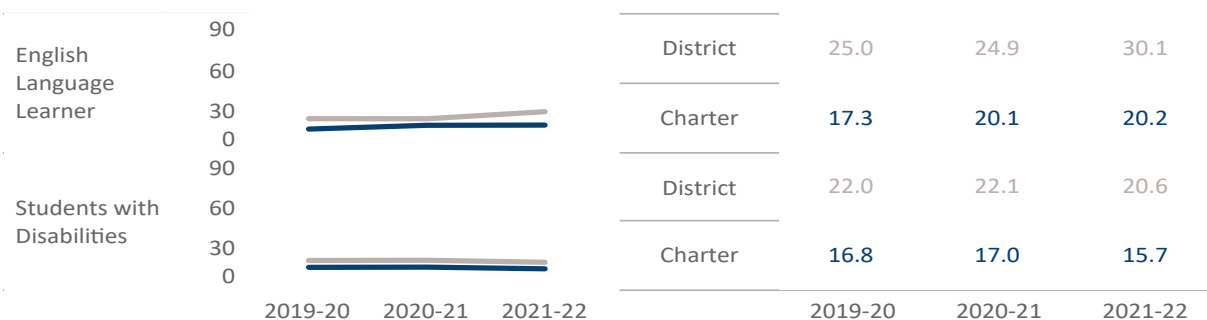
\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement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

## CHARTER SCHOOL BACKGROUND

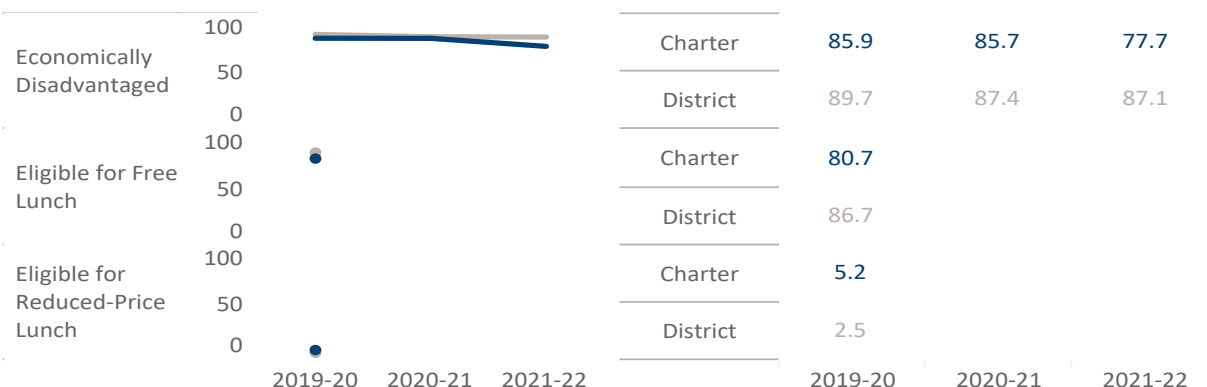
### Achievement First North Brooklyn Preparatory Charter School

Brooklyn CSD 32

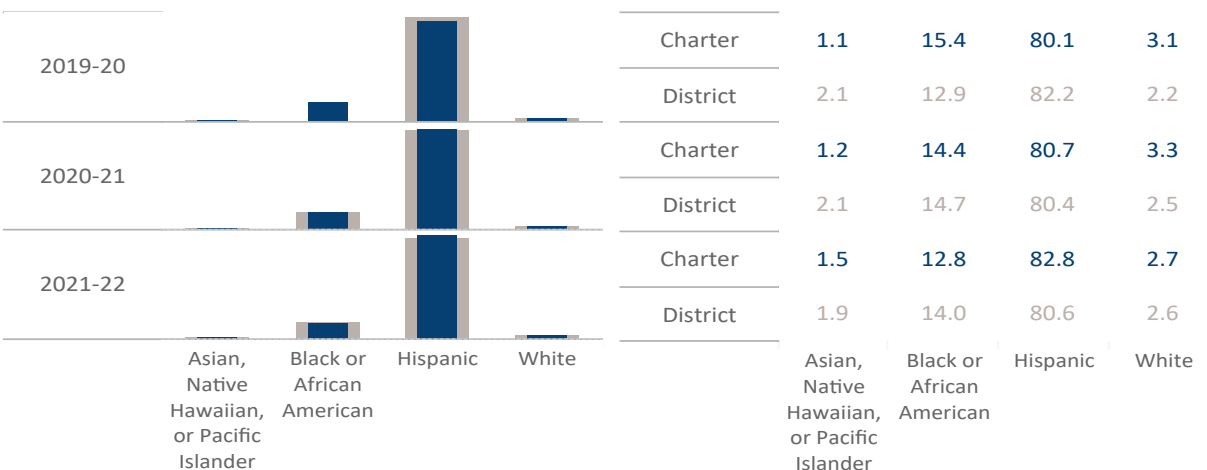
#### Student Demographics: Special Populations



#### Student Demographics: Free/Reduced Lunch



#### Student Demographics: Race/Ethnicity

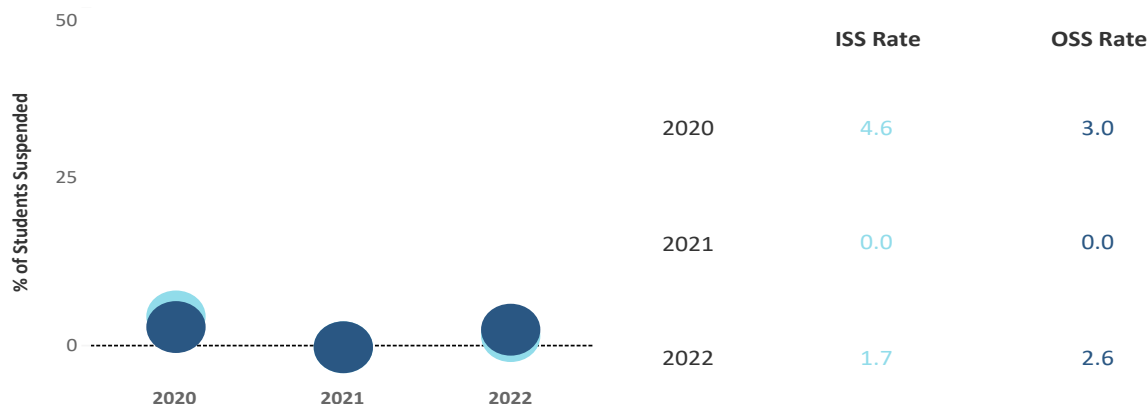


\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.

## CHARTER SCHOOL BACKGROUND

### Achievement First North Brooklyn Preparatory Charter School

Brooklyn CSD 32



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

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

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

		2020	2021	2022
2019-20	91.1			
2020-21	95.0	0	0	0
2021-22	88.3			

### Achievement First North Brooklyn Preparatory Charter School's Enrollment and Retention Status: 2021-22

			Target	Charter
enrollment	economically disadvantaged		93.8	80.3
	English language learners		20.3	21.3
	students with disabilities		16.2	16.1
retention	economically disadvantaged		91.2	92.0
	English language learners		93.4	92.9
	students with disabilities		91.9	88.9

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





# DP

DATA PRESENTATION

PAGES: 30-37

AP

ACADEMIC  
PERFORMANCE

CP

COMPLIANCE  
PERFORMANCE

CS

COMMUNITY  
SATISFACTION

SD

STUDENT  
DEMOGRAPHICS

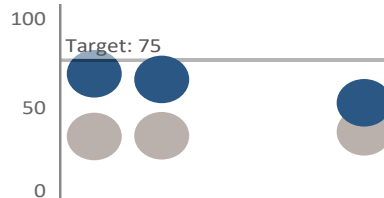


## ACADEMIC PERFORMANCE

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

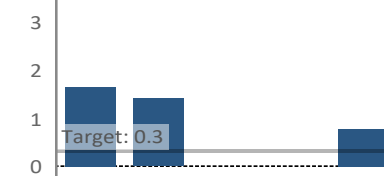
#### Achievement First Brooklyn Charter Schools EDUCATION CORPORATION AGGREGATE ENGLISH LANGUAGE ARTS PERFORMANCE

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



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

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



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

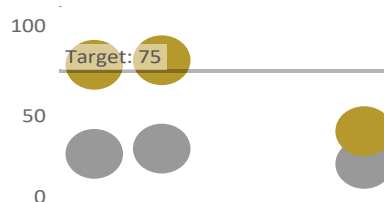
**Mean Growth Percentile.** The chart shows the unadjusted mean growth percentile for all students in grades 4-8 among **all education corporation charters**.



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

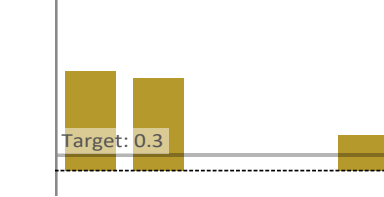
#### EDUCATION CORPORATION AGGREGATE MATHEMATICS PERFORMANCE

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



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

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



Test Year	Ed. Corp. Weighted Effect Size
2018	2.03
2019	1.86
2020	N/A
2021	N/A
2022	0.72

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

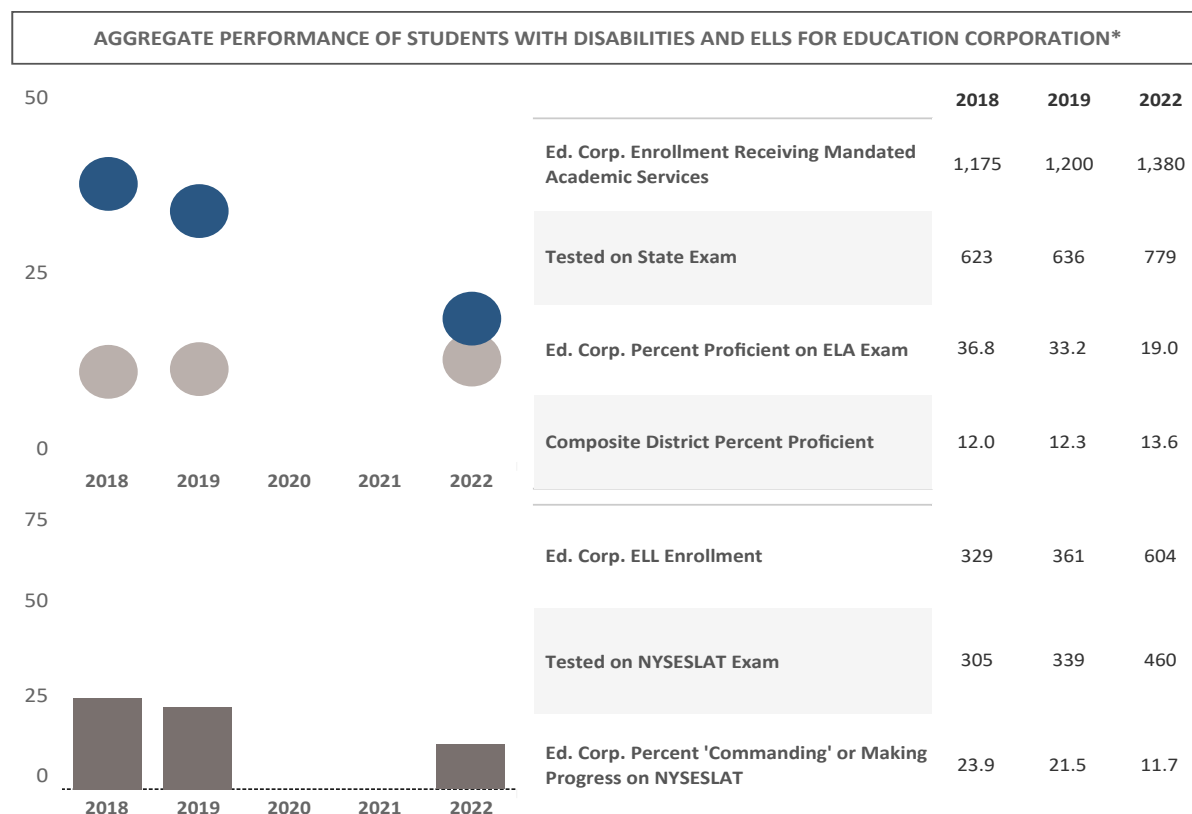
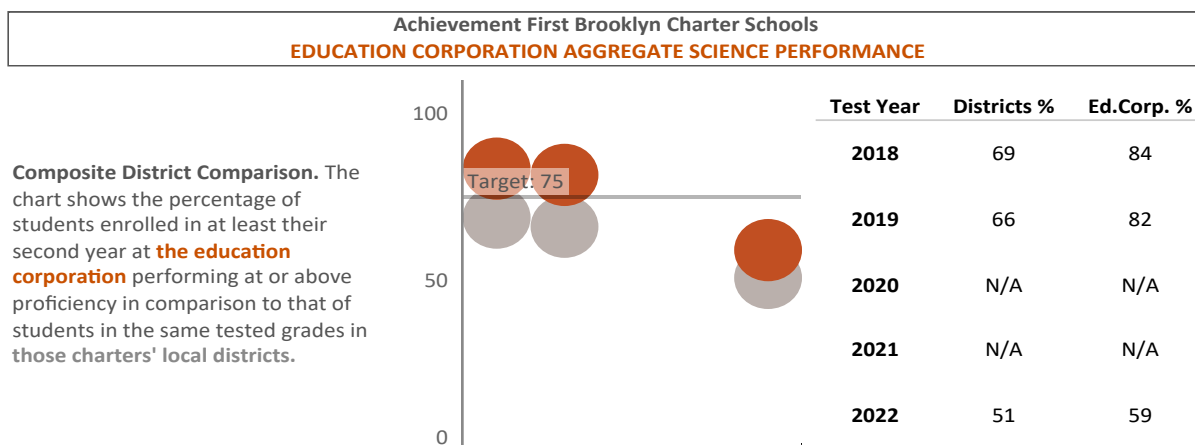


Test Year	Ed. Corp. Mean Growth Percentile
2018	56.3
2019	55.7
2020	N/A
2021	N/A
2022	N/A

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

## ACADEMIC PERFORMANCE

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



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

## ACADEMIC PERFORMANCE



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

Each AF Brooklyn Schools charter under renewal consideration met or came close to meeting its key academic Accountability Plan goals over the charter term. AF Bushwick, AF East NY, AF Linden, and AF North Brooklyn exceeded their comparison districts' performance in ELA and mathematics in each year with available state exam data. Notably, AF East NY posted consistently high graduation and college matriculation rates over the term. Each charter also met the social studies and science goals and remained in good standing according to the state's Every Student Succeeds Act ("ESSA") accountability system.

From 2017-18 through 2021-22, AF East NY met its graduation and college preparation goals. The charter posted four year graduation rates that exceeded the target of 75% and the district's comparison rate every year. Notably in 2021-22, 99% of the 2018 cohort graduated after four years exceeding the district by 15 percentage points. The charter matriculated graduates into two and four year college programs in the fall following graduation at rates that surpassed the target of 75% each year. AF Brooklyn Schools also demonstrates college preparation through a variety of measures including passing rates on Advanced Placement ("AP") exams and attainment of the SAT college and career readiness benchmark. In 2021-22, 71% of AF East NY's 99 graduates passed at least one AP exam. For comparison, the College Board reports that 50% – 55% of test takers earn a score of 3 or higher on the various AP exams each year.

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

## COMPLIANCE REPORTING



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

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

#### ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS

##### **Annual Reports**

Each school submitted its annual reports to the Institute and NYSED on time and has posted the August 1<sup>st</sup> submission component to its website. Each charter needs to post the accountability plan progress report as well as the annual independent audit, as components of the annual report, to their respective websites in accordance with each school's charter and the Act. The Institute will ensure compliance prior to the start of the next charter term.

##### **Complaints**

The education corporation's formal complaint policy impermissibly provides for too many steps prior to a complainant bringing a complaint directly to the board. The Institute will ensure the charter updates its policy prior to the start of the next charter term.

##### **Teacher Certification**

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

At the time of the renewal review,

AF Bushwick employed 91 lead teachers. Of the 91 teachers, 38 were uncertified including 23 teachers over the allowable limit with 12 uncertified teachers not meeting the appropriate qualifications under the Act.

AF East NY employed 82 lead teachers. Of the 82 lead teachers, 33 were uncertified including 18 teachers over the allowable limit with three uncertified teachers not meeting the additional qualifications under the Act.

## COMPLIANCE REPORTING

AF Linden employed 61 lead teachers. Of the 61 teachers, 29 were uncertified including 14 teachers over the allowable limit with six uncertified teachers not meeting the appropriate qualifications under the Act.

AF North Brooklyn employed 62 lead teachers. Of the 62 teachers, 25 were uncertified including 10 teachers over the allowable limit with all uncertified teachers meeting the additional qualifications under the Act.

## COMMUNITY SATISFACTION

To report on parent satisfaction with the school's program, the Institute used satisfaction survey data and data regarding persistence in enrollment.

### **Parent Survey Data**

The Institute compiled data from the New York City Department of Education's ("NYCDOE's") annual family survey from the 2021-22 school year for each school due for renewal. In 2021-22, 36% of families across the renewal schools who received the NYCDOE survey responded. Of the families who responded, 96% expressed satisfaction with the charters.

### **Public Comments**

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

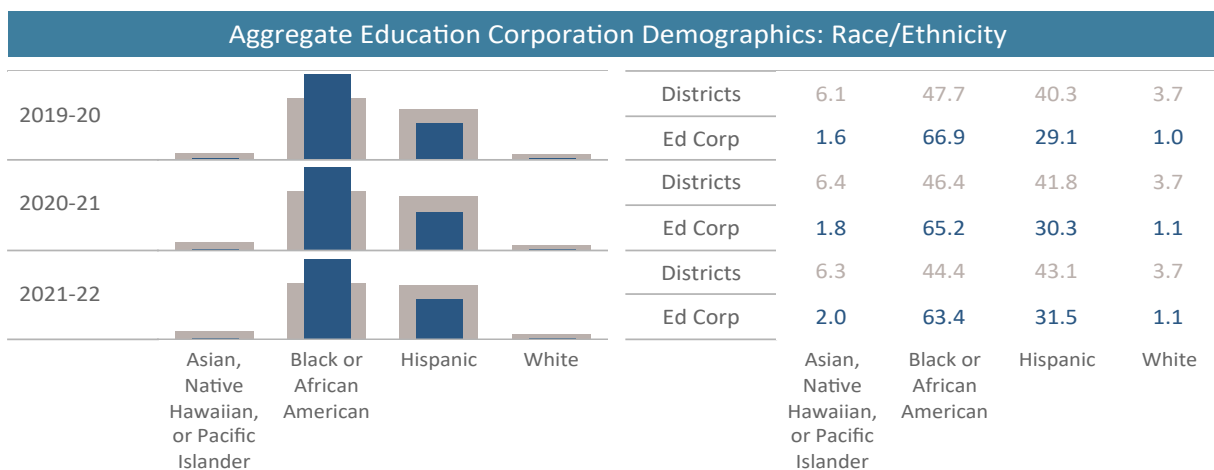
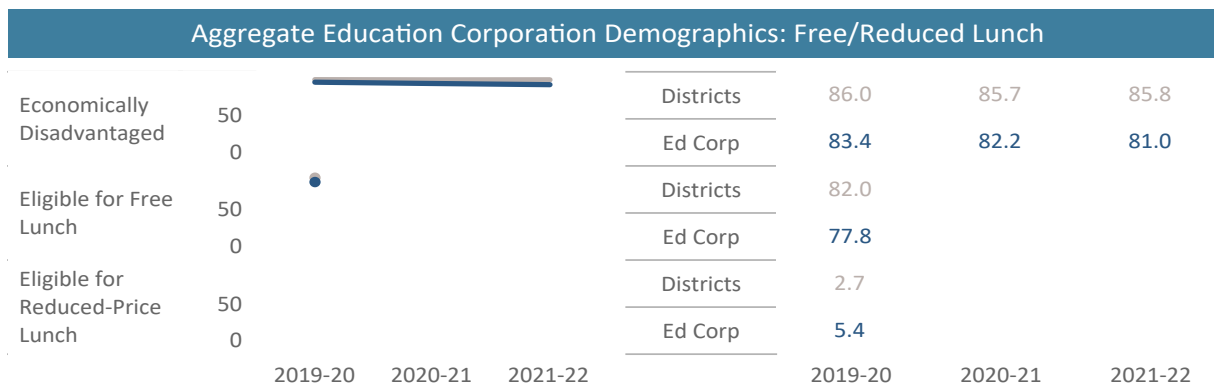
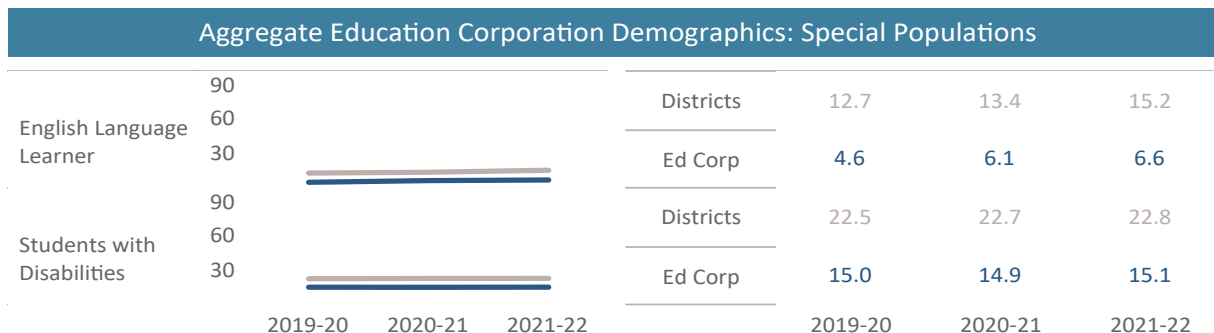
The NYCDOE held its required hearings for AF Bushwick's, AF East NY's, AF North Brooklyn's and AF Linden's renewal applications on May 22, 2023 by a joint videoconference call. One person spoke in support of the application. A network representative explained the network's Empower program, which is housed within AF Bushwick and serves students with significant needs, that allows the education corporation to serve students with greater needs while allowing those students access to ambitious academic goals and outcomes. The network representative also spoke of scaling up the Greenfield Design program offering more small group opportunities, access to technology, and independent study opportunities to students. Finally, the representative explained more expeditionary learning opportunities and a unified middle school model across the network as AF Brooklyn Schools continues to pilot and rollout its own high quality research based programs in an effort to continuously drive improvement, which is complemented by their increased investment in the recruitment and retention of teachers. No one spoke in opposition to the renewal applications for AF Bushwick, AF East NY, and AF Linden. A representative of the Community Education Council 32 spoke in opposition to AF Bushwick's renewal stating the district should be taking back its spaces to create more space for the district schools. The United Federation of Teachers district 32 representative, a teacher in one of AF Bushwick's co-located buildings, and a local parent all spoke in opposition to the AF Bushwick renewal due to the co-location of its facilities and the need for space in district schools.

**Persistence in Enrollment** An additional indicator of parent satisfaction is persistence in enrollment. In 2021-22, 85% of AF Brooklyn Schools students returned from the previous year. Student persistence data from previous years of the charter term is available in the student demographics section of the report.

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

## STUDENT DEMOGRAPHICS

### Achievement First Brooklyn Charter Schools Aggregate Education Corporation Enrollment and Persistence



**Aggregate Education Corporation Persistence in Enrollment**

2019-20	2019-20	86.4
2020-21	2020-21	89.9
2021-22	2021-22	84.7

## STUDENT DEMOGRAPHICS

### ENROLLMENT AND RETENTION TARGETS

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

AF Brooklyn Schools makes good faith efforts to meet its enrollment and retention targets. The education corporation contracts with the network for, among other things, support with monitoring the enrollment and retention targets of the schools within AF Brooklyn Schools. AF Bushwick and AF North Brooklyn each meet nearly all of the targets for enrollment and retention of students with disabilities, economically disadvantaged students, and ELLs. AF East NY and AF Linden have not met all of their enrollment and retention targets. Network leaders plan to continue using the following strategies to meet targets in the next charter term:

- Maintaining a lottery preference for students from low-income families, ELLs, and students with disabilities;
- Distributing recruitment materials in English and Spanish languages;
- Giving presentations in English and Spanish languages at community organizations and at outreach events;
- Providing Spanish language speaking interpreters at school events;
- Conducting outreach to daycare centers that serve students with disabilities;
- Advertising the schools' services for students with disabilities in network marketing materials;
- Utilizing families as spokespeople to attract other families; and,
- Providing high quality programs for all students including ELLs and students with disabilities that enable the schools to retain students.



## FISCAL ANALYSIS

### IS THE EDUCATION CORPORATION FISCALLY SOUND?

*Achievement First Brooklyn Charter Schools is fiscally sound as are its charters, Achievement First Bushwick Charter School, Achievement First East New York Charter School, Achievement First Linden Charter School, and Achievement First North Brooklyn Preparatory 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>5</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 Achievement First Brooklyn Charter Schools Education Corporation because a charter is not a legally distinct fiscal entity.*



In addition to analyzing the soundness of the individual charter schools, the Institute analyzed the soundness of the not-for-profit education corporation granted the authority to operate the school and finds AF Brooklyn Schools has reported operating surpluses in each year of the current charter term. The net assets of the education corporation have grown to \$58.4 million as of June 30, 2022. The education corporation benefits from a combined balance sheet, which is a combination of individual school's assets and liabilities. The Institute tracks each individual school's revenues and expenses and reports operating surpluses or deficits. The combined education corporation fiscal dashboard reflects fiscally strong with 2.7 months of cash on hand to pay liabilities due shortly. AF Brooklyn Schools has funded and maintained the required amount in a separate escrow account in case of dissolution in the amount of \$350,000.



### 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.	+

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

"+" : This indicator is generally present.

"-" : This indicator is generally not present.

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

"N/A" : This indicator is not applicable.

## FISCAL ANALYSIS

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

INDICATORS	EVIDENT?
The education corporation has a history of sound fiscal policies, procedures and practices, and appropriate internal controls at each charter.	+
The most recent education corporation audit report, which covers fiscal operations for each charter, was free of any significant deficiencies or material weaknesses in internal controls.	+
The education corporation reviews and updates its Financial Policies and Procedures manual, which covers the charter, on a regular basis. The last update was done:	<b>MAY 2022</b>

## FISCAL ANALYSIS

### DOES THE EDUCATION CORPORATION COMPLY WITH FINANCIAL REPORTING REQUIREMENTS?

*The education corporation complies with financial reporting requirements by providing the SUNY Trustees and NYSED with required financial reports that are on time, complete, and follow generally accepted accounting principles. The following reports, which include information about the 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 each charter are not dependent on variable income (grants, donations and fundraising). The following elements are generally present:*

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

### ACHIEVEMENT FIRST BUSHWICK CHARTER SCHOOL

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

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

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

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

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

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability  
All other L-T debt and notes payable, net current maturities

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

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

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other

##### Total Program Services

Management and General  
Fundraising

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

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

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

##### Total Unrestricted Revenue

##### Total 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 2006-07

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

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>	-	-	-	-	-

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

Resident Student Enrollment	16,683,325	14,680,541	15,034,783	14,990,762	15,126,334
Students with Disabilities	3,251,933	3,129,682	3,122,050	3,285,781	3,346,752

State and local	267,263	-	-	-	531,201
Federal - Title and IDEA	511,190	545,859	540,211	541,382	1,050,383
Federal - Other	-	-	-	266,286	848
Other	281,380	2,798	14,560	25,929	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	255,135	211,786	118,035	400,792
<b>Total Operating Revenue</b>	<b>20,995,091</b>	<b>18,614,015</b>	<b>18,923,390</b>	<b>19,228,175</b>	<b>20,456,310</b>

Regular Education	15,874,332	13,849,681	13,948,346	13,522,203	17,717,932
SPED	2,136,227	1,882,148	1,886,851	1,827,164	2,057,751
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>18,010,559</b>	<b>15,731,829</b>	<b>15,835,197</b>	<b>15,349,367</b>	<b>19,775,683</b>
Management and General	2,272,384	1,971,158	1,833,749	1,904,242	-
Fundraising	86	86	86	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>20,283,029</b>	<b>17,703,073</b>	<b>17,669,032</b>	<b>17,253,609</b>	<b>19,775,683</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>712,062</b>	<b>910,942</b>	<b>1,254,358</b>	<b>1,974,566</b>	<b>680,627</b>

Contributions	1,250	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	95,627	82,493	53,347	59,712	96,138
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>96,877</b>	<b>82,493</b>	<b>53,347</b>	<b>59,712</b>	<b>96,138</b>

Total Unrestricted Revenue	21,091,968	18,696,508	18,976,737	19,287,887	20,552,448
Total Temporarily Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>21,091,968</b>	<b>18,696,508</b>	<b>18,976,737</b>	<b>19,287,887</b>	<b>20,552,448</b>

Change in Net Assets	808,939	993,435	1,307,705	2,034,278	776,765
Net Assets - Beginning of Year - GRAPH 2	484,319	1,293,258	2,286,693	3,594,398	5,628,676
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>1,293,258</b>	<b>2,286,693</b>	<b>3,594,398</b>	<b>5,628,676</b>	<b>6,405,441</b>

# FISCAL ANALYSIS

## ACHIEVEMENT FIRST BUSHWICK CHARTER SCHOOL

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

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

Personnel Service  
Administrative Staff Personnel  
Instructional Personnel  
Non-Instructional Personnel  
Personnel Services (Combined)  
**Total Salaries and Staff**  
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

#### Total Expenses

2017-18	2018-19	2019-20	2020-21	2021-22
1,537,999	1,260,282	1,274,160	1,401,802	1,427,745
10,683,184	9,418,158	9,588,974	10,326,591	10,971,196
-	-	-	-	-
-	-	-	-	-
12,221,183	10,678,440	10,863,134	11,728,393	12,398,941
2,140,604	1,878,432	1,866,238	1,870,439	1,978,179
260,213	206,887	183,071	182,113	179,865
2,300,481	2,007,887	2,279,160	2,090,566	2,080,846
-	-	-	-	-
291,846	285,297	160,899	30,611	90,178
49,755	45,669	51,273	62,109	47,167
21,362	7,397	1,330	60	38,673
1,009,117	828,166	705,263	207,157	730,547
143,249	70,196	85,257	50,222	80,156
1,845,219	1,694,702	1,473,407	1,031,939	2,151,131
20,283,029	17,703,073	17,669,032	17,253,609	19,775,683

### CHARTER ANALYSIS

#### ENROLLMENT

Original Chartered Enrollment  
Final Chartered Enrollment (includes any revisions)  
Actual Enrollment - **GRAPH 4**  
Chartered Grades  
Final Chartered Grades (includes any revisions)

2017-18	2018-19	2019-20	2020-21	2021-22
965	965	824	824	824
1,036	824	824	824	824
1,089	903	914	930	966
K-12	K-12	K-8	K-8	K-8
-	K-8	-	-	-

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

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

14,527	15,307	16,150	16,123	16,844
3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating  
Other Revenue and Support

##### TOTAL - GRAPH 3

19,279	20,614	20,704	20,675	21,176
89	91	58	64	100
19,368	20,705	20,762	20,740	21,276

##### Expenses

Program Services  
Management and General, Fundraising

##### TOTAL - GRAPH 3

% of Program Services  
% of Management and Other

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

% of Revenue Expended on Facilities

16,539	17,422	17,325	16,505	20,472
2,087	2,183	2,006	2,048	-
18,625	19,605	19,332	18,552	20,472
88.8%	88.9%	89.6%	89.0%	100.0%
11.2%	11.1%	10.4%	11.0%	0.0%
4.0%	5.6%	7.4%	11.8%	3.9%
0.0%	0.0%	0.0%	0.0%	0.0%

#### Student to Faculty Ratio

11.8	8.9	9.0	8.3	8.1
------	-----	-----	-----	-----

#### Faculty to Admin Ratio

3.2	3.7	3.7	3.6	4.4
-----	-----	-----	-----	-----

#### Financial Responsibility Composite Scores - GRAPH 6

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

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

### ACHIEVEMENT FIRST EAST NEW YORK CHARTER SCHOOL

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

#### CHARTER INFORMATION

##### BALANCE SHEET

###### Assets

###### Current Assets

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

###### Total Current Assets - **GRAPH 1**

Property, Building and Equipment, net  
Other Assets

###### Total Assets - **GRAPH 1**

###### Liabilities and Net Assets

###### Current Liabilities

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

###### Total Current Liabilities - **GRAPH 1**

Deferred Rent/Lease Liability  
All other L-T debt and notes payable, net current maturities

###### Total Liabilities - **GRAPH 1**

###### Net Assets

Without Donor Restrictions  
With Donor Restrictions

###### Total Net Assets

###### Total Liabilities and Net Assets

##### ACTIVITIES

###### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

###### Grants and Contracts

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

###### Total Operating Revenue

###### Expenses

Regular Education  
SPED  
Other

###### Total Program Services

Management and General  
Fundraising

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

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

###### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

###### Total Support and Other Revenue

###### Total Unrestricted Revenue

###### Total 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 2005-06 (Merged from NYCDOE to SUNY 2016-17)

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

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>	-	-	-	-	-

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

12,566,291	17,106,030	18,272,900	19,188,789	18,946,552
1,465,445	1,472,412	1,679,840	1,679,469	1,753,399

-	-	-	-	-
431,839	456,745	504,179	537,633	545,411
-	-	-	228,714	1,056,173
154,220	922	10,279	7,660	34,574
-	-	-	-	-
-	184,159	222,909	59,628	272,322
<b>14,617,795</b>	<b>19,220,268</b>	<b>20,690,107</b>	<b>21,701,893</b>	<b>22,608,431</b>

11,872,750	15,238,166	16,177,354	15,481,088	19,333,700
1,693,757	2,175,073	2,265,326	2,222,400	2,458,908
-	-	-	-	-
<b>13,566,507</b>	<b>17,413,239</b>	<b>18,442,680</b>	<b>17,703,488</b>	<b>21,792,608</b>
1,635,124	2,071,304	2,253,018	2,220,911	-
1,075	1,075	1,075	3,608	3,608
<b>15,202,706</b>	<b>19,485,618</b>	<b>20,696,773</b>	<b>19,928,007</b>	<b>21,796,216</b>
<b>(584,911)</b>	<b>(265,350)</b>	<b>(6,666)</b>	<b>1,773,886</b>	<b>812,215</b>

15,550	-	-	-	-
-	-	-	-	-
55,497	109,543	117,081	139,947	266,665
-	-	-	-	-
<b>71,047</b>	<b>109,543</b>	<b>117,081</b>	<b>139,947</b>	<b>266,665</b>

14,688,842	19,329,811	20,807,188	21,841,840	22,875,096
-	-	-	-	-
<b>14,688,842</b>	<b>19,329,811</b>	<b>20,807,188</b>	<b>21,841,840</b>	<b>22,875,096</b>

(513,864)	(155,807)	110,415	1,913,833	1,078,880
1,960,461	1,446,597	1,290,790	1,401,205	3,315,038
-	-	-	-	-
<b>1,446,597</b>	<b>1,290,790</b>	<b>1,401,205</b>	<b>3,315,038</b>	<b>4,393,918</b>

# FISCAL ANALYSIS

## ACHIEVEMENT FIRST EAST NEW YORK CHARTER SCHOOL

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

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

Personnel Service  
Administrative Staff Personnel  
Instructional Personnel  
Non-Instructional Personnel  
Personnel Services (Combined)  
**Total Salaries and Staff**  
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

#### Total Expenses

2017-18	2018-19	2019-20	2020-21	2021-22
1,077,244	1,385,319	1,562,280	1,618,341	1,760,370
7,998,562	10,552,470	11,415,404	11,597,163	11,860,594
-	-	-	-	-
-	-	-	-	-
<b>9,075,806</b>	<b>11,937,789</b>	<b>12,977,684</b>	<b>13,215,504</b>	<b>13,620,964</b>
1,637,967	2,084,206	2,213,994	2,173,118	2,188,938
177,435	212,707	198,234	203,704	196,509
1,703,029	2,226,612	2,364,720	2,459,355	2,445,994
-	-	-	-	-
148,848	202,109	138,514	48,983	91,427
194,511	223,822	130,447	183,065	182,002
15,346	17,878	7,102	5,345	39,673
522,555	804,211	736,953	309,758	863,746
461,696	458,018	417,193	194,582	142,250
1,265,513	1,318,266	1,511,932	1,134,593	2,024,713
<b>15,202,706</b>	<b>19,485,618</b>	<b>20,696,773</b>	<b>19,928,007</b>	<b>21,796,216</b>

### CHARTER ANALYSIS

#### ENROLLMENT

Original Chartered Enrollment  
Final Chartered Enrollment (includes any revisions)  
Actual Enrollment - **GRAPH 4**  
Chartered Grades  
Final Chartered Grades (includes any revisions)

2017-18	2018-19	2019-20	2020-21	2021-22
1,064	1,064	1,190	1,190	1,190
952	1,190	1,190	1,190	1,190
836	1,074	1,110	1,180	1,038
K-12	K-12	K-12	K-12	K-12
-	-	-	-	-

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

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

14,527	15,307	16,150	16,123	16,844
3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating  
Other Revenue and Support  
**TOTAL - GRAPH 3**

17,485	17,896	18,640	18,391	21,781
85	102	105	119	257
<b>17,570</b>	<b>17,998</b>	<b>18,745</b>	<b>18,510</b>	<b>22,038</b>

##### Expenses

Program Services  
Management and General, Fundraising  
**TOTAL - GRAPH 3**  
% of Program Services  
% of Management and Other

16,228	16,213	16,615	15,003	20,995
1,957	1,930	2,031	1,885	3
<b>18,185</b>	<b>18,143</b>	<b>18,646</b>	<b>16,888</b>	<b>20,998</b>
89.2%	89.4%	89.1%	88.8%	100.0%
10.8%	10.6%	10.9%	11.2%	0.0%
<b>-3.4%</b>	<b>-0.8%</b>	<b>0.5%</b>	<b>9.6%</b>	<b>4.9%</b>
<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

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

% of Revenue Expended on Facilities

#### Student to Faculty Ratio

7.9	9.5	9.8	18.7	8.6
-----	-----	-----	------	-----

#### Faculty to Admin Ratio

2.7	3.4	3.4	2.6	3.3
-----	-----	-----	-----	-----

#### 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

### ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL

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

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

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

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

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

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability  
All other L-T debt and notes payable, net current maturities

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

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

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other

##### Total Program Services

Management and General  
Fundraising

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

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

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

##### Total Unrestricted Revenue

##### Total Temporarily Restricted Revenue

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

##### Change in Net Assets

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

Prior Year Adjustment(s)

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

Opened 2014-15

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

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>	-	-	-	-	-

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

Resident Student Enrollment	6,614,479	8,722,087	10,430,370	11,645,643	12,537,410
Students with Disabilities	613,069	976,487	1,126,884	1,209,431	1,197,018

State and local	2,850	1,100	-	-	-
Federal - Title and IDEA	175,512	213,199	293,604	355,041	359,306
Federal - Other	-	213,618	200,593	197,133	770,813
Other	2,851	17,006	8,966	-	18,061
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>7,408,761</b>	<b>10,143,497</b>	<b>12,060,417</b>	<b>13,407,248</b>	<b>14,882,608</b>

Regular Education	5,236,185	7,166,667	8,069,345	9,296,104	11,522,755
SPED	802,111	1,067,648	1,187,129	1,267,380	1,678,064
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>6,038,296</b>	<b>8,234,315</b>	<b>9,256,474</b>	<b>10,563,484</b>	<b>13,200,819</b>
Management and General	818,238	1,238,968	1,260,407	1,300,926	-
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>6,856,534</b>	<b>9,473,283</b>	<b>10,516,881</b>	<b>11,864,410</b>	<b>13,200,819</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>552,227</b>	<b>670,214</b>	<b>1,543,536</b>	<b>1,542,838</b>	<b>1,681,789</b>

Contributions	-	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	34,851	33,375	46,262	47,112	47,285
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>34,851</b>	<b>33,375</b>	<b>46,262</b>	<b>47,112</b>	<b>47,285</b>

Total Unrestricted Revenue	7,443,612	10,176,872	12,106,679	13,454,360	14,929,893
Total Temporarily Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>7,443,612</b>	<b>10,176,872</b>	<b>12,106,679</b>	<b>13,454,360</b>	<b>14,929,893</b>

Change in Net Assets	587,078	703,589	1,589,798	1,589,950	1,729,074
Net Assets - Beginning of Year - GRAPH 2	692,053	1,279,131	1,982,720	3,572,518	5,162,468
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>1,279,131</b>	<b>1,982,720</b>	<b>3,572,518</b>	<b>5,162,468</b>	<b>6,891,542</b>

# FISCAL ANALYSIS

## ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL

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

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

Personnel Service  
Administrative Staff Personnel  
Instructional Personnel  
Non-Instructional Personnel  
Personnel Services (Combined)  
**Total Salaries and Staff**  
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

#### Total Expenses

2017-18	2018-19	2019-20	2020-21	2021-22
543,945	854,831	862,947	919,210	1,152,761
3,365,136	4,684,644	5,425,251	6,736,951	6,784,729
-	-	-	-	-
-	-	-	-	-
<b>3,909,081</b>	<b>5,539,475</b>	<b>6,288,198</b>	<b>7,656,161</b>	<b>7,937,490</b>
714,834	939,192	1,102,622	1,287,166	1,285,454
70,487	77,234	63,262	88,017	83,611
851,563	1,212,878	1,397,983	1,536,504	1,661,788
-	-	-	-	-
92,031	119,175	111,648	45,415	68,792
113,286	128,924	132,164	44,844	36,608
23,146	20,571	12,648	6,440	50,859
307,243	386,713	363,590	251,157	452,256
76,047	130,303	113,290	89,536	240,248
698,816	918,818	931,476	859,170	1,383,713
<b>6,856,534</b>	<b>9,473,283</b>	<b>10,516,881</b>	<b>11,864,410</b>	<b>13,200,819</b>

### CHARTER ANALYSIS

#### ENROLLMENT

Original Chartered Enrollment  
Final Chartered Enrollment (includes any revisions)  
Actual Enrollment - **GRAPH 4**  
Chartered Grades  
Final Chartered Grades (includes any revisions)

2017-18	2018-19	2019-20	2020-21	2021-22
429	522	640	732	824
456	548	640	732	824
434	548	632	723	732
K-4	K-5	K-6	K-7	K-8
-	-	-	-	-

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

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

14,527	15,307	16,150	16,123	16,844
3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating  
Other Revenue and Support

##### TOTAL - GRAPH 3

17,071	18,510	19,083	18,544	20,331
80	61	73	65	65
<b>17,151</b>	<b>18,571</b>	<b>19,156</b>	<b>18,609</b>	<b>20,396</b>

##### Expenses

Program Services  
Management and General, Fundraising

##### TOTAL - GRAPH 3

% of Program Services  
% of Management and Other

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

% of Revenue Expended on Facilities

13,913	15,026	14,646	14,611	18,034
1,885	2,261	1,994	1,799	-
<b>15,798</b>	<b>17,287</b>	<b>16,641</b>	<b>16,410</b>	<b>18,034</b>
88.1%	86.9%	88.0%	89.0%	100.0%
11.9%	13.1%	12.0%	11.0%	0.0%
8.6%	7.4%	15.1%	13.4%	13.1%
0.0%	0.0%	0.0%	0.0%	0.0%

#### Student to Faculty Ratio

9.9	9.3	10.7	12.9	9.9
-----	-----	------	------	-----

#### Faculty to Admin Ratio

2.9	2.8	2.8	2.9	3.1
-----	-----	-----	-----	-----

#### 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

### ACHIEVEMENT FIRST NORTH BROOKLYN PREPARATORY CHARTER SCHOOL

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

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

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

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

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

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability  
All other L-T debt and notes payable, net current maturities

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

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

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other

##### Total Program Services

Management and General  
Fundraising

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

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

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

##### Total Unrestricted Revenue

##### Total Temporarily Restricted Revenue

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

##### Change in Net Assets

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

Prior Year Adjustment(s)

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

Opened 2014-15

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

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>	-	-	-	-	-

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

Resident Student Enrollment	6,088,279	8,307,333	10,368,062	12,389,719	14,079,478
Students with Disabilities	889,634	927,654	1,180,607	1,490,483	1,550,267

State and local	-	-	-	-	-
Federal - Title and IDEA	171,562	222,742	291,166	323,758	357,512
Federal - Other	-	206,335	157,268	198,833	887,836
Other	9,709	19,426	3,405	-	19,218
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	784,762
<b>Total Operating Revenue</b>	<b>7,159,184</b>	<b>9,683,489</b>	<b>12,000,508</b>	<b>14,402,793</b>	<b>17,679,073</b>

Regular Education	4,974,251	6,875,024	8,347,127	9,311,610	13,449,338
SPED	669,544	926,293	1,133,197	1,259,063	1,631,807
Other	-	-	-	-	-
<b>Total Program Services</b>	<b>5,643,795</b>	<b>7,801,317</b>	<b>9,480,324</b>	<b>10,570,673</b>	<b>15,081,145</b>
Management and General	668,225	1,095,120	1,189,396	1,299,487	-
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	<b>6,312,020</b>	<b>8,896,437</b>	<b>10,669,720</b>	<b>11,870,160</b>	<b>15,081,145</b>
<b>Surplus / (Deficit) From School Operations</b>	<b>847,164</b>	<b>787,052</b>	<b>1,330,788</b>	<b>2,532,633</b>	<b>2,597,928</b>

Contributions	-	-	-	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	28,897	40,238	46,358	55,098	130,560
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	<b>28,897</b>	<b>40,238</b>	<b>46,358</b>	<b>55,098</b>	<b>130,560</b>

Total Unrestricted Revenue	7,188,081	9,723,727	12,046,866	14,457,891	17,809,633
Total Temporarily Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	<b>7,188,081</b>	<b>9,723,727</b>	<b>12,046,866</b>	<b>14,457,891</b>	<b>17,809,633</b>

<b>Change in Net Assets</b>	<b>876,061</b>	<b>827,290</b>	<b>1,377,146</b>	<b>2,587,731</b>	<b>2,728,488</b>
<b>Net Assets - Beginning of Year - GRAPH 2</b>	<b>549,587</b>	<b>1,425,648</b>	<b>2,252,938</b>	<b>3,630,084</b>	<b>6,217,815</b>
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	<b>1,425,648</b>	<b>2,252,938</b>	<b>3,630,084</b>	<b>6,217,815</b>	<b>8,946,303</b>

# FISCAL ANALYSIS

## ACHIEVEMENT FIRST NORTH BROOKLYN PREPARATORY CHARTER SCHOOL

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

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

Personnel Service  
Administrative Staff Personnel  
Instructional Personnel  
Non-Instructional Personnel  
Personnel Services (Combined)  
**Total Salaries and Staff**  
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

#### Total Expenses

2017-18	2018-19	2019-20	2020-21	2021-22
438,703	765,636	800,064	920,547	1,130,648
3,348,400	4,532,915	5,767,976	6,721,885	7,737,802
-	-	-	-	-
-	-	-	-	-
<b>3,787,103</b>	<b>5,298,551</b>	<b>6,568,040</b>	<b>7,642,432</b>	<b>8,868,450</b>
655,662	924,220	1,105,669	1,203,724	1,427,529
59,815	69,788	76,962	97,183	109,332
822,707	1,166,715	1,396,323	1,639,424	1,826,159
-	-	-	-	-
67,120	108,222	121,076	40,000	127,327
17,764	28,046	39,535	38,095	31,280
18,395	10,176	1,457	259	38,811
168,064	307,690	276,618	235,565	495,977
104,100	204,131	174,162	185,201	190,410
611,290	778,898	909,878	788,277	1,965,870
<b>6,312,020</b>	<b>8,896,437</b>	<b>10,669,720</b>	<b>11,870,160</b>	<b>15,081,145</b>

### CHARTER ANALYSIS

#### ENROLLMENT

Original Chartered Enrollment  
Final Chartered Enrollment (includes any revisions)  
Actual Enrollment - **GRAPH 4**  
Chartered Grades  
Final Chartered Grades (includes any revisions)

2017-18	2018-19	2019-20	2020-21	2021-22
334	334	640	732	824
456	548	640	732	824
401	526	632	765	826
K-5		K-6	K-7	K-8
K-4	K-5	-	-	-

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

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

14,527	15,307	16,150	16,123	16,844
3.4%	5.1%	5.2%	-0.2%	4.3%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating  
Other Revenue and Support  
**TOTAL - GRAPH 3**

##### Expenses

Program Services  
Management and General, Fundraising  
**TOTAL - GRAPH 3**  
% of Program Services  
% of Management and Other

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

% of Revenue Expended on Facilities

17,853	18,410	18,988	18,827	21,403
72	76	73	72	158
<b>17,925</b>	<b>18,486</b>	<b>19,061</b>	<b>18,899</b>	<b>21,561</b>
14,074	14,831	15,001	13,818	18,258
1,666	2,082	1,882	1,699	-
<b>15,741</b>	<b>16,913</b>	<b>16,882</b>	<b>15,517</b>	<b>18,258</b>
89.4%	87.7%	88.9%	89.1%	100.0%
10.6%	12.3%	11.1%	10.9%	0.0%
<b>13.9%</b>	<b>9.3%</b>	<b>12.9%</b>	<b>21.8%</b>	<b>18.1%</b>
<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

#### Student to Faculty Ratio

9.8	8.9	10.7	13.7	10.1
-----	-----	------	------	------

#### Faculty to Admin Ratio

3.2	3.1	3.1	2.2	3.0
-----	-----	-----	-----	-----

#### 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

### ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS (COMBINED)

#### CHARTER INFORMATION

##### BALANCE SHEET

###### Assets

###### Current Assets

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

###### Total Current Assets - **GRAPH 1**

Property, Building and Equipment, net  
Other Assets

###### Total Assets - **GRAPH 1**

###### Liabilities and Net Assets

###### Current Liabilities

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

###### Total Current Liabilities - **GRAPH 1**

Deferred Rent/Lease Liability

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

###### Total Liabilities - **GRAPH 1**

###### Net Assets

Without Donor Restrictions  
With Donor Restrictions

###### Total Net Assets

###### Total Liabilities and Net Assets

##### ACTIVITIES

###### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

###### Grants and Contracts

State and local  
Federal - Title and IDEA  
Federal - Other  
Other

NYC DoE Rental Assistance

Food Service/Child Nutrition Program

###### Total Operating Revenue

###### Expenses

Regular Education  
SPED  
Other

###### Total Program Services

Management and General  
Fundraising

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

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

###### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

###### Total Support and Other Revenue

###### Total Unrestricted Revenue

###### Total Temporarily Restricted Revenue

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

###### Change in Net Assets

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

Prior Year Adjustment(s)

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

MERGED	MERGED	MERGED	MERGED	MERGED
2017-18	2018-19	2019-20	2020-21	2021-22
5,864,079	9,930,462	20,262,532	31,047,619	38,856,358
3,337,519	2,239,916	3,260,597	3,965,494	8,876,577
582,317	1,013,081	84,515	3,020,020	6,642,270
775,256	1,481,515	57,786	2,205,113	274,946
-	-	-	-	-
10,559,171	14,664,974	23,665,430	40,238,246	54,650,151
11,868,063	13,743,039	14,498,629	13,666,203	12,448,284
350,000	350,000	350,000	350,000	350,000
22,777,234	28,758,013	38,514,059	54,254,449	67,448,435

3,103,640	3,683,436	2,516,190	2,188,872	3,833,608
1,587,922	1,669,388	3,030,353	1,393,725	1,340,925
18,528	6,098	31,015	500	2,661,755
-	1,105,498	-	-	-
-	-	753,334	253,334	426,000
14,650	-	-	-	724,034
4,724,740	6,464,420	6,330,892	3,836,431	8,986,322
-	-	-	-	-
2,730,771	2,004,903	1,064,661	616,763	33,118
7,455,511	8,469,323	7,395,553	4,453,194	9,019,440

15,321,723	20,288,690	31,118,506	49,801,255	58,418,495
-	-	-	-	10,500
15,321,723	20,288,690	31,118,506	49,801,255	58,428,995
22,777,234	28,758,013	38,514,059	54,254,449	67,448,435

110,577,370	124,957,022	137,211,221	142,247,589	145,549,004
14,920,204	15,331,738	16,276,751	16,935,866	16,796,617

270,113	1,100	-	-	531,201
3,193,253	3,414,904	4,012,716	4,270,238	4,806,683
450,689	983,419	877,351	2,066,207	8,048,742
1,139,538	79,895	91,868	86,758	171,731
-	-	-	-	938,505
-	1,683,533	1,529,429	608,226	3,154,488
130,551,167	146,451,612	159,999,336	166,214,884	179,996,971

99,345,096	110,814,134	116,862,097	116,128,352	152,205,423
13,326,784	14,892,942	15,581,834	15,450,358	20,428,725
-	-	1,045,318	-	-
112,671,880	125,707,076	133,489,249	131,578,710	172,634,148
14,647,981	16,775,664	16,394,950	16,799,559	-
5,000	5,000	5,000	15,000	15,000
127,324,861	142,487,740	149,889,199	148,393,269	172,649,148
3,226,306	3,963,872	10,110,137	17,821,615	7,347,823

72,580	-	-	-	-
-	-	-	-	-
608,605	1,003,096	719,679	861,134	1,279,917
-	-	-	-	-
681,185	1,003,096	719,679	861,134	1,279,917

131,232,352	147,454,708	160,719,015	167,076,018	181,276,888
-	-	-	-	-
131,232,352	147,454,708	160,719,015	167,076,018	181,276,888

3,907,491	4,966,968	10,829,816	18,682,749	8,627,740
11,414,232	15,321,723	20,288,690	31,118,506	49,801,255
-	-	-	-	-
15,321,723	20,288,691	31,118,506	49,801,255	58,428,995

# FISCAL ANALYSIS

## ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS (COMBINED)

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service					
Administrative Staff Personnel	9,744,084	11,168,061	11,960,620	11,839,382	13,591,466
Instructional Personnel	65,025,661	73,193,360	79,551,593	84,156,712	88,610,787
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	<b>74,769,745</b>	<b>84,361,421</b>	<b>91,512,213</b>	<b>95,996,094</b>	<b>102,202,253</b>
Fringe Benefits & Payroll Taxes	13,309,803	14,742,024	15,606,305	15,711,985	16,296,193
Retirement	1,357,077	1,303,286	1,204,758	1,359,011	1,341,881
Management Company Fees	15,007,689	16,816,358	18,393,255	18,686,046	19,224,575
Building and Land Rent / Lease / Facility Financing	-	-	-	-	-
Staff Development	1,827,716	1,822,195	1,406,233	408,829	1,028,692
Professional Fees, Consultant & Purchased Services	883,335	961,732	811,413	750,433	790,946
Marketing / Recruitment	152,791	107,971	53,148	18,357	453,097
Student Supplies, Materials & Services	5,351,571	5,933,679	4,793,243	2,265,146	5,954,220
Depreciation	1,981,332	2,029,610	2,138,730	1,991,233	2,309,126
Other	12,683,802	14,409,464	13,969,901	11,206,135	23,048,170
<b>Total Expenses</b>	<b>127,324,861</b>	<b>142,487,740</b>	<b>149,889,199</b>	<b>148,393,269</b>	<b>172,649,153</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	8,413	9,566	10,374	10,817	10,468
Final Chartered Enrollment (includes any revisions)	7,423	8,081	8,607	8,798	9,094
Actual Enrollment - <b>GRAPH 4</b>	7,322	7,850	8,347	8,796	8,533
Chartered Grades	-	-	-	-	-
Final Chartered Grades (includes any revisions)	-	-	-	-	-

#### Primary School District:

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

	2017-18	2018-19	2019-20	2020-21	2021-22
Increase over prior year	0.0%	0.0%	0.0%	0.0%	0.0%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating	17,830	18,656	19,168	18,897	21,094
Other Revenue and Support	93	128	86	98	150
<b>TOTAL - GRAPH 3</b>	<b>17,923</b>	<b>18,784</b>	<b>19,255</b>	<b>18,995</b>	<b>21,244</b>

##### Expenses

Program Services	15,388	16,014	15,992	14,959	20,231
Management and General, Fundraising	2,001	2,138	1,965	1,912	2
<b>TOTAL - GRAPH 3</b>	<b>17,389</b>	<b>18,151</b>	<b>17,957</b>	<b>16,871</b>	<b>20,233</b>
% of Program Services	88.5%	88.2%	89.1%	88.7%	100.0%
% of Management and Other	11.5%	11.8%	10.9%	11.3%	0.0%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	<b>3.1%</b>	<b>3.5%</b>	<b>7.2%</b>	<b>12.6%</b>	<b>5.0%</b>
<b>% of Revenue Expended on Facilities</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

#### Student to Faculty Ratio

#### Faculty to Admin Ratio

#### Financial Responsibility Composite Scores - GRAPH 6

Score	1.9	2.0	2.3	2.8	2.9
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong

#### Working Capital - GRAPH 7

Net Working Capital	5,834,431	8,200,554	17,334,538	36,401,815	45,663,829
As % of Unrestricted Revenue	4.4%	5.6%	10.8%	21.8%	25.2%
Working Capital (Current) Ratio Score	2.2	2.3	3.7	10.5	6.1
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	MEDIUM	MEDIUM	LOW	LOW	LOW
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	Good	Good	Excellent	Excellent	Excellent

#### Quick (Acid Test) Ratio

Score	2.1	2.0	3.7	9.9	6.1
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	MEDIUM	MEDIUM	LOW	LOW	LOW
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	Good	Good	Excellent	Excellent	Excellent

#### Debt to Asset Ratio - GRAPH 7

Score	0.3	0.3	0.2	0.1	0.1
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	LOW	LOW	LOW	LOW	LOW
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	Excellent	Excellent	Excellent	Excellent	Excellent

#### Months of Cash - GRAPH 8

Score	0.6	0.8	1.6	2.5	2.7
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	HIGH	HIGH	MEDIUM	MEDIUM	MEDIUM
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	Poor	Poor	Good	Good	Good

## FUTURE PLANS

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

*AF Bushwick, AF East NY, AF Linden, and AF North Brooklyn each implement the replicated AF Brooklyn Schools academic program, which is an academic success. With support from the network, each charter operates as an effective and viable organization. AF Brooklyn Schools plans to continue to operate the charters in the same manner, making its plans for the charters' futures and educational program reasonable, feasible, and achievable.*

#### ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS

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

**Plans for the Educational Program.** AF Brooklyn Schools plans to implement the same educational program that has enabled its charters to meet or come close to meeting their key Accountability Plan goals in the current charter term.

**Plans for Board Oversight & Governance.** The trustees of AF Brooklyn Schools express interest in continuing to serve on the AF Brooklyn Schools board in the next charter term.

**Fiscal & Facility Plans.** Based on evidence collected through the renewal review, including a review of the five year financial plan, AF Brooklyn Schools presents a reasonable and appropriate fiscal plan for the next charter term including education corporation and school budgets that are feasible and achievable. The education corporation intends to maintain its contractual relationship with the network. AF Bushwick, AF East NY, and AF North Brooklyn will continue to serve their students in the co-located NYCDOE facilities in which they currently reside for the next charter term. AF Linden middle school will move from its incubation facility to its permanent facility at 2390 Pitkin Ave in November, 2023.

## FUTURE PLANS

### ACHIEVEMENT FIRST BUSHWICK CHARTER SCHOOL

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

**Facility Plans.** AF Bushwick elementary school including its empower program is located in an existing NYCDOE facility at 125 Covert, Brooklyn, NY. The middle school program and its empower program is in an existing NYCDOE facility at 1300 Greene Avenue, Brooklyn, NY.

These sites for the elementary and middle school academies have been approved by the Panel for Education Policy, and the education corporation is confident that all academies will have the opportunity to remain in their current spaces for the full course of the new charter term

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	824	824
<i>Grade Span</i>	K-8	K-8
<i>Teaching Staff</i>	120	117
<i>Days of Instruction</i>	180	180

### ACHIEVEMENT FIRST EAST NEW YORK CHARTER SCHOOL

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

**Facility Plans.** AF East NY elementary school is co-located in a NYCDOE facility at 557 Pennsylvania Avenue, Brooklyn, NY. The middle school is in a NYCDOE facility at 158 Richmond Street, Brooklyn, NY. The AF East NY high school program is co-located in a NYCDOE facility at 35 Starr Street, Brooklyn, NY, under the name Achievement First University Prep High School.

The sites for the elementary, middle, and high school academies have been approved by the Panel for Education Policy, and the education corporation is confident that all academies will have the opportunity to remain in their current spaces for the full course of the new charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	1,190	1,190
<i>Grade Span</i>	K-12	K-12
<i>Teaching Staff</i>	121	118
<i>Days of Instruction</i>	180	180



## FUTURE PLANS

### ACHIEVEMENT FIRST LINDEN CHARTER SCHOOL

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

**Facility Plans.** AF Linden elementary school is located in an existing NYCDOE facility at 800 Van Siclen Avenue, Brooklyn, NY and the middle school is in incubation space in an existing NYCDOE facility at 1970 Vermont Street, Brooklyn, NY. The permanent location of the AF Linden middle school at 2390 Pitkin Avenue, Brooklyn, NY is currently under construction, and the school is scheduled to move in November, 2023.

The current sites for the elementary and middle school academies have been approved by the Panel for Education Policy, and the education corporation is in the process of securing private space for the middle school, for which they will apply for Panel for Education Policy approval at that time.

	CURRENT	END OF NEXT CHARTER TERM
<b>Enrollment</b>	824	824
<b>Grade Span</b>	K-8	K-8
<b>Teaching Staff</b>	74	88
<b>Days of Instruction</b>	180	180

### ACHIEVEMENT FIRST NORTH BROOKLYN PREPARATORY CHARTER SCHOOL

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

**Facility Plans.** AF North Brooklyn elementary and middle schools are co-located in an existing NYCDOE facility at 200 Woodbine Street, Brooklyn, NY.

The sites for the elementary and middle academies have been approved by the Panel for Education Policy, and the education corporation is confident that these academies will have the opportunity to remain in their current spaces for the full course of the new charter term.

	CURRENT	END OF NEXT CHARTER TERM
<b>Enrollment</b>	824	824
<b>Grade Span</b>	K-8	K-8
<b>Teaching Staff</b>	82	82
<b>Days of Instruction</b>	180	180

Achievement First Brooklyn  
Charter Schools

# Ax

## APPENDICES

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### ACHIEVEMENT FIRST BROOKLYN CHARTER SCHOOLS BOARD OF TRUSTEES

#### CHAIR

Romy Coquillette

#### VICE CHAIR

Christopher J. Lynch

#### TREASURER

Warren Young

#### TRUSTEES

Rhonda Barros

Desiree Dalton

Tamika Bradley

Jonathan Atkeson

Amy Arthur Samuels

Kevin Miquelon

Paul Cabana

Josh Vidro

William Robalino

Akeem Frett

Anup Menon

Shawn Warren Crowley

### ACHIEVEMENT FIRST NETWORK BOARD OF TRUSTEES

#### CHAIR

Andrew Boas

#### TREASURER

Tony Davis

#### TRUSTEES

K. Percy Ballah

William Buck

John Motley

Valerie Rockefeller

Griselda Rodriguez-Solomon

Ariela Rozman

## CHARTER VISIT HISTORY

SCHOOL YEAR	VISIT TYPE	DATE
2006-07	AF Bushwick – First Year	April 11, 2007
2007-08	AF Bushwick – Evaluation	May 8 – 9, 2008
2008-09	AF Brownsville – First Year	March 3, 2009
	AF Bushwick – Evaluation	April 30, 2009
2009-10	AF Brownsville – Evaluation	May 18 – 19, 2010
2010-11	AF Apollo – First Year	June 7, 2011
	AF Bushwick – Initial Renewal	October 5 – 7, 2010
2012-13	AF Apollo – Evaluation	March 6, 2013
2013-14	AF Brownsville – Initial Renewal	October 3 – 4, 2013
	AF Bushwick – Subsequent Renewal	October 16 – 17, 2013
2014-15	AF Apollo – Initial Renewal	September 23, 2014
	AF Linden – First Year	May 20, 2015
	AF North Brooklyn – First Year	May 19, 2015
2016-17	AF Voyager – First Year	April 6, 2017
2017-18	AF Aspire – Initial Renewal	November 14, 2017
	AF Brownsville – Subsequent Renewal	November 15, 2017
	AF Crown Heights – Initial Renewal	November 17, 2017
2018-19	AF Bushwick – Subsequent Renewal	September 24, 2018
	AF East New York – Initial Renewal	September 24, 2018
	AF Linden – Initial Renewal	September 25, 2018
	AF Apollo – Subsequent Renewal	June 5, 2019
	AF Endeavor – Subsequent Renewal	June 4, 2019
2020-21	AF Voyager – Initial Renewal	October 13 – 16, 2020
2021-22	AF Legacy – First Year	April 28, 2021
2022-23	AF Aspire – Renewal Review	September 20, 2022
	AF Brownsville – Renewal Review	September 20, 2022
	AF Crown heights – Renewal Review	September 20, 2022
2022-23	AF Bushwick – Renewal Review	June 12 – 16, 2023
	AF East New York – Renewal Review	June 12 – 16, 2023
	AF Linden – Renewal Review	June 12 – 16, 2023
	AF North Brooklyn – Renewal Review	June 12 – 16, 2023

## CONDUCT OF THE RENEWAL REVIEW

DATE(S) OF REVIEW	EVALUATION TEAM MEMBERS	TITLE
June 12 – 16, 2023	Katy Clayton	School Evaluation Analyst



## BENCHMARK SUMMARY

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

### ASSESSMENT

AF Brooklyn Schools implements a comprehensive and extensive assessment program that allows leaders and teachers to monitor student progress and achievement effectively. AF Brooklyn Schools administers internally developed interim assessments in reading, writing, mathematics, science, and social studies three times a year for students in Kindergarten – 8<sup>th</sup> grade. The network also administers internal summative assessments in all subject areas for Kindergarten – 12<sup>th</sup> grade. All AF Brooklyn Schools conduct NWEA MAP assessments in mathematics as a standardized assessment for Kindergarten – 2<sup>nd</sup> grade students. Schools administer STEP or Fountas & Pinnell ("F&P") benchmark reading assessments three times annually to all students in Kindergarten – 4<sup>th</sup> grade, as well as the STAR Reading screener and Achieve the Core Fluency assessments for students in 5<sup>th</sup> – 12<sup>th</sup> grade identified for literacy support. The network is piloting the MCLASS Dibels assessment to support phonics instruction as well. The network provides teachers with standards aligned unit assessments for all content areas. In addition to network created assessments, teachers use many forms of formative assessments to monitor progress throughout the school year, including daily exit tickets. In writing, teachers utilize a vertically aligned process based assessment ("PBA") rubric that focuses on students' analytical, evidence based skills in reading, writing, and thinking. To ensure validity of assessments, the network uses previous state tests to develop assessment items. Teachers and school leaders regularly meet in data reflection days to norm scoring practices. AF Brooklyn Schools' extensive and comprehensive assessment system supports teachers' responding to students' academic needs. Assessment data informs teachers' plans for intentionally reteaching content, designing small group activities, and identifying students for daily interventions.

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

## CURRICULUM

AF Brooklyn Schools' curricular framework supports teachers in planning and delivering high quality instruction. Teachers at AF Brooklyn Schools access shared lesson plans via the Achievement First curriculum hub, an online resource where the network's strongest teachers develop a sequence of model lesson plans and share them with all other teachers. Network staff review the lesson templates for alignment with a standards based scope and sequence for each subject and grade, thus supporting teachers in knowing what to teach and when to teach it. AF Brooklyn Schools recently redesigned ELA and mathematics scope and sequence documents to ensure alignment with Next Generation learning standards. With access to purposeful lessons and supporting documents, teachers invest sufficient time internalizing and planning lesson delivery to improve student learning. AF Brooklyn Schools also regularly reviews the quality of lesson plans and makes strategic changes to improve instruction driven by data collected from interim assessments. For example, AF Brooklyn Schools used partnerships with outside curricular experts to increase the rigor of lesson plans and prioritize accelerated learning over remediation. Additionally, AF Brooklyn Schools provided supplemental programs to support teachers in their unit and lesson planning during remote and hybrid learning throughout the COVID-19 pandemic. As a result, AF Brooklyn Schools are able to provide a rigorous, fluid, and consistent program that translates among remote, hybrid, and in-person models.

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

## PEDAGOGY

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

regularly engage in higher order thinking through activities like peer discussion, analysis, and debate. These checks for understanding and higher order thinking strategies create classroom environments that encourage students to learn and focus on achievement. In the coming charter term, if renewed, AF Brooklyn Schools will continue to leverage assessment data to provide rigorous, accelerated, and differentiated instruction to all students.

### INSTRUCTIONAL LEADERSHIP

AF Brooklyn Schools has robust instructional leadership teams at each charter that establish a culture of high expectations in which teachers believe that all students can succeed. The network sets rigorous goals for each charter and measures goal attainment using measures for state test performance, interim assessment achievement, equity, culture and investment, and talent. The network provides parameters for leaders to set charter specific goals based on the measures and tracks progress toward those goals regularly throughout the year.

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

### AT RISK PROGRAM

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

AF Brooklyn Schools uses a tiered Response to Intervention ("RTI") program to identify and provide interventions for students struggling academically or behaviorally. Each charter utilizes a systematic process for identifying students in need of extra support using universal screeners such as STAR, F&P data for elementary, middle, and high school academics, STEP assessments in the elementary grades, and NWEA MAP. Schools use other assessments to identify students needing extra support throughout the year including classroom grades, interim assessments, and state assessment results. The network sets clear expectations for charters to deliver tiered interventions at each level and supports them to deliver interventions with fidelity. At tier 1,

teachers provide strategic differentiated and specialized instruction to students in the classroom setting. Tier 2 interventions include small group instruction that targets specific objectives and skills. For tier 3 interventions, among other things, AF Brooklyn Schools provide detailed small group interventions based on deficit literacy skills, which could include comprehension, decoding, or fluency. The RTI team, which includes a special services coordinator, principal, and often an academic dean and a grade level teacher, determines specific placement in the tier 3 system and consistently meets to monitor progress and adjust interventions based on student results. In the last charter term, AF Brooklyn Schools updated and clarified the benchmarks and indicators in its special education referral process.

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

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

## ORGANIZATIONAL CAPACITY

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



The education corporation maintains adequate fiscal resources required to meet program goals, regularly evaluates enrollment and retention policies, and makes changes to the educational program as necessary. Each school partners with the network student recruitment team to enroll students. The network student recruitment team uses a comprehensive strategy to monitor enrollment and retention targets to support charters within AF Brooklyn Schools in making good faith efforts to meet targets. The network student recruitment team utilizes multiple strategies to recruit at-risk students, including direct outreach, school based open houses, presentations at community organizations, targeted mailings, and advertisements in neighborhoods. The team translates materials into languages other than English based on the location of the school to support with recruiting families who speak languages other than English.

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

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#### BOARD OVERSIGHT AND GOVERNANCE

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

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

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Charter school opening  
Renewal by Original Authorizer  
Initial Renewal - Short-Term  
Initial Renewal - Full-Term  
Subsequent Renewal - Full-Term  
Subsequent Renewal Recommendation - Full-Term

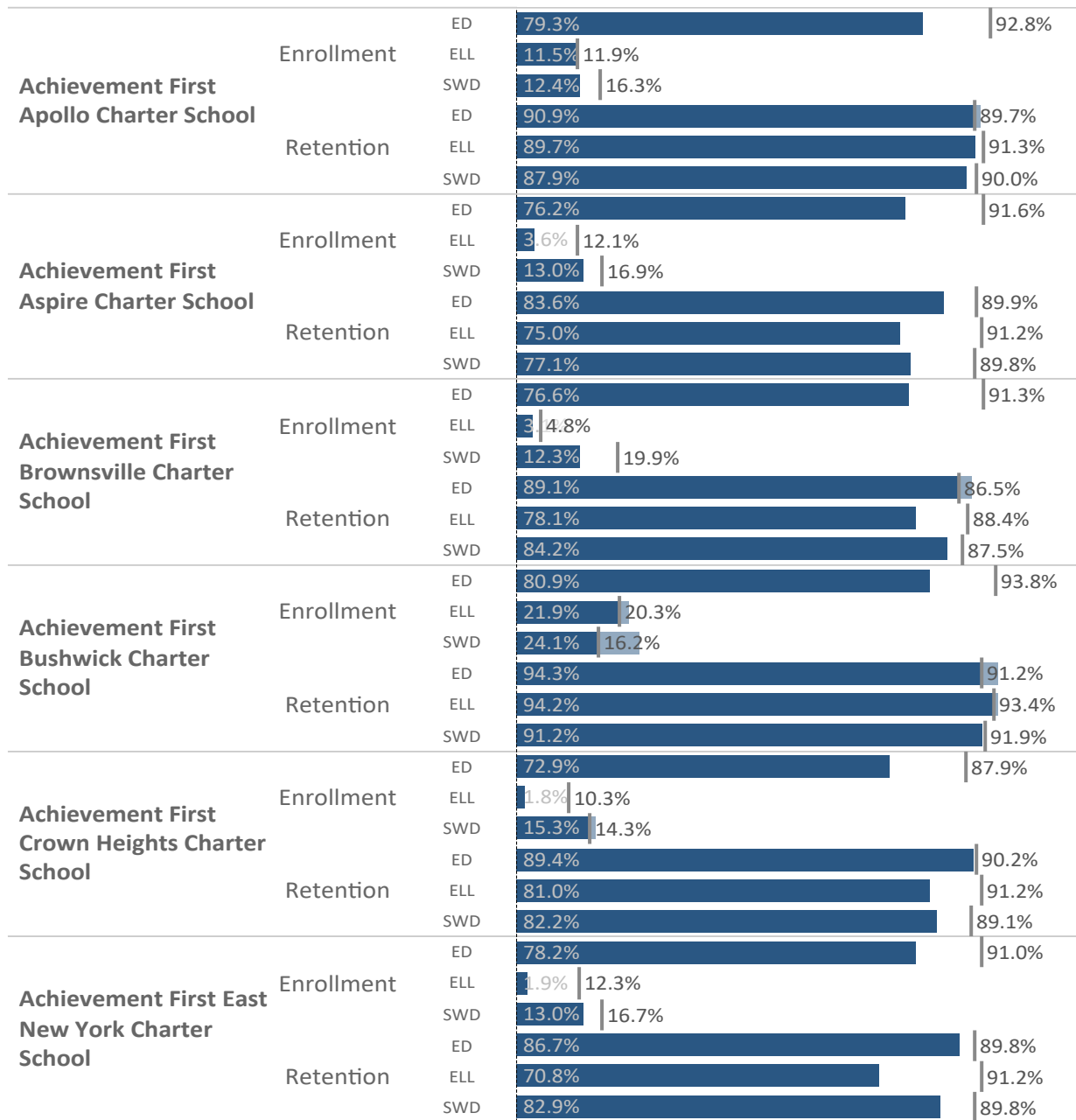
Ax-8  
AF Brooklyn Schools

### EDUCATION CORPORATION CHARTER CHARACTERISTICS

CHARTER	LOCAL DISTRICT	CO LOCATED	CHARTERED ENROLLMENT	GRADE SPAN
Achievement First Apollo Charter School	Brooklyn CSD 19	YES	824	K–8
Achievement First Aspire Charter School	Brooklyn CSD 19 Brooklyn CSD 32	YES	944	K–9
Achievement First Brownsville Charter School	Brooklyn CSD 19 Brooklyn CSD 23	YES	1,011	K–12
Achievement First Bushwick Charter School	Brooklyn CSD 32	YES	824	K–8
Achievement First Crown Heights Charter School	Brooklyn CSD 17	YES	1,304	K–12
Achievement First East New York Charter School	Brooklyn CSD 19	YES	1,190	K–12
Achievement First Endeavor Charter School	Brooklyn CSD 13	NO	824	K–8
Achievement First Legacy Charter School	Queens CSD 29	NO	180	K–1
Achievement First Linden Charter School	Brooklyn CSD 19	YES	824	K–8
Achievement First North Brooklyn Preparatory Charter School	Brooklyn CSD 32	YES	824	K–8
Achievement First Voyager Charter School	Brooklyn CSD 17	YES	192	6–8

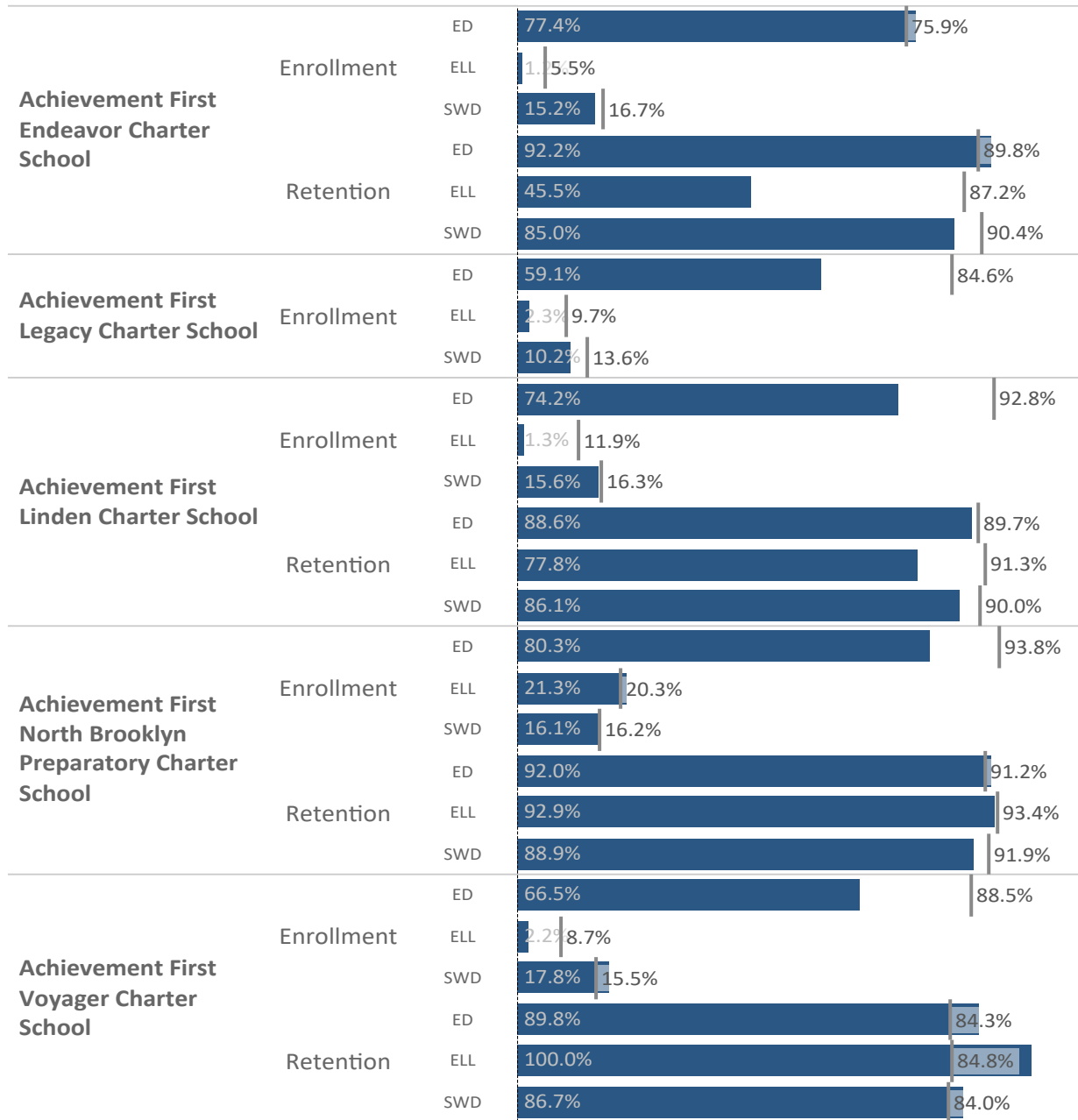
## APPENDIX C: EDUCATION CORPORATION OVERVIEW

### ENROLLMENT AND RETENTION TARGETS



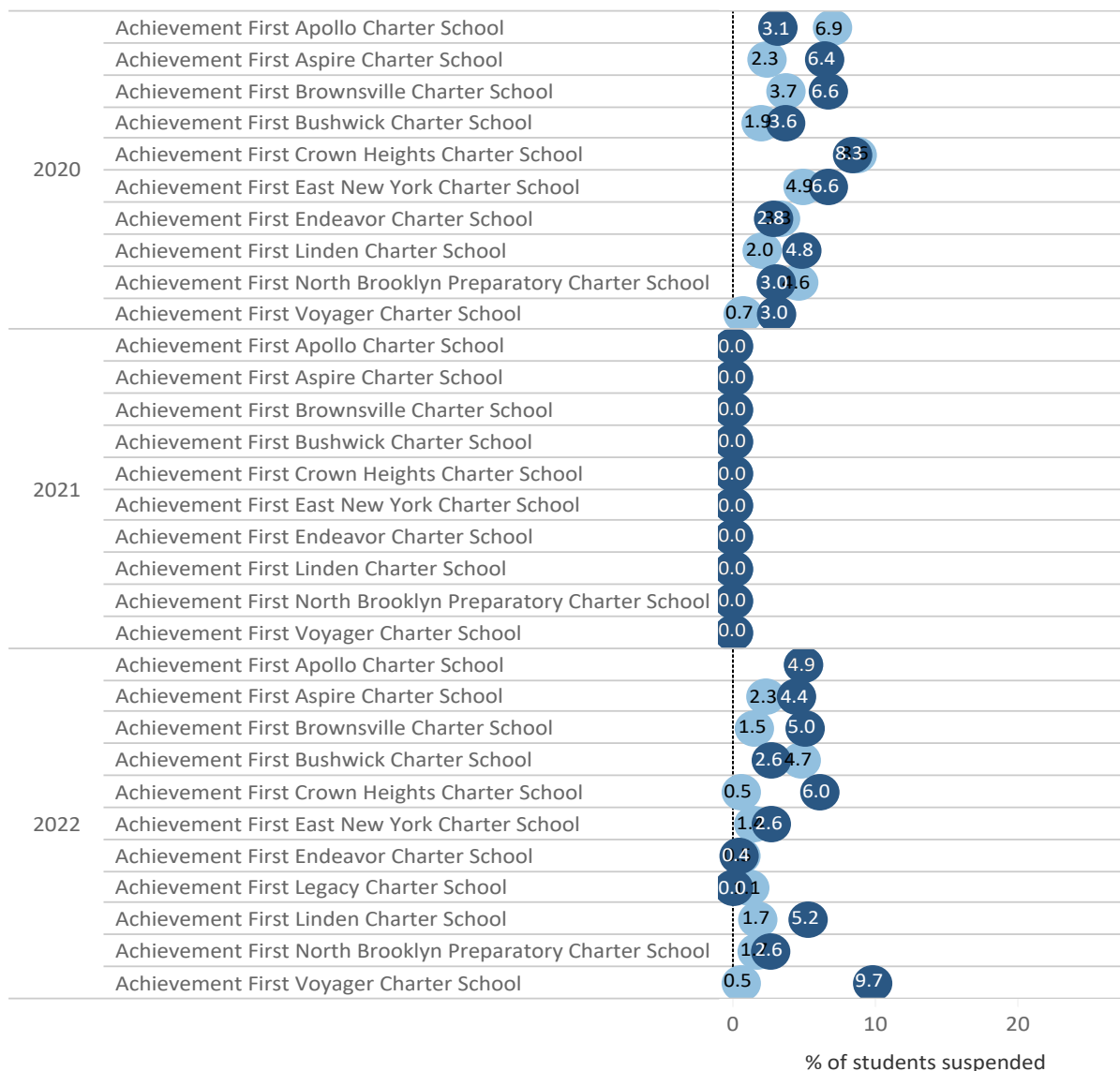
The chart illustrates the **current enrollment and retention percentages** against the **enrollment and retention targets** for each operating charter in the education corporation. As required by Education Law § 2851(4)(e), a charter must include in its renewal application information regarding the efforts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

### ENROLLMENT AND RETENTION TARGETS



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

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



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

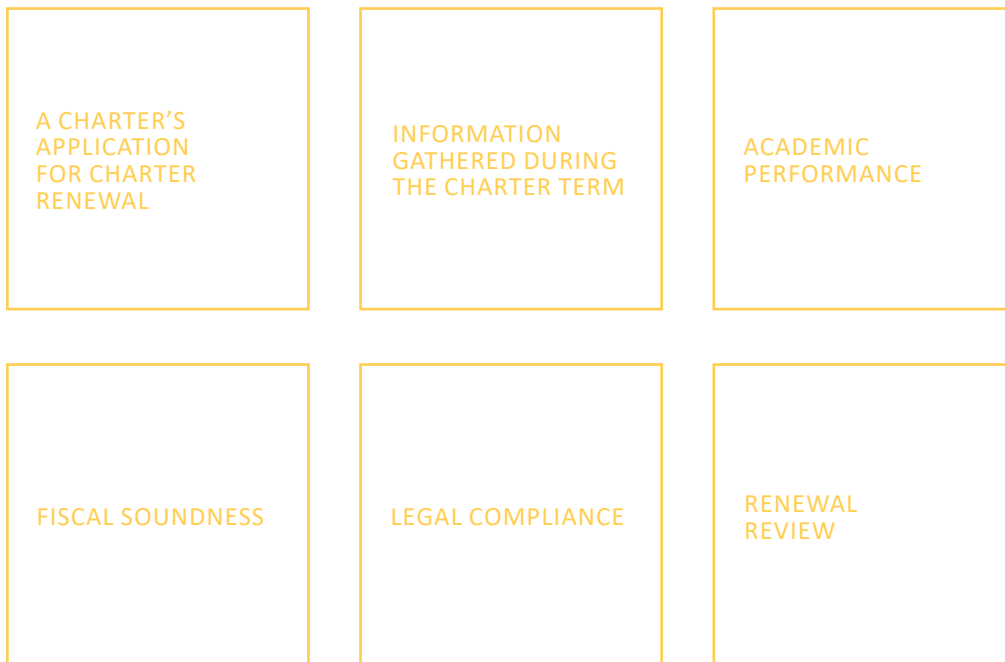
During the most recent school year, the education corporation expelled 0 students.

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

#### REPORT FORMAT

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

#### THE INSTITUTE MAKES ALL RENEWAL RECOMMENDATIONS BASED ON



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

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

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

#### RENEWAL QUESTIONS



**IS EACH CHARTER AN ACADEMIC SUCCESS?**

**IS EACH CHARTER AN EFFECTIVE, VIABLE ORGANIZATION?**

**IS EACH CHARTER FISCALLY SOUND?**

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

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



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

2. Version 5.0, May 2012, 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> each charter developed and adopted an Accountability Plan that set academic goals for performance in the key subjects of ELA and mathematics, as well as science and the federal Every Student Succeeds Act ("ESSA"). High school Accountability Plans also include goals for High School Graduation, College Preparation, and Social Studies. For each goal in the Accountability Plan, specific outcome measures define the level of performance necessary to meet that goal. The Institute examines results for all required Accountability Plan measures to determine goal attainment. The Act requires charters be held "accountable for meeting measurable student achievement results"<sup>4</sup> and states the educational programs at a charter school must "meet or exceed the student performance standards adopted by the board of regents"<sup>5</sup> for other public schools. SUNY's required accountability measures rest on performance as measured by statewide assessments. Historically, SUNY's required measures include measures that present schools':

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

COMPARATIVE PERFOR-  
MANCE, I.E., HOW DID THE  
CHARTER DO AS COMPARED  
TO SCHOOLS IN THE  
DISTRICT AND SCHOOLS  
THAT SERVE SIMILAR  
POPULATIONS OF ECO-  
NOMICALLY DISADVAN-  
TAGED STUDENTS?

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

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

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