

# Application: Success Academy - Hell's Kitchen

Laura Asserfea - laura.asserfea@successacademies.org  
2020-2021 Annual Report

## Entry 1 School Info and Cover Page

**Completed** Jul 29 2021

### Instructions

#### Required of ALL Charter Schools

Each Annual Report begins with a completed School Information and Cover Page. The information is collected in a survey format within Annual Report portal. When entering information in the portal, some of the following items may not appear, depending on your authorizer and/or your responses to related items.

## Entry 1 School Information and Cover Page

**(New schools that were not open for instruction for the 2020-2021 school year are not required to complete or submit an annual report this year).**

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your school's authorizer are visible on your task page. While completing this cover page task, please ensure that you select the correct authorizer **(as of June 30, 2021)** or you may not be assigned the correct tasks.

## BASIC INFORMATION

### a. SCHOOL NAME

(Select name from the drop down menu)

SUCCESS ACADEMY CHARTER SCHOOL-HELL'S KITCHEN 310200861043

**a1. Popular School Name**

(No response)

**b. CHARTER AUTHORIZER (As of June 30th, 2021)**

Please select the correct authorizer as of June 30, 2021 or you may not be assigned the correct tasks.

SUNY BOARD OF TRUSTEES

**c. DISTRICT / CSD OF LOCATION**

CSD # 2 - MANHATTAN

**d. DATE OF INITIAL CHARTER**

6/2012

**e. DATE FIRST OPENED FOR INSTRUCTION**

8/2013

**h. SCHOOL WEB ADDRESS (URL)**

[www.successacademies.org](http://www.successacademies.org)

**i. TOTAL MAX APPROVED ENROLLMENT FOR THE 2020-2021 SCHOOL YEAR (exclude Pre-K program enrollment)**

415

**j. TOTAL STUDENT ENROLLMENT ON JUNE 30, 2021 (exclude Pre-K program enrollment)**

437

**k. GRADES SERVED IN SCHOOL YEAR 2020-2021 (exclude Pre-K program students)**

Check all that apply

Grades Served

K, 1, 2, 3, 4

**l1. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?**

Yes

## I2. NAME OF CMO/EMO AND ADDRESS

NAME OF CMO/EMO	Success Academy Charter Schools
PHYSICAL STREET ADDRESS	95 Pine Street, Floor 6
CITY	New York
STATE	NY
ZIP CODE	10005
EMAIL ADDRESS	<a href="mailto:info@successacademies.org">info@successacademies.org</a>
CONTACT PERSON NAME	(No response)

## FACILITIES INFORMATION

### m. FACILITIES

Will the school maintain or operate multiple sites in 2021-2022?

	No, just one site.
--	--------------------

### School Site 1 (Primary)



**m1. SCHOOL SITES**

Please provide information on Site 1 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 1	439 West 49th Street, 2nd Floor, New York, NY 10019	646-790-2153	NYC CSD 2	K-4	No

**m1a. Please provide the contact information for Site 1.**

	Name	Work Phone	Alternate Phone	Email Address
School Leader	William Abbott			
Operational Leader	Lauren Hochman			
Compliance Contact	Bonnie Litt			
Complaint Contact	Bonnie Litt			
DASA Coordinator	William Abbott			
Phone Contact for After Hours Emergencies	Lauren Hochman			

**m1b. Is site 1 in public (co-located) space or in private space?**

Co-located Space

**m1c. Please list the terms of your current co-location.**

	Date school will leave current co-location	Is school working with NYCDOE to expand into current space?	If so, list year expansion will occur.	Is school working with NYCDOE to move to separate space?	If so, list the proposed space and year planned for move	School at Full Capacity at Site
Site 1						

**IF LOCATED IN PRIVATE SPACE IN NYC OR IN DISTRICTS OUTSIDE NYC**

**m1d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 1 if located in private space in NYC or located outside of NYC .**

**Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2021.**

**Site 1 Certificate of Occupancy (COO)**

**Site 1 Fire Inspection Report**

**CHARTER REVISIONS DURING THE 2020-2021 SCHOOL YEAR**

**n1. Were there any revisions to the school's charter during the 2020-2021 school year? (Please include approved or pending material and non-material charter revisions).**

Yes

**n2. Summary of Charter Revisions**

	Category (Select Best Description)	Specific Revision (150 word limit)	Date Approved by BOT (if applicable)	Date Approved by Authorizer (if applicable)
1	Change/Termination of CMO Contract	Renewal and revisions	06/10/2021	
2				
3				
4				
5				

**More revisions to add?**

No

**o. Has your school's Board of Trustee's approved a budget for the 2020-2021 FY?**

Yes

**ATTESTATIONS**

**p. Individual Primarily Responsible for Submitting the Annual Report.**

Name	Laura Asserfea
Position	Associate General Counsel
Phone/Extension	917-373-7516
Email	<a href="mailto:laura.asserfea@successacademies.org">laura.asserfea@successacademies.org</a>

**p. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that our school has reviewed, understands and will comply with the employee clearance and fingerprint requirements as outlined in Entry 10 and found in the [NYSED CSO Fingerprint Clearance Oct 2019 Memo](#). Click **YES** to agree.**

**Responses Selected:**

Yes

**q. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Click **YES** to agree and then use the mouse on your PC or the stylus on your mobile device to sign your name).**

**Responses Selected:**

Yes

**Signature, Head of Charter School**

WA

**Signature, President of the Board of Trustees**

LS

**Date**

Jul 29 2021

Thank you.



## **Entry 3 Accountability Plan Progress Reports**

**Incomplete**

## **Instructions**

**SUNY-Authorized Charter Schools ONLY**

SUNY-authorized charter schools must download an Accountability Plan Progress Report template at [Accountability Plan Progress Report template](#). After completing, schools must upload the document into the SUNY Epicenter system by **August 16, 2021**.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## Entry 4 - Audited Financial Statements

Incomplete

### Required of ALL Charter Schools

**ALL SUNY-authorized charter schools** must upload the financial statements in .pdf format into the SUNY Epicenter system no later than **November 1, 2021**. SUNY CSI will forward to NYSED CSO.

**ALL Regents, NYCDOE, and Buffalo BOE authorized charter schools** must upload final, audited financial statements to the [Annual Report Portal](#) no later than **November 1, 2021**. Upload the independent auditor's report, any advisory and/or management letter, and the internal controls report as one submission, combined into a .PDF file, ensuring that security features such as password protection are turned off.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## Entry 4a - Audited Financial Report Template (SUNY)

Incomplete

### Instructions - SUNY-Authorized Charter Schools ONLY

SUNY-authorized schools must download the Excel spreadsheet entitled "Audited Financial Report Template" at <http://www.newyorkcharters.org/fiscal/>. After completing, schools must upload the document into the SUNY Epicenter system by **November 1**.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## Entry 4c - Additional Financial Documents

Incomplete Hidden from applicant

**Instructions - Regents, NYCDOE and Buffalo BOE authorized schools** must upload financial documents in this section **by November 1, 2021**. The items listed below should be uploaded, with an explanation if not applicable or available. For example, a "federal Single Audit was not required because the school did not expend federal funds of more than the \$750,000 Threshold."

1. Advisory and/or Management letter
2. Federal Single Audit
3. CSP Agreed-Upon Procedure Report
4. Evidence of Required Escrow Account for each school<sup>[1]</sup>
5. Corrective Action Plan for Audit Findings and Management Letter Recommendations

---

<sup>[1]</sup> Note: For BOR schools chartered or renewed after the 2017-2018 school year, the escrow account per school is \$100,000.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## Entry 4d - Financial Services Contact Information

**Incomplete** Hidden from applicant

**Instructions:** Please enter the contact information for school staff, firms or other entities providing financial services to the education corporation **by November 1, 2021.**

### Form for "Financial Services Contact Information"

#### 1. School Based Fiscal Contact Information

	School Based Fiscal Contact Name	School Based Fiscal Contact Email	School Based Fiscal Contact Phone

#### 2. Audit Firm Contact Information

	School Audit Contact Name	School Audit Contact Email	School Audit Contact Phone	Years Working With This Audit Firm

#### 3. If applicable, please provide contact information for the school's outsourced financial services firm.

	Firm Name	Contact Person	Mailing Address	Email	Phone	Years With Firm

## Entry 5 - Fiscal Year 2021-2022 Budget

**Incomplete**

**Instructions - Regents, NYCDOE, and Buffalo BOE authorized charter schools** should upload a copy of the school's FY21 Budget using the 2021-2022 [Projected Annual Budget template](#) in the portal or from the Annual Report website **by November 1, 2021.**

The assumptions column should be completed for all revenue and expense items unless the item is self-explanatory. Where applicable, reference the page number or section in the application narrative that indicates the assumption being made. For instance, student enrollment would reference the applicable

page number in Section I, C of the application narrative.

**Instructions - SUNY authorized charter schools** should download the [2021-2022 Budget and Quarterly Report Template](#) on the SUNY website or Epicenter and upload the completed template into the portal **by November 1, 2021**.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## Entry 6 - Board of Trustees Disclosure of Financial Interest Form

Completed Jul 29 2021

### Required of ALL Charter Schools by August 2

Each member of the charter school's Board of Trustees who served on a charter school education corporation governing one or more charter schools for any period during the 2020-2021 school year must complete a signed:

- Regents, NYCDOE, and Buffalo BOE Authorized Schools: [Disclosure of Financial Interest Form](#)
- SUNY- Authorized Charter Schools: [SUNY Trustee Financial Disclosure Form](#)

All completed forms must be collected and uploaded in .PDF format for each individual member. **If a trustee is not able or available to complete the form by the deadline, the education corporation is responsible for doing so on behalf of the trustee.** (Forms completed from past years will not be accepted).

Trustees serving on an education corporation that governs more than one school are not required to complete a separate disclosure for each school governed by the **education** corporation. In the Disclosure of Financial Interest Form, trustees must disclose information relevant to any of the schools served by the governing education corporation. Note: Docusign is accepted.

### [Entry 6 - Board Disclosure of Interest Forms](#)

**Filename:** Entry 6 Board Disclosure of Inter yplMj3I.pdf **Size:** 1.1 MB

## Entry 7 BOT Membership Table

Completed Jul 29 2021

### Instructions

### Required of All charter schools

ALL charter schools or education corporations governing multiple schools must complete the Board of Trustees Membership Table within the online portal. Please be sure to include and identify parents who are members of the Board of Trustees and indicate whether parents are voting or non-voting members.

## Entry 7 BOT Table

1. SUNY-AUTHORIZED charter schools are required to provide information for VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools are required to provide



information for all --VOTING and NON-VOTING-- trustees.

**1. 2020-2021 Board Member Information (Enter info for each BOT member)**

	Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliations	Voting Member Per By-Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2020-2021
1	Aaron Kinnari		Trustee/Member	None	Yes	1	07/01/2019	06/30/2022	8
2	Lorenzo Smith		Chair	Executive, Finance	Yes	3	07/01/2021	06/30/2024	8
3	Suleman Lunat		Trustee/Member	Finance	Yes	3	07/01/2020	06/30/2023	8
4	Robin Pzena		Trustee/Member	None	Yes	2	07/01/2020	06/30/2023	8
5	Edwin Cesped		Parent Rep	None	No	2	07/01/2020	06/30/2023	8

	es								
6	Derrell Bradford		Trustee/Member	None	Yes	3	07/01/2019	06/30/2022	8
7	Sam Cole		Trustee/Member	Executive	Yes	3	07/01/2019	06/30/2022	8
8	Scott Friedman		Vice Chair	Executive, Finance	Yes	3	07/01/2019	06/30/2022	8
9	Kamilah Mitchell-Thomas		Trustee/Member	None	Yes	1	07/01/2020	06/30/2023	8

**1a. Are there more than 9 members of the Board of Trustees?**

Yes

**1b. Current Board Member Information**

	Trustee Name	Trustee Email Address	Position on the Board	Commit tee Affiliatio ns	Voting Member Per By- Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD /YYYY)	End Date of Current Term (MM/DD /YYYY)	Board Meeting s Attende d During 2020- 2021
10	Lizette St. Hilaire		Trustee/ Member	None	Yes	1	07/01/2 020	06/30/2 023	8
11									
12									
13									
14									
15									

**1c. Are there more than 15 members of the Board of Trustees?**

No

## 2. INFORMATION ABOUT MEMBERS OF THE BOARD OF TRUSTEES

1. SUNY-AUTHORIZED charter schools provide response relative to VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools provide a response relative to all trustees.

a. Total Number of BOT Members on June 30, 2021	10
b.Total Number of Members Added During 2020-2021	3
c. Total Number of Members who Departed during 2020-2021	6
d.Total Number of members, as set in Bylaws, Resolution or Minutes	10

## 3. Number of Board meetings held during 2020-2021

8

## 4. Number of Board meetings scheduled for 2021-2022

6

Thank you.

## Entry 8 Board Meeting Minutes

**Incomplete** Hidden from applicant

### **Instructions - Required of Regents, NYCDOE, and Buffalo BOE Authorized Schools ONLY**

Schools must upload a complete set of monthly board meeting minutes (July 2020-June 2021), which should match the number of meetings held during the 2020-2021 school year, as indicated in the above table. The minutes provided must be the final version approved by the school's Board of Trustees and may be uploaded individually or as one single combined file. Board meeting minutes must be submitted by August 2, 2021.

## Entry 9 Enrollment & Retention

Completed Jul 29 2021

### Instructions for submitting Enrollment and Retention Efforts

**ALL charter schools must complete this section.** Describe the good faith efforts the charter school has made in 2020-2021 toward meeting targets to attract and retain the enrollment of Students with Disabilities (SWDs), English Language Learners (ELLs), and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2021-2022.

## Entry 9 Enrollment and Retention of Special Populations

### Instructions for Reporting Enrollment and Retention Strategies

Describe the efforts the charter school has made in 2020-2021 toward meeting targets to attract and retain enrollment of students with disabilities, English language learners, and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2021-2022.

### Recruitment/Attraction Efforts Toward Meeting Targets

	Describe Recruitment Efforts in 2020-2021	Describe Recruitment Plans in 2021-2022
	"Success Academy Charter Schools use robust outreach efforts to educate families about the option of applying to Success Academy schools. Each School's outreach goal is that every family within the School's Community School District ("CSD" or "in-district") knows about the School and its world-class educational	"Success Academy Charter Schools use robust outreach efforts to educate families about the option of applying to Success Academy schools. Each School's outreach goal is that every family within the School's Community School District ("CSD" or "in-district") knows about the School and its world-class educational

Economically Disadvantaged

program, so that the family can choose to apply. This level of outreach is critical to reaching typically underserved families within the community, including those targeted by the enrollment and retention targets.

All Success Academy schools undertake numerous outreach activities to recruit applicants. Some of the activities that promote the Schools and recruit applicants include:

- Mailings and distributions to residents of the School's CSD,
- Mailings and distributions to residents in low-income in-district communities,
- Mailings and distributions to residents in mixed-income in-district communities,
- Targeted distribution of foreign-language materials to foreign-language-speaking individuals and communities within the CSD, as determined by each School,
- Advertisements, flyers, and/or marketing materials posted in local newspapers, supermarkets, community centers, and/or apartment complexes, and/or
- Open houses at the Schools and informational sessions hosted at public and private venues frequented by families of young children, including daycare and nursery schools.

Success Academy's outreach process ensures enrollment of students who qualify for the federal Free and Reduced Price Lunch program ("FRPL"). Outreach to families who likely

program, so that the family can choose to apply. This level of outreach is critical to reaching typically underserved families within the community, including those targeted by the enrollment and retention targets.

All Success Academy schools undertake numerous outreach activities to recruit applicants. Some of the activities that promote the Schools and recruit applicants include:

- Mailings and distributions to residents of the School's CSD,
- Mailings and distributions to residents in low-income in-district communities,
- Mailings and distributions to residents in mixed-income in-district communities,
- Targeted distribution of foreign-language materials to foreign-language-speaking individuals and communities within the CSD, as determined by each School,
- Advertisements, flyers, and/or marketing materials posted in local newspapers, supermarkets, community centers, and/or apartment complexes, and/or
- Open houses at the Schools and informational sessions hosted at public and private venues frequented by families of young children, including daycare and nursery schools.

Success Academy's outreach process ensures enrollment of students who qualify for the federal Free and Reduced Price Lunch program ("FRPL"). Outreach to families who likely

	<p>have FRPL-eligible children includes flyers and applications delivered to public housing apartment complexes, information sessions in community centers, and other strategies listed above.</p> <p>Each School offers a breakfast, snack (one or more times per day), and lunch program to all of its students free of charge. The Schools' leadership and staff also work hard to help ensure that challenges in the home do not impact student learning or prevent students from receiving a top-notch education. These efforts go a long way toward ensuring that students who are eligible for free and reduced price lunch have an opportunity to access the educational programs offered at the Schools."</p>	<p>have FRPL-eligible children includes flyers and applications delivered to public housing apartment complexes, information sessions in community centers, and other strategies listed above.</p> <p>Each School offers a breakfast, snack (one or more times per day), and lunch program to all of its students free of charge. The Schools' leadership and staff also work hard to help ensure that challenges in the home do not impact student learning or prevent students from receiving a top-notch education. These efforts go a long way toward ensuring that students who are eligible for free and reduced price lunch have an opportunity to access the educational programs offered at the Schools."</p>
English Language Learners	<p>See above. In addition, Success Academy Charter Schools recently reinstated a lottery preference for ELL students in its admissions policy. Success Academy's focus on robust outreach and its highly successful programs for enrolled ELL students also serve to attract and retain ELL students.</p>	<p>See above. In addition, Success Academy Charter Schools recently reinstated a lottery preference for ELL students in its admissions policy. Success Academy's focus on robust outreach and its highly successful programs for enrolled ELL students also serve to attract and retain ELL students.</p>
	<p>See above. In addition, all Success Academy schools are committed to serving children with disabilities. The Schools seek to attract all students, including special education students, by directing advertising and other recruitment efforts at a broad range of neighborhoods,</p>	<p>See above. In addition, all Success Academy schools are committed to serving children with disabilities. The Schools seek to attract all students, including special education students, by directing advertising and other recruitment efforts at a broad range of neighborhoods,</p>

Students with Disabilities	pre-school programs, and community centers that serve both special education and non-special education students. Also, all schools operated by Success Academy have detailed plans for serving students with special education needs once they are enrolled. Through these outreach and service efforts, each School seeks to ensure that enrollment and retention rates are comparable to those of schools within its respective CSD and/or the district.	pre-school programs, and community centers that serve both special education and non-special education students. Also, all schools operated by Success Academy have detailed plans for serving students with special education needs once they are enrolled. Through these outreach and service efforts, each School seeks to ensure that enrollment and retention rates are comparable to those of schools within its respective CSD and/or the district.
----------------------------	--	--

### Retention Efforts Toward Meeting Targets

	Describe Retention Efforts in 2020-2021	Describe Retention Plans in 2021-2022
Economically Disadvantaged	The Schools work to retain all of their students through the strength of their programs, their inspiring school culture, their efforts to meet students' individual needs, and through open communication lines with parents. Also, each School offers a breakfast, snack (one or more times per day), and lunch program to all of its students free of charge. The Schools' leadership and staff also work hard to help ensure that challenges in the home do not impact student learning or prevent students from receiving a top-notch education. These efforts go a long way toward ensuring that students who are eligible for free and reduced price lunch have an opportunity to access the educational	The Schools work to retain all of their students through the strength of their programs, their inspiring school culture, their efforts to meet students' individual needs, and through open communication lines with parents. Also, each School offers a breakfast, snack (one or more times per day), and lunch program to all of its students free of charge. The Schools' leadership and staff also work hard to help ensure that challenges in the home do not impact student learning or prevent students from receiving a top-notch education. These efforts go a long way toward ensuring that students who are eligible for free and reduced price lunch have an opportunity to access the educational



	programs offered at the Schools.	programs offered at the Schools.
English Language Learners	The Schools work to retain all of their students through the strength of their programs, their inspiring school culture, their efforts to meet students' individual needs, and through open communication lines with parents. Success Academy maintains highly successful programs for enrolled ELL students.	The Schools work to retain all of their students through the strength of their programs, their inspiring school culture, their efforts to meet students' individual needs, and through open communication lines with parents. Success Academy maintains highly successful programs for enrolled ELL students.
Students with Disabilities	The Schools work to retain all of their students through the strength of their programs, their inspiring school culture, their efforts to meet students' individual needs, and through open communication lines with parents. Also, all schools operated by Success Academy have detailed plans for serving students with special education needs once they are enrolled.	The Schools work to retain all of their students through the strength of their programs, their inspiring school culture, their efforts to meet students' individual needs, and through open communication lines with parents. Also, all schools operated by Success Academy have detailed plans for serving students with special education needs once they are enrolled.

## Entry 10 - Teacher and Administrator Attrition

Completed Jul 29 2021

### Form for "Entry 10 - Teacher and Administrator Attrition" Revised to Employee Fingerprint Requirements Attestation

## **A. TEACH System - Employee Clearance**

Charter schools must ensure that all prospective employees<sup>[1]</sup> receive clearance through [the NYSED Office of School Personnel Review and Accountability](#) (OSPRA) prior to employment. **This includes paraprofessionals and other school personnel that are provided or assigned by the district of location, or related/contracted service providers.** After an employee has been cleared, schools are required to maintain proof of such clearance in the file of each employee. For the safety of all students, charter schools must take immediate steps to terminate the employment of individuals who have been denied clearance. Once the employees have been terminated, the school must terminate the request for clearance in the TEACH system.

In the Annual Report, charter schools are asked to confirm that all employees have been cleared through the NYSED TEACH system; and, if denied clearance, confirm that the individual or employee has been removed from the TEACH system, and is not employed by the school.

<sup>[1]</sup> Employees that must be cleared include, but are not limited to, teachers, administrative staff, janitors, security personnel and cafeteria workers, and other staff who are present when children are in the school building. **This includes paraprofessionals and other school personnel that are provided or assigned by the district of location, as well as related/contracted service providers.** See NYSED memorandum dated October 1, 2019 at <http://www.p12.nysed.gov/psc/aboutcharterschools/lawsandregs/EmployeeFingerprintOct19.pdf> or visit the NYSED website at: <http://www.highered.nysed.gov/tsei/ospra/fingerprintingcharts.html> for more information regarding who must be fingerprinted. Also see, 8 NYCRR §87.2.

---

## **B. Emergency Conditional Clearances**

Charter schools are **strongly discouraged** from using the emergency conditional clearance provisions for prospective employees. This is because the school must simultaneously request clearance through NYSED TEACH, and the school's emergency conditional clearance of the employee terminates automatically once the school receives notification from NYSED regarding the clearance request. Status notification is provided for all prospective employees through the NYSED TEACH portal within 48 hours after the clearance request is submitted. Therefore, at most, a school's emergency conditional clearance will be valid for only 48 hours after approval by the board.

Schools are not permitted to renew or in any way re-establish a prospective employee's emergency conditional clearance after status notification is sent by NYSED through the TEACH portal.

Schools are asked to attest that they have reviewed and understand these requirements. More information can be found in the memo at

<http://www.p12.nysed.gov/psc/aboutcharterschools/lawsandregs/EmployeeFingerprintOct19.pdf>.

---

### **Attestation**

#### **Responses Selected:**

I hereby attest that the school has reviewed, understands, and will comply with these requirements.

## **Entry 11 Percent of Uncertified Teachers**

**Incomplete** Hidden from applicant

### **Instructions**

#### **Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY**

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education.

Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

## **Entry 11 Uncertified Teachers**

**School Name:**

# Instructions for Reporting Percent of Uncertified Teachers

## Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education. Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

If more than one line applies to a teacher, please include in only one FTE uncertified category. Please do not include paraprofessionals, such as teacher aides.

### CATEGORY A. 30% OR 5 UNCERTIFIED TEACHERS WHICHEVER IS LESS

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2021)	
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2021)	
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2021)	
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2021)	
Total Category A: 5 or 30% whichever is less	0

**CATEGORY B. PLUS FIVE UNCERTIFIED TEACHERS IN MATHEMATICS, SCIENCE, COMPUTER SCIENCE, TECHNOLOGY OR CAREER AND TECHNICAL EDUCATION.**

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2021)	
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2021)	
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2021)	
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2021)	
Total Category B: not to exceed 5	0

**CATEGORY C: PLUS 5 ADDITIONAL UNCERTIFIED TEACHERS**

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2021)	
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2021)	
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2021)	
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2021)	
Total Category C: not to exceed 5	0

**CATEGORY D: TOTAL FTE COUNT OF UNCATEGORIZED, UNCERTIFIED TEACHERS**

(Include teachers who do not fit in one of these categories or if did fit would exceed the numerical limits for that category)

	FTE Count
Total Category D	

**CATEGORY E: TOTAL FTE COUNT OF CERTIFIED TEACHERS**

	FTE Count
Total Category E	

## CATEGORY F: TOTAL FTE COUNT OF ALL TEACHERS

Please do not include paraprofessionals, such as teacher aides.

	FTE Count
Total Category F	



Thank you.

## Entry 12 Organization Chart

**Incomplete** Hidden from applicant

### [Instructions](#)

#### **Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY**

Upload the 2020-2021 **Organization Chart**. The organization chart should include position titles and reporting relationships. Employee names should not appear on the chart

## Entry 13 School Calendar

**Completed** Jul 29 2021

### [Instructions for submitting School Calendar](#)

#### **Required of ALL Charter Schools**

Given these uncertain and changing times, charter schools may or may not have a school calendar ready to upload by the submission deadline this year of August 2, 2021. If the charter school has a tentative calendar based on available information and guidance at the time, please submit with the August 2<sup>nd</sup> submission. Charter schools will be able to upload an updated school calendar into the portal at any time but no later than **September 15, 2021**.

School calendars must meet the [minimum instructional requirements](#) as required of other public schools *"... unless the school's charter requires more instructional time than is required under the regulations."*

Board of Regents-authorized charter schools are required to submit school calendars that clearly indicate the start and end date of the instructional year AND the number of instructional hours and/or instructional days for each month.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

### **Entry 13 - SA Academic Calendar**

**Filename:** Entry 13 SA Academic Calendar VtMVf0f.pdf **Size:** 149.3 kB

# Entry 14 Links to Critical Documents on School Website

Completed Jul 29 2021

## Instructions

### **Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY**

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items:

1. Most recently filed Annual Report (i.e., 2019-2020 Annual Report);
2. Most recent board meeting notice, documents to be discussed at the meeting (if any), and webcast of Board meetings (if held virtually per Governor's Executive Order);
3. Link to New York State School Report Card;
4. Lottery Notice announcing date of lottery;
5. Authorizer-approved DASA Policy;
6. District-wide safety plan and Authorizer-approved Discipline Policy (as per August 29, 2019 [Emergency Response Plan Memo](#));
7. Authorizer-approved FOIL Policy; and
8. Subject matter list of FOIL records.
9. Link to School Reopening Plan

## Form for Entry 14 Links to Critical Documents on School Website

**School Name:** Success Academy - Hell's Kitchen

---



**Required of ALL Charter Schools noting that SUNY-authorized charter schools are not required to submit item 5: Authorizer-approved DASA policy**

**By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items:**

	Link to Documents
1. Most Recent Annual Report (i.e., 2019-20)	<a href="https://www.newyorkcharters.org/school-performance-reports/">https://www.newyorkcharters.org/school-performance-reports/</a>
2. Most recent board meeting notice, documents to be discussed at the meeting (if any)	<a href="https://www.successacademies.org/">https://www.successacademies.org/</a>
2a. Webcast of Board Meetings (per Governor's Executive Order)	<a href="https://www.successacademies.org/">https://www.successacademies.org/</a>
3. Link to NYS School Report Card	<a href="https://data.nysed.gov/">https://data.nysed.gov/</a>
4. Lottery Notice announcing date of lottery	<a href="https://www.successacademies.org/apply/">https://www.successacademies.org/apply/</a>
5. Authorizer-approved DASA Policy (For Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY);	
6. District-wide Safety Plan	<a href="https://www.successacademies.org/district-wide-safety-plan/">https://www.successacademies.org/district-wide-safety-plan/</a>
6a. Authorizer-Approved Discipline Policy (as per August 29, 2019 Emergency Response Plan Memo)	<a href="https://www.successacademies.org/district-wide-safety-plan/">https://www.successacademies.org/district-wide-safety-plan/</a>
7. Authorizer-Approved FOIL Policy	<a href="https://drive.google.com/file/d/1b7acYZ1YTCK8z7qOhyvdTtAUxNKVqYMC/view">https://drive.google.com/file/d/1b7acYZ1YTCK8z7qOhyvdTtAUxNKVqYMC/view</a>
8. Subject matter list of FOIL records	<a href="https://drive.google.com/file/d/1b7acYZ1YTCK8z7qOhyvdTtAUxNKVqYMC/view">https://drive.google.com/file/d/1b7acYZ1YTCK8z7qOhyvdTtAUxNKVqYMC/view</a>

Thank you.



## Entry 15 Staff Roster

**Incomplete** Hidden from applicant

### INSTRUCTIONS

**Required of Regents-Authorized Charter Schools ONLY**

Please click on [the MS Excel Staff Roster Template](#) and provide the following information for ANY and ALL instructional and non-instructional employees.

- Full name for any and all employees
- TEACH IDs for any and all employees
- Using the drop down menu, select a role/position (or the best fit) for each employee in the charter school. (Please provide additional information to the Notes Section of the Staff Roster Template as necessary)
- Date of hire and employment start dates
- Number of years each employee has had in their respective professions
- Number of years each employee has had in their current role in the charter school
- Using the drop down menu, select the correct explanation as to why a teacher is teaching outside of their certification area.

# **Success Academy Charter Schools - NYC\***

## **2020-21 ACCOUNTABILITY PLAN PROGRESS REPORT**

Submitted to the SUNY Charter Schools Institute on:

October 15, 2021

By Michael Pantano



Success Academy Charter Schools - NYC is comprised of the following charters:

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

## 2020-21 ACCOUNTABILITY PLAN PROGRESS REPORT

Michael Pantano, Legal Counsel, prepared this 2020-21 Accountability Progress Report on behalf of the school's board of trustees:

Trustee's Name	Board Position	
	Office (e.g. chair, treasurer, secretary)	committees (e.g. finance, executive)
Lorenzo Smith III	Chair (Executive)	Executive, Finance
Darrell Bradford		
Edwin Cespedes		
Sam Cole		Executive, Finance
Scott Freidman	Chair (Finance); Treasurer (Executive)	Executive, Finance
Aaron Kinnari		
Kamilah Mitchell-Thomas		
Suleman Lunat	Secretary (Executive)	Executive, Finance
Robin Pzena		
Cate Shinker (non-voting Emitrus)		
Lizette St Hilaire		

See Appendix A, Tab 1 for a list of School Principals in the 2020-21 school year.

## SCHOOL OVERVIEW

The mission of Success Academy Charter Schools – NYC (“SA”) is to provide students in New York City with an exceptionally high-quality education that gives them the knowledge, skills, character, and disposition to meet and exceed New York State Common Core Learning Standards and the resources to lead and succeed in school, college, and a competitive global economy.

All SA schools were fully remote during the 2020-21 school year in response to the COVID-19 pandemic.

In response to the tremendous challenges posed by the COVID-19 pandemic, SA put in place the social, mental, and emotional health supports as part of SA’s Remote 2.0 plan.

SA invested in ensuring all scholars achieved academic mastery, and regularly assessed scholar learning to identify and support any scholars who were struggling. Zoom’s small break-out groups allowed teachers to utilize small-group learning in guided reading lessons and to provide additional support for scholars who needed it.

SA employed a school psychologist and/or social emotional learning specialist to partner with school leadership in supporting our scholars at all schools. Further, SA utilized key supports such as counseling, morning meetings and advisory blocks, and virtual community circles. Our scholars’ social emotional wellbeing remained a priority.

## ENROLLMENT SUMMARY

See Appendix A, Tab 2 for each school’s 2020-21 BEDS Day enrollment.

## GOAL 1: ENGLISH LANGUAGE ARTS

### ELEMENTARY AND MIDDLE ENGLISH LANGUAGE ARTS

#### Goal 1: English Language Arts

Students will demonstrate proficiency in reading, writing, and comprehending the English language.

#### BACKGROUND

Believing that all students can succeed, SA goes above and beyond Common Core standards. SA uses THINK Literacy, a comprehensive balanced literacy program, in all grades. THINK Literacy was developed in-house by the Instructional Management team at Success Academy Charter Schools, the charter management organization. There are many components of THINK, including Shared Text, Guided Reading, Read Aloud with Discussion, Reading Workshop, and Writing Workshop. During Shared Text, the teacher displays a text and the whole class reads and analyzes it together, giving students practice interpreting brief, engaging texts. During Guided Reading, the teacher works with a small group of students to read and comprehend a book that is one level above what they can read and understand independently. During Read Aloud with Discussion, the teacher

models the internal thinking that excellent readers exhibit, and students discuss their ideas about the book with their classmates. During Reading Workshop and Writing Workshop, students internalize key aspects of great reading and writing, through direct instruction, independent work, and partner work. All THINK components press students to read, write, think, and speak with clarity and precision.

In kindergarten and first grade, students also receive extensive phonics instruction. This early literacy curriculum is modeled on an enhanced version of Success For All (SFA), which has a proven track record in urban schools and has been implemented in 1,300 schools around the United States.

Students are assessed in reading regularly. They progress to the next instructional reading level when ready. Thus, children are assigned to appropriate reading levels based on reading performance, not age or grade.

SA enforces specific protocols for how it collects, distributes, and analyzes data. These protocols work to help teachers and school leaders freely access information in real-time. In a fast-paced and constantly changing school environment, having ready access to academic data empowers the staff to better decide how to expend time and resources so as to maximize student achievement.

SA views its teachers as Olympic athletes who must constantly train and improve their skills. Professional development is a regular part of their professional responsibilities as it develops skills, provides content area knowledge, and improves pedagogical techniques so that the teachers are prepared to “win the race” that is educating children. Further information is available in the school’s charter.

Particularly during the pandemic, SA invested in ensuring all scholars achieved academic mastery, and regularly assessed scholar learning to identify and support any scholars who were struggling.

## METHOD

During 2020-21, the school(s) primarily used the following exam to assess student growth and achievement in ELA: The Fountas & Pinnell Benchmark Assessment Systems, 3rd Edition (the “F&P”) administered to students regularly throughout the year.

See Appendix A, Tab 3 for a summary of SA students’ performance on the F&P in December 2020 and again in May 2021. Students were deemed to have met or exceeded expectations if they achieved the reading levels below, adapted from the New York State Education Department’s self-assessment template:

Grade	Minimum F&P Reading Level to Meet or Exceed Expectations
K	C

1	I
2	M
3	P
4	S
5	V
6	Y
7	Z
8	Z

## RESULTS AND EVALUATION

See Appendix A, Tab 3. SA students overwhelmingly demonstrated a strong mastery of ELA in their respective grades, all grade levels exceeding or meeting prescribed benchmarks.

In a year upended by Covid-19, SA students still made significant progress. As shown in Tab 3, nearly 70% of students met the F&P benchmark in December 2020. Moreover, the vast majority of SA students, approximately 91% of scholars, were able to meet that benchmark by May 2021. In addition, most students demonstrated significant growth in grade levels between the months of December 2020 and May 2021, on average increasing about two levels from December 2020 to May 2021. In assessing the percentage of students meeting the benchmarks in December 2020 and May 2021 as well as the average number of levels grown from December 2020 to May 2021, SA students are showing significant academic growth.

In addition to the strong network-wide results of all students, English language learners also showed significant progress of approximately 1.75 levels on average from December 2020 to May 2021. Over 85% of SA's English language learners met the December benchmark in May of 2021, which evidences significant growth, as 51.2% of SA's English language learner scholars met that same benchmark in December of 2020.

### Additional Evidence

SA has consistently exceeded its Accountability Plan goals in this area in years past.



ELA Goal: Additional Measure

**METHOD:** SA administered an internal examination based on the United States History and Government Regents Examination in June 2021. This examination was designed to replicate the Regents examination that would have taken place in June 2021 absent the Covid-19 pandemic. Student scores on this internally administered Regents exam were comparable to scores from recent years.

While this examination does not explicitly test ELA mastery, ELA mastery is key to passing rigorous social studies examinations.

See Appendix A, Tab 4 for a summary of SA students' performance on this examination.

**RESULTS AND EVALUATION:** See Appendix A, Tab 4. 92.6% of SA 8th graders surpassed expectations by passing a high school level examination.

**ADDITIONAL EVIDENCE:** SA has consistently met its Accountability Plan goals in this area in years past.

## SUMMARY OF THE ENGLISH LANGUAGE ARTS GOAL

SA consistently meets its Accountability Plan goals in this area year after year. This year, we have highlighted the examinations above to help demonstrate that SA continues to meet its academic goals.

## ACTION PLAN

In order to continue improving in English language arts, SA will make the following improvements to its literacy program:

- More effectively use shared text to enhance student discussions around literature that are truly student-driven and less directed by the teacher.
- Provide students with more opportunities to respond to literature in writing.
- Promote genre variety in the classroom by giving students short excerpts of non-fiction, realistic fiction, folktales, interviews, plays, pamphlets, advertisements, etc.
- Help students identify the main idea of what they read in order to better understand an author's purpose and connect details to a cohesive narrative.
- Deepen class discussions around literature to transcend the literal and have students infer character traits, feelings and other aspects of literature not explicitly written.

## GOAL 2: MATHEMATICS

### ELEMENTARY AND MIDDLE SCHOOL MATHEMATICS

Goal 2: Mathematics- Students will show competency in their understanding and application of mathematical computation and problem solving.

#### BACKGROUND

SA uses Cognitively Guided Instruction (CGI) and the Investigations math program. Some of its key elements are described below:

- Problem Solving – CGI offers students a chance to solve real world, contextualized mathematical problems using conceptual understanding. Students learn the basics of problem solving strategies by solving daily word problems that require critical thinking and both written and verbal expression of mathematical reasoning. Students work individually to solve a problem and then share their strategies with their peers. The teacher leads a discussion based on student strategies that leads to understanding of mathematical properties.
- Assessment – SA administers Math Interim Assessments and weekly quizzes to determine the progress of students with respect to the Common Core standards. Teachers use the data to inform future instruction.
- Common Core State Standard Alignment – SA has mapped the scope and sequence of CGI and the Investigations math program to closely align with the Common Core. This scope and sequence closely follows the state and national requirements of what students should know and be able to do at each administration of the state math assessments. By aligning closely with the Common Core and assessments, teachers will have a much better sense of where their students stand in SA's goal of preparing all students for college-track level mathematics in middle and high school.
- Conceptual Understanding – Investigations math places an emphasis on open-ended exploration and interactive learning components to each lesson to let students make sense of mathematics by building on ideas and observations from previous experiences. By learning mathematical ideas and procedures that are grounded in meaning, students are able to apply their thinking to new situations and unfamiliar problems. CGI uses daily world problems to give students meaning, understanding, and application to the math they learn.
- Computational Fluency – SA also provides students with regular math facts practice because it recognizes the importance of computational fluency. Math facts quizzes emphasize both accuracy and speed.

### METHOD

SA administered an internal examination based on the Algebra I Regents Examination in June 2021. This examination was designed to replicate the Regents examination that would have taken place in June 2021 absent the Covid-19 pandemic. Student scores on this internally administered Regents exam were comparable to scores from recent years.

See Appendix A, Tab 5 for a summary of SA students' performance on this examination.

### RESULTS AND EVALUATION

See Appendix A, Tab 5. 81.4% of SA 8th graders surpassed expectations by passing a high school level examination.

### ADDITIONAL EVIDENCE

SA has consistently met its Accountability Plan goals in this area in years past.

### SUMMARY OF THE ELEMENTARY AND MIDDLE SCHOOL MATHEMATICS GOAL

SA consistently meets its Accountability Plan goals in this area year after year. This year, the Covid-19 pandemic caused state examinations to be cancelled and thus SA was unable to register its usual high achievements in math (99% of SA students taking the state math exam passed it in 2019 and 98% of SA students taking the state math exam passed it in 2018). SA also did not administer external, normed, math exams to its Kindergarten through 7th grade students in 2020-21. However, SA's 8th graders took the more rigorous, high school level Regents-based Algebra I exam in June 2021 and 81.4% passed. SA undeniably continues to educate its students in math at the highest level.

### ACTION PLAN

Despite impressive state math test results, SA is looking to make the following improvements to the math program:

- More effectively guide students to move away from invented strategies for solving problems, which can sometimes be laborious, towards more efficient strategies that improve accuracy;
- Improve the pacing calendar for math instruction so that teachers have time to teach oft-overlooked skills like fractions.

## GOAL 3: SCIENCE

### ELEMENTARY AND MIDDLE SCHOOL SCIENCE

#### Goal 3: Science

Students will understand and apply scientific principles at a proficient level.

### BACKGROUND

The school's curriculum is unique in its attention to science, including unprecedented daily instruction. The school uses a discovery-based, experiential approach to science, guided by the most influential authorities on elementary science education today, the American Association for the Advancement of Science Benchmarks and the National Resource Council National Science Education Standards. Taught by specialized science teachers, students have hands-on experience with objects, materials, and organisms to understand the natural world. The curriculum provides students with a solid foundation in discovery-based science to ensure that they can excel in middle and high school science classes.

### METHOD

SA administered the Living Environment Regents Examination to its 8th grade students in January 2021.

See Appendix A, Tab 6 for a summary of SA students' performance on this examination.

### RESULTS AND EVALUATION

See Appendix A, Tab 6. 96.4% of SA 8th graders surpassed expectations by passing a high school level examination.

### ADDITIONAL CONTEXT AND EVIDENCE

SA has consistently met its Accountability Plan goals in this area in years past.

### SUMMARY OF THE ELEMENTARY AND MIDDLE SCHOOL SCIENCE GOAL

SA consistently meets its Accountability Plan goals in this area year after year. This year, the Covid-19 pandemic caused state examinations to be cancelled and thus SA was unable to register its usual 4th grade and 8th grade high scores in science (with pass rates at or near 100%). However, SA's 8th graders took the more rigorous, high school level Living Environment Regents examination in January 2021 and 96.4% passed. SA undeniably continues to educate its students in science at the highest level.

### ACTION PLAN

SA will continue offering discovery-based science to all students five days a week. Results from state science tests show that SA's focus on science is paying considerable dividends.

## GOAL 4: ESSA

Due to COVID-19 and the subsequent changes to the state's testing, accountability, and federal reporting requirements, the 2020-21 school accountability statuses are the same as those assigned for the 2019-20 school year. The 2019-20 accountability statuses were based on 2018-19 exam results. Assigned accountability designations and further context can be found [here](#).

### Goal 7: Absolute Measure

Under the state's ESSA accountability system, the school is in good standing: the state has not identified the school for comprehensive or targeted improvement.

## METHOD

Because *all* students are expected to meet the state's performance standards, the federal statute stipulates that various sub-populations and demographic categories of students among all tested students must meet the state standard in and of themselves aside from the overall school results. As New York State, like all states, is required to establish a specific system for making these determinations for its public schools, charter schools do not have latitude in establishing their own performance levels or criteria of success for meeting the ESSA accountability requirements. Each year, the state issues School Report Cards that indicate a school's status under the state accountability system.

## RESULTS AND EVALUATION

Each SA charter was in "Good Standing" under ESSA for 2020-21.

Accountability Status by Year

Year	Status
2018-19	Good Standing
2019-20	Good Standing
2020-21	Good Standing



**Transmittal Form**  
**Annual Financial Statement Audit Report**  
*for SUNY Authorized Charter Schools*

Charter School Name:	Success Academy Charter School - Hell's Kitchen
Audit Period:	2020-21
Prior Period:	2019-20
Report Due Date:	Monday, November 1, 2021
School Fiscal Contact Name:	Scott Scharphorn
School Fiscal Contact Email:	[REDACTED]
School Fiscal Contact Phone:	[REDACTED]
School Audit Firm Name:	BDO, LLC
School Audit Contact Name:	Don Alcuino
School Audit Contact Email:	[REDACTED]
School Audit Contact Phone:	[REDACTED]

**SUNY CHARTER SCHOOLS INSTITUTE - Reporting Requirements:**

Online Portal: <https://my.epicenternow.org/>

**Required 8 Items:**

- 1) The independent auditor's report on financial statements and notes;
- 2) Excel template file with appropriate sheets completed: Financial Position, Statement of Activities, Cash Flow and Functional Expenses worksheets; and
- 3) Reports on internal controls over financial reporting and on compliance.

**And, if applicable:**

The additional items listed below should be included if applicable. Please explain the reason(s) if the items are not included. Examples might include: a written management letter was not issued; the school did not expend federal funds in excess of the Single Audit Threshold of \$750,000; the management letter response will be submitted by the following date (should be no later than 30 days from the submission of the report); etc. If not applicable enter "N/A."

	<i>If not included, state the reason(s) below. Or, if not applicable fill in "N/A":</i>
4) Management Letter	na
5) Management Letter Response	na
6) Form 990; or Extension Form 8868	na
7) Federal Single Audit/ Uniform Guidance in 2 CFR Part 200, Subpart F	na
8) Corrective Action Plan	na

**SUCCESS ACADEMY CHARTER SCHOOL - HELL'S KITCHEN**  
**Statement of Financial Position**  
**as of June 30, 2021**

<u>ASSETS</u>	<u>2020-21</u>	<u>2019-20</u>
<b><u>CURRENT ASSETS</u></b>		
Cash and cash equivalents		
Grants and contracts receivable		
Accounts receivables	-	
Prepaid expenses		
Contributions and other receivables	-	-
<b>TOTAL CURRENT ASSETS</b>	-	-
<b><u>PROPERTY, BUILDING AND EQUIPMENT, net</u></b>		
<b><u>OTHER ASSETS</u></b>		
<b>TOTAL ASSETS</b>	-	-
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b><u>CURRENT LIABILITIES</u></b>		
Accounts payable and accrued expenses		
Accrued payroll and benefits		
Deferred Revenue		
Current maturities of long-term debt		
Short Term Debt - Bonds, Notes Payable		
Other		
<b>TOTAL CURRENT LIABILITIES</b>	-	-
<b><u>LONG-TERM LIABILITIES</u></b>		
Deferred Rent		
All other long-term debt and notes payable, net current maturities		
<b>TOTAL LONG-TERM LIABILITIES</b>	-	-
<b>TOTAL LIABILITIES</b>	-	-
<b><u>NET ASSETS</u></b>		
Without Donor Restrictions		
With Donor Restrictions		-
<b>TOTAL NET ASSETS</b>	-	-
<b>TOTAL LIABILITIES AND NET ASSETS</b>	-	-
CK - Should be zero	-	-

**SUCCESS ACADEMY CHARTER SCHOOL - HELL'S KITCHEN**

**Statement of Activities  
as of June 30, 2021**

	2020-21			2019-20
	Without Donor Restrictions	With Donor Restrictions	Total	Total
<b>REVENUE, GAINS AND OTHER SUPPORT</b>				
Public School District				
Resident Student Enrollment	\$ 6,887,418	\$ -	\$ 6,887,418	\$ 6,751,589
Students with disabilities	\$ 1,148,916	-	1,148,916	813,955
Grants and Contracts				
State and local	-	-	-	-
Federal - Title and IDEA	\$ 212,310	-	212,310	197,562
Federal - Other	\$ 192,732	-	192,732	-
Other	-	-	-	-
NYC DoE Rental Assistance	\$ -	-	-	-
Food Service/Child Nutrition Program	-	-	-	-
<b>TOTAL REVENUE, GAINS AND OTHER SUPPORT</b>	<b>8,441,376</b>	<b>-</b>	<b>8,441,376</b>	<b>7,763,106</b>
<b>EXPENSES</b>				
Program Services				
Regular Education	4,459,043	\$ -	\$ 4,459,043	\$ 3,826,718
Special Education	1,409,451	-	1,409,451	\$ 1,563,026
Other Programs	-	-	-	-
Total Program Services	5,868,494	-	5,868,494	5,389,744
Management and general	685,149	-	685,149	\$ 593,509
Fundraising	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>6,553,643</b>	<b>-</b>	<b>6,553,643</b>	<b>5,983,253</b>
<b>SURPLUS / (DEFICIT) FROM SCHOOL OPERATIONS</b>	<b>1,887,733</b>	<b>-</b>	<b>1,887,733</b>	<b>1,779,853</b>
<b>SUPPORT AND OTHER REVENUE</b>				
Contributions				
Foundations	\$ -	\$ -	\$ -	\$ -
Individuals	-	-	-	-
Corporations	-	-	-	-
Fundraising	-	-	-	-
Interest income	-	-	-	-
Miscellaneous income	\$ (89,444)	-	(89,444)	5,223
Net assets released from restriction	-	-	-	-
<b>TOTAL SUPPORT AND OTHER REVENUE</b>	<b>(89,444)</b>	<b>-</b>	<b>(89,444)</b>	<b>5,223</b>
<b>CHANGE IN NET ASSETS</b>	<b>1,798,289</b>	<b>-</b>	<b>1,798,289</b>	<b>1,785,076</b>
NET ASSETS BEGINNING OF YEAR	4,809,616	-	4,809,616	3,024,540
PRIOR YEAR/PERIOD ADJUSTMENTS	-	-	-	-
<b>NET ASSETS END OF YEAR</b>	<b>\$ 6,607,906</b>	<b>\$ -</b>	<b>\$ 6,607,906</b>	<b>\$ 4,809,616</b>



**SUCCESS ACADEMY CHARTER SCHOOL - HELL'S KITCHEN**

**Statement of Cash Flows**

**as of June 30, 2021**

	<b>2020-21</b>	<b>2019-20</b>
<b>CASH FLOWS - OPERATING ACTIVITIES</b>		
Increase (decrease) in net assets		
Revenues from School Districts		
Accounts Receivable		
Due from School Districts		
Depreciation		
Grants Receivable		
Due from NYS		
Grant revenues		
Prepaid Expenses		
Accounts Payable		
Accrued Expenses		
Accrued Liabilities		
Contributions and fund-raising activities		
Miscellaneous sources		
Deferred Revenue		
Interest payments		
Other		
Other		
<b>NET CASH PROVIDED FROM OPERATING ACTIVITIES</b>	\$ -	\$ -
<b>CASH FLOWS - INVESTING ACTIVITIES</b>		
Purchase of equipment		
Other		
<b>NET CASH PROVIDED FROM INVESTING ACTIVITIES</b>	\$ -	\$ -
<b>CASH FLOWS - FINANCING ACTIVITIES</b>		
Principal payments on long-term debt		
Other		
<b>NET CASH PROVIDED FROM FINANCING ACTIVITIES</b>	\$ -	\$ -
<b>NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS</b>	\$ -	\$ -
Cash at beginning of year		
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	\$ -	\$ -

**as of June 30, 2021**

		2020-21							2019-20	
		Program Services				Supporting Services				
		Regular		Other Education		Management and				
No. of Positions		Education	Special Education		Total	Fund-raising	General	Total	Total	
Personnel Services Costs		\$	\$	\$	\$	\$	\$	\$	\$	\$
Administrative Staff Personnel	7.84	523,723	165,543	-	689,266	-	59,936	59,936	749,202	798,987
Instructional Personnel	42.16	1,833,267	579,474	-	2,412,741	-	209,804	209,804	2,622,545	2,334,297
Non-Instructional Personnel	-	-	-	-	-	-	-	-	-	-
Total Salaries and Staff	50.00	2,356,990	745,017	-	3,102,007	-	269,740	269,740	3,371,747	3,133,284
Fringe Benefits & Payroll Taxes		436,068	137,836	-	573,904		49,905	49,905	623,809	540,561
Retirement		62,892	19,879	-	82,771	-	7,197	7,197	89,968	83,747
Management Company Fees		733,273	231,779	-	965,051	-	241,263	241,263	1,206,314	1,002,612
Legal Service		-	-	-	-	-	17,244	17,244	17,244	30,147
Accounting / Audit Services		-	-	-	-	-	1,547	1,547	1,547	2,842
Other Purchased / Professional / Consulting Services		39,762	12,568	-	52,330	-	4,550	4,550	56,881	22,994
Building and Land Rent / Lease / Facility Finance Interest		39,801	12,581	-	52,382	-	4,555	4,555	56,937	-
Repairs & Maintenance				-	-	-	-	-	-	65,602
Insurance		29,474	9,316	-	38,790	-	3,373	3,373	42,163	41,190
Utilities		76,095	24,053	-	100,148	-	8,709	8,709	108,857	-
Supplies / Materials		74,528	23,558	-	98,086	-	-	-	98,086	135,993
Equipment / Furnishings		36,718	11,606	-	48,324	-	4,202	4,202	52,526	55,971
Staff Development		25,869	8,177	-	34,046	-	-	-	34,046	69,649
Marketing / Recruitment		56,443	17,841	-	74,284	-	-	-	74,284	128,975
Technology		199,585	63,086	-	262,671	-	22,841	22,841	285,512	264,171
Food Service		10	3	-	13	-	-	-	13	9,952
Student Services		29,545	9,339	-	38,884	-	22	22	38,905	96,363
Office Expense		38,914	12,300	-	51,215	-	4,453	4,453	55,668	67,307
Depreciation		178,402	56,391	-	234,793	-	20,417	20,417	255,210	217,009
OTHER		44,673	14,121	-	58,794	-	25,131	25,131	83,925	14,883
Total Expenses		\$ 4,459,043	\$ 1,409,451	\$ -	\$ 5,868,494	\$ -	\$ 685,149	\$ 685,149	\$ 6,553,643	\$ 5,983,253

Row Labels	Grand Total	GenEd	Sped
Total Salaries and Staff	162,119,136	113,327,960	35,821,645
Accounting / Audit Services	72,793	-	-
Depreciation	18,756,749	13,111,741	4,144,468
Equipment / Furnishings	2,920,278	2,041,395	645,261
Building and Land Rent / Lease / Facility Fi	6,648,550	4,647,611	1,469,055
Technology	13,591,029	9,500,689	3,003,057
Supplies / Materials	5,766,590	4,381,613	1,384,977
Insurance	2,051,777	1,434,276	453,358
Legal Service	760,017	-	-
Management Company Fees	54,642,885	33,215,330	10,498,978
Marketing / Recruitment	3,328,049	2,528,743	799,306
Office expense	2,298,907	1,607,031	507,964
OTHER	3,783,329	1,994,301	630,375
Fringe Benefits & Payroll Taxes	31,030,491	21,691,593	6,856,459
Other Purchased / Professional / Consultin	2,993,489	2,092,572	661,438
Staff Development	1,593,185	1,210,545	382,639
Retirement	4,027,510	2,815,396	889,914
Food Service	8,343	6,340	2,004
Student Services	2,314,840	1,753,570	554,283
Utilities	3,942,076	2,755,674	871,036
Grand Total	322,650,023	220,116,378	69,576,218

Row Labels	Grand Total	GenEd	Sped
Total Salaries and Staff	162,119,136	113,327,960	35,821,645
Accounting / Audit Services	72,793	-	-
Depreciation	18,756,749	13,111,741	4,144,468
Equipment / Furnishings	2,920,278	2,041,395	645,261
Building and Land Rent / Lease / Facility Fi	6,648,550	4,647,611	1,469,055
Technology	13,591,029	9,500,689	3,003,057
Supplies / Materials	5,766,590	4,381,613	1,384,977

Insurance	2,051,777	1,434,276	453,358
Legal Service	760,017	-	-
Management Company Fees	54,642,885	33,215,330	10,498,978
Marketing / Recruitment	3,328,049	2,528,743	799,306
Office expense	2,298,907	1,607,031	507,964
OTHER	3,783,329	1,994,301	630,375
Fringe Benefits & Payroll Taxes	31,030,491	21,691,593	6,856,459
Other Purchased / Professional / Consultin	2,993,489	2,092,572	661,438
Staff Development	1,593,185	1,210,545	382,639
Retirement	4,027,510	2,815,396	889,914
Food Service	8,343	6,340	2,004
Student Services	2,314,840	1,753,570	554,283
Utilities	3,942,076	2,755,674	871,036
Grand Total	322,650,023	220,116,378	69,576,218

Row Labels	Grand Total	GenEd	Sped
Total Salaries and Staff	162,119,136	113,327,960	35,821,645
Accounting / Audit Services	72,793	-	-
Depreciation	18,756,749	13,111,741	4,144,468
Equipment / Furnishings	2,920,278	2,041,395	645,261
Building and Land Rent / Lease / Facility Fi	6,648,550	4,647,611	1,469,055
Technology	13,591,029	9,500,689	3,003,057
Supplies / Materials	5,766,590	4,381,613	1,384,977
Insurance	2,051,777	1,434,276	453,358
Legal Service	760,017	-	-
Management Company Fees	54,642,885	33,215,330	10,498,978
Marketing / Recruitment	3,328,049	2,528,743	799,306
Office expense	2,298,907	1,607,031	507,964
OTHER	3,783,329	1,994,301	630,375
Fringe Benefits & Payroll Taxes	31,030,491	21,691,593	6,856,459
Other Purchased / Professional / Consultin	2,993,489	2,092,572	661,438
Staff Development	1,593,185	1,210,545	382,639
Retirement	4,027,510	2,815,396	889,914
Food Service	8,343	6,340	2,004
Student Services	2,314,840	1,753,570	554,283
Utilities	3,942,076	2,755,674	871,036
Grand Total	322,650,023	220,116,378	69,576,218

Row Labels	Grand Total	GenEd	Sped
Total Salaries and Staff	162,119,136	113,327,960	35,821,645
Accounting / Audit Services	72,793	-	-
Depreciation	18,756,749	13,111,741	4,144,468
Equipment / Furnishings	2,920,278	2,041,395	645,261
Building and Land Rent / Lease / Facility Fi	6,648,550	4,647,611	1,469,055
Technology	13,591,029	9,500,689	3,003,057
Supplies / Materials	5,766,590	4,381,613	1,384,977
Insurance	2,051,777	1,434,276	453,358
Legal Service	760,017	-	-
Management Company Fees	54,642,885	33,215,330	10,498,978
Marketing / Recruitment	3,328,049	2,528,743	799,306
Office expense	2,298,907	1,607,031	507,964
OTHER	3,783,329	1,994,301	630,375
Fringe Benefits & Payroll Taxes	31,030,491	21,691,593	6,856,459
Other Purchased / Professional / Consultin	2,993,489	2,092,572	661,438
Staff Development	1,593,185	1,210,545	382,639
Retirement	4,027,510	2,815,396	889,914
Food Service	8,343	6,340	2,004
Student Services	2,314,840	1,753,570	554,283
Utilities	3,942,076	2,755,674	871,036
Grand Total	322,650,023	220,116,378	69,576,218

322650023.3	220116378.1	69576217.94
-------------	-------------	-------------

Total Salaries and Staff	Total Salaries and Staff
Audit and accounting	Accounting / Audit Services
Depreciation and amortization	Depreciation
Equipment lease	Equipment / Furnishings
Facility	Building and Land Rent / Lease / Facility
Information technology	Technology
Instructional supplies and textbooks	Supplies / Materials
Insurance	Insurance
Legal (Note 8)	Legal Service

Management fee  
Marketing/ Recruitment  
Office expense  
OTHER  
Payroll taxes and employee benefits  
Professional and consulting Fees  
Professional development  
Retirement  
Scholar food service  
Student Services  
Telecommunications and internet

Management Company Fees  
Marketing / Recruitment  
Office expense  
OTHER  
Fringe Benefits & Payroll Taxes  
Other Purchased / Professional / Consult  
Staff Development  
Retirement  
Food Service  
Student Services  
Utilities

MGM

Row Labels

Group1

12,969,531	TRUE	Total Salaries and Staff	7,226,306
72,793	TRUE	Audit and accounting	3,093
1,500,540	TRUE	Depreciation and amortization	1,671,190
233,622	TRUE	Equipment lease	179,877
531,884	TRUE	Facility	246,066
1,087,282	TRUE	Information technology	1,293,587
-	TRUE	Instructional supplies and textbook	244,626
164,142	TRUE	Insurance	113,923
760,017	TRUE	Legal (Note 8)	32,292
10,928,577	TRUE	Management fee	3,306,954
-	TRUE	Marketing/ Recruitment	119,166
183,913	TRUE	Office expense	91,762
1,158,653	TRUE	OTHER	237,627
2,482,439	TRUE	Payroll taxes and employee benef	1,278,332
239,479	TRUE	Professional and consulting Fees	112,054
-	TRUE	Professional development	75,189
322,201	TRUE	Retirement	189,108
-	TRUE	Scholar food service	390
6,988	TRUE	Student Services	88,617
315,366	TRUE	Telecommunications and internet	(559,456)
32,957,427	TRUE	Grand Total	15,950,702

MGM

Row Labels

Group1

12,969,531	TRUE	Total Salaries and Staff	5,051,485
72,793	TRUE	Audit and accounting	-
1,500,540	TRUE	Depreciation and amortization	1,168,231
233,622	TRUE	Equipment lease	125,741
531,884	TRUE	Facility	172,010
1,087,282	TRUE	Information technology	904,271
-	TRUE	Instructional supplies and textbool	185,874

164,142	TRUE	Insurance	79,637
760,017	TRUE	Legal (Note 8)	-
10,928,577	TRUE	Management fee	2,010,172
-	TRUE	Marketing/ Recruitment	90,546
183,913	TRUE	Office expense	64,146
1,158,653	TRUE	OTHER	135,049
2,482,439	TRUE	Payroll taxes and employee benef	893,607
239,479	TRUE	Professional and consulting Fees	78,330
-	TRUE	Professional development	57,130
322,201	TRUE	Retirement	132,194
-	TRUE	Scholar food service	296
6,988	TRUE	Student Services	66,994
315,366	TRUE	Telecommunications and internet	(391,083)
32,957,427		Grand Total	10,824,631

MGM

Row Labels

Group1

12,969,531	TRUE	Total Salaries and Staff	1,596,716
72,793	TRUE	Audit and accounting	-
1,500,540	TRUE	Depreciation and amortization	369,264
233,622	TRUE	Equipment lease	39,745
531,884	TRUE	Facility	54,370
1,087,282	TRUE	Information technology	285,829
-	TRUE	Instructional supplies and textbook	58,752
164,142	TRUE	Insurance	25,172
760,017	TRUE	Legal (Note 8)	-
10,928,577	TRUE	Management fee	635,392
-	TRUE	Marketing/ Recruitment	28,621
183,913	TRUE	Office expense	20,276
1,158,653	TRUE	OTHER	42,688
2,482,439	TRUE	Payroll taxes and employee benef	282,459
239,479	TRUE	Professional and consulting Fees	24,759
-	TRUE	Professional development	18,058
322,201	TRUE	Retirement	41,785
-	TRUE	Scholar food service	94
6,988	TRUE	Student Services	21,176
315,366	TRUE	Telecommunications and internet	(123,617)
32,957,427		Grand Total	3,421,539



MGM

Row Labels

Group1

12,969,531	TRUE	Total Salaries and Staff	578,104
72,793	TRUE	Audit and accounting	3,093
1,500,540	TRUE	Depreciation and amortization	133,695
233,622	TRUE	Equipment lease	14,390
531,884	TRUE	Facility	19,685
1,087,282	TRUE	Information technology	103,487
-	TRUE	Instructional supplies and textbook	-
164,142	TRUE	Insurance	9,114
760,017	TRUE	Legal (Note 8)	32,292
10,928,577	TRUE	Management fee	661,391
-	TRUE	Marketing/ Recruitment	-
183,913	TRUE	Office expense	7,341
1,158,653	TRUE	OTHER	59,890
2,482,439	TRUE	Payroll taxes and employee benef	102,267
239,479	TRUE	Professional and consulting Fees	8,964
-	TRUE	Professional development	-
322,201	TRUE	Retirement	15,129
-	TRUE	Scholar food service	-
6,988	TRUE	Student Services	446
315,366	TRUE	Telecommunications and internet	(44,757)
32,957,427		Grand Total	1,704,532

32957427.28

Finance Interest



Success Academy Charter School - Bed Stuy 1	Success Academy Charter School - Bed Stuy 2	Success Academy Charter School - Bed Stuy 3	Success Academy Charter School - Bensonhurst	Success Academy Charter School - Bergen Beach
6,666,941	2,856,916	2,241,326	3,969,973	6,891,386
3,093	1,547	1,547	1,547	3,093
915,646	397,324	117,110	360,854	903,631
130,440	75,029	29,777	70,649	85,330
113,583	34,440	35,970	76,498	146,672
506,538	211,058	108,902	353,817	627,130
248,837	46,477	101,946	103,612	311,580
83,863	39,796	37,996	45,679	86,520
27,447	13,723	13,723	13,723	28,372
2,027,008	774,100	421,907	1,672,777	2,401,926
120,202	45,688	26,884	82,457	126,477
69,040	39,260	30,909	77,382	86,339
137,579	55,927	29,774	105,460	160,281
1,354,081	503,602	472,563	781,561	1,336,466
106,475	36,052	23,416	67,806	105,101
72,137	30,996	26,473	37,060	65,604
174,119	65,389	58,766	109,475	181,918
186	115	93	13	1,098
90,977	32,500	33,884	44,207	89,632
165,937	100,177	51,373	117,269	190,558
13,014,129	5,360,114	3,864,337	8,091,819	13,829,114

Success Academy Charter School - Bed Stuy 1	Success Academy Charter School - Bed Stuy 2	Success Academy Charter School - Bed Stuy 3	Success Academy Charter School - Bensonhurst	Success Academy Charter School - Bergen Beach
4,660,466	1,997,102	1,566,780	2,775,175	4,817,363
-	-	-	-	-
640,074	277,746	81,865	252,252	631,675
91,183	52,448	20,816	49,387	59,649
79,399	24,075	25,144	53,475	102,530
354,091	147,538	76,127	247,333	438,390
189,073	35,314	77,462	78,727	236,747

58,624	27,819	26,561	31,931	60,481
-	-	-	-	-
1,232,141	470,546	256,461	1,016,817	1,460,040
91,333	34,715	20,427	62,653	96,101
48,262	27,444	21,606	54,093	60,354
71,890	28,768	15,852	56,229	83,571
946,558	352,038	330,341	546,343	934,244
74,431	25,202	16,369	47,400	73,470
54,811	23,552	20,115	28,160	49,848
121,717	45,710	41,080	76,527	127,168
142	88	70	10	834
69,091	24,687	25,742	33,586	67,828
115,997	70,028	35,912	81,976	133,208
8,899,283	3,664,820	2,658,729	5,492,074	9,433,502

Success Academy Charter School - Bed Stuy 1	Success Academy Charter School - Bed Stuy 2	Success Academy Charter School - Bed Stuy 3	Success Academy Charter School - Bensonhurst	Success Academy Charter School - Bergen Beach
1,473,119	631,261	495,241	877,200	1,522,712
-	-	-	-	-
202,320	87,792	25,876	79,734	199,665
28,822	16,578	6,580	15,611	18,854
25,097	7,610	7,948	16,903	32,408
111,924	46,635	24,063	78,179	138,570
59,764	11,162	24,485	24,885	74,833
18,530	8,793	8,395	10,093	19,117
-	-	-	-	-
389,465	148,734	81,064	321,404	461,501
28,869	10,973	6,457	19,804	30,376
15,255	8,675	6,830	17,098	19,077
22,724	9,093	5,011	17,773	26,416
299,196	111,275	104,417	172,693	295,304
23,527	7,966	5,174	14,982	23,223
17,325	7,444	6,358	8,901	15,756
38,473	14,448	12,985	24,189	40,196
45	28	22	3	264
21,839	7,803	8,137	10,616	21,440
36,665	22,135	11,351	25,912	42,106
2,812,959	1,158,407	840,393	1,735,980	2,981,820

Success Academy Charter School - Bed Stuy 1	Success Academy Charter School - Bed Stuy 2	Success Academy Charter School - Bed Stuy 3	Success Academy Charter School - Bensonhurst	Success Academy Charter School - Bergen Beach
533,355	228,553	179,306	317,598	551,311
3,093	1,547	1,547	1,547	3,093
73,252	31,786	9,369	28,868	72,290
10,435	6,002	2,382	5,652	6,826
9,087	2,755	2,878	6,120	11,734
40,523	16,885	8,712	28,305	50,170
-	-	-	-	-
6,709	3,184	3,040	3,654	6,922
27,447	13,723	13,723	13,723	28,372
405,402	154,820	84,381	334,555	480,385
-	-	-	-	-
5,523	3,141	2,473	6,191	6,907
42,964	18,066	8,911	31,458	50,294
108,326	40,288	37,805	62,525	106,917
8,518	2,884	1,873	5,425	8,408
-	-	-	-	-
13,930	5,231	4,701	8,758	14,553
-	-	-	-	-
47	9	5	4	365
13,275	8,014	4,110	9,382	15,245
1,301,886	536,888	365,215	863,765	1,413,793



Success Academy Charter School - Bronx 1	Success Academy Charter School - Bronx 2	Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Bushwick
3,862,840	7,151,403	8,260,669	3,975,925	3,436,091
1,547	3,093	3,195	1,547	1,547
587,558	379,496	1,107,438	478,849	446,241
96,003	108,716	135,032	56,248	58,087
82,149	117,393	171,915	89,704	71,202
333,754	581,421	676,950	350,245	313,169
104,636	250,678	376,795	107,130	120,477
46,134	87,690	93,426	45,616	43,308
13,723	32,079	36,672	13,723	13,723
1,633,219	2,641,782	3,212,413	1,592,436	1,380,011
83,383	142,533	171,313	88,856	83,446
59,586	10,907	124,383	68,886	53,939
120,611	184,818	228,085	115,356	97,897
764,796	1,407,999	1,523,134	793,388	638,640
273,750	115,189	137,631	70,822	61,382
35,670	66,563	72,875	37,100	35,210
86,660	167,595	188,429	97,066	86,059
1,635	33	445	37	95
51,337	97,783	119,470	50,848	49,696
128,974	207,782	278,829	124,672	105,506
8,367,963	13,754,953	16,919,099	8,158,455	7,095,726

Success Academy Charter School - Bronx 1	Success Academy Charter School - Bronx 2	Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Bushwick
2,700,285	4,999,125	5,774,548	2,779,336	2,401,969
-	-	-	-	-
410,727	265,283	774,145	334,735	311,941
67,110	75,997	94,393	39,319	40,605
57,425	82,062	120,176	62,707	49,773
233,307	406,437	473,216	244,836	218,918
79,505	190,472	286,299	81,400	91,541

32,250	61,299	65,309	31,888	30,274
-	-	-	-	-
992,772	1,605,838	1,952,703	967,982	838,856
63,357	108,300	130,168	67,515	63,404
41,653	7,624	86,949	48,154	37,705
56,695	92,301	111,324	58,163	49,993
534,624	984,249	1,064,734	554,611	446,436
191,363	80,522	96,210	49,507	42,909
27,103	50,577	55,372	28,190	26,754
60,579	117,156	131,720	67,853	60,159
1,242	25	338	28	72
39,012	74,230	90,346	38,629	37,754
90,158	145,248	194,913	87,151	73,753
5,679,166	9,346,748	11,502,863	5,542,005	4,822,817

Success Academy Charter School - Bronx 1	Success Academy Charter School - Bronx 2	Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Bushwick
--	--	--	--	---

853,528	1,580,165	1,825,267	878,516	759,234
-	-	-	-	-
129,826	83,853	244,698	105,806	98,601
21,213	24,022	29,837	12,428	12,835
18,151	25,939	37,986	19,821	15,733
73,746	128,470	149,578	77,390	69,197
25,131	60,206	90,496	25,730	28,935
10,194	19,376	20,643	10,079	9,569
-	-	-	-	-
313,803	507,587	617,227	305,968	265,153
20,026	34,232	41,145	21,341	20,041
13,166	2,410	27,483	15,221	11,918
17,921	29,175	35,188	18,385	15,802
168,988	311,110	336,550	175,306	141,113
60,487	25,452	30,411	15,649	13,563
8,567	15,987	17,502	8,910	8,457
19,148	37,032	41,635	21,448	19,016
393	8	107	9	23
12,331	23,463	28,557	12,210	11,934
28,498	45,911	61,610	27,547	23,313
1,795,118	2,954,398	3,635,921	1,751,763	1,524,436



Success Academy Charter School - Bronx 1	Success Academy Charter School - Bronx 2	Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Bushwick
309,027	572,112	660,854	318,074	274,887
1,547	3,093	3,195	1,547	1,547
47,005	30,360	88,595	38,308	35,699
7,680	8,697	10,803	4,500	4,647
6,572	9,391	13,753	7,176	5,696
26,700	46,514	54,156	28,020	25,053
-	-	-	-	-
3,691	7,015	7,474	3,649	3,465
13,723	32,079	36,672	13,723	13,723
326,644	528,356	642,483	318,487	276,002
-	-	-	-	-
4,767	873	9,951	5,511	4,315
45,995	63,341	81,572	38,808	32,102
61,184	112,640	121,851	63,471	51,091
21,900	9,215	11,011	5,666	4,911
-	-	-	-	-
6,933	13,408	15,074	7,765	6,885
-	-	-	-	-
(7)	89	567	8	8
10,318	16,623	22,306	9,974	8,440
893,678	1,453,806	1,780,316	864,687	748,473



Success Academy Charter School - Cobble Hill	Success Academy Charter School - Crown Heights	Success Academy Charter School - Far Rockaway	Success Academy Charter School - Flatbush	Success Academy Charter School - Fort Greene
3,731,936	6,761,964	4,607,219	3,919,511	2,364,840
1,547	3,093	3,093	1,547	1,547
256,185	1,133,320	726,404	609,156	344,073
76,634	96,037	64,997	72,272	71,001
63,211	39,879	83,169	64,011	41,789
258,071	505,609	368,780	322,085	181,077
98,971	237,001	162,219	127,337	38,465
44,086	85,534	77,175	45,748	38,180
30,158	48,617	27,447	13,723	37,275
1,163,712	2,241,698	1,533,840	1,529,352	637,263
53,357	123,614	91,174	80,918	39,557
56,585	78,969	56,121	67,535	27,772
72,894	149,520	104,609	98,812	46,157
778,677	1,297,882	899,542	748,290	430,063
45,892	102,714	67,982	59,973	30,476
33,113	69,272	61,010	34,540	30,366
95,314	169,765	111,658	89,004	63,005
216	50	80	86	24
38,174	105,280	48,795	43,711	34,015
94,517	175,169	135,146	109,811	76,495
6,993,250	13,424,985	9,230,461	8,037,424	4,533,440

Success Academy Charter School - Cobble Hill	Success Academy Charter School - Crown Heights	Success Academy Charter School - Far Rockaway	Success Academy Charter School - Flatbush	Success Academy Charter School - Fort Greene
2,608,777	4,726,891	3,220,636	2,739,900	1,653,120
-	-	-	-	-
179,084	792,237	507,786	425,825	240,521
53,570	67,134	45,436	50,521	49,633
44,187	27,877	58,139	44,747	29,212
180,403	353,441	257,793	225,151	126,581
75,201	180,080	123,259	96,754	29,226

30,818	59,792	53,949	31,980	26,689
-	-	-	-	-
707,376	1,362,643	932,363	929,635	387,368
40,542	93,925	69,276	61,484	30,057
39,555	55,202	39,231	47,210	19,414
39,042	78,163	56,398	51,359	24,104
544,327	907,273	628,817	523,086	300,632
32,081	71,801	47,522	41,923	21,304
25,160	52,635	46,357	26,245	23,073
66,628	118,673	78,054	62,217	44,043
164	38	61	66	18
28,953	79,969	37,037	33,180	25,625
66,071	122,450	94,472	76,762	53,473
4,761,939	9,150,226	6,296,585	5,468,044	3,084,093

Success Academy Charter School - Cobble Hill	Success Academy Charter School - Crown Heights	Success Academy Charter School - Far Rockaway	Success Academy Charter School - Flatbush	Success Academy Charter School - Fort Greene
--	--	---	---	--

824,604	1,494,115	1,018,005	866,050	522,532
-	-	-	-	-
56,606	250,417	160,505	134,598	76,026
16,933	21,220	14,362	15,969	15,688
13,967	8,812	18,377	14,144	9,234
57,023	111,719	81,485	71,167	40,011
23,770	56,921	38,961	30,583	9,238
9,741	18,899	17,052	10,108	8,436
-	-	-	-	-
223,593	430,716	294,709	293,847	122,442
12,815	29,689	21,897	19,434	9,501
12,503	17,449	12,401	14,922	6,137
12,341	24,707	17,827	16,234	7,619
172,055	286,779	198,762	165,341	95,026
10,140	22,695	15,021	13,252	6,734
7,953	16,637	14,653	8,296	7,293
21,060	37,511	24,672	19,666	13,922
52	12	19	21	6
9,152	25,277	11,707	10,488	8,100
20,884	38,705	29,862	24,264	16,902
1,505,193	2,892,280	1,990,277	1,728,385	974,846

Success Academy Charter School - Cobble Hill	Success Academy Charter School - Crown Heights	Success Academy Charter School - Far Rockaway	Success Academy Charter School - Flatbush	Success Academy Charter School - Fort Greene
298,555	540,957	368,577	313,561	189,187
1,547	3,093	3,093	1,547	1,547
20,495	90,666	58,112	48,733	27,526
6,131	7,683	5,200	5,782	5,680
5,057	3,190	6,654	5,121	3,343
20,646	40,449	29,502	25,767	14,486
-	-	-	-	-
3,527	6,843	6,174	3,660	3,054
30,158	48,617	27,447	13,723	37,275
232,742	448,340	306,768	305,870	127,453
-	-	-	-	-
4,527	6,317	4,490	5,403	2,222
21,512	46,650	30,385	31,219	14,435
62,294	103,831	71,963	59,863	34,405
3,671	8,217	5,439	4,798	2,438
-	-	-	-	-
7,625	13,581	8,933	7,120	5,040
-	-	-	-	-
70	33	51	44	290
7,561	14,014	10,812	8,785	6,120
726,117	1,382,480	943,599	840,995	474,501



Success Academy Charter School - Harlem 1	Success Academy Charter School - Harlem 2	Success Academy Charter School - Harlem 4	Success Academy Charter School - Harlem 5	Success Academy Charter School - Harlem 6
14,391,198	5,851,353	3,412,300	6,711,571	3,015,601
4,640	3,093	1,547	3,093	1,547
1,845,035	739,295	173,735	1,030,373	465,827
257,909	158,061	51,957	154,119	51,083
210,456	83,429	57,441	90,363	59,555
1,013,441	439,162	249,208	510,517	234,000
848,193	127,191	88,034	263,382	75,227
145,599	81,224	42,458	87,106	40,893
41,170	27,447	35,102	27,447	13,723
3,494,029	1,760,878	1,028,247	2,120,819	985,746
574,824	93,623	59,647	121,183	60,473
152,905	103,904	54,181	75,127	45,044
302,503	121,993	76,559	154,019	86,216
2,673,725	1,140,297	644,149	1,280,175	583,836
196,087	81,132	51,578	100,198	335,017
108,694	65,678	33,237	68,493	31,819
316,346	139,987	89,888	164,439	67,446
178	2,081	38	36	13
380,132	66,128	43,081	135,469	32,113
408,738	165,789	97,493	200,567	105,839
27,365,802	11,251,744	6,289,881	13,298,496	6,291,017

Success Academy Charter School - Harlem 1	Success Academy Charter School - Harlem 2	Success Academy Charter School - Harlem 4	Success Academy Charter School - Harlem 5	Success Academy Charter School - Harlem 6
10,060,040	4,090,337	2,385,338	4,691,665	2,108,030
-	-	-	-	-
1,289,756	516,797	121,448	720,273	325,632
180,289	110,491	36,320	107,736	35,709
147,117	58,321	40,153	63,167	41,632
708,437	306,992	174,207	356,873	163,576
644,480	96,643	66,891	200,125	57,159

101,780	56,779	29,680	60,891	28,586
-	-	-	-	-
2,123,887	1,070,371	625,032	1,289,165	599,197
436,767	71,138	45,321	92,078	45,949
106,887	72,634	37,875	52,517	31,487
161,662	63,912	39,641	82,224	35,223
1,869,044	797,114	450,287	894,895	408,125
137,073	56,715	36,055	70,043	234,191
82,589	49,904	25,254	52,043	24,177
221,139	97,857	62,835	114,950	47,147
135	1,581	29	27	10
285,829	50,245	32,718	102,558	24,378
285,725	115,893	68,152	140,205	73,986
18,842,637	7,683,723	4,277,238	9,091,434	4,284,195

Success Academy Charter School - Harlem 1	Success Academy Charter School - Harlem 2	Success Academy Charter School - Harlem 4	Success Academy Charter School - Harlem 5	Success Academy Charter School - Harlem 6
3,179,861	1,292,908	753,978	1,482,980	666,324
-	-	-	-	-
407,677	163,354	38,388	227,670	102,928
56,987	34,925	11,480	34,054	11,287
46,502	18,434	12,692	19,966	13,159
223,929	97,037	55,065	112,803	51,704
203,713	30,548	21,143	63,257	18,067
32,171	17,947	9,382	19,247	9,036
-	-	-	-	-
671,336	338,332	197,565	407,490	189,399
138,057	22,486	14,326	29,105	14,524
33,786	22,959	11,972	16,600	9,953
51,099	20,202	12,530	25,990	11,134
590,783	251,959	142,330	282,866	129,004
43,327	17,927	11,397	22,140	74,025
26,105	15,774	7,983	16,450	7,642
69,899	30,931	19,861	36,334	14,903
43	500	9	9	3
90,347	15,882	10,342	32,417	7,706
90,314	36,632	21,542	44,317	23,386
5,955,937	2,428,735	1,351,985	2,873,696	1,354,184



Success Academy Charter School - Harlem 1	Success Academy Charter School - Harlem 2	Success Academy Charter School - Harlem 4	Success Academy Charter School - Harlem 5	Success Academy Charter School - Harlem 6
1,151,296	468,108	272,984	536,926	241,248
4,640	3,093	1,547	3,093	1,547
147,603	59,144	13,899	82,430	37,266
20,633	12,645	4,157	12,330	4,087
16,836	6,674	4,595	7,229	4,764
81,075	35,133	19,937	40,841	18,720
-	-	-	-	-
11,648	6,498	3,397	6,968	3,271
41,170	27,447	35,102	27,447	13,723
698,806	352,176	205,649	424,164	197,149
-	-	-	-	-
12,232	8,312	4,335	6,010	3,604
89,741	37,879	24,388	45,805	39,859
213,898	91,224	51,532	102,414	46,707
15,687	6,491	4,126	8,016	26,801
-	-	-	-	-
25,308	11,199	7,191	13,155	5,396
-	-	-	-	-
3,956	1	21	494	29
32,699	13,263	7,799	16,045	8,467
2,567,228	1,139,286	660,658	1,333,366	652,638



Success Academy Charter School - Hell's Kitchen	Success Academy Charter School - Hudson Yards	Success Academy Charter School - Prospect Heights	Success Academy Charter School - Rosedale	Success Academy Charter School - South Jamaica
3,371,747	3,285,872	5,979,753	5,561,359	3,100,936
1,547	1,547	3,093	3,093	1,547
255,210	91,227	658,611	281,120	518,611
52,526	131,102	101,859	81,751	1,448
56,937	1,873,870	71,156	256,417	56,033
285,512	506,694	415,569	449,750	262,158
98,086	80,644	182,528	220,926	66,049
42,163	42,580	81,667	79,966	41,571
17,244	13,723	35,333	28,894	13,723
1,206,314	1,106,962	1,612,179	1,927,131	1,157,469
74,284	61,301	99,248	108,043	58,704
55,668	45,386	63,024	171,592	51,561
83,925	70,585	124,202	116,217	69,665
623,809	650,018	1,119,685	988,218	612,371
56,881	75,559	82,517	80,151	51,549
34,046	31,905	65,873	61,505	32,625
89,968	86,335	146,374	140,387	74,138
13	36	34	194	21
38,905	25,490	77,720	66,700	40,390
108,857	99,383	166,241	149,423	93,000
6,553,643	8,280,220	11,086,667	10,772,837	6,303,570

Success Academy Charter School - Hell's Kitchen	Success Academy Charter School - Hudson Yards	Success Academy Charter School - Prospect Heights	Success Academy Charter School - Rosedale	Success Academy Charter School - South Jamaica
2,356,990	2,296,960	4,180,094	3,887,619	2,167,682
-	-	-	-	-
178,402	63,772	460,396	196,514	362,531
36,718	91,646	71,204	57,147	1,012
39,801	1,309,912	49,741	179,246	39,170
199,585	354,200	290,500	314,394	183,259
74,528	61,276	138,690	167,866	50,186

29,474	29,765	57,089	55,900	29,060
-	-	-	-	-
733,273	672,880	979,982	1,171,430	703,581
56,443	46,579	75,411	82,094	44,605
38,914	31,727	44,057	119,950	36,044
44,673	37,987	67,066	65,902	38,704
436,068	454,390	782,706	690,805	428,072
39,762	52,819	57,683	56,029	36,035
25,869	24,242	50,052	46,733	24,789
62,892	60,352	102,321	98,136	51,825
10	27	26	147	16
29,545	19,349	59,038	50,627	30,494
76,095	69,473	116,209	104,453	65,011
4,459,043	5,677,354	7,582,265	7,344,993	4,292,076

Success Academy Charter School - Hell's Kitchen	Success Academy Charter School - Hudson Yards	Success Academy Charter School - Prospect Heights	Success Academy Charter School - Rosedale	Success Academy Charter School - South Jamaica
745,017	726,042	1,321,279	1,228,831	685,179
-	-	-	-	-
56,391	20,158	145,526	62,116	114,592
11,606	28,968	22,507	18,064	320
12,581	414,048	15,723	56,658	12,381
63,086	111,958	91,824	99,376	57,926
23,558	19,368	43,838	53,060	15,863
9,316	9,408	18,045	17,669	9,186
-	-	-	-	-
231,779	212,690	309,761	370,275	222,394
17,841	14,723	23,837	25,949	14,099
12,300	10,028	13,926	37,915	11,393
14,121	12,007	21,199	20,831	12,234
137,836	143,627	247,404	218,356	135,309
12,568	16,695	18,233	17,710	11,390
8,177	7,663	15,821	14,772	7,836
19,879	19,077	32,343	31,020	16,381
3	9	8	46	5
9,339	6,116	18,661	16,003	9,639
24,053	21,960	36,732	33,016	20,549
1,409,451	1,794,545	2,396,665	2,321,666	1,356,675

Success Academy Charter School - Hell's Kitchen	Success Academy Charter School - Hudson Yards	Success Academy Charter School - Prospect Heights	Success Academy Charter School - Rosedale	Success Academy Charter School - South Jamaica
269,740	262,870	478,380	444,909	248,075
1,547	1,547	3,093	3,093	1,547
20,417	7,298	52,689	22,490	41,489
4,202	10,488	8,149	6,540	116
4,555	149,910	5,692	20,513	4,483
22,841	40,536	33,246	35,980	20,973
-	-	-	-	-
3,373	3,406	6,533	6,397	3,326
17,244	13,723	35,333	28,894	13,723
241,263	221,392	322,436	385,426	231,494
-	-	-	-	-
4,453	3,631	5,042	13,727	4,125
25,131	20,591	35,938	29,484	18,727
49,905	52,001	89,575	79,057	48,990
4,550	6,045	6,601	6,412	4,124
-	-	-	-	-
7,197	6,907	11,710	11,231	5,931
-	-	-	-	-
22	25	20	70	258
8,709	7,951	13,299	11,954	7,440
685,149	808,321	1,107,737	1,106,178	654,818



Success Academy Charter School - Springfield Gardens	Success Academy Charter School - Union Square	Success Academy Charter School - Upper West	Success Academy Charter School - Washington Heights	Success Academy Charter School - Williamsburg
6,777,958	7,376,330	7,975,884	3,944,129	3,437,900
3,093	3,093	3,093	1,547	1,547
542,023	321,878	753,878	328,285	317,166
68,617	153,059	131,017	59,219	60,422
96,770	1,916,530	68,055	226,978	46,910
548,867	556,927	543,124	333,534	250,371
284,175	317,162	235,097	134,958	64,149
86,221	87,463	90,192	45,620	42,379
27,447	27,447	27,447	13,723	13,723
2,335,935	2,657,530	2,419,276	1,544,782	1,115,191
132,089	128,575	138,991	82,379	55,659
86,969	86,842	81,165	179,327	46,837
150,937	152,074	154,674	102,805	71,545
1,364,455	1,383,400	1,489,373	786,042	681,922
122,269	127,197	107,442	63,723	45,473
66,408	68,428	70,180	37,431	33,685
178,469	191,434	209,555	103,385	96,030
105	26	882	49	39
90,574	105,830	98,029	49,498	45,857
198,757	200,371	218,944	133,609	92,309
13,162,137	15,861,599	14,816,298	8,171,023	6,519,115

Success Academy Charter School - Springfield Gardens	Success Academy Charter School - Union Square	Success Academy Charter School - Upper West	Success Academy Charter School - Washington Heights	Success Academy Charter School - Williamsburg
4,738,072	5,156,359	5,575,472	2,757,109	2,403,234
-	-	-	-	-
378,896	225,006	526,992	229,485	221,712
47,966	106,995	91,586	41,396	42,237
67,647	1,339,734	47,573	158,667	32,792
383,681	389,315	379,666	233,154	175,020
215,924	240,989	178,633	102,545	48,742

60,272	61,140	63,048	31,890	29,625
-	-	-	-	-
1,419,926	1,615,412	1,470,586	939,014	677,882
100,364	97,695	105,609	62,594	42,292
60,795	60,706	56,738	125,357	32,741
84,581	85,534	86,759	53,851	37,679
953,810	967,054	1,041,133	549,475	476,691
85,471	88,916	75,107	44,545	31,787
50,459	51,993	53,324	28,441	25,595
124,757	133,820	146,487	72,271	67,129
80	20	670	37	30
68,816	80,402	74,434	37,582	34,889
138,939	140,067	153,051	93,398	64,528
8,980,456	10,841,157	10,126,868	5,560,812	4,444,604

Success Academy Charter School - Springfield Gardens	Success Academy Charter School - Union Square	Success Academy Charter School - Upper West	Success Academy Charter School - Washington Heights	Success Academy Charter School - Williamsburg
1,497,649	1,629,865	1,762,341	871,490	759,634
-	-	-	-	-
119,765	71,122	166,576	72,537	70,081
15,161	33,820	28,949	13,085	13,351
21,382	423,474	15,037	50,153	10,365
121,277	123,058	120,008	73,697	55,322
68,251	76,174	56,464	32,413	15,407
19,051	19,326	19,929	10,080	9,364
-	-	-	-	-
448,822	510,613	464,835	296,811	214,271
31,724	30,880	33,382	19,785	13,368
19,216	19,189	17,934	39,624	10,349
26,735	27,036	27,424	17,022	11,910
301,488	305,674	329,090	173,683	150,677
27,016	28,105	23,740	14,080	10,048
15,949	16,434	16,855	8,990	8,090
39,434	42,299	46,303	22,844	21,219
25	6	212	12	9
21,752	25,414	23,528	11,879	11,028
43,917	44,274	48,378	29,522	20,397
2,838,617	3,426,763	3,200,985	1,757,708	1,404,888



Success Academy Charter School - Springfield Gardens	Success Academy Charter School - Union Square	Success Academy Charter School - Upper West	Success Academy Charter School - Washington Heights	Success Academy Charter School - Williamsburg
542,237	590,106	638,071	315,530	275,032
3,093	3,093	3,093	1,547	1,547
43,362	25,750	60,310	26,263	25,373
5,489	12,245	10,481	4,738	4,834
7,742	153,322	5,444	18,158	3,753
43,909	44,554	43,450	26,683	20,030
-	-	-	-	-
6,898	6,997	7,215	3,650	3,390
27,447	27,447	27,447	13,723	13,723
467,187	531,506	483,855	308,956	223,038
-	-	-	-	-
6,957	6,947	6,493	14,346	3,747
39,622	39,504	40,492	31,933	21,957
109,156	110,672	119,150	62,883	54,554
9,782	10,176	8,595	5,098	3,638
-	-	-	-	-
14,278	15,315	16,764	8,271	7,682
-	-	-	-	-
6	14	68	36	(60)
15,901	16,030	17,516	10,689	7,385
1,343,065	1,593,679	1,488,445	852,503	669,623



Grand Total

162,119,136  
72,793  
18,756,749  
2,920,278  
6,648,550  
13,591,029  
5,766,590  
2,051,777  
760,017  
54,642,885  
3,328,049  
2,298,907  
3,783,329  
31,030,491  
2,993,489  
1,593,185  
4,027,510  
8,343  
2,314,840  
3,942,076  
322,650,023

Grand Total

113,327,960  
-  
13,111,741  
2,041,395  
4,647,611  
9,500,689  
4,381,613

1,434,276  
-  
33,215,330  
2,528,743  
1,607,031  
1,994,301  
21,691,593  
2,092,572  
1,210,545  
2,815,396  
6,340  
1,753,570  
2,755,674  
220,116,378

Grand Total

35,821,645  
-  
4,144,468  
645,261  
1,469,055  
3,003,057  
1,384,977  
453,358  
-  
10,498,978  
799,306  
507,964  
630,375  
6,856,459  
661,438  
382,639  
889,914  
2,004  
554,283  
871,036  
69,576,218

Grand Total

12,969,531  
72,793  
1,500,540  
233,622  
531,884  
1,087,282  
-  
164,142  
760,017  
10,928,577  
-  
183,913  
1,158,653  
2,482,439  
239,479  
-  
322,201  
-  
6,988  
315,366  
32,957,427

Functional Schools Group  
NETWORK or SCHOOLS  
Month

REVENUE  
SCHOOLS  
(All)

Grand Total

Column Labels

Resident Student  
Enrollment

Row Labels

Success Academy Charter School - Harlem 3	(20,162,552)
Success Academy Charter School - Bed Stuy 1	(11,875,143)
Success Academy Charter School - Bed Stuy 2	(4,567,778)
Success Academy Charter School - Bed Stuy 3	(2,545,990)
Success Academy Charter School - Bensonhurst	(10,209,569)
Success Academy Charter School - Bergen Beach	(14,969,339)
Success Academy Charter School - Bronx 1	(9,526,205)
Success Academy Charter School - Bronx 2	(15,878,933)
Success Academy Charter School - Bronx 3	(18,590,006)
Success Academy Charter School - Bronx 4	(9,432,000)
Success Academy Charter School - Bushwick	(8,278,190)
Success Academy Charter School - Cobble Hill	(6,982,344)
Success Academy Charter School - Crown Heights	(13,502,492)
Success Academy Charter School - Far Rockaway	(9,064,133)
Success Academy Charter School - Flatbush	(9,441,204)
Success Academy Charter School - Fort Greene	(3,593,754)
Success Academy Charter School - Harlem 1	(21,475,566)
Success Academy Charter School - Harlem 2	(10,827,625)
Success Academy Charter School - Harlem 4	(6,120,603)
Success Academy Charter School - Harlem 5	(13,204,823)
Success Academy Charter School - Harlem 6	(5,787,360)
Success Academy Charter School - Hell's Kitchen	(6,887,418)
Success Academy Charter School - Hudson Yards	(6,461,857)
Success Academy Charter School - Prospect Heights	(9,816,535)
Success Academy Charter School - Rosedale	(11,821,185)
Success Academy Charter School - South Jamaica	(6,903,683)
Success Academy Charter School - Springfield Garde	(14,592,975)
Success Academy Charter School - Union Square	(15,273,424)
Success Academy Charter School - Upper West	(14,188,104)
Success Academy Charter School - Washington Heig	(9,522,713)
Success Academy Charter School - Williamsburg	(6,554,049)
Grand Total	(328,057,554)

Same numbers as above, but positive for formula

Row Labels	Resident Student Enrollment
Success Academy Charter School - Harlem 3	20,162,552.10
Success Academy Charter School - Bed Stuy 1	11,875,142.75
Success Academy Charter School - Bed Stuy 2	4,567,778.20
Success Academy Charter School - Bed Stuy 3	2,545,989.93
Success Academy Charter School - Bensonhurst	10,209,568.80
Success Academy Charter School - Bergen Beach	14,969,338.92
Success Academy Charter School - Bronx 1	9,526,204.84
Success Academy Charter School - Bronx 2	15,878,933.38
Success Academy Charter School - Bronx 3	18,590,005.99
Success Academy Charter School - Bronx 4	9,431,999.52
Success Academy Charter School - Bushwick	8,278,190.41
Success Academy Charter School - Cobble Hill	6,982,344.24
Success Academy Charter School - Crown Heights	13,502,491.79
Success Academy Charter School - Far Rockaway	9,064,133.20
Success Academy Charter School - Flatbush	9,441,204.36
Success Academy Charter School - Fort Greene	3,593,754.25
Success Academy Charter School - Harlem 1	21,475,565.78
Success Academy Charter School - Harlem 2	10,827,624.73
Success Academy Charter School - Harlem 4	6,120,602.76
Success Academy Charter School - Harlem 5	13,204,822.76
Success Academy Charter School - Harlem 6	5,787,360.36
Success Academy Charter School - Hell's Kitchen	6,887,418.38
Success Academy Charter School - Hudson Yards	6,461,857.31
Success Academy Charter School - Prospect Heights	9,816,535.35
Success Academy Charter School - Rosedale	11,821,185.27
Success Academy Charter School - South Jamaica	6,903,683.40
Success Academy Charter School - Springfield Garde	14,592,974.66
Success Academy Charter School - Union Square	15,273,424.44
Success Academy Charter School - Upper West	14,188,103.81
Success Academy Charter School - Washington Heig	9,522,713.46
Success Academy Charter School - Williamsburg	6,554,048.89
Grand Total	328,057,554.04

Students with disabilities	NYC DoE Rental Assistance	Federal - Title and IDEA
(2,546,530)		(780,475)
(1,623,887)		(434,180)
(574,401)		(181,177)
(267,453)		(70,826)
(920,775)		(232,567)
(1,064,901)		(411,289)
(1,383,772)		(755,894)
(1,761,207)		(725,252)
(2,824,895)		(686,247)
(1,162,328)		(403,352)
(911,882)		(369,155)
(767,929)		(167,620)
(1,449,566)		(424,394)
(1,244,786)		(370,992)
(777,377)		(330,109)
(647,996)		(153,180)
(2,006,534)		(856,512)
(890,847)		(458,386)
(771,688)		(272,593)
(937,733)		(532,261)
(813,132)		(222,943)
(1,148,916)		(212,310)
(968,028)	(1,930,828)	(180,575)
(1,026,873)		(294,783)
(1,022,673)		(175,154)
(807,000)		(137,878)
(959,432)		(214,203)
(2,429,375)	(1,985,344)	(268,378)
(1,848,651)		(259,355)
(753,986)		(247,840)
(868,034)		(219,489)
(37,182,586)	(3,916,172)	(11,049,365)



Students with disabilities	NYC DoE Rental Assisance	Federal - Title and IDEA
2,546,530.46	-	780,475.15
1,623,886.59	-	434,179.90
574,401.07	-	181,176.95
267,453.40	-	70,825.56
920,775.26	-	232,566.69
1,064,901.15	-	411,288.71
1,383,771.60	-	755,894.26
1,761,207.13	-	725,252.27
2,824,895.35	-	686,246.91
1,162,328.21	-	403,352.26
911,881.65	-	369,155.27
767,929.28	-	167,620.06
1,449,566.16	-	424,393.66
1,244,785.94	-	370,991.93
777,376.51	-	330,108.73
647,995.73	-	153,180.12
2,006,533.68	-	856,511.50
890,846.96	-	458,385.82
771,687.58	-	272,593.01
937,733.05	-	532,260.94
813,131.93	-	222,942.98
1,148,915.93	-	212,309.72
968,027.70	1,930,827.60	180,574.69
1,026,873.48	-	294,782.63
1,022,672.71	-	175,153.72
807,000.10	-	137,877.72
959,432.42	-	214,202.50
2,429,375.19	1,985,344.30	268,377.87
1,848,651.03	-	259,354.91
753,985.55	-	247,839.64
868,033.58	-	219,489.16
37,182,586.38	3,916,171.90	11,049,365.24

Federal - Other	Miscellaneous Income	Grand Total	misc calc
(525,012)	(54,539)	(24,069,109)	190625.86
(340,032)	90,371	(14,182,871)	182756.4
(125,181)	58,912	(5,389,626)	118598.3
(218,979)	7,358	(3,095,890)	15087.48
(247,083)	112,750	(11,497,243)	227173.36
(544,679)	126,011	(16,864,197)	254578.5
(387,616)	109,090	(11,944,396)	219853.84
(435,209)	119,973	(18,680,629)	242719.18
(941,288)	137,731	(22,904,705)	278793.02
(1)	112,799	(10,884,882)	227392.12
(210,849)	96,936	(9,673,141)	195464.12
(176,956)	85,529	(8,009,321)	172075.02
(520,535)	105,367	(15,791,619)	212984.92
(403,981)	103,394	(10,980,497)	208352.12
(242,745)	99,583	(10,691,851)	200679.9
(105,429)	50,377	(4,449,981)	101342.28
(779,052)	144,466	(24,973,197)	294076.18
(299,667)	114,270	(12,362,255)	230125.6
(168,523)	74,672	(7,258,734)	150390.78
(375,964)	102,750	(14,948,031)	207752.68
(404,284)	65,917	(7,161,803)	132948.04
(192,732)	89,444	(8,351,932)	180351.24
(315,553)	66,453	(9,790,388)	134145.32
(264,805)	87,004	(11,315,992)	175880.04
(565,651)	127,271	(13,457,392)	256528.92
(159,352)	78,708	(7,929,205)	158543.14
(543,082)	116,880	(16,192,811)	236428.66
(366,333)	117,919	(20,204,936)	238400.22
(350,737)	110,907	(16,535,940)	224210.22
(252,597)	111,444	(10,665,692)	224379.66
(177,131)	80,747	(7,737,956)	162465.02
(10,641,038)	2,850,495	(387,996,221)	6055102.14

Federal - Other	Miscellaneous Income	Grand Total
525,012.28	54,539.12	24,069,109.11
340,032.06	(90,370.70)	14,182,870.60
125,181.19	(58,911.57)	5,389,625.84
218,979.05	(7,357.55)	3,095,890.39
247,082.59	(112,750.47)	11,497,242.87
544,679.30	(126,011.30)	16,864,196.78
387,615.75	(109,090.38)	11,944,396.07
435,208.99	(119,972.79)	18,680,628.98
941,287.52	(137,731.04)	22,904,704.73
0.67	(112,798.81)	10,884,881.85
210,848.99	(96,935.54)	9,673,140.78
176,956.24	(85,529.12)	8,009,320.70
520,534.51	(105,367.32)	15,791,618.80
403,980.66	(103,394.38)	10,980,497.35
242,745.19	(99,583.42)	10,691,851.37
105,428.57	(50,377.38)	4,449,981.29
779,051.93	(144,465.92)	24,973,196.97
299,667.49	(114,270.17)	12,362,254.83
168,523.18	(74,672.43)	7,258,734.10
375,964.31	(102,750.25)	14,948,030.81
404,284.02	(65,916.75)	7,161,802.54
192,731.93	(89,443.69)	8,351,932.27
315,553.00	(66,452.61)	9,790,387.69
264,805.01	(87,004.43)	11,315,992.04
565,651.49	(127,271.19)	13,457,392.00
159,351.97	(78,707.91)	7,929,205.28
543,082.09	(116,880.43)	16,192,811.24
366,332.75	(117,918.64)	20,204,935.91
350,737.18	(110,907.29)	16,535,939.64
252,597.10	(111,443.83)	10,665,691.92
177,131.24	(80,746.58)	7,737,956.29
10,641,038.25	(2,850,494.77)	387,996,221.04

misc calc

136,087  
273127.1  
177509.87  
22445.03  
339923.83  
380589.8  
328944.22  
362691.97  
416524.06  
340190.93  
292399.66  
257604.14  
318352.24  
311746.5  
300263.32  
151719.66  
438542.1  
344395.77  
225063.21  
310502.93  
198864.79  
269794.93  
200597.93  
262884.47  
383800.11  
237251.05  
353309.09  
356318.86  
335117.51  
335823.49  
243211.6  
8905596.91

Payroll Company Code      ERM

Row Labels	Count of Associate ID
Assessments Sprint	134
Associate Teacher	416
Lead Teacher	820
School Leadership	217
School Operations	171
Specials	215
SPED-Teacher	460
Therapist and Counselors	41
Grand Total	2474

Count		FTE	
Leader	217		
Operations	171	388	0.16
General Ed	1,585		
Special Ed	501	2,086	0.84
	2,474		

Row Labels	Count of FTE
Success Academy Charter School - Bed Stuy 1	95
Success Academy Charter School - Bed Stuy 2	39
Success Academy Charter School - Bed Stuy 3	38
Success Academy Charter School - Bensonhurst	62
Success Academy Charter School - Bergen Beach	109
Success Academy Charter School - Bronx 1	65
Success Academy Charter School - Bronx 2	109
Success Academy Charter School - Bronx 3	132
Success Academy Charter School - Bronx 4	62
Success Academy Charter School - Bushwick	53
Success Academy Charter School - Cobble Hill	58
Success Academy Charter School - Crown Heights	105
Success Academy Charter School - Far Rockaway	77
Success Academy Charter School - Flatbush	63
Success Academy Charter School - Fort Greene	36
Success Academy Charter School - Harlem 1	222
Success Academy Charter School - Harlem 2	81
Success Academy Charter School - Harlem 3	108
Success Academy Charter School - Harlem 4	49
Success Academy Charter School - Harlem 5	99
Success Academy Charter School - Harlem 6	43
Success Academy Charter School - Hell's Kitchen	50
Success Academy Charter School - Hudson Yards	51
Success Academy Charter School - Prospect Heights	90
Success Academy Charter School - Rosedale	81
Success Academy Charter School - South Jamaica	46
Success Academy Charter School - Springfield Gardens	105
Success Academy Charter School - Union Square	113
Success Academy Charter School - Upper West	120
Success Academy Charter School - Washington Heights	63
Success Academy Charter School - Williamsburg	50
Grand Total	2474

		GENERAL EDUCATION	
--	--	-------------------	--

--

(All)  
(All)

General Education	
	98,989,409
	17,402,539
	2,434,902
	-
	2,298,300
	12,648,258
	2,091,380
	505,281
	1,272,089
	24,241,156
	3,626,770
	2,463,301
	409,886
	738,531
	2,363,457
	2,139,669
	3,785,214
	5,198,729
	8,465,559
	-
	<b>191,074,431</b>

Total Salaries and Staff
Fringe Benefits & Payroll Taxes
Retirement
Accounting / Audit Services
Building and Land Rent / Lease
Depreciation
Equipment / Furnishings
Food Service
Insurance
Management Company Fees
Marketing / Recruitment
Office Expense
OTHER
Other Purchased / Professional
Repairs & Maintenance
Staff Development
Student Services
Supplies / Materials
Technology
<b>Legal Service</b>
Grand Total

98,989,409

17,402,539

2,434,902

—

2,298,300

12,648,258

2,091,380

505,281

1,272,089

24,241,156

3,626,770

2,463,301

409,886

738,531

2,363,457

2,139,669

3,785,214

5,198,729

8,465,559

—

**191,074,431**

SPECIAL EDUCATION

\_\_\_\_\_

(All)

		General Education
	Row Labels	
Total Salaries and Staff	Total Salaries and Staff	98,989,409
Fringe Benefits & Payroll Taxes	Fringe Benefits & Payroll Taxes	17,402,539
Retirement	Retirement	2,434,902
Accounting / Audit Services	Accounting / Audit Services	-
Building and Land Rent / Lease / Facility	Building and Land Rent / Lease / Facility Finance Ir	2,298,300
Depreciation	Depreciation	12,648,258
Equipment / Furnishings	Equipment / Furnishings	2,091,380
Food Service	Food Service	505,281
Insurance	Insurance	1,272,089
Management Company Fees	Management Company Fees	24,241,156
Marketing / Recruitment	Marketing / Recruitment	3,626,770
Office Expense	Office Expense	2,463,301
OTHER	OTHER	409,886
Other Purchased / Professional / Consulting Service	Other Purchased / Professional / Consulting Servic	738,531
Repairs & Maintenance	Repairs & Maintenance	2,363,457
Staff Development	Staff Development	2,139,669
Student Services	Student Services	3,785,214
Supplies / Materials	Supplies / Materials	5,198,729
Technology	Technology	8,465,559
Legal Service	Legal Service	-
Grand Total	Grand Total	191,074,431



Accounting / Audit Services	Accounting / Audit Services	-
Building and Land Rent / Lease / Facility	Building and Land Rent / Lease / Facility Finance Ir	2,298,300
Depreciation	Depreciation	12,648,258
Equipment / Furnishings	Equipment / Furnishings	2,091,380
Food Service	Food Service	505,281
Insurance	Insurance	1,272,089
Management Company Fees	Management Company Fees	24,241,156
Marketing / Recruitment	Marketing / Recruitment	3,626,770
Office Expense	Office Expense	2,463,301
OTHER	OTHER	409,886
Other Purchased / Professional / Consulting Service	Other Purchased / Professional / Consulting Service	738,531
Repairs & Maintenance	Repairs & Maintenance	2,363,457
Staff Development	Staff Development	2,139,669
Student Services	Student Services	3,785,214
Supplies / Materials	Supplies / Materials	5,198,729
Technology	Technology	8,465,559
Legal Service	Legal Service	-
Grand Total	Grand Total	191,074,431

## MANAGEMENT &

General  
Education

School/Network (All)  
Entity (All)

## General Education

	Row Labels	
Total Salaries and Staff	Total Salaries and Staff	98,989,409
Fringe Benefits & Payroll Taxes	Fringe Benefits & Payroll Taxes	17,402,539
Retirement	Retirement	2,434,902
Accounting / Audit Services	Accounting / Audit Services	-
Building and Land Rent / Lease / Facility	Building and Land Rent / Lease / Facility Finance Ir	2,298,300
Depreciation	Depreciation	12,648,258
Equipment / Furnishings	Equipment / Furnishings	2,091,380
Food Service	Food Service	505,281
Insurance	Insurance	1,272,089
Management Company Fees	Management Company Fees	24,241,156
Marketing / Recruitment	Marketing / Recruitment	3,626,770
Office Expense	Office Expense	2,463,301

OTHER	OTHER	409,886
Other Purchased / Professional / Consulting Service	Other Purchased / Professional / Consulting Service	738,531
Repairs & Maintenance	Repairs & Maintenance	2,363,457
Staff Development	Staff Development	2,139,669
Student Services	Student Services	3,785,214
Supplies / Materials	Supplies / Materials	5,198,729
Technology	Technology	8,465,559
Legal Service	Legal Service	-
Grand Total	<b>Grand Total</b>	<b>191,074,431</b>

	T
--	---

--

General  
Education

School/Network (All)  
Entity (All)

#### General Education

	Row Labels	
Total Salaries and Staff	Total Salaries and Staff	98,989,409
Fringe Benefits & Payroll Taxes	Fringe Benefits & Payroll Taxes	17,402,539
Retirement	Retirement	2,434,902
Accounting / Audit Services	Accounting / Audit Services	-
Building and Land Rent / Lease / Facility	Building and Land Rent / Lease / Facility Finance Ir	2,298,300
Depreciation	Depreciation	12,648,258
Equipment / Furnishings	Equipment / Furnishings	2,091,380
Food Service	Food Service	505,281
Insurance	Insurance	1,272,089
Management Company Fees	Management Company Fees	24,241,156
Marketing / Recruitment	Marketing / Recruitment	3,626,770
Office Expense	Office Expense	2,463,301
OTHER	OTHER	409,886
Other Purchased / Professional / Consulting Service	Other Purchased / Professional / Consulting Service	738,531
Repairs & Maintenance	Repairs & Maintenance	2,363,457
Staff Development	Staff Development	2,139,669
Student Services	Student Services	3,785,214
Supplies / Materials	Supplies / Materials	5,198,729
Technology	Technology	8,465,559
Legal Service	Legal Service	-
Grand Total	<b>Grand Total</b>	<b>191,074,431</b>



## ATION BY CHARTER

Program Services		Supporting Services
Special Education	Total Program Services	Management and General

Special Education	Program Services	Management & General
40,432,294	139,421,703	12,123,626
7,108,079	24,510,618	2,131,358
994,538	3,429,440	298,212
-	-	123,184
938,742	3,237,042	281,482
5,166,190	17,814,447	1,549,082
854,226	2,945,606	229,006
206,382	711,663	-
519,586	1,791,675	155,798
9,901,317	34,142,473	8,535,618
1,481,357	5,108,127	-
1,006,137	3,469,438	301,690
167,418	577,304	50,200
301,653	1,040,184	90,451
965,356	3,328,813	289,462
873,949	3,013,619	-
1,546,073	5,331,288	1,351
2,123,425	7,322,154	-
3,457,764	11,923,323	1,036,811
-	-	3,330,546
<b>78,044,486</b>	<b>269,118,918</b>	<b>30,527,878</b>

299,646,796

TB

-

Diff

299,646,796

## GENERAL EDUCAT

## GENERAL EDUCATION GRAND TOTAL

98,989,409  
17,401,503  
2,434,902  
-  
2,298,300  
13,122,915  
2,091,380  
505,281  
1,272,089  
24,241,156  
3,626,770  
2,463,301  
409,886  
738,531  
2,363,457  
2,139,669  
3,785,214  
5,198,729  
8,465,559  
-  
**191,548,053**

473,621

## ATION BY CHARTER

Program Services		Supporting Services
Special Education	Total Program Services	Management and General

## SPECIAL EDUCATI

Special Education	Program Services	Management & General	SPECIAL EDUCATION GRAND TOTAL
40,432,294	139,421,703	12,123,626	40,432,294
7,108,079	24,510,618	2,131,358	7,107,656
994,538	3,429,440	298,212	994,538
-	-	123,184	-
938,742	3,237,042	281,482	938,742
5,166,190	17,814,447	1,549,082	5,360,064
854,226	2,945,606	229,006	854,226
206,382	711,663	-	206,382
519,586	1,791,675	155,798	519,586
9,901,317	34,142,473	8,535,618	9,901,317
1,481,357	5,108,127	-	1,481,357
1,006,137	3,469,438	301,690	1,006,137
167,418	577,304	50,200	167,418
301,653	1,040,184	90,451	301,653
965,356	3,328,813	289,462	965,356
873,949	3,013,619	-	873,949
1,546,073	5,331,288	1,351	1,546,073
2,123,425	7,322,154	-	2,123,425
3,457,764	11,923,323	1,036,811	3,457,764
-	-	3,330,546	-
78,044,486	269,118,918	30,527,878	78,237,937

299,646,796

193,451

## SERVICES BY CHARTER

Program Services	Supporting Services
Special Education	Management and General
Total Program Services	

## PROGRAM SERVICES

Special Education	Program Services	Management & General	PROGRAM SERVICES GRAND TOTAL
40,432,294	139,421,703	12,123,626	139,421,703
7,108,079	24,510,618	2,131,358	24,509,160
994,538	3,429,440	298,212	3,429,440

-	-	123,184	-
938,742	3,237,042	281,482	3,237,042
5,166,190	17,814,447	1,549,082	18,482,979
854,226	2,945,606	229,006	2,945,606
206,382	711,663	-	711,663
519,586	1,791,675	155,798	1,791,675
9,901,317	34,142,473	8,535,618	34,142,473
1,481,357	5,108,127	-	5,108,127
1,006,137	3,469,438	301,690	3,469,438
167,418	577,304	50,200	577,304
301,653	1,040,184	90,451	1,040,184
965,356	3,328,813	289,462	3,328,813
873,949	3,013,619	-	3,013,619
1,546,073	5,331,288	1,351	5,331,288
2,123,425	7,322,154	-	7,322,154
3,457,764	11,923,323	1,036,811	11,923,323
-	-	3,330,546	-
<b>78,044,486</b>	<b>269,118,918</b>	<b>30,527,878</b>	<b>269,785,990</b>
		<b>299,646,796</b>	

667,072

## GENERAL BY CHARTER

Program Services		Supporting Services
Special Education	Total Program Services	Management and General

### Special Education

### Program Services

### Management & General

40,432,294	139,421,703	12,123,626	12,123,626
7,108,079	24,510,618	2,131,358	2,131,231
994,538	3,429,440	298,212	298,212
-	-	123,184	123,184
938,742	3,237,042	281,482	281,482
5,166,190	17,814,447	1,549,082	1,607,216
854,226	2,945,606	229,006	229,006
206,382	711,663	-	-
519,586	1,791,675	155,798	155,798
9,901,317	34,142,473	8,535,618	8,535,618
1,481,357	5,108,127	-	-
1,006,137	3,469,438	301,690	301,690

## MANAGEMENT &

### MANAGEMENT & GENERAL GRAND TOTAL



167,418	577,304	50,200	50,200
301,653	1,040,184	90,451	90,451
965,356	3,328,813	289,462	289,462
873,949	3,013,619	-	-
1,546,073	5,331,288	1,351	1,351
2,123,425	7,322,154	-	-
3,457,764	11,923,323	1,036,811	1,036,811
-	-	3,330,546	3,330,546
<b>78,044,486</b>	<b>269,118,918</b>	<b>30,527,878</b>	<b>30,585,885</b>
		<b>299,646,796</b>	
			<b>58,006</b>

**OTAL**

Program Services		Supporting Services
Special Education	Total Program Services	Management and General

**TOTAL**

Special Education	Program Services	Management & General	TOTAL
40,432,294	139,421,703	12,123,626	151,545,329
7,108,079	24,510,618	2,131,358	26,640,391
994,538	3,429,440	298,212	3,727,652
-	-	123,184	123,184
938,742	3,237,042	281,482	3,518,524
5,166,190	17,814,447	1,549,082	20,090,194
854,226	2,945,606	229,006	3,174,612
206,382	711,663	-	711,663
519,586	1,791,675	155,798	1,947,473
9,901,317	34,142,473	8,535,618	42,678,091
1,481,357	5,108,127	-	5,108,127
1,006,137	3,469,438	301,690	3,771,128
167,418	577,304	50,200	627,505
301,653	1,040,184	90,451	1,130,635
965,356	3,328,813	289,462	3,618,275
873,949	3,013,619	-	3,013,619
1,546,073	5,331,288	1,351	5,332,639
2,123,425	7,322,154	-	7,322,154
3,457,764	11,923,323	1,036,811	12,960,134
-	-	3,330,546	3,330,546
<b>78,044,486</b>	<b>269,118,918</b>	<b>30,527,878</b>	<b>300,371,874</b>

299,646,796





SCHOLAR COUNT PER CHARTER :

#REF!

ION BY CHARTER

	EDCP	SATR	TOTAL EDCP & SATR
GENERAL EDUCATION LESS EDCP & SATR	EDUCATION CORP	SATR	TOTAL EDCP & SATR
98,989,409	0	0	0
17,402,539	(1,036)	(0)	(1,036)
2,434,902	0	0	0
-	-	-	-
2,298,300	0	-	0
12,648,258	474,657	-	474,657
2,091,380	0	-	0
505,281	0	-	0
1,272,089	-	(0)	(0)
24,241,156	-	-	-
3,626,770	0	-	0
2,463,301	0	0	0
409,886	0	0	0
738,531	0	0	0
2,363,457	0	-	0
2,139,669	0	0	0
3,785,214	0	(0)	0
5,198,729	0	-	0
8,465,559	0	(0)	0
-	-	-	-
191,074,431	473,621	0	473,621

TOTAL CHARTER

98,989,409  
17,402,539  
2,434,902  
-  
2,298,300  
12,648,258  
2,091,380  
505,281  
1,272,089  
24,241,156  
3,626,770  
2,463,301  
409,886  
738,531  
2,363,457  
2,139,669  
3,785,214  
5,198,729  
8,465,559  
-  
191,074,431

SCHOLAR COUNT PER CHARTER :

#REF!

ON BY CHARTER

EDCP	SATR	TOTAL EDCP & SATR
------	------	-------------------

SPECIAL EDUCATION LESS EDCP & SATR	EDUCATION CORP	SATR	TOTAL EDCP & SATR	TOTAL CHARTER
40,432,294	(0)	0	(0)	40,432,294
7,108,079	(423)	0	(423)	7,108,079
994,538	(0)	0	0	994,538
-	-	-	-	-
938,742	0	-	0	938,742
5,166,190	193,874	-	193,874	5,166,190
854,226	(0)	-	(0)	854,226
206,382	0	-	0	206,382
519,586	-	(0)	(0)	519,586
9,901,317	-	-	-	9,901,317
1,481,357	0	-	0	1,481,357
1,006,137	0	(0)	0	1,006,137
167,418	0	0	0	167,418
301,653	0	(0)	0	301,653
965,356	(0)	-	(0)	965,356
873,949	0	-	0	873,949
1,546,073	(0)	0	(0)	1,546,073
2,123,425	0	-	0	2,123,425
3,457,764	(0)	(0)	(0)	3,457,764
-	-	-	-	-
<b>78,044,486</b>	<b>193,451</b>	<b>0</b>	<b>193,451</b>	<b>78,044,486</b>

SCHOLAR COUNT PER CHARTER :

#REF!

## SERVICES BY CHARTER

PROGRAM SERVICES LESS EDCP & SATR	EDCP	SATR	TOTAL EDCP & SATR	TOTAL CHARTER
	EDUCATION CORP	SATR	TOTAL EDCP & SATR	
139,421,703	(0)	0	(0)	139,421,703
24,510,618	(1,459)	0	(1,459)	24,510,618
3,429,440	(0)	0	0	3,429,440

-	-	-	-	-
3,237,042	0	-	0	3,237,042
17,814,447	668,531	-	668,531	17,814,447
2,945,606	(0)	-	(0)	2,945,606
711,663	(0)	-	(0)	711,663
1,791,675	-	(0)	(0)	1,791,675
34,142,473	-	-	-	34,142,473
5,108,127	0	-	0	5,108,127
3,469,438	0	(0)	0	3,469,438
577,304	(0)	0	(0)	577,304
1,040,184	(0)	-	(0)	1,040,184
3,328,813	(0)	-	(0)	3,328,813
3,013,619	(0)	-	(0)	3,013,619
5,331,288	0	-	0	5,331,288
7,322,154	0	-	0	7,322,154
11,923,323	0	(0)	0	11,923,323
-	-	-	-	-
<b>269,118,918</b>	<b>667,072</b>	<b>0</b>	<b>667,072</b>	<b>269,118,918</b>

#### SCHOLAR COUNT PER CHARTER :

#REF!

#### GENERAL BY CHARTER

	EDCP	SATR	TOTAL EDCP & SATR	
MANAGEMENT & GENERAL LESS EDCP & SATR	EDUCATION CORP	SATR	TOTAL EDCP & SATR	TOTAL CHARTER
12,123,626	(0)	0	(0)	12,123,626
2,131,358	(127)	0	(127)	2,131,358
298,212	(0)	(0)	(0)	298,212
123,184	-	-	-	123,184
281,482	-	-	-	281,482
1,549,082	58,133	-	58,133	1,549,082
229,006	0	-	0	229,006
-	-	-	-	-
155,798	-	(0)	(0)	155,798
8,535,618	-	-	-	8,535,618
-	-	-	-	-
301,690	0	-	0	301,690

50,200	0	(0)	0	50,200
90,451	0	-	0	90,451
289,462	(0)	-	(0)	289,462
-	-	-	-	-
1,351	0	-	0	1,351
-	-	-	-	-
1,036,811	(0)	(0)	(0)	1,036,811
3,330,546	-	-	-	3,330,546
<b>30,527,878</b>	<b>58,006</b>	<b>0</b>	<b>58,006</b>	<b>30,527,878</b>

SCHOLAR COUNT PER CHARTER :

#REF!

	EDCP	SATR	TOTAL EDCP & SATR	
TOTAL LESS EDCP & SATR	EDUCATION CORP	SATR	TOTAL EDCP & SATR	TOTAL CHARTER
151,545,329	(0)	0	(0)	151,545,329
26,641,977	(1,586)	0	(1,586)	26,641,977
3,727,652	(0)	0	0	3,727,652
123,184	-	-	-	123,184
3,518,524	0	-	0	3,518,524
19,363,530	726,664	-	726,664	19,363,530
3,174,612	(0)	-	(0)	3,174,612
711,663	(0)	-	(0)	711,663
1,947,473	-	(0)	(0)	1,947,473
42,678,091	-	-	-	42,678,091
5,108,127	0	-	0	5,108,127
3,771,128	0	(0)	0	3,771,128
627,505	(0)	0	(0)	627,505
1,130,635	(0)	-	(0)	1,130,635
3,618,275	(0)	-	(0)	3,618,275
3,013,619	(0)	-	(0)	3,013,619
5,332,639	0	-	0	5,332,639
7,322,154	0	-	0	7,322,154
12,960,134	0	(0)	0	12,960,134
3,330,546	-	-	-	3,330,546
<b>299,646,796</b>	<b>725,079</b>	<b>0</b>	<b>725,079</b>	<b>299,646,796</b>



#REF!	#REF!	#REF!	#REF!	#REF!
4609236.356				
1H01	1H02	1H03	1H04	1H05
Success Academy Charter School - Harlem 1	Success Academy Charter School - Harlem 2	Success Academy Charter School - Harlem 3	Success Academy Charter School - Harlem 4	Success Academy Charter School - Harlem 5
8,666,428	4,303,057	5,109,346	2,223,539	4,361,002
1,499,643	740,967	866,073	397,589	759,591
212,169	101,718	130,368	58,178	106,932
-	-	-	-	-
251	-	84	-	-
1,340,923	552,321	1,504,591	128,991	706,624
200,484	106,648	117,311	34,633	99,870
15,821	18,043	27,034	9,114	21,828
94,128	53,937	75,127	27,780	53,903
1,726,889	895,969	1,486,127	522,150	1,046,708
255,486	131,411	202,659	75,525	143,236
217,668	80,470	117,179	58,714	84,508
31,560	16,595	20,881	9,041	16,054
150,159	24,202	6,646	14,735	27,893
143,331	100,988	85,787	45,310	85,992
157,825	78,487	144,957	40,605	114,810
565,207	133,570	177,396	57,555	209,919
832,898	167,016	301,885	96,965	181,195
657,203	349,263	455,441	184,403	385,059
-	-	-	-	-
16,768,073	7,854,662	10,828,892	3,984,828	8,405,124
12,460,428				
#REF!	#REF!	#REF!	#REF!	#REF!

1H01	1H02	1H03	1H04	1H05
Success Academy Charter School - Harlem 1	Success Academy Charter School - Harlem 2	Success Academy Charter School - Harlem 3	Success Academy Charter School - Harlem 4	Success Academy Charter School - Harlem 5
3,539,808	1,757,587	2,086,916	908,206	1,781,254
612,530	302,648	353,748	162,396	310,255
86,661	41,547	53,249	23,763	43,676
-	-	-	-	-
103	-	34	-	-
547,701	225,596	614,551	52,687	288,621
81,888	43,560	47,916	14,146	40,792
6,462	7,370	11,042	3,723	8,916
38,447	22,031	30,686	11,347	22,017
705,349	365,959	607,010	213,273	427,529
104,354	53,675	82,776	30,848	58,505
88,907	32,868	47,862	23,982	34,517
12,891	6,778	8,529	3,693	6,557
61,333	9,885	2,715	6,018	11,393
58,544	41,248	35,040	18,507	35,124
64,464	32,058	59,208	16,585	46,894
230,859	54,557	72,458	23,509	85,742
340,198	68,218	123,305	39,605	74,009
268,435	142,657	186,025	75,320	157,278
-	-	-	-	-
<b>6,848,931</b>	<b>3,208,242</b>	<b>4,423,069</b>	<b>1,627,606</b>	<b>3,433,079</b>

SPED

SPED

SPED

SPED

SPED

#REF!

#REF!

#REF!

#REF!

#REF!

1H01

1H02

1H03

1H04

1H05

Success Academy Charter School - Harlem 1	Success Academy Charter School - Harlem 2	Success Academy Charter School - Harlem 3	Success Academy Charter School - Harlem 4	Success Academy Charter School - Harlem 5
12,206,236	6,060,644	7,196,263	3,131,745	6,142,257
2,112,173	1,043,615	1,219,822	559,985	1,069,846
298,830	143,264	183,617	81,940	150,608





3,865	2,032	2,557	1,107	1,966
18,391	2,964	814	1,805	3,416
17,554	12,368	10,507	5,549	10,532
-	-	-	-	-
(45)	(15)	187	(71)	(112)
-	-	-	-	-
80,490	42,776	55,780	22,585	47,160
147	76	44	139,836	76
<b>2,230,183</b>	<b>1,107,452</b>	<b>1,569,009</b>	<b>715,917</b>	<b>1,192,603</b>

MG	MG	MG	MG	MG
#REF!	#REF!	#REF!	#REF!	#REF!

1H01	1H02	1H03	1H04	1H05
Success Academy Charter School - Harlem 1	Success Academy Charter School - Harlem 2	Success Academy Charter School - Harlem 3	Success Academy Charter School - Harlem 4	Success Academy Charter School - Harlem 5
13,267,648	6,587,657	7,822,025	3,404,071	6,676,366
2,295,840	1,134,364	1,325,893	608,679	1,162,876
324,815	155,722	199,584	89,066	163,705
8,543	5,419	6,463	2,788	5,575
384	-	128	-	-
2,052,852	845,562	2,303,415	197,476	1,081,788
302,041	162,231	178,963	52,705	152,363
22,284	25,413	38,077	12,837	30,744
144,103	82,573	115,014	42,529	82,522
3,040,298	1,577,411	2,616,421	919,278	1,842,796
359,840	185,086	285,435	106,373	201,740
333,234	123,193	179,392	89,887	129,376
48,316	25,405	31,968	13,841	24,577
229,882	37,052	10,174	22,558	42,702
219,429	154,604	131,333	69,366	131,647
222,289	110,545	204,165	57,190	161,704
796,021	188,112	250,041	80,993	295,548
1,173,096	235,234	425,190	136,570	255,204
1,006,128	534,696	697,246	282,307	589,496
147	76	44	139,836	76
<b>25,847,187</b>	<b>12,170,356</b>	<b>16,820,970</b>	<b>6,328,351</b>	<b>13,030,806</b>



#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

			1X04	
1X01	1X02	1X03	1X04	1M01
Success Academy Charter School - Bronx 1	Success Academy Charter School - Bronx 2	Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Upper West
2,495,801	4,288,639	4,694,839	2,551,859	4,909,846
463,449	767,147	794,202	482,305	852,585
53,368	100,154	111,378	61,475	125,471
-	-	-	-	-
-	771	-	-	-
447,006	273,802	677,107	277,876	536,566
63,343	75,508	87,097	40,291	86,502
17,603	44,251	26,568	11,427	22,738
29,978	56,302	59,072	29,614	57,687
696,452	1,135,906	1,354,996	761,227	1,118,018
160,162	173,085	124,575	110,500	160,439
48,256	115,828	145,417	120,873	89,893
14,363	19,098	21,485	10,716	17,979
32,264	39,494	21,104	19,630	29,584
64,570	84,985	114,127	103,814	104,945
55,916	84,416	79,091	65,547	97,443
96,720	151,669	188,884	89,431	209,080
122,193	166,668	249,255	132,031	227,328
297,089	371,779	376,357	215,694	373,218
-	-	-	-	-
5,158,533	7,949,504	9,125,554	5,084,311	9,019,322

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1X04

1X01	1X02	1X03	1X04	1M01
Success Academy Charter School - Bronx 1	Success Academy Charter School - Bronx 2	Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Upper West
1,019,412	1,751,698	1,917,610	1,042,309	2,005,430
189,296	313,342	324,392	196,998	348,239
21,798	40,908	45,492	25,110	51,249
-	-	-	-	-
-	315	-	-	-
182,580	111,835	276,565	113,499	219,161
25,873	30,841	35,575	16,457	35,332
7,190	18,074	10,852	4,667	9,287
12,244	22,997	24,128	12,096	23,562
284,466	463,962	553,449	310,924	456,655
65,418	70,697	50,883	45,134	65,532
19,710	47,310	59,396	49,371	36,717
5,866	7,801	8,775	4,377	7,344
13,178	16,131	8,620	8,018	12,084
26,374	34,712	46,615	42,403	42,865
22,839	34,480	32,305	26,773	39,800
39,505	61,949	77,150	36,528	85,399
49,910	68,076	101,808	53,928	92,852
121,346	151,854	153,723	88,100	152,441
-	-	-	-	-
<b>2,107,007</b>	<b>3,246,981</b>	<b>3,727,339</b>	<b>2,076,690</b>	<b>3,683,949</b>

SPED

SPED

SPED

1X04SPED

SPED

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1X01	1X02	1X03	1X04	1M01
Success Academy Charter School - Bronx 1	Success Academy Charter School - Bronx 2	Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Upper West
3,515,213	6,040,336	6,612,450	3,594,167	6,915,276
652,745	1,080,489	1,118,594	679,303	1,200,824
75,166	141,062	156,870	86,585	176,720

-	-	-	-	-
-	1,086	-	-	-
629,586	385,637	953,672	391,375	755,727
89,216	106,349	122,672	56,748	121,833
24,793	62,326	37,420	16,094	32,026
42,222	79,299	83,199	41,710	81,249
980,919	1,599,867	1,908,446	1,072,150	1,574,673
225,580	243,782	175,458	155,634	225,971
67,967	163,138	204,813	170,244	126,610
20,229	26,899	30,260	15,093	25,323
45,443	55,626	29,723	27,648	41,668
90,944	119,697	160,742	146,217	147,810
78,755	118,896	111,396	92,320	137,243
136,226	213,618	266,034	125,959	294,479
172,103	234,744	351,063	185,960	320,180
418,435	523,633	530,080	303,794	525,659
-	-	-	-	-
<b>7,265,540</b>	<b>11,196,485</b>	<b>12,852,893</b>	<b>7,161,001</b>	<b>12,703,271</b>

PS PS PS 1X04PS PS

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1X04				
1X01	1X02	1X03	1X04	1M01
Success Academy Charter School - Bronx 1	Success Academy Charter School - Bronx 2	Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Upper West
305,671	525,247	574,996	312,536	601,328
56,760	93,956	97,269	59,070	104,419
6,536	12,266	13,641	7,529	15,367
3,612	5,680	5,283	3,048	5,661
-	94	-	-	-
54,747	33,534	82,928	34,033	65,715
7,301	8,178	9,882	4,035	9,875
-	-	-	-	-
3,671	6,896	7,235	3,627	7,065
245,230	399,967	477,111	268,038	393,668
-	-	-	-	-
5,910	14,186	17,810	14,804	11,010

1,759	2,339	2,631	1,312	2,202
3,952	4,837	2,585	2,404	3,623
7,908	10,408	13,978	12,715	12,853
-	-	-	-	-
13	368	271	(66)	36
-	-	-	-	-
36,386	45,533	46,094	26,417	45,710
233	301,486	76	38	76
<b>739,687</b>	<b>1,464,975</b>	<b>1,351,789</b>	<b>749,540</b>	<b>1,278,609</b>

MG MG MG 1X04MG MG

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1X04				
1X01	1X02	1X03	1X04	1M01
Success Academy Charter School - Bronx 1	Success Academy Charter School - Bronx 2	Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Upper West
3,820,883	6,565,583	7,187,445	3,906,704	7,516,604
709,505	1,174,445	1,215,863	738,372	1,305,243
81,702	153,328	170,511	94,114	192,087
3,612	5,680	5,283	3,048	5,661
-	1,181	-	-	-
684,333	419,170	1,036,600	425,407	821,443
96,517	114,527	132,554	60,783	131,708
24,793	62,326	37,420	16,094	32,026
45,893	86,194	90,434	45,337	88,314
1,226,148	1,999,834	2,385,557	1,340,188	1,968,342
225,580	243,782	175,458	155,634	225,971
73,877	177,324	222,623	185,048	137,619
21,988	29,238	32,892	16,406	27,525
49,394	60,463	32,308	30,052	45,291
98,852	130,106	174,719	158,932	160,663
78,755	118,896	111,396	92,320	137,243
136,238	213,986	266,305	125,893	294,515
172,103	234,744	351,063	185,960	320,180
454,820	569,166	576,174	330,211	571,369
233	301,486	76	38	76
<b>8,005,227</b>	<b>12,661,460</b>	<b>14,204,682</b>	<b>7,910,541</b>	<b>13,981,880</b>



#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1M02		1M04		1K02
1M02	1M03	1M04	1K01	1K02
Success Academy Charter School - Hell's Kitchen	Success Academy Charter School - Union Square	Success Academy Charter School - Washington Heights	Success Academy Charter School - Bed Stuy 1	Success Academy Charter School - Bed Stuy 2
2,046,661	4,720,662	2,813,767	4,588,436	2,105,399
353,094	833,652	498,521	855,157	365,624
54,703	124,835	68,775	118,426	50,246
-	-	-	-	-
-	1,150,300	-	-	-
141,750	194,331	219,269	658,561	255,461
36,934	102,048	48,205	116,046	49,166
7,066	17,631	5,743	28,083	11,127
26,905	56,767	30,889	56,557	27,596
569,484	1,021,046	698,929	959,058	397,349
91,572	148,984	95,563	149,176	67,468
43,965	76,358	49,625	95,975	53,177
9,722	16,450	11,818	17,185	8,473
15,020	27,204	18,132	25,719	10,884
42,851	105,402	56,485	107,596	40,516
49,451	94,466	49,522	87,231	58,811
68,428	172,224	78,514	181,696	60,464
96,555	201,832	94,057	231,294	102,936
172,557	340,772	208,117	363,465	200,704
-	-	-	-	-
3,826,718	9,404,964	5,045,930	8,639,660	3,865,401

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1M02

1M04

1K02



1M02	1M03	1M04	1K01	1K02
Success Academy Charter School - Hell's Kitchen	Success Academy Charter School - Union Square	Success Academy Charter School - Washington Heights	Success Academy Charter School - Bed Stuy 1	Success Academy Charter School - Bed Stuy 2
835,960	1,928,158	1,149,285	1,874,150	859,952
144,222	340,506	203,621	349,289	149,339
22,344	50,989	28,091	48,371	20,523
-	-	-	-	-
-	469,841	-	-	-
57,898	79,375	89,561	268,990	104,343
15,086	41,682	19,689	47,399	20,082
2,886	7,202	2,346	11,470	4,545
10,990	23,187	12,617	23,101	11,272
232,606	417,047	285,478	391,728	162,297
37,403	60,853	39,033	60,931	27,557
17,958	31,189	20,269	39,201	21,720
3,971	6,719	4,827	7,019	3,461
6,135	11,111	7,406	10,505	4,446
17,503	43,051	23,071	43,947	16,549
20,198	38,585	20,227	35,629	24,022
27,950	70,345	32,069	74,214	24,696
39,438	82,439	38,418	94,472	42,044
70,481	139,189	85,006	148,458	81,978
-	-	-	-	-
<b>1,563,026</b>	<b>3,841,464</b>	<b>2,061,014</b>	<b>3,528,875</b>	<b>1,578,826</b>

1M02SPED

SPED

1M04SPED

SPED

1K02SPED

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1M02		1M04		1K02
1M02	1M03	1M04	1K01	1K02
Success Academy Charter School - Hell's Kitchen	Success Academy Charter School - Union Square	Success Academy Charter School - Washington Heights	Success Academy Charter School - Bed Stuy 1	Success Academy Charter School - Bed Stuy 2
2,882,621	6,648,819	3,963,052	6,462,586	2,965,351
497,316	1,174,157	702,142	1,204,446	514,963
77,047	175,825	96,866	166,797	70,769

-	-	-	-	-
-	1,620,141	-	-	-
199,648	273,706	308,830	927,550	359,805
52,019	143,730	67,895	163,446	69,249
9,952	24,833	8,089	39,553	15,672
37,895	79,954	43,506	79,658	38,868
802,090	1,438,093	984,407	1,350,786	559,646
128,975	209,837	134,596	210,107	95,026
61,922	107,547	69,894	135,176	74,897
13,692	23,169	16,645	24,204	11,934
21,154	38,315	25,538	36,224	15,330
60,354	148,453	79,556	151,543	57,065
69,649	133,050	69,749	122,860	82,833
96,378	242,569	110,583	255,910	85,160
135,993	284,271	132,475	325,766	144,981
243,038	479,961	293,123	511,923	282,681
-	-	-	-	-
<b>5,389,744</b>	<b>13,246,428</b>	<b>7,106,944</b>	<b>12,168,535</b>	<b>5,444,227</b>

1M02PS                      PS                                      1M04PS                      PS                                      1K02PS

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1M02		1M04		1K02
1M02	1M03	1M04	1K01	1K02
Success Academy Charter School - Hell's Kitchen	Success Academy Charter School - Union Square	Success Academy Charter School - Washington Heights	Success Academy Charter School - Bed Stuy 1	Success Academy Charter School - Bed Stuy 2
250,663	578,158	344,613	561,964	257,857
43,245	102,101	61,056	104,734	44,779
6,700	15,289	8,423	14,504	6,154
2,842	5,556	2,981	5,487	(924)
-	140,882	-	-	-
17,361	23,800	26,855	80,657	31,287
3,952	11,278	5,556	11,553	5,733
-	-	-	-	-
3,295	6,953	3,783	6,927	3,380
200,522	359,523	246,102	337,696	139,911
-	-	-	-	-
5,385	9,352	6,078	11,754	6,513

1,191	2,015	1,447	2,105	1,038
1,839	3,332	2,221	3,150	1,333
5,248	12,909	6,918	13,178	4,962
-	-	-	-	-
(14)	(59)	(70)	72	156
-	-	-	-	-
21,134	41,736	25,489	44,515	24,581
30,147	76	1,258	145,076	38
<b>593,509</b>	<b>1,312,900</b>	<b>742,710</b>	<b>1,343,372</b>	<b>526,798</b>

1M02MG                      MG                      1M04MG                      MG                      1K02MG

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

<b>1M02</b>		<b>1M04</b>		<b>1K02</b>
<b>1M02</b>	<b>1M03</b>	<b>1M04</b>	<b>1K01</b>	<b>1K02</b>
<b>Success Academy Charter School - Hell's Kitchen</b>	<b>Success Academy Charter School - Union Square</b>	<b>Success Academy Charter School - Washington Heights</b>	<b>Success Academy Charter School - Bed Stuy 1</b>	<b>Success Academy Charter School - Bed Stuy 2</b>
3,133,284	7,226,977	4,307,665	7,024,550	3,223,207
540,561	1,276,258	763,198	1,309,181	559,742
83,747	191,114	105,290	181,301	76,923
2,842	5,556	2,981	5,487	(924)
-	1,761,022	-	-	-
217,009	297,506	335,685	1,008,207	391,092
55,971	155,008	73,451	174,998	74,981
9,952	24,833	8,089	39,553	15,672
41,190	86,906	47,289	86,584	42,248
1,002,612	1,797,616	1,230,509	1,688,482	699,557
128,975	209,837	134,596	210,107	95,026
67,307	116,899	75,971	146,931	81,409
14,883	25,184	18,092	26,308	12,972
22,994	41,647	27,759	39,374	16,663
65,602	161,362	86,474	164,721	62,027
69,649	133,050	69,749	122,860	82,833
96,363	242,509	110,513	255,982	85,316
135,993	284,271	132,475	325,766	144,981
264,171	521,696	318,611	556,438	307,262
30,147	76	1,258	145,076	38
<b>5,983,253</b>	<b>14,559,328</b>	<b>7,849,654</b>	<b>13,511,908</b>	<b>5,971,024</b>

8,576,075

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

	1K04		1K06	1m05
1K03	1K04	1K05	1K06	1m05
Success Academy Charter School - Cobble Hill	Success Academy Charter School - Williamsburg	Success Academy Charter School - Crown Heights	Success Academy Charter School - Fort Greene	Success Academy Charter School - Hudson Yards
2,051,151	2,443,867	4,248,386	1,810,833	1,684,835
367,117	418,327	744,742	324,621	305,516
55,271	66,148	102,446	43,729	44,599
-	-	-	-	-
-	-	-	-	1,146,894
169,216	206,479	711,662	228,418	50,315
51,435	48,600	79,001	47,933	85,930
10,897	18,196	17,216	7,370	9,780
27,196	28,010	55,713	25,104	25,181
518,091	529,133	949,323	349,946	409,767
81,537	73,283	158,087	72,959	59,914
58,283	42,116	96,656	61,409	49,444
7,757	8,498	16,720	8,233	7,132
13,830	14,200	25,635	13,094	11,179
55,775	48,288	155,597	43,134	61,630
55,158	45,787	90,701	39,530	47,019
63,228	63,365	131,799	59,556	49,060
114,653	89,508	193,829	70,712	81,484
197,022	206,069	327,963	187,694	177,967
-	-	-	-	-
3,897,618	4,349,876	8,105,475	3,394,276	4,307,646

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1K04

1K06

1m05

1K03	1K04	1K05	1K06	1m05
Success Academy Charter School - Cobble Hill	Success Academy Charter School - Williamsburg	Success Academy Charter School - Crown Heights	Success Academy Charter School - Fort Greene	Success Academy Charter School - Hudson Yards
837,794	998,199	1,735,256	739,636	688,172
149,949	170,866	304,191	132,592	124,788
22,576	27,018	41,844	17,861	18,216
-	-	-	-	-
-	-	-	-	468,450
69,116	84,336	290,679	93,298	20,551
21,009	19,851	32,268	19,578	35,098
4,451	7,432	7,032	3,010	3,995
11,108	11,441	22,756	10,254	10,285
211,615	216,125	387,752	142,936	167,370
33,304	29,932	64,571	29,800	24,472
23,806	17,202	39,479	25,083	20,196
3,168	3,471	6,829	3,363	2,913
5,649	5,800	10,470	5,348	4,566
22,781	19,723	63,554	17,618	25,173
22,529	18,702	37,047	16,146	19,205
25,826	25,882	53,833	24,326	20,039
46,830	36,560	79,169	28,882	33,282
80,474	84,169	133,957	76,664	72,691
-	-	-	-	-
<b>1,591,985</b>	<b>1,776,710</b>	<b>3,310,687</b>	<b>1,386,394</b>	<b>1,759,461</b>

SPED

1K04SPED

SPED

1K06SPED

1m05SPED

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1K03	1K04	1K05	1K06	1m05
Success Academy Charter School - Cobble Hill	Success Academy Charter School - Williamsburg	Success Academy Charter School - Crown Heights	Success Academy Charter School - Fort Greene	Success Academy Charter School - Hudson Yards
2,888,945	3,442,066	5,983,642	2,550,469	2,373,007
517,066	589,194	1,048,933	457,213	430,304
77,847	93,166	144,290	61,590	62,815

-	-	-	-	-
-	-	-	-	1,615,344
238,332	290,815	1,002,340	321,716	70,867
72,443	68,451	111,269	67,511	121,029
15,349	25,628	24,248	10,381	13,775
38,305	39,451	78,469	35,357	35,466
729,705	745,258	1,337,075	492,882	577,136
114,842	103,215	222,658	102,759	84,385
82,088	59,319	136,135	86,492	69,640
10,926	11,968	23,550	11,595	10,045
19,479	20,000	36,105	18,443	15,745
78,557	68,011	219,150	60,752	86,803
77,687	64,489	127,747	55,677	66,223
89,054	89,247	185,632	83,882	69,099
161,484	126,068	272,998	99,594	114,766
277,495	290,238	461,920	264,358	250,657
-	-	-	-	-
<b>5,489,603</b>	<b>6,126,585</b>	<b>11,416,162</b>	<b>4,780,670</b>	<b>6,067,106</b>

PS                      1K04PS                      PS                      1K06PS                      1m05PS

<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>
--------------	--------------	--------------	--------------	--------------

	<b>1K04</b>		<b>1K06</b>	<b>1m05</b>
<b>1K03</b>	<b>1K04</b>	<b>1K05</b>	<b>1K06</b>	<b>1m05</b>
<b>Success Academy Charter School - Cobble Hill</b>	<b>Success Academy Charter School - Williamsburg</b>	<b>Success Academy Charter School - Crown Heights</b>	<b>Success Academy Charter School - Fort Greene</b>	<b>Success Academy Charter School - Hudson Yards</b>
251,213	299,310	520,317	221,780	206,348
44,962	51,234	91,212	39,758	37,418
6,769	8,101	12,547	5,356	5,462
2,784	2,796	5,479	2,605	2,670
-	-	-	-	140,465
20,725	25,288	87,160	27,975	6,162
5,875	5,829	7,517	5,376	9,995
-	-	-	-	-
3,331	3,431	6,823	3,075	3,084
182,426	186,314	334,269	123,220	144,284
-	-	-	-	-
7,138	5,158	11,838	7,521	6,056

950	1,041	2,048	1,008	873
1,694	1,739	3,140	1,604	1,369
6,831	5,914	19,057	5,283	7,548
-	-	-	-	-
(29)	283	7	(58)	(64)
-	-	-	-	-
24,130	25,238	40,167	22,988	21,796
269,885	38	15,788	2,160,676	38
<b>828,683</b>	<b>621,715</b>	<b>1,157,367</b>	<b>2,628,165</b>	<b>593,505</b>

MG                      1K04MG                      MG                      1K06MG                      1m05MG

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

	1K04		1K06	1m05
1K03	1K04	1K05	1K06	1m05
Success Academy Charter School - Cobble Hill	Success Academy Charter School - Williamsburg	Success Academy Charter School - Crown Heights	Success Academy Charter School - Fort Greene	Success Academy Charter School - Hudson Yards
3,140,158	3,741,376	6,503,959	2,772,249	2,579,355
562,028	640,428	1,140,145	496,971	467,722
84,616	101,267	156,837	66,946	68,277
2,784	2,796	5,479	2,605	2,670
-	-	-	-	1,755,808
259,057	316,104	1,089,500	349,691	77,029
78,318	74,280	118,786	72,887	131,024
15,349	25,628	24,248	10,381	13,775
41,636	42,882	85,293	38,432	38,550
912,132	931,572	1,671,343	616,102	721,421
114,842	103,215	222,658	102,759	84,385
89,226	64,477	147,973	94,013	75,695
11,876	13,009	25,598	12,603	10,918
21,173	21,739	39,245	20,047	17,115
85,388	73,925	238,207	66,034	94,352
77,687	64,489	127,747	55,677	66,223
89,025	89,530	185,639	83,824	69,034
161,484	126,068	272,998	99,594	114,766
301,625	315,476	502,087	287,346	272,454
269,885	38	15,788	2,160,676	38
<b>6,318,286</b>	<b>6,748,300</b>	<b>12,573,529</b>	<b>7,408,835</b>	<b>6,660,611</b>





#REF!	#REF!	#REF!	#REF!	0.00
-------	-------	-------	-------	------

1H06		1K08	1K09	1K10
1H06	1K07	1K08	1K09	1K10
Success Academy Charter School - Harlem 6	Success Academy Charter School - Prospect Heights	Success Academy Charter School - Bensonhurst	Success Academy Charter School - Bergen Beach	Success Academy Charter School - Bed Stuy 3
1,607,508	3,761,589	2,459,188	3,779,335	1,000,440
282,887	668,054	414,386	693,083	174,928
35,176	92,086	62,227	91,395	21,891
-	-	-	-	-
-	-	-	-	-
267,993	451,303	218,962	540,637	51,238
27,011	70,479	53,719	71,890	20,803
9,053	13,735	18,263	42,222	126
24,894	52,803	29,257	53,442	22,060
386,719	747,639	760,504	952,935	117,027
60,772	124,592	100,363	152,664	23,611
47,540	117,409	48,176	127,338	24,960
8,116	15,631	10,517	16,678	3,308
10,631	29,196	19,613	25,566	4,140
43,704	131,028	46,103	100,168	32,785
36,584	86,306	56,213	82,726	24,035
47,927	133,053	90,581	125,799	50,591
93,912	200,405	108,775	202,957	89,801
161,697	354,122	206,591	326,129	96,611
-	-	-	-	-
3,152,125	7,049,430	4,703,437	7,384,963	1,758,357

#REF!	#REF!	#REF!	#REF!	0.00
-------	-------	-------	-------	------

1H06		1K08	1K09	1K10
------	--	------	------	------

1H06	1K07	1K08	1K09	1K10
Success Academy Charter School - Harlem 6	Success Academy Charter School - Prospect Heights	Success Academy Charter School - Bensonhurst	Success Academy Charter School - Bergen Beach	Success Academy Charter School - Bed Stuy 3
656,588	1,536,424	1,004,457	1,543,672	408,630
115,546	272,867	169,256	283,090	71,449
14,368	37,613	25,416	37,330	8,942
-	-	-	-	-
-	-	-	-	-
109,462	184,335	89,435	220,823	20,928
11,033	28,787	21,941	29,364	8,497
3,698	5,610	7,459	17,245	51
10,168	21,567	11,950	21,829	9,011
157,956	305,374	310,628	389,227	47,800
24,823	50,890	40,993	62,356	9,644
19,418	47,956	19,678	52,011	10,195
3,315	6,385	4,296	6,812	1,351
4,342	11,925	8,011	10,442	1,691
17,851	53,518	18,831	40,914	13,391
14,943	35,252	22,960	33,789	9,817
19,576	54,346	36,998	51,383	20,664
38,359	81,855	44,429	82,898	36,679
66,045	144,641	84,382	133,208	39,461
-	-	-	-	-
<b>1,287,488</b>	<b>2,879,345</b>	<b>1,921,122</b>	<b>3,016,393</b>	<b>718,202</b>

1H06SPED      SPED      1K08SPED      1K09SPED      1K10SPED

#REF!	#REF!	#REF!	#REF!	0.00
-------	-------	-------	-------	------

1H06		1K08	1K09	1K10
1H06	1K07	1K08	1K09	1K10
Success Academy Charter School - Harlem 6	Success Academy Charter School - Prospect Heights	Success Academy Charter School - Bensonhurst	Success Academy Charter School - Bergen Beach	Success Academy Charter School - Bed Stuy 3
2,264,096	5,298,013	3,463,646	5,323,007	1,409,071
398,433	940,922	583,643	976,174	246,377
49,544	129,699	87,643	128,726	30,833

-	-	-	-	-
-	-	-	-	-
377,455	635,638	308,397	761,460	72,166
38,043	99,266	75,660	101,254	29,301
12,750	19,345	25,722	59,467	177
35,062	74,370	41,207	75,271	31,071
544,675	1,053,012	1,071,133	1,342,162	164,827
85,595	175,482	141,356	215,019	33,255
66,958	165,365	67,854	179,349	35,155
11,431	22,016	14,813	23,490	4,660
14,973	41,121	27,623	36,008	5,832
61,555	184,546	64,934	141,082	46,176
51,526	121,558	79,173	116,515	33,852
67,502	187,398	127,578	177,182	71,255
132,271	282,260	153,204	285,855	126,480
227,742	498,763	290,974	459,337	136,071
-	-	-	-	-
<b>4,439,612</b>	<b>9,928,774</b>	<b>6,624,559</b>	<b>10,401,356</b>	<b>2,476,559</b>

1H06PS                      PS                                      1K08PS                                      1K09PS                                      1K10PS

#REF!	#REF!	#REF!	#REF!	0.00
-------	-------	-------	-------	------

1H06		1K08	1K09	1K10
1H06	1K07	1K08	1K09	1K10
Success Academy Charter School - Harlem 6	Success Academy Charter School - Prospect Heights	Success Academy Charter School - Bensonhurst	Success Academy Charter School - Bergen Beach	Success Academy Charter School - Bed Stuy 3
196,878	460,697	301,187	462,870	122,528
34,646	81,819	50,752	84,885	21,424
4,308	11,278	7,621	11,194	2,681
2,642	5,262	3,048	5,483	2,354
-	-	-	-	-
32,822	55,273	26,817	66,214	6,275
2,787	7,772	5,555	8,189	2,436
-	-	-	-	-
3,049	6,467	3,583	6,545	2,702
136,169	263,253	267,783	335,540	41,207
-	-	-	-	-
5,822	14,380	5,900	15,596	3,057

994	1,914	1,288	2,043	405
1,302	3,576	2,402	3,131	507
5,353	16,047	5,646	12,268	4,015
-	-	-	-	-
15	(122)	(17)	244	(62)
-	-	-	-	-
19,804	43,371	25,302	39,942	11,832
38	264,982	38	76	38
<b>446,630</b>	<b>1,235,969</b>	<b>706,904</b>	<b>1,054,220</b>	<b>221,400</b>

1H06MG                      MG                      1K08MG                      1K09MG                      1K10MG

#REF!	#REF!	#REF!	#REF!	0.00
-------	-------	-------	-------	------

1H06		1K08	1K09	1K10
1H06	1K07	1K08	1K09	1K10
Success Academy Charter School - Harlem 6	Success Academy Charter School - Prospect Heights	Success Academy Charter School - Bensonhurst	Success Academy Charter School - Bergen Beach	Success Academy Charter School - Bed Stuy 3
2,460,974	5,758,710	3,764,832	5,785,877	1,531,598
433,079	1,022,741	634,394	1,061,058	267,801
53,852	140,977	95,264	139,919	33,514
2,642	5,262	3,048	5,483	2,354
-	-	-	-	-
410,277	690,911	335,214	827,674	78,442
40,831	107,038	81,215	109,443	31,736
12,750	19,345	25,722	59,467	177
38,111	80,837	44,790	81,816	33,773
680,844	1,316,265	1,338,916	1,677,702	206,034
85,595	175,482	141,356	215,019	33,255
72,781	179,745	73,754	194,944	38,212
12,426	23,930	16,101	25,532	5,065
16,275	44,697	30,025	39,140	6,339
66,908	200,594	70,581	153,350	50,191
51,526	121,558	79,173	116,515	33,852
67,517	187,276	127,561	177,427	71,194
132,271	282,260	153,204	285,855	126,480
247,546	542,133	316,276	499,279	147,904
38	264,982	38	76	38
<b>4,886,242</b>	<b>11,164,743</b>	<b>7,331,464</b>	<b>11,455,577</b>	<b>2,697,959</b>



#REF!	#REF!	#REF!	#REF!	#REF!
1K11	1K12	1Q01		1Q03
1K11	1K12	1Q01	1Q02	1Q03
Success Academy Charter School - Bushwick	Success Academy Charter School - Flatbush	Success Academy Charter School - Rosedale	Success Academy Charter School - Springfield Gardens	Success Academy Charter School - Far Rockaway
2,077,617	2,351,168	2,251,974	3,631,772	2,159,723
353,721	394,137	387,391	660,426	367,601
49,339	57,155	56,537	88,714	49,473
-	-	-	-	-
-	-	-	-	-
263,315	408,889	117,334	311,062	410,473
44,657	52,089	52,570	70,617	43,608
13,174	18,008	9,865	13,153	13,487
27,804	29,119	28,305	52,332	28,397
620,120	609,353	732,228	1,014,544	652,593
102,428	98,404	107,591	145,563	95,565
51,573	54,977	58,198	101,727	59,042
9,644	10,359	10,166	16,666	11,153
16,237	15,978	18,933	27,047	17,211
51,276	64,708	52,212	93,665	49,152
52,213	40,577	47,211	86,780	42,639
75,514	82,839	74,853	140,120	91,936
123,633	131,911	101,820	190,505	116,069
197,700	189,567	201,531	324,500	200,268
-	-	-	-	-
4,129,965	4,609,236	4,308,717	6,969,194	4,408,389

#REF!	#REF!	#REF!	#REF!	#REF!
1K11	1K12	1Q01	1Q02	1Q03

1K11	1K12	1Q01	1Q02	1Q03
Success Academy Charter School - Bushwick	Success Academy Charter School - Flatbush	Success Academy Charter School - Rosedale	Success Academy Charter School - Springfield Gardens	Success Academy Charter School - Far Rockaway
848,604	960,336	919,820	1,483,400	882,140
144,478	160,985	158,230	269,752	150,147
20,152	23,345	23,092	36,235	20,207
-	-	-	-	-
-	-	-	-	-
107,551	167,011	47,925	127,053	167,658
18,240	21,276	21,472	28,844	17,812
5,381	7,355	4,029	5,372	5,509
11,357	11,894	11,561	21,375	11,599
253,288	248,891	299,079	414,391	266,552
41,837	40,193	43,946	59,455	39,034
21,065	22,455	23,771	41,551	24,116
3,939	4,231	4,152	6,807	4,555
6,632	6,526	7,733	11,047	7,030
20,944	26,430	21,326	38,258	20,076
21,326	16,574	19,283	35,446	17,416
30,844	33,836	30,574	57,232	37,551
50,498	53,879	41,588	77,812	47,409
80,751	77,429	82,315	132,542	81,800
-	-	-	-	-
<b>1,686,887</b>	<b>1,882,646</b>	<b>1,759,898</b>	<b>2,846,572</b>	<b>1,800,610</b>

1K11SPED      1K12SPED      1Q01SPED      1Q02SPED      1Q03SPED

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1K11	1K12	1Q01	1Q02	1Q03
1K11	1K12	1Q01	1Q02	1Q03
Success Academy Charter School - Bushwick	Success Academy Charter School - Flatbush	Success Academy Charter School - Rosedale	Success Academy Charter School - Springfield Gardens	Success Academy Charter School - Far Rockaway
2,926,222	3,311,504	3,171,794	5,115,172	3,041,863
498,199	555,122	545,621	930,178	517,748
69,491	80,501	79,629	124,949	69,680



-	-	-	-	-
-	-	-	-	-
370,867	575,899	165,259	438,115	578,131
62,897	73,365	74,042	99,461	61,420
18,555	25,363	13,894	18,526	18,995
39,161	41,013	39,867	73,707	39,995
873,408	858,243	1,031,307	1,428,936	919,145
144,265	138,597	151,537	205,018	134,599
72,639	77,432	81,969	143,278	83,158
13,583	14,589	14,318	23,473	15,708
22,869	22,504	26,666	38,095	24,240
72,219	91,139	73,538	131,923	69,228
73,539	57,151	66,494	122,226	60,055
106,358	116,675	105,426	197,352	129,487
174,131	185,791	143,408	268,317	163,478
278,450	266,995	283,846	457,042	282,068
-	-	-	-	-
<b>5,816,852</b>	<b>6,491,882</b>	<b>6,068,615</b>	<b>9,815,766</b>	<b>6,208,999</b>

1K11PS                      1K12PS                      1Q01PS                      1Q02PS                      1Q03PS

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

1K11	1K12	1Q01	1Q02	1Q03
1K11	1K12	1Q01	1Q02	1Q03
Success Academy Charter School - Bushwick	Success Academy Charter School - Flatbush	Success Academy Charter School - Rosedale	Success Academy Charter School - Springfield Gardens	Success Academy Charter School - Far Rockaway
254,454	287,957	275,808	444,798	264,510
43,322	48,271	47,445	80,885	45,022
6,043	7,000	6,924	10,865	6,059
2,896	2,885	3,017	5,549	2,931
-	-	-	-	-
32,249	50,078	14,370	38,097	50,272
4,355	5,698	6,176	7,845	5,163
-	-	-	-	-
3,405	3,566	3,467	6,409	3,478
218,352	214,561	257,827	357,234	229,786
-	-	-	-	-
6,316	6,733	7,128	12,459	7,231

1,181	1,269	1,245	2,041	1,366
1,989	1,957	2,319	3,313	2,108
6,280	7,925	6,395	11,472	6,020
-	-	-	-	-
(64)	(69)	245	338	123
-	-	-	-	-
24,213	23,217	24,682	39,743	24,528
38	38	38	76	38
<b>605,029</b>	<b>661,087</b>	<b>657,085</b>	<b>1,021,123</b>	<b>648,635</b>

1K11MG                      1K12MG                      1Q01MG                      1Q02MG                      1Q03MG

#REF!	#REF!	#REF!	#REF!	#REF!
-------	-------	-------	-------	-------

<b>1K11</b>	<b>1K12</b>	<b>1Q01</b>	<b>1Q02</b>	<b>1Q03</b>
<b>1K11</b>	<b>1K12</b>	<b>1Q01</b>	<b>1Q02</b>	<b>1Q03</b>
<b>Success Academy Charter School - Bushwick</b>	<b>Success Academy Charter School - Flatbush</b>	<b>Success Academy Charter School - Rosedale</b>	<b>Success Academy Charter School - Springfield Gardens</b>	<b>Success Academy Charter School - Far Rockaway</b>
3,180,676	3,599,460	3,447,602	5,559,969	3,306,373
541,520	603,393	593,066	1,011,063	562,770
75,534	87,501	86,553	135,814	75,740
2,896	2,885	3,017	5,549	2,931
-	-	-	-	-
403,116	625,978	179,629	476,212	628,403
67,252	79,064	80,218	107,305	66,583
18,555	25,363	13,894	18,526	18,995
42,566	44,579	43,333	80,116	43,473
1,091,760	1,072,804	1,289,133	1,786,170	1,148,931
144,265	138,597	151,537	205,018	134,599
78,955	84,165	89,097	155,737	90,389
14,765	15,858	15,563	25,515	17,074
24,858	24,461	28,984	41,407	26,348
78,499	99,064	79,932	143,394	75,248
73,539	57,151	66,494	122,226	60,055
106,293	116,606	105,671	197,691	129,610
174,131	185,791	143,408	268,317	163,478
302,663	290,212	308,528	496,785	306,595
38	38	38	76	38
<b>6,421,881</b>	<b>7,152,969</b>	<b>6,725,700</b>	<b>10,836,889</b>	<b>6,857,633</b>



#REF!

1Q04

1Q04

Success Academy  
Charter School -  
South Jamaica

1,790,742

316,002

40,521

-

-

325,783

6,950

6,658

26,230

500,926

79,595

66,546

7,889

13,371

47,534

47,614

64,237

84,646

159,010

-

**3,584,253**

#REF!

1Q04

1Q04

Success Academy  
Charter School -  
South Jamaica

731,430

129,071

16,551

-

-

133,066

2,839

2,720

10,714

204,603

32,511

27,181

3,222

5,461

19,415

19,448

26,238

34,574

64,948

-

**1,463,991**

1Q04SPED

#REF!

1Q04

1Q04

Success Academy  
Charter School -  
South Jamaica

2,522,172

445,074

57,072

-  
-  
458,849  
9,788  
9,378  
36,944  
705,529  
112,106  
93,726  
11,111  
18,832  
66,949  
67,062  
90,475  
119,219  
223,958

-  
**5,048,243**

1Q04PS

**#REF!**

**1Q04**

**1Q04**

**Success Academy  
Charter School -  
South Jamaica**

219,319  
38,702  
4,963  
2,768  
-  
39,900  
42  
-  
3,213  
176,382  
-  
8,150

966
1,638
5,822
-
(70)
-
19,475
38
<b>521,307</b>

1Q04MG

#REF!

1Q04

1Q04

Success Academy Charter School - South Jamaica
2,741,491
483,776
62,035
2,768
-
498,749
9,830
9,378
40,157
881,911
112,106
101,876
12,077
20,470
72,771
67,062
90,405
119,219
243,432
38
<b>5,569,550</b>

	2	
	3	
	4	
	5	
	6	
	7	Total Revenue
	8	Total Expenses
	9	Net Income
	10	Actual Student Enrollment
	11	
	12	
	13	
	14	
	15	REVENUE
	16	REVENUES FROM STATE SOURCES
	17	Per Pupil Revenue
	18	NY NYC CHANCELLOR'S OFFICE
	19	
	20	-
	21	-
	22	-
	23	-
	24	-
	25	-
	26	-
	27	-
	28	-
	29	-
	30	-
	31	-
	32	-
	33	ALL OTHER School Districts: ( Weighted Avg )
Resident Student Enrollment		T
		O
Students with disabilities	34	T
	35	Special Education Revenue
	36	Grants
	37	Stimulus
	38	DYCD (Department of Youth and Community Developme



	39	Other
NYC DoE Rental Assistance	40	Other
	41	TOTAL REVENUE FROM STATE SOURCES
	42	
	43	<b>REVENUE FROM FEDERAL FUNDING</b>
	44	IDEA Special Needs
	45	Title I
	46	Title Funding - Other
	47	School Food Service (Free Lunch)
	48	Grants
Federal - Other	49	Charter School Program (CSP) Planning & Implementation
	50	Other
	51	Other
Federal - Title and IDEA	52	TOTAL REVENUE FROM FEDERAL SOURCES
	53	
	54	<b>LOCAL and OTHER REVENUE</b>
	55	Contributions and Donations
	56	Fundraising
	57	Erate Reimbursement
	58	Earnings on Investments
	59	Interest Income
	60	Food Service (Income from meals)
	61	Text Book
Miscellaneous income	62	OTHER
	63	TOTAL REVENUE FROM LOCAL and OTHER SOURCES
	64	
	65	<b>TOTAL REVENUE</b>
	66	
	67	
		audited grants
		difference to be added
		Original Grants
		New Grant Toal









TOTAL	1H01	1H02	1H03
	Success Academy Charter School - Harlem 1	Success Academy Charter School - Harlem 2	Success Academy Charter School - Harlem 3
287,407,535	20,502,027	10,620,771	17,606,756
287,407,535	20,502,027	10,620,771	17,606,756
31,143,180	1,425,532	769,615	2,445,142
-	-	-	-

-	-	-	-
2,980,281	-	-	-
321,530,996	21,927,558	11,390,387	20,051,898
1,686,261	134,017	84,728	143,330
5,997,923	427,974	261,016	384,217
776,398	27,202	16,291	28,522
-	-	-	-
-	-	-	-
1,497,690	-	-	-
-	-	-	-
-	-	-	-
10,401,522	573,500	336,246	577,280
-	-	-	-
-	-	-	-
(0)	(0)	0	(0)
-	-	-	-
-	-	-	-
-	-	-	-
453,145	116,676	15,671	18,334
453,145	116,676	15,671	18,334
<b>331,942,413</b>	<b>22,633,428</b>	<b>11,768,093</b>	<b>20,626,301</b>
	573,500	336,246	577,280
443,250 -	15,693 -	25,789	21,211
9,958,272	589,193	362,035	556,069
10,401,522	573,500	336,246	577,280











1H04

1H05

1X01

1X02

Success Academy  
Charter School -  
Harlem 4

Success Academy  
Charter School -  
Harlem 5

Success Academy  
Charter School -  
Bronx 1

Success Academy  
Charter School -  
Bronx 2

6,184,552

12,409,561

8,258,505

13,454,578

---

6,184,552

12,409,561

8,258,505

13,454,578

622,034

974,174

1,036,567

1,514,133

-

-

-

-

-	-	-	-
-	-	-	-
6,806,586	13,383,735	9,295,072	14,968,710
35,224	81,237	44,347	73,463
188,954	298,553	430,447	451,572
6,194	18,525	38,559	51,948
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
235,997	391,366	519,836	597,772

-	-	-	-
-	-	-	-
(0)	0	(0)	0
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
4,787	19,376	4,910	18,359
4,787	19,376	4,910	18,359
7,041,745	13,801,425	9,813,335	15,564,052

235,997	391,366	519,836	597,772
5,625 -	6,949	6,483	20,789
230,372	398,315	513,353	576,983
235,997	391,366	519,836	597,772











1X03	1X04	1M01	1M02
Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Upper West	Success Academy Charter School - Hell's Kitchen
16,050,797	9,018,862	13,242,936	6,751,589
16,050,797	9,018,862	13,242,936	6,751,589
2,049,540	1,208,832	1,954,077	813,955

-	-	-	-
-	-	-	-
18,100,338	10,227,693	15,197,013	7,565,544
82,094	54,428	112,003	28,877
352,608	262,470	162,947	130,631
42,737	50,237	19,564	17,581
-	-	-	-
-	-	-	-
89,580	45,604	-	-
-	-	-	-
-	-	-	-
694,706	381,879	359,633	197,562

-	-	-	-
-	-	-	-
(0)	(0)	(0)	(0)
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
30,885	6,093	29,121	5,223
30,885	6,093	29,121	5,223
18,698,242	10,646,525	15,520,647	7,747,856

694,706	381,879	359,633	197,562
127,687 -	30,860	65,119	20,473
567,019	412,739	294,514	177,089
694,706	381,879	359,633	197,562









1M03	1M04	1K01	1K02
1M03	1M04	1K01	1K02
Success Academy Charter School - Union Square	Success Academy Charter School - Washington Heights	Success Academy Charter School - Bed Stuy 1	Success Academy Charter School - Bed Stuy 2
12,104,456	8,280,261	11,378,333	4,683,854
12,104,456	8,280,261	11,378,333	4,683,854
1,779,692	544,320	1,606,564	703,990
-	-	-	-



-	-	-	-
1,537,440	-	-	-
15,421,587	8,824,581	12,984,898	5,387,844
88,232	67,880	92,640	49,663
142,489	158,028	273,278	135,145
19,341	22,506	44,119	22,788
-	-	-	-
-	-	-	-
31,702	-	54,793	-
-	-	-	-
-	-	-	-
306,496	222,193	463,738	203,730
-	-	-	-
-	-	-	-
0	(0)	0	(0)
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
27,428	5,948	19,225	4,040
27,428	5,948	19,225	4,040
15,730,779	9,078,943	13,468,952	5,599,480
10,800,672			
5,660,823			
7,795,825	222,193	463,738	203,730
24,732 -	26,221 -	1,092 -	3,866
281,764	248,414	464,830	207,596
306,496	222,193	463,738	203,730









1K03	1K04	1K05	1K06
Success Academy Charter School - Cobble Hill	Success Academy Charter School - Williamsburg	Success Academy Charter School - Crown Heights	Success Academy Charter School - Fort Greene

6,142,092

6,267,473

11,260,822

4,136,282

---

6,142,092

6,267,473

11,260,822

4,136,282

604,979

954,311

1,135,620

779,016

-

-

-

-

-	-	-	-
-	-	-	-
6,747,071	7,221,784	12,396,442	4,915,298
31,416	29,163	53,052	23,800
126,075	144,208	222,748	128,286
12,779	31,934	38,241	18,167
-	-	-	-
-	-	-	-
-	-	91,103	-
-	-	-	-
-	-	-	-
174,782	231,530	444,298	185,232

-	-	-	-
-	-	-	-
(0)	(0)	(0)	(0)
-	-	-	-
-	-	-	-
-	-	-	-
5,830	4,838	22,899	3,844
5,830	4,838	22,899	3,844
6,923,172	7,431,927	12,824,485	5,089,395

174,782	231,530	444,298	185,232
4,512	26,225	39,154	14,979
170,270	205,305	405,144	170,253
174,782	231,530	444,298	185,232











1m05	1H06	1K07	1K08
1m05	1H06	1K07	1K08
Success Academy Charter School - Hudson Yards	Success Academy Charter School - Harlem 6	Success Academy Charter School - Prospect Heights	Success Academy Charter School - Bensonhurst
4,861,162	4,585,953	8,863,637	9,023,294
4,861,162	4,585,953	8,863,637	9,023,294
773,735	599,219	771,308	703,946
-	-	-	-

-	-	-	-
1,442,841	-	-	-
7,077,738	5,185,172	9,634,945	9,727,240
15,549	21,624	63,467	35,224
62,822	92,536	198,009	127,902
15,041	17,679	33,860	21,399
-	-	-	-
-	-	-	-
104,453	225,582	35,345	36,792
-	-	-	-
-	-	-	-
224,978	333,646	364,095	190,513

-	-	-	-
-	-	-	-
(0)	(0)	(0)	(0)
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	17,389	6,070
(0)	(0)	17,389	6,070
7,275,603	5,542,593	9,983,014	9,954,628

7,302,716	333,646	364,095	190,513
27,113 -	23,775	33,414 -	30,804
197,865	357,421	330,681	221,317
224,978	333,646	364,095	190,513











1K09	1K10	1K11	1K12
1K09	1K10	1K11	1K12
Success Academy Charter School - Bergen Beach	Success Academy Charter School - Bed Stuy 3	Success Academy Charter School - Bushwick	Success Academy Charter School - Flatbush
11,297,971	1,389,632	7,347,124	7,218,888
11,297,971	1,389,632	7,347,124	7,218,888
938,159	170,399	875,820	347,991
-	-	-	-

-	-	-	-
-	-	-	-
12,236,131	1,560,031	8,222,944	7,566,879
42,213	-	30,781	16,184
180,348	35,762	140,885	110,486
28,553	2,000	26,113	23,475
-	-	-	-
-	-	-	-
152,680	145,106	85,275	97,114
-	-	-	-
-	-	-	-
455,702	227,672	295,770	252,914

-	-	-	-
-	-	-	-
(0)	(0)	(0)	(0)
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
16,829	5,585	3,626	3,409
16,829	5,585	3,626	3,409
12,656,754	1,748,484	8,509,624	7,817,547

455,702	227,672	295,770	252,914
51,908	44,804	12,716	5,655
403,794	182,868	283,054	247,259
455,702	227,672	295,770	252,914









1Q01	1Q02	1Q03	1Q04
Success Academy Charter School - Rosedale	Success Academy Charter School - Springfield Gardens	Success Academy Charter School - Far Rockaway	Success Academy Charter School - South Jamaica
8,723,882	12,105,320	7,712,442	5,923,722
8,723,882	12,105,320	7,712,442	5,923,722
723,728	842,090	961,930	512,764
-	-	-	-



-	-	-	-
-	-	-	-
9,447,611	12,947,410	8,674,372	6,436,486
38,715	49,504	47,222	16,184
66,214	133,796	100,441	67,076
26,264	20,582	19,525	14,672
-	-	-	-
-	-	-	-
-	154,357	97,242	50,962
-	-	-	-
-	-	-	-
141,267	363,451	276,586	177,152

-	-	-	-
-	-	-	-
(0)	0	(0)	(0)
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
5,440	22,753	4,641	3,917
5,440	22,753	4,641	3,917

9,584,243	13,328,401	8,943,444	6,589,297
-----------	------------	-----------	-----------

141,267	363,451	276,586	177,152
10,074	5,212	12,156	28,258
131,193	358,239	264,430	148,894
141,267	363,451	276,586	177,152









CHECK

TRUE

TRUE  
TRUE

TRUE

TRUE  
TRUE  
TRUE

TRUE  
TRUE  
TRUE  
TRUE  
TRUE  
TRUE  
TRUE  
TRUE  
TRUE

TRUE  
TRUE  
TRUE  
TRUE  
TRUE  
TRUE  
TRUE  
TRUE  
TRUE

TRUE

goes into harlem 3  
EDCP

1H01

FTE By CHARTER (EDCP SEPARATE)

	TOTAL	ED CORP	Success Academy Charter School - Harlem 1
Administrative Staff Personnel	487.46	7.88	54.63
Instructional Personnel	1,926.79	10.42	160.17



1H02	1H03	1H04	1H05	1X01
Success Academy Charter School - Harlem 2	Success Academy Charter School - Harlem 3	Success Academy Charter School - Harlem 4	Success Academy Charter School - Harlem 5	Success Academy Charter School - Bronx 1
20.04	21.79	10.21	22.71	9.67
68.33	89.63	45.13	72.67	54.00

		1X04		1M02
1X02	1X03	1X04	1M01	1M02
Success Academy Charter School - Bronx 2	Success Academy Charter School - Bronx 3	Success Academy Charter School - Bronx 4	Success Academy Charter School - Upper West	Success Academy Charter School - Hell's Kitchen
21.75	19.71	15.67	22.17	9.83
90.75	98.21	47.38	91.92	39.17

	1M04		1K02	
1M03	1M04	1K01	1K02	1K03
Success Academy Charter School - Union Square	Success Academy Charter School - Washington Heights	Success Academy Charter School - Bed Stuy 1	Success Academy Charter School - Bed Stuy 2	Success Academy Charter School - Cobble Hill
16.79	11.50	20.38	11.00	8.54
91.63	54.38	88.08	43.96	41.58

1K04		1K06	1m05	1H06
1K04	1K05	1K06	1m05	1H06
Success Academy Charter School - Williamsburg	Success Academy Charter School - Crown Heights	Success Academy Charter School - Fort Greene	Success Academy Charter School - Hudson Yards	Success Academy Charter School - Harlem 6
10.92	23.25	7.67	11.50	9.29
44.88	86.25	28.50	35.83	33.42

new lafayette locations

	1K08	1K09	2k07	1K11
1K07	1K08	1K09	1K10	1K11
Success Academy Charter School - Prospect Heights	Success Academy Charter School - Bensonhurst	Success Academy Charter School - Bergen Beach	Success Academy Charter School - Bed Stuy 3	Success Academy Charter School - Bushwick
19.38	12.63	16.00	5.25	8.29
75.42	47.00	77.17	19.79	44.71

<b>1K12</b>	<b>1Q01</b>		<b>1Q03</b>	<b>1Q04</b>
<b>1K12</b>	<b>1Q01</b>	<b>1Q02</b>	<b>1Q03</b>	<b>1Q04</b>
<b>Success Academy Charter School - Flatbush</b>	<b>Success Academy Charter School - Rosedale</b>	<b>Success Academy Charter School - Springfield Gardens</b>	<b>Success Academy Charter School - Far Rockaway</b>	<b>Success Academy Charter School - South Jamaica</b>
14.71	8.71	17.75	7.33	10.54
48.13	43.71	71.67	46.29	36.67

**CHARTER****beg balance**

Success Academy Charter School - Bed Stuy 1	(3,350,176)
Success Academy Charter School - Bed Stuy 2	(356,148)
Success Academy Charter School - Bed Stuy 3	(921,799)
Success Academy Charter School - Bensonhurst	4,937,800
Success Academy Charter School - Bergen Beach	1,763,168
Success Academy Charter School - Bronx 1	1,059,549
Success Academy Charter School - Bronx 2	6,843,037
Success Academy Charter School - Bronx 3	1,137,584
Success Academy Charter School - Bronx 4	5,781,033
Success Academy Charter School - Bushwick	1,454,563
Success Academy Charter School - Cobble Hill	(2,070,714)
Success Academy Charter School - Crown Heights	2,387,987
Success Academy Charter School - Far Rockaway	2,480,747
Success Academy Charter School - Flatbush	99,093
Success Academy Charter School - Fort Greene	(742,807)
Success Academy Charter School - Harlem 1	(10,957,430)
Success Academy Charter School - Harlem 2	2,932,049
Success Academy Charter School - Harlem 3	(9,456,863)
Success Academy Charter School - Harlem 4	272,855
Success Academy Charter School - Harlem 5	1,405,793
Success Academy Charter School - Harlem 6	220,179
Success Academy Charter School - Hell's Kitchen	3,024,540
Success Academy Charter School - Hudson Yards	(2,605,230)
Success Academy Charter School - Prospect Heights	(1,220,461)
Success Academy Charter School - Rosedale	4,084,711
Success Academy Charter School - South Jamaica	603,849
Success Academy Charter School - Springfield Gardens	4,464,568
Success Academy Charter School - UNION SQUARE	328,825
Success Academy Charter School - Upper West	3,406,728
Success Academy Charter School - Washington Heights	3,753,926
Success Academy Charter School - Williamsburg	1,975,860
	22,736,816

beg balance	(VALUES
\$	(3,350,176)
\$	(356,148)
\$	(921,799)
\$	4,937,800
\$	1,763,168
\$	1,059,549
\$	6,843,037
\$	1,137,584
\$	5,781,033
\$	1,454,563
\$	(2,070,714)
\$	2,387,987
\$	2,480,747
\$	99,093
\$	(742,807)
\$	(10,957,430)
\$	2,932,049
\$	(9,456,863)
\$	272,855
\$	1,405,793
\$	220,179
\$	3,024,540
\$	(2,605,230)
\$	(1,220,461)
\$	4,084,711
\$	603,849
\$	4,464,568
\$	328,825
\$	3,406,728
\$	3,753,926
\$	1,975,860
\$	22,736,816



# **Success Academy Charter Schools - NYC**

**Audit of Financial Statements and  
Supplementary Information and  
Supplemental Schedule of Expenditures  
of Federal Awards  
Year Ended June 30, 2021**

## **Success Academy Charter Schools - NYC**

---

Audit of Financial Statements and Supplementary Information and  
Supplemental Schedule of Expenditures of Federal Awards  
Year Ended June 30, 2021

# Success Academy Charter Schools - NYC

## Contents

---

<b>Independent Auditor's Report</b>	3-5
<b>Financial Statements</b>	
Statement of Financial Position as of June 30, 2021	6
Statement of Activities for the Year Ended June 30, 2021	7
Statement of Functional Expenses for the Year Ended June 30, 2021	8
Statement of Cash Flows for the Year Ended June 30, 2021	9
Notes to Financial Statements	10-21
<b>Supplementary Information</b>	
Detailed Schedule of Activities by School for the Year Ended June 30, 2021	23-26
Detailed Schedule of Activities by School for the Year Ended June 30, 2020	27-30
<b>Schedule of Expenditures of Federal Awards</b> for the Year Ended June 30, 2021	31
Notes to Schedule of Expenditures of Federal Awards	32
<b>Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i></b>	33-34
<b>Independent Auditor's Report on Compliance for Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance</b>	35-37
Schedule of Findings and Questioned Costs for the Year Ended June 30, 2021	38



## Independent Auditor's Report

The Board of Trustees  
Success Academy Charter Schools - NYC  
New York, New York

### Report on the Audit of the Financial Statements

#### *Opinion*

We have audited the financial statements of Success Academy Charter Schools - NYC (SACS-NYC), which comprise the statement of financial position as of June 30, 2021, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Success Academy Charter Schools - NYC as of June 30, 2021, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### *Basis for Opinion*

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are required to be independent of SACS-NYC and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Responsibilities of Management for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about SACS-NYC's ability to continue as a going concern within one year after the date that the financial statements are issued or available to be issued.



### *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of SACS-NYC's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about SACS-NYC's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### **Report on Summarized Comparative Information**

We have previously audited the financial statements of SACS-NYC as of and for the year ended June 30, 2020, and our report, dated October 27, 2020, expressed an unmodified opinion on those audited financial statements. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2020 is consistent, in all material respects, with the audited financial statements from which it has been derived.



## *Other Matters*

### *Supplementary Information*

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. The accompanying supplementary information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and to certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and to other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

### *Other Reporting Required by Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 29, 2021 on our consideration of SACS-NYC's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of SACS-NYC's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering SACS-NYC's internal control over financial reporting and compliance.

BDO USA, LLP

October 29, 2021

# Success Academy Charter Schools - NYC

## Statement of Financial Position (with comparative totals for 2020)

<i>June 30,</i>	2021	2020
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents (Note 2)	\$ 49,249,879	\$ 33,408,593
Grants and contracts receivables, net (Note 2)	16,733,785	10,730,964
Prepaid expenses and other assets	5,983,930	1,583,551
<b>Total Current Assets</b>	<b>71,967,594</b>	<b>45,723,108</b>
<b>Fixed Assets, Net (Notes 2 and 5)</b>	<b>36,236,373</b>	<b>41,880,440</b>
<b>Funds - designated for community reinvestment (Note 2)</b>	<b>45,000,000</b>	<b>-</b>
<b>Total Assets</b>	<b>\$ 153,203,967</b>	<b>\$ 87,603,548</b>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued expenses	\$ 2,422,187	\$ 7,430,623
Accrued payroll and payroll taxes	11,014,031	4,962,899
Due to affiliate, net (Note 6)	2,981,313	5,321,513
Current portion loans payable to affiliated organization (Note 6)	3,500,000	129,663
Current portion capital lease payable (Note 7)	5,119,884	3,485,789
<b>Total Current Liabilities</b>	<b>25,037,415</b>	<b>21,330,487</b>
<b>Loans Payable to Affiliate, less current portion (Note 6)</b>	<b>-</b>	<b>3,500,000</b>
<b>Capital Lease Payable, less current portion (Note 7)</b>	<b>5,255,228</b>	<b>3,764,171</b>
<b>Deferred Rent (Note 10)</b>	<b>1,670,519</b>	<b>3,114,496</b>
<b>Total Liabilities</b>	<b>31,963,162</b>	<b>31,709,154</b>
<b>Commitments and Contingencies (Notes 6, 9, 10, and 11)</b>		
<b>Net Assets (Note 2)</b>		
Without donor restrictions:		
Undesignated	76,240,805	55,894,394
Board-designated for community reinvestment	45,000,000	-
<b>Total Without Donor Restrictions</b>	<b>121,240,805</b>	<b>55,894,394</b>
<b>Total Net Assets</b>	<b>121,240,805</b>	<b>55,894,394</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 153,203,967</b>	<b>\$ 87,603,548</b>

*See accompanying notes to financial statements.*

# Success Academy Charter Schools - NYC

## Statement of Activities (with comparative totals for 2020)

Year ended June 30,

	Without Donor Restrictions	Total	
		2021	2020
<b>Revenue, Support, and Gains, Net</b> (Note 2)			
State per-pupil operating revenue	\$ 365,240,140	\$ 365,240,140	\$ 318,255,006
Government grants	25,606,575	25,606,575	14,097,855
Interest and other income	177,057	177,057	451,520
Loss on asset impairment	(3,027,551)	(3,027,551)	-
<b>Total Revenue, Support, and Gains, Net</b>	<b>387,996,221</b>	<b>387,996,221</b>	<b>332,804,381</b>
<b>Expenses</b>			
Program services:			
General education	220,116,229	220,116,229	191,074,432
Special education	69,576,171	69,576,171	78,044,485
<b>Total Program Services</b>	<b>289,692,400</b>	<b>289,692,400</b>	<b>269,118,917</b>
Supporting services:			
General and administrative	32,957,410	32,957,410	30,527,886
<b>Total Expenses</b>	<b>322,649,810</b>	<b>322,649,810</b>	<b>299,646,803</b>
<b>Change in Net Assets</b>	<b>65,346,411</b>	<b>65,346,411</b>	<b>33,157,578</b>
<b>Net Assets, beginning of year</b>	<b>55,894,394</b>	<b>55,894,394</b>	<b>22,736,816</b>
<b>Net Assets, end of year</b>	<b>\$ 121,240,805</b>	<b>\$ 121,240,805</b>	<b>\$ 55,894,394</b>

See accompanying notes to financial statements.



# Success Academy Charter Schools - NYC

## Statement of Functional Expenses (with comparative totals for 2020)

Year ended June 30,

	FTEs	Program Services			Supporting Services	Total	
		General Education	Special Education	Total Program Services	General Administrative	2021	2020
<b>Salaries and Staff</b>							
Administrative staff personnel	388	\$ 25,178,217	\$ 7,958,541	\$ 33,136,758	\$ 2,881,457	\$ 36,018,215	\$ 38,574,851
Instructional personnel	2,086	88,149,742	27,863,105	116,012,847	10,088,074	126,100,921	112,970,478
<b>Total Salaries and Staff</b>		113,327,959	35,821,646	149,149,605	12,969,531	162,119,136	151,545,329
Payroll taxes and benefits		24,506,988	7,746,373	32,253,361	2,804,641	35,058,002	30,369,629
Professional development		1,210,545	382,640	1,593,185	-	1,593,185	3,013,618
Legal fees		-	-	-	760,017	760,017	3,330,546
Audit and accounting fees		-	-	-	72,793	72,793	123,184
Professional and consulting fees		2,092,572	661,438	2,754,010	239,479	2,993,489	1,130,635
Transportation		14,253	4,505	18,758	1,631	20,389	847,021
Scholar food service		6,340	2,003	8,343	-	8,343	711,663
Instructional supplies and textbooks		4,381,613	1,384,977	5,766,590	-	5,766,590	7,322,154
Management fee		33,215,330	10,498,978	43,714,308	10,928,577	54,642,885	42,678,091
Interest expense		340,403	107,597	448,000	38,956	486,956	360,683
Office expense		1,607,031	507,964	2,114,995	183,912	2,298,907	3,262,108
Equipment lease		2,041,395	645,261	2,686,656	233,622	2,920,278	2,862,581
Telecommunications and internet		2,755,674	871,036	3,626,710	315,366	3,942,076	4,236,953
Insurance		1,434,276	453,358	1,887,634	164,143	2,051,777	1,947,473
Information technology		9,500,689	3,003,057	12,503,746	1,087,283	13,591,029	8,723,179
Marketing/Recruitment		2,528,743	799,306	3,328,049	-	3,328,049	5,108,127
Student Services		1,739,317	549,778	2,289,095	5,356	2,294,451	5,306,670
Facility		4,647,611	1,469,055	6,116,666	531,885	6,648,551	7,136,799
Depreciation		13,111,741	4,144,468	17,256,209	1,500,540	18,756,749	19,363,531
Bad debt expense		-	-	-	930,421	930,421	-
Miscellaneous		1,653,749	522,731	2,176,480	189,257	2,365,737	266,829
<b>Total Expenses</b>		\$ 220,116,229	\$ 69,576,171	\$ 289,692,400	\$ 32,957,410	\$ 322,649,810	\$ 299,646,803

See accompanying notes to financial statements.

# Success Academy Charter Schools - NYC

## Statement of Cash Flows (with comparative totals for 2020)

<i>Year ended June 30,</i>	2021	2020
<b>Cash Flows from Operating Activities</b>		
Change in net assets	\$ 65,346,411	\$ 33,157,578
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	18,756,749	19,363,531
Change in allowance for grants and contracts receivables	930,421	-
Loss on asset impairment	3,027,551	-
Increase (decrease) in assets:		
Grants and contracts receivables	(6,933,242)	(2,208,734)
Prepaid expenses and other assets	(4,400,379)	1,156,492
Increase (decrease) in liabilities:		
Accounts payable and accrued expenses	(5,008,436)	(6,607,737)
Accrued payroll and payroll taxes	6,051,132	1,972,388
Due to affiliate	(2,340,200)	(15,321,264)
Deferred rent	(1,443,977)	(137,002)
<b>Net Cash Provided by Operating Activities</b>	<b>73,986,030</b>	<b>31,375,252</b>
<b>Cash Flows from Investing Activities</b>		
Purchases of fixed assets	(8,196,946)	(2,717,258)
<b>Net Cash Used in Investing Activities</b>	<b>(8,196,946)</b>	<b>(2,717,258)</b>
<b>Cash Flows from Financing Activities</b>		
Repayment from loans payable	(129,663)	(3,870,337)
Repayment of capital leases	(4,818,135)	(2,467,999)
<b>Net Cash Used in Financing Activities</b>	<b>(4,947,798)</b>	<b>(6,338,336)</b>
<b>Net Increase in Cash and Cash Equivalents</b>	<b>60,841,286</b>	<b>22,319,658</b>
<b>Cash and Cash Equivalents, beginning of year</b>	<b>33,408,593</b>	<b>11,088,935</b>
<b>Cash and Cash Equivalents, end of year</b>	<b>\$ 94,249,879</b>	<b>\$ 33,408,593</b>
<b>Supplemental Disclosure of Cash Flow Information</b>		
Noncash transaction related to capital leases	\$ 7,943,287	\$ 5,963,846
Cash paid during the year for interest	451,956	256,280
<b>Supplemental Schedule of Cash</b>		
Cash and cash equivalents	\$ 49,249,879	\$ 33,408,593
Funds - designated for community reinvestment	45,000,000	-
<b>Total Cash and Cash Equivalents</b>	<b>\$ 94,249,879</b>	<b>\$ 33,408,593</b>

*See accompanying notes to financial statements.*

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

---

### 1. Description of School

Success Academy Charter Schools - NYC (SACS-NYC) is a New York State, not-for-profit educational corporation that was incorporated on March 11, 2008 to operate a charter school pursuant to Article 56 of the Education Law of the State of New York. SACS-NYC schools are granted provisional charters valid for a term of five years and renewable upon expiration by the Board of Regents of the University of the State of New York. SAC-NYC is dedicated to providing a high-quality education to primarily disadvantaged students to narrow the achievement gap.

Success Academy Charter School - Harlem 1, Success Academy Charter School - Harlem 2, Success Academy Charter School - Harlem 3, Success Academy Charter School - Harlem 4, and Success Academy Charter School - Harlem 5 merged into a single legal entity under Success Academy Charter School - Harlem 3, which serves as the sole surviving education corporation. The plan of merger was approved by the Board of Trustees of the State University of New York and the New York State Education Department Board of Regents and became effective for financial purposes on October 1, 2012. Success Academy Charter School - Harlem 3 changed its name to Success Academy Charter Schools - NYC, and each school is authorized by The Charter Schools Institute of the State University of New York.

Success Academy Charter School - Bronx 1, Success Academy Charter School - Bronx 2, Success Academy Charter School - Upper West, Success Academy Charter School - Bed Stuy 1, Success Academy Charter School - Bed Stuy 2, Success Academy Charter School - Cobble Hill, and Success Academy Charter School - Williamsburg merged into SACS-NYC, which serves as the sole surviving education corporation. The plan of merger, dated September 20, 2013, was approved by SACS-NYC's Board of Trustees and is effective July 1, 2014. Pursuant to the effective date, all schools ceased to exist as legal entities and all schools' operations are under SACS-NYC. The merger was approved by the New York State Board of Regents and the Charter Schools Institute of the State University of New York on February 26, 2014.

*The remainder of this page intentionally left blank.*

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

The financial statements of SACS-NYC include the following schools that all form a single legal entity:

1. Success Academy CS - Harlem 1	Harlem 1 (Elementary)	Serving Grades K-4
2. Success Academy CS - Harlem 2	Harlem 2 (Elementary)	Serving Grades K-4
3. Success Academy CS - Harlem 3	Harlem 3 (Elementary)	Serving Grades K-4
4. Success Academy CS - Harlem 4	Harlem 4 (Elementary)	Serving Grades K-4
5. Success Academy CS - Harlem 5	Harlem 5 (Elementary)	Serving Grades K-4
6. Success Academy CS - Harlem 6	Harlem 6 (Elementary)	Serving Grades K-3
7. Success Academy CS - Bed Stuy 1	Bed Stuy 1 (Elementary)	Serving Grades K-4
8. Success Academy CS - Bed Stuy 2	Bed Stuy 2 (Elementary)	Serving Grades K-4
9. Success Academy CS - Cobble Hill	Cobble Hill (Elementary)	Serving Grades K-4
10. Success Academy CS - Williamsburg	Williamsburg (Elementary)	Serving Grades K-4
11. Success Academy CS - Crown Heights	Crown Heights (Elementary)	Serving Grades K-4
12. Success Academy CS - Fort Greene	Fort Greene (Elementary)	Serving Grades K-4
13. Success Academy CS - Prospect Heights	Prospect Heights (Elementary)	Serving Grades K-4
14. Success Academy CS - Bensonhurst	Bensonhurst (Elementary)	Serving Grades K-4
15. Success Academy CS - Bergen Beach	Bergen Beach (Elementary)	Serving Grades K-4
16. Success Academy CS - Bushwick	Bushwick (Elementary)	Serving Grades K-4
17. Success Academy CS - Flatbush	Flatbush (Elementary)	Serving Grades K-4
18. Success Academy CS - Upper West	Upper West (Elementary)	Serving Grades K-4
19. Success Academy CS - Hell's Kitchen	Hell's Kitchen (Elementary)	Serving Grades K-4
20. Success Academy CS - Union Square	Union Square (Elementary)	Serving Grades K-4
21. Success Academy CS - Washington Heights	Washington Heights (Elementary)	Serving Grades K-4
22. Success Academy CS - Hudson Yards	Hudson Yards (Elementary)	Serving Grades K-3
23. Success Academy CS - Rosedale	Rosedale (Elementary)	Serving Grades K-4
24. Success Academy CS - Springfield Gardens	Springfield Gardens (Elementary)	Serving Grades K-4
25. Success Academy CS - Far Rockaway	Far Rockaway (Elementary)	Serving Grades K-4
26. Success Academy CS - South Jamaica	South Jamaica (Elementary)	Serving Grades K-4
27. Success Academy CS - Bronx 1	Bronx 1 (Elementary)	Serving Grades K-4
28. Success Academy CS - Bronx 2	Bronx 2 (Elementary)	Serving Grades K-4
29. Success Academy CS - Bronx 3	Bronx 3 (Elementary)	Serving Grades K-4
30. Success Academy CS - Bronx 4	Bronx 4 (Elementary)	Serving Grades K-4
31. Success Academy CS - Harlem 1	Harlem West (Middle)	Serving Grades 5-8
32. Success Academy CS - Harlem 5	Harlem North Central (Middle)	Serving Grades 5-8
33. Success Academy CS - Harlem 3	Harlem East (Middle)	Serving Grades 5-8
34. Success Academy CS - Harlem 2	Harlem North West (Middle)	Serving Grades 5-8
35. Success Academy CS - Bed Stuy 1	Bed Stuy 1 (Middle)	Serving Grades 5-8
36. Success Academy CS - Prospect Heights	Myrtle (Middle)	Serving Grades 5-8
37. Success Academy CS - Crown Heights	Ditmas Park (Middle)	Serving Grades 5-7
38. Success Academy CS - Bergen Beach	East Flatbush (Middle)	Serving Grades 5-8
39. Success Academy CS - Bed Stuy 3	Lafayette (Middle)	Serving Grades 5-8
40. Success Academy CS - Upper West	Midtown West (Middle)	Serving Grades 5-8
41. Success Academy CS - Union Square	Hudson Yards (Middle)	Serving Grades 5-8
42. Success Academy CS - Springfield Gardens	Springfield Gardens (Middle)	Serving Grades 5-8
43. Success Academy CS - Bronx 2	Bronx 2 (Middle)	Serving Grades 5-8
44. Success Academy CS - Bronx	Bronx (Middle)	Serving Grades 5-8
45. Success Academy CS - Rosedale	Hollis (Middle)	Serving Grade 5
46. Success Academy CS - Far Rockaway	Far Rockaway (Middle)	Serving Grade 5
47. Success Academy CS - Harlem 1	Liberal Arts (High)	Serving Grades 9-12
48. Success Academy CS - Harlem 3	Liberal Arts Bronx (High)	Serving Grades 9-12

SACS-NYC provided education to 20,290 full-time equivalent (FTE) in grades kindergarten through high school during the 2020-2021 academic year.

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

---

### 2. Summary of Significant Accounting Policies

#### *Basis of Presentation*

The financial statements of SACS-NYC have been prepared on the accrual basis of accounting in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP).

#### *Financial Statement Presentation*

The classification of a not-for-profit organization's net assets and its support, revenue, and expenses is based on the existence or absence of donor-imposed restrictions. It requires that the amounts for each of two classes of net assets—with and without donor restrictions—be displayed in a statement of financial position and that the amounts of change in each of those classes of net assets be displayed in a statement of activities.

Income from investment gains and losses, including unrealized gains and losses, dividends, interest, and other investment income, net of direct internal and external investment expenses should be reported as increases (or decreases) in net assets without donor restrictions, unless the use of the income received is limited by donor-imposed restrictions.

These classes are defined as follows:

*Without Donor Restrictions* - This class consists of net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of SACS-NYC. These net assets may be used at the discretion of SACS-NYC's management and the Board of Trustees. Board-designated net assets for community reinvestment is for long-term community reinvestment in connection with SACS-NYC's educational mission, including but not limited to, its supervision and operation of schools and its real property needs (including, but not limited to, leases, acquisitions and/or furnishing, maintenance and renovation of educational and/or administrative facilities) and all other matters in furtherance of SACS-NYC's mission to create and build high performing public charter schools.

*With Donor Restrictions* - This class consists of net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of SACS-NYC or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated that the funds be maintained in perpetuity. Donor-restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statement of activities. As of June 30, 2021, the SACS-NYC had no assets with donor restrictions.

#### *Cash and Cash Equivalents*

SACS-NYC considers highly liquid investments with original maturities of 90 days or less to be cash and cash equivalents. SACS-NYC has not experienced any losses on these accounts. Under the provisions of its charter, SACS-NYC established an escrow account to pay for legal and audit expenses that would be associated with a dissolution should it occur. As of June 30, 2021, the escrow account amounted to \$353,059. SACS-NYC has set aside cash as board-designated net assets for long-term community reinvestment and are shown as non-current assets in the statement of financial position.

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

---

### *Receivables*

Receivables are recorded at their net realizable values, based upon an estimated allowance for doubtful accounts. All of SACS-NYC's grant, contract, and other receivables are expected to be collected within one year.

### *Provision for Doubtful Accounts*

SACS-NYC maintains an allowance for doubtful accounts for the receivables that are specifically identified by management as to their uncertainty in regard to collectability. At June 30, 2021, management determined to reserve an amount of \$930,421 to cover any potential risk around collectability.

### *Fixed Assets*

Fixed assets are recorded at cost. Additions and improvements or betterments in excess of \$2,500 with an estimated useful life of three or more years are capitalized. Depreciation and amortization is computed using the straight-line method over the estimated useful lives of the assets. Fixed assets acquired with certain government contract funds are recorded as expenses pursuant to the terms of the contract. The estimated useful lives of the assets are as follows:

	Years
Equipment	3
Furniture and fixtures	3
Software	3
Renovations and improvements	Useful life or lease term, whichever is shorter

### *Asset Impairment*

SACS-NYC reviews long-lived assets, including equipment, for impairment whenever events or changes in business circumstances indicate that the carrying amount of an asset may not be fully recoverable. An impairment loss would be recognized when the estimated future cash flows from the use of the asset are less than the carrying amount of that asset. As of June 30, 2021, management concluded that technology equipment with a net book value of \$3,027,551 are impaired and therefore have been written off.

### *Revenue Recognition*

#### *Per-pupil Revenue*

SACS-NYC recognizes revenues from per-pupil funding in the fiscal year in which the academic programs are provided. Per-pupil revenue is billed and received based on the total number of FTE students and the basic charter school tuition rate for the school district of residence of the students attending SACS-NYC in any given fiscal year for general education and special education. The FTE is formula-driven and based on the number of days the student has been with SACS-NYC as a proportion of the number of days in the entire school year (the calculation is done by using the New York State calculator online). SACS-NYC's total student population includes general education and special education students. SACS-NYC has determined that revenue from its students has the same

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

---

performance obligations, types of contract and services rendered. As a result, the student body is viewed as one customer base for revenue recognition purposes. SACS-NYC uses a portfolio approach to account for per-pupil contracts as a collective group rather than recognizing revenue on an individual-contract basis. SACS-NYC believes that revenue recognized by utilizing the portfolio approach approximates the revenue that would have been recognized if an individual-contract approach was used.

Per-pupil invoicing is managed on a bi-monthly basis to the funding source (local school district). Billing is a function of student enrollment for the upcoming fiscal year, which is the basis for the first two invoices per-pupil due June 1<sup>st</sup> and July 31<sup>st</sup>, which is a projection. Subsequent invoices are due bi-monthly. With the implementation of an automated invoicing process through a dedicated website, the submission of each invoice is done online. After the year is complete, SACS-NYC submits the FTE per-pupil reconciliation, listing every student who attended any part of the year, and the FTE each represents. Based on this final count, as amounts are trued up to actual, the reconciliation calculates how much should have been paid to SACS-NYC or any amounts payable to the funding source. Any amounts due from the funding source are included in accounts receivable at year-end and any amounts due to the funding source are included in accounts payable at year-end.

Additional funding is also provided to support special education services. All students who are identified to need special education services or settings have an Individualized Education Program (IEP), formalized for his or her unique needs. Based on this IEP, the student is categorized into one of three levels of service; 0 - 20% service, 20 - 60% service, or 60% or more service required and provided by SACS-NYC. For a student receiving less than 20% in services, no additional funding is received. For a student receiving services between 20% and 60% and 60% or more services of the school day, additional funding per FTE is received. Billing for this support is incorporated into the per-pupil invoices and is also settled in the same FTE per-pupil reconciliation process.

As the students receive the benefit of these services simultaneously as SACS-NYC is providing them, SACS-NYC recognizes per-pupil revenue from these services over time. SACS-NYC believes that this method provides a reasonable depiction of the transfer of services over the term of the performance obligation based on the services needed to satisfy the obligation. Generally, performance obligations satisfied over time relate to students receiving academic or school services. SACS-NYC measures the performance obligation from admission or enrollment into the school to the point when the student is discharged or the end of the school year where it is no longer required to provide services to the student, which is generally at the time of discharge or the completion of the school year. All these services are bundled and considered a single-performance obligation, as such, SACS-NYC accounts for these bundled-performance obligations under state and local per-pupil operating revenue in the statement of activities and recognizes the per-pupil revenue over time.

### *Government Grants*

Revenue from federal, state, and local government grants and contracts is recognized by SACS-NYC when qualifying expenditures are incurred and billable to the government, or when required services have been provided.

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

---

### *Contract Assets and Contract Liabilities*

In accordance with Accounting Standards Codification (ASC) 606, contract assets are to be recognized when an entity has the right to receive consideration in exchange for goods or services that have been transferred to a customer when that right is conditional on something other than the passage of time. SACS-NYC does not recognize contract assets, as the right to receive consideration is unconditional in accordance with the passage of time criteria. Also, in accordance with ASC 606, contract liabilities are to be recognized when an entity is obligated to transfer goods or services for which consideration has already been received. SACS-NYC does not receive consideration prior to the transfer of goods or services and, therefore, does not recognize contract liabilities.

### *Contributions of Nonfinancial Assets*

SACS-NYC may receive contributed services that are an integral part of its operations. Such services are only recorded as contributions of nonfinancial assets, at their fair value, provided the services create or enhance nonfinancial assets, require specified skills provided by individuals possessing those skills, and typically need to be purchased, if not provided by donation.

SACS-NYC receives donated space from the New York City Department of Education (NYCDOE) that it shares with a New York City public school (Note 9). The donated space will be used for operating, general, and administrative activities. In valuing the donated space, which is located in the Bronx, Brooklyn, Queens and Manhattan, SACS-NYC estimated the fair value on the basis of recent comparable market rates in the Bronx, Brooklyn, Queens and Manhattan's real estate market, taking into account the restriction on use of the space.

### *Functional Allocation of Expenses*

The costs of providing programs and other activities have been summarized on a functional basis in the accompanying statement of activities. Accordingly, certain costs have been allocated among the respective programs and activities according to the functional categories, as follows:

*Program Services* - This category represents expenses related to general education and special education for certain students requiring additional attention and guidance. These costs are allocated based on the FTE allocation method.

*Management and General* - This category represents expenses related to the overall administration and operation of SACS-NYC that are not specific to any program services or development. These costs are allocated based on the FTE allocation method.

### *Income Taxes*

SACS-NYC is exempt from federal, state, and local income taxes under Section 501(c)(3) of the Internal Revenue Code (the IRC) and, therefore, has made no provision for income taxes in the accompanying financial statements. In addition, SACS-NYC has been determined by the Internal Revenue Service (IRS) not to be a "private foundation" within the meaning of Section 509(a) of the IRC. There was no unrelated business income for the year ended June 30, 2021.

Under U.S. GAAP, an organization must recognize the tax benefit associated with tax positions taken for tax return purposes when it is more likely than not that the position will not be sustained upon



# Success Academy Charter Schools - NYC

## Notes to Financial Statements

---

examination by a taxing authority. SACS-NYC does not believe it has taken any material uncertain tax positions and, accordingly, it has not recorded any liability for unrecognized tax benefits. SACS-NYC is subject to routine audits by a taxing authority. As of June 30, 2021, SACS-NYC was not subject to any examination by a taxing authority.

### *Use of Estimates*

The preparation of the financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, and expenses, as well as the disclosure of contingent assets and liabilities. Actual results could differ from those estimates.

### *Concentration of Credit Risk*

SACS-NYC maintains cash and cash equivalent balances in bank deposit accounts, which may exceed federally insured limits. SACS-NYC has not experienced any losses in such accounts and does not believe that it is exposed to any significant credit risk on its cash and cash equivalent accounts.

### *Comparative Financial Information*

The financial statements include certain prior-year summarized comparative information. With respect to the statement of activities, the prior-year information is presented in total, not by net asset information. With respect to the statement of functional expenses, the prior-year expenses are presented by expense classification in total rather than functional category. Such information does not include sufficient detail to constitute a presentation in conformity with U.S. GAAP. Accordingly, such information should be read in conjunction with the SACS-NYC's financial statements for the year ended June 30, 2020, from which the summarized information was derived.

### *Recent Accounting Pronouncements Issued but Not Yet Adopted*

#### *Leases*

On February 25, 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-02, *Leases*, which will require lessees to recognize a lease liability, which is a lessee's obligation to make lease payments arising from a lease, measured on a discounted basis; and a right-of-use asset, which is an asset that represents the lessee's right to use, or control the use of, a specified asset for the lease term. The FASB also issued ASU 2020-05, which deferred the effective date for SACS-NYC until annual periods beginning after December 15, 2021. SACS-NYC is currently evaluating the impact of the adoption of ASU 2016-02.

#### *Presentation and Disclosures by Not-for-Profit Entities for Contributed Nonfinancial Assets*

In September 2020, the FASB issued ASU 2020-07, *Presentation and Disclosures by Not-for-Profit Entities for Contributed Nonfinancial Assets (Topic 958)*. The update requires not-for-profits to present contributed nonfinancial assets as a separate line item on the statement of activities, and to disclose information regarding each type of contributed nonfinancial assets. The update is effective for financial statements issued for fiscal years beginning after June 15, 2021, and interim periods within fiscal years beginning after June 15, 2022, with early application permitted. SACS-NYC is currently evaluating the impact of the adoption of ASU 2020-07.

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

### 3. Liquidity and Availability of Resources

The SACS-NYC's financial assets available within one year of the statement of financial position date for general expenditures are as follows:

*June 30, 2021*

Cash and cash equivalents	\$	49,249,879
Grants and contracts receivables, net		16,733,785
		65,983,664
Less: amounts unavailable for general expenditures within one year due to:		
Cash escrow (Note 2)		(353,059)
<b>Financial Assets Available to Meet Cash Needs for General Expenditures Within One Year</b>	<b>\$</b>	<b>65,630,605</b>

#### *Liquidity Management*

SACS-NYC regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of available funds. In addition to financial assets available to meet general expenditures over the next 12 months, SACS-NYC seeks to operate with a balanced budget and anticipates collecting sufficient revenue to cover general expenditures not covered by donor-restricted resources.

### 4. Grants and Contracts Receivable, Net

The net present value of grants and contracts receivable is \$16,733,785 as of June 30, 2021, and SACS-NYC expects collection within the next 12 months.

### 5. Fixed Assets, Net

SACS-NYC's fixed assets, net, consist of the following:

*June 30, 2021*

Renovations and improvements	\$	69,847,945
Equipment		16,757,108
Software		2,730,472
Furniture and fixtures		571,636
Fixed assets not placed in service		6,553,492
<b>Fixed Assets</b>		<b>96,460,653</b>
Less: accumulated depreciation		(60,224,280)
<b>Fixed Assets, Net</b>	<b>\$</b>	<b>36,236,373</b>

For the year ended June 30, 2021, depreciation expense was \$18,756,749.

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

---

### 6. Related-Party Transactions

#### *Due to Affiliate*

Success Academy Charter Schools, Inc. (the Network), a not-for-profit organization dedicated to helping start and manage charter schools, provides curriculum development, teacher leader training, and school operations management to SACS-NYC. Pursuant to the terms of the Academic and Business Service Agreement, with an effective date of July 1, 2020, SACS-NYC pays the Network an annual fee of equal to the total full-time equivalent enrollment of students in SACS-NYC multiplied by the "per-pupil fee." The per-pupil fee shall be equal to 15% of the final and adjusted expense per-pupil for charter schools in the New York City school district, as calculated by the New York City Department of Education annually. For operational efficiency and purchasing power, SACS-NYC also shares common expenses with the Network.

For the year ended June 30, 2021, SACS-NYC incurred \$54,642,885 in management fees with a balance due to the Network for \$2,976,313. This balance represents expenses paid by the Network on behalf of SACS-NYC.

Amounts due to or from the Network, which included expenses paid on behalf of SACS-NYC that are included in due to affiliates, net, are as follows:

#### *June 30, 2021*

Employee benefits	\$	809,939
School purchases		2,657,495
Medical insurance		(491,121)
	\$	2,976,313

---

#### *Loans Payable to Affiliated Organization*

At various dates from July 2012 through June 2015, SACS-NYC entered into borrowing arrangements with the Network totaling \$8,500,000 with annual interest equal to the prevailing interest rate available to the Network as of the date of each advance, which was 1%. The loans and any accrued unpaid interest are due in full within various dates of the borrowing arrangements. The loans may be prepaid by SACS-NYC at any time, in whole or in part, without penalty. The proceeds were used to finance SACS-NYC's operations. Additionally, SACS-NYC agreed to meet certain milestones within a specific time schedule with the intent that certain of the amounts due under this loan be forgiven. The outstanding principal balance of the loan was \$3,500,000. At June 30, 2021, interest expense on the loan during the period was \$35,000 and at June 30, 2021, the total outstanding interest balance was \$0.

#### *Loan Guarantee*

On January 29, 2020, SACS-NYC entered and signed a loan guarantee for the Network's revolving line of credit in the amount of \$30,000,000 with a financial institution, whereby SACS-NYC, identified as a guarantor, guarantees the obligation of the Network under the respective financing arrangement. The line of credit has a sub-limit of \$4,935,886 for purposes of issuing letters of credit. At June 30, 2021, the outstanding balance for the line of credit was \$0. A letter of credit has been allocated in the amount of \$4,935,886 against the sub-limit to secure the construction of leasehold

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

---

improvements and security to the lease property of office space at 95 Pine Street. The letter of credit expires on January 1, 2023.

Additionally, SACS-NYC is named a guarantor and guarantees the obligation of the Network for the full payment when due on the capital lease for the Hudson Yards site.

### 7. Capital Lease Payable

SACS-NYC leases equipment under multiple capital leases that expire on various dates between July 2021 to May 2024. The leases are secured by the equipment and require monthly payments of principal and interest, with rates ranging from 4.46% to 6.18% per annum.

The following is a schedule of future minimum lease payments, including interest under the terms of the lease, together with the present value of the net minimum lease payments, as of June 30, 2021.

*Year ending June 30,*

2022	\$	5,495,344
2023		4,141,379
2024		1,287,935
Total Minimum Lease Payments		10,924,658
Less: amount representing interest		(549,546)
Present Value of Net Minimum Lease Payments		10,375,112
Less: current portion		(5,119,884)
Long-Term	\$	5,255,228

### 8. Revenue Concentrations

SACS-NYC receives substantially all of its support and revenue from the New York City Department of Education. If the funding from the Department of Education were to be reduced or eliminated, SACS-NYC's finances could be materially adversely affected.

### 9. Agreement for School Facilities

SACS-NYC shares space with various New York City public schools in the Bronx, Brooklyn, Queens and Manhattan. Under New York State's Charter Schools Act, the NYCDOE has provided this space to the School at no charge. The services provided by the NYCDOE to SACS-NYC, such as rent, utilities, custodial services, maintenance and school safety services are provided at no cost.

SACS-NYC is using a relative valuation model to measure the fair value of the donated space. The NYCDOE has not provided a fair value for the space and there is no lease agreement in place. In applying the fair valuation model, significant inputs include the total square footage allocated to SACS-NYC, the average cost per square foot based on comparable market rates in the Bronx, Brooklyn, Queens and Manhattan, and the estimated discount factor applied to the cost per square foot to account for the restricted use of the space. Based on such assumptions, SACS-NYC applies a relative cost per square foot calculated using all available market information in the Bronx, Brooklyn, Queens and Manhattan.

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

---

The average square footage of the space provided by the NYCDOE to forty-five SACS-NYC schools is approximately twenty thousand square feet. The value of the space and related utilities and services calculated by applying the relative fair valuation model is not significant and, therefore, is not recorded in the financial statements.

### 10. Commitments and Contingencies

#### *Commitments*

On November 2, 2017, SACS-NYC entered into an operating sub-lease agreement with a related party to sub-lease the community facility unit at 555 10<sup>th</sup> Avenue. The agreement expires on June 30, 2022. SACS-NYC leases equipment under multiple operating leases that expire on various dates through August 2024.

Future minimum lease payments for operating lease agreements are as follows:

#### *Year ending June 30,*

2022	\$	7,560,109
2023		312,722
2024		68,456
2025		5,192
		<hr/>
		\$ 7,946,479

The aggregate rental expense is recognized on a straight-line basis over the lease term. The difference between the expenses charged to operations in any year and the amount payable under the lease during the year is recorded as deferred rent on the SACS-NYC's statement of financial position, which will reverse over the lease terms. Deferred rent payable amounted to \$1,670,519 as of June 30, 2021.

Rent expense under the occupancy operating leases for the year ended June 30, 2021 amounted to \$3,706,960 included in total facility expense in the statement of functional expenses.

#### *Contingencies*

Certain grants and contracts may be subject to audit by the funding sources. Such audits might result in disallowances of costs submitted for reimbursements. Management is of the opinion that such cost disallowances, if any, will not have a material effect on SACS-NYC's financial statements. Accordingly, no amounts have been provided in the accompanying financial statements for such potential claims. Additionally, SACS-NYC signed a loan guarantee for the Network's non-revolving line of credit as indicated in Note 6.

From time to time, SACS-NYC is involved in claims, lawsuits, and proceedings that arise in the ordinary course of business. Such matters include, but are not limited to, claims involving particular students, employment law, and personal injury. Management believes that SACS-NYC has strong defenses with respect to these matters, and SACS-NYC intends to vigorously defend its positions. SACS-NYC evaluates estimated contingencies or losses related to these matters on an on-going basis, in conjunction with internal and external counsel. Should any matter, based on applicable accounting standards, be determined to likely result in adverse financial impact, SACS-NYC accrues a contingency accordingly. As of June 30, 2021, there are no matters for which SACS-NYC believes the ultimate outcome would have a material adverse effect on SACS-NYC's financial position.

# Success Academy Charter Schools - NYC

## Notes to Financial Statements

---

### 11. Employee Benefit Plan

SACS-NYC maintains a deferred compensation plan qualified under Section 403(b) of the IRC. SACS-NYC matches up to 3% of eligible employee's annual compensation not to exceed the employee's annual salary deferral amount. SACS-NYC made contributions totaling \$4,027,510 for the year ended June 30, 2021.

### 12. Subsequent Events

The SACS-NYC's management has performed subsequent event procedures through October 29, 2021, which is the date the financial statements were available to be issued, and there were no other subsequent events requiring adjustment to the financial statements or disclosures as stated herein.

## Supplementary Information

---

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School

Year ended June 30, 2021

	Ed Corp	Harlem 1	Harlem 2	Harlem 3	Harlem 4	Harlem 5	Harlem 6	Bed Stuy 1	Bed Stuy 2	Cobble Hill	Williamsburg	Crown Heights
Revenue, Support, and Gains, Net												
State per-pupil operating revenue	\$ 689,203	\$ 9,489,743	\$ 8,855,124	\$ 6,861,382	\$ 6,892,290	\$ 7,625,705	\$ 6,600,492	\$ 6,711,261	\$ 5,142,179	\$ 7,750,274	\$ 7,422,082	\$ 7,836,014
Government grants	33,239	570,883	565,766	389,107	441,116	488,174	627,227	380,623	306,358	344,576	396,620	410,420
Interest and other income	148,754	883	579	509	523	602	558	492	388	508	487	600
Loss on asset impairment	-	(100,817)	(97,845)	(74,761)	(75,195)	(85,529)	(66,474)	(73,483)	(59,299)	(86,038)	(81,233)	(88,092)
Total Revenue, Support, and Gains, Net	871,196	9,960,692	9,323,624	7,176,237	7,258,734	8,028,952	7,161,803	7,018,893	5,389,626	8,009,320	7,737,956	8,158,942
Expenses												
Program services:												
General education	142,113	5,430,235	4,947,354	3,803,267	4,277,238	4,486,381	4,284,195	4,289,688	3,664,820	4,761,939	4,444,604	4,566,781
Special education	44,920	1,716,434	1,563,801	1,202,168	1,351,985	1,418,093	1,354,184	1,355,920	1,158,407	1,505,193	1,404,888	1,443,506
Total Program Services	187,033	7,146,669	6,511,155	5,005,435	5,629,223	5,904,474	5,638,379	5,645,608	4,823,227	6,267,132	5,849,492	6,010,287
Supporting services:												
General and administrative	13,310	823,421	756,697	584,048	660,658	677,045	652,638	634,985	536,888	726,117	669,623	714,034
Total Expenses	200,343	7,970,090	7,267,852	5,589,483	6,289,881	6,581,519	6,291,017	6,280,593	5,360,115	6,993,249	6,519,115	6,724,321
Change in Net Assets	670,853	1,990,602	2,055,772	1,586,754	968,853	1,447,433	870,786	738,300	29,511	1,016,071	1,218,841	1,434,621
Net Assets (Deficit), beginning of year	(22,366,664)	10,073,638	10,260,244	6,533,849	6,444,160	6,861,853	852,753	(99,909)	(731,562)	(315,410)	2,962,912	4,836,541
Net Assets (Deficit), end of year	\$ (21,695,811)	\$ 12,064,240	\$ 12,316,016	\$ 8,120,603	\$ 7,413,013	\$ 8,309,286	\$ 1,723,539	\$ 638,391	\$ (702,051)	\$ 700,661	\$ 4,181,753	\$ 6,271,162

See accompanying notes to financial statements.



Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School (Continued)

Year ended June 30, 2021

	Fort Greene	Prospect Heights	Bensonhurst	Bergen Beach	Bushwick	Flatbush	Upper West	Hell's Kitchen	Union Square	Washington Heights	Hudson Yards	Rosedale	Springfield Gardens
Revenue, Support, and Gains, Net													
State per-pupil operating revenue	\$ 4,241,750	\$ 6,798,422	\$ 11,130,344	\$ 10,158,952	\$ 9,190,072	\$ 10,218,581	\$ 7,604,985	\$ 8,036,334	\$ 10,103,765	\$ 10,276,699	\$ 7,429,885	\$ 11,135,956	\$ 9,633,089
Government grants	258,609	343,635	479,649	511,556	580,004	572,854	272,847	405,042	363,132	500,437	2,426,955	389,465	346,657
Interest and other income	294	645	837	831	797	756	607	732	715	745	620	874	849
Loss on asset impairment	(50,671)	(76,932)	(113,587)	(111,536)	(97,732)	(100,340)	(91,074)	(90,176)	(99,705)	(112,190)	(67,073)	(114,680)	(101,069)
Total Revenue, Support, and Gains, Net	4,449,982	7,065,770	11,497,243	10,559,803	9,673,141	10,691,851	7,787,365	8,351,932	10,367,907	10,665,691	9,790,387	11,411,615	9,879,526
Expenses													
Program services:													
General education	3,084,093	3,966,882	5,492,074	5,176,139	4,822,817	5,468,044	4,665,021	4,459,043	5,288,713	5,560,812	5,677,354	5,748,103	4,831,310
Special education	974,846	1,253,885	1,735,980	1,636,117	1,524,436	1,728,385	1,474,559	1,409,451	1,671,700	1,757,708	1,794,545	1,816,908	1,527,121
Total Program Services	4,058,939	5,220,767	7,228,054	6,812,256	6,347,253	7,196,429	6,139,580	5,868,494	6,960,413	7,318,520	7,471,899	7,565,011	6,358,431
Supporting services:													
General and administrative	474,501	608,568	863,765	808,831	748,473	840,995	695,033	685,149	810,519	852,503	808,321	886,158	753,182
Total Expenses	4,533,440	5,829,335	8,091,819	7,621,087	7,095,726	8,037,424	6,834,613	6,553,643	7,770,932	8,171,023	8,280,220	8,451,169	7,111,613
Change in Net Assets	(83,458)	1,236,435	3,405,424	2,938,716	2,577,415	2,654,427	952,752	1,798,289	2,596,975	2,494,668	1,510,167	2,960,446	2,767,913
Net Assets (Deficit), beginning of year	(3,047,269)	2,420,421	7,530,161	4,517,654	3,555,024	769,327	7,043,536	4,809,615	3,059,345	4,956,993	(1,963,123)	6,953,324	6,468,975
Net Assets (Deficit), end of year	\$ (3,130,727)	\$ 3,656,856	\$ 10,935,585	\$ 7,456,370	\$ 6,132,439	\$ 3,423,754	\$ 7,996,288	\$ 6,607,904	\$ 5,656,320	\$ 7,451,661	\$ (452,956)	\$ 9,913,770	\$ 9,236,888

See accompanying notes to financial statements.

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School (Continued)

Year ended June 30, 2021

	Far Rockaway	South Jamaica	Bronx 1	Bronx 2	Bronx 3	Bronx 4	MS Harlem West	MS Harlem North Central	MS Harlem East	MS Harlem North West	MS Bed Stuy 1	MS Myrtle
Revenue, Support, and Gains, Net												
State per-pupil operating revenue	\$ 9,272,303	\$ 7,710,684	\$ 10,909,976	\$ 10,783,359	\$ 11,278,658	\$ 10,594,328	\$ 6,402,477	\$ 6,516,850	\$ 8,303,977	\$ 2,863,348	\$ 6,787,768	\$ 4,044,987
Government grants	549,724	297,230	1,143,510	680,177	769,459	403,353	402,849	420,052	471,489	192,287	393,589	215,952
Interest and other income	710	563	837	853	928	897	487	524	580	214	516	292
Loss on asset impairment	(100,761)	(79,272)	(109,927)	(111,596)	(113,793)	(113,696)	(16,745)	(18,347)	(20,552)	(17,218)	(17,895)	(11,008)
Total Revenue, Support, and Gains, Net	9,721,976	7,929,205	11,944,396	11,352,793	11,935,252	10,884,882	6,789,068	6,919,079	8,755,494	3,038,631	7,163,978	4,250,223
Expenses												
Program services:												
General education	5,200,822	4,292,076	5,679,166	5,009,864	5,305,974	5,542,005	3,845,909	4,605,052	5,767,644	2,736,370	4,609,595	3,615,383
Special education	1,643,919	1,356,675	1,795,118	1,583,560	1,677,156	1,751,763	1,215,647	1,455,603	1,823,085	864,934	1,457,039	1,142,780
Total Program Services	6,844,741	5,648,751	7,474,284	6,593,424	6,983,130	7,293,768	5,061,556	6,060,655	7,590,729	3,601,304	6,066,634	4,758,163
Supporting services:												
General and administrative	789,150	654,818	893,678	807,981	853,384	864,687	571,036	656,321	836,095	382,589	666,901	499,169
Total Expenses	7,633,891	6,303,569	8,367,962	7,401,405	7,836,514	8,158,455	5,632,592	6,716,976	8,426,824	3,983,893	6,733,535	5,257,332
Change in Net Assets	2,088,085	1,625,636	3,576,434	3,951,388	4,098,738	2,726,427	1,156,476	202,103	328,670	(945,262)	430,443	(1,007,109)
Net Assets (Deficit), beginning of year	4,578,712	1,651,854	7,300,166	11,888,613	4,990,048	8,486,159	(3,954,350)	(4,692,389)	(358,929)	(7,756,253)	(3,294,312)	(4,594,957)
Net Assets (Deficit), end of year	\$ 6,666,797	\$ 3,277,490	\$ 10,876,600	\$ 15,840,001	\$ 9,088,786	\$ 11,212,586	\$ (2,797,874)	\$ (4,490,286)	\$ (30,259)	\$ (8,701,515)	\$ (2,863,869)	\$ (5,602,066)

See accompanying notes to financial statements.

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School (Continued)

Year ended June 30, 2021

	MS Ditmas Park	MS East Flatbush	MS LaFayette	MS Midtown West	MS Hudson Yards	MS Springfield Gardens	MS Bronx 2	MS Bronx	MS Hollis	MS Far Rockaway	HS Liberal Arts	HS Liberal Arts Bronx	Success Academy Charter Schools-NYC
Revenue, Support, and Gains, Net													
State per-pupil operating revenue	\$ 7,116,044	\$ 5,875,288	\$ 2,813,443	\$ 8,431,770	\$ 7,599,034	\$ 5,919,318	\$ 6,856,781	\$ 10,136,243	\$ 1,707,902	\$ 1,036,616	\$ 7,589,879	\$ 6,854,524	\$ 365,240,140
Government grants	534,508	444,412	289,805	337,245	2,256,923	410,627	480,284	858,076	351,341	225,248	661,831	411,653	25,606,575
Interest and other income	526	448	187	591	567	485	535	737	119	72	1,204	-	177,057
Loss on asset impairment	(18,400)	(15,754)	(7,544)	(21,031)	(19,495)	(17,146)	(9,763)	(25,603)	(13,583)	(3,415)	(29,476)		(3,027,551)
Total Revenue, Support, and Gains, Net	7,632,678	6,304,394	3,095,891	8,748,575	9,837,029	6,313,284	7,327,837	10,969,453	2,045,779	1,258,521	8,223,438	7,266,177	387,996,221
Expenses													-
Program services:													-
General education	4,583,445	4,257,362	2,658,729	5,461,848	5,552,444	4,149,145	4,336,884	6,147,240	1,596,890	1,095,763	9,566,492	1,161,107	220,116,229
Special education	1,448,774	1,345,703	840,394	1,726,426	1,755,063	1,311,496	1,370,839	1,943,071	504,759	346,359	3,023,856	367,012	69,576,171
Total Program Services	6,032,219	5,603,065	3,499,123	7,188,274	7,307,507	5,460,641	5,707,723	8,090,311	2,101,649	1,442,122	12,590,348	1,528,119	289,692,400
Supporting services:													-
General and administrative	668,446	604,962	365,216	793,412	783,160	589,884	645,825	924,749	220,021	154,450	1,172,771	273,243	32,957,410
Total Expenses	6,700,665	6,208,027	3,864,339	7,981,686	8,090,667	6,050,525	6,353,548	9,015,060	2,321,670	1,596,572	13,763,119	1,801,362	322,649,810
Change in Net Assets	932,013	96,367	(768,448)	766,889	1,746,362	262,759	974,289	1,954,393	(275,891)	(338,051)	(5,539,681)	5,464,815	65,346,411
Net Assets (Deficit), beginning of year	(2,158,444)	(1,501,401)	(1,098,906)	(2,032,925)	(2,256,597)	492,317	(2,122,194)	(3,657,235)	-	-	(20,306,169)	3,905,198	55,894,394
Net Assets (Deficit), end of year	\$ (1,226,431)	\$ (1,405,034)	\$ (1,867,354)	\$ (1,266,036)	\$ (510,235)	\$ 755,076	\$ (1,147,905)	\$ (1,702,842)	\$ (275,891)	\$ (338,051)	\$ (25,845,850)	\$ 9,370,013	\$ 121,240,805

See accompanying notes to financial statements.

\* Bed Stuy 3, MS Harlem Central, MS Cobble Hill and MS Williamsburg were closed and net asset balance was rolled into Ed Corp.  
Bronx 1 and MS Bronx 3 were closed and net asset balance was rolled into MS Bronx.

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School

Year ended June 30, 2020

	Ed Corp	Harlem 1	Harlem 2	Harlem 3	Harlem 4	Harlem 5	Harlem 6	Bed Stuy 1	Bed Stuy 2	Cobble Hill	Williamsburg	Crown Heights
Revenue, Support, and Gains, Net												
State per-pupil operating revenue	\$ (295,703)	\$ 8,160,359	\$ 7,983,501	\$ 7,091,801	\$ 6,806,586	\$ 7,698,254	\$ 5,185,172	\$ 6,712,042	\$ 5,387,844	\$ 6,747,071	\$ 7,221,784	\$ 7,308,552
Government grants	716,053	214,880	238,547	197,184	235,997	226,287	333,646	220,948	203,730	174,782	231,530	193,135
Interest and other income	(1,626)	4,547	5,344	3,605	4,787	4,548	-	3,845	4,040	5,830	4,838	5,657
Total Revenue, Support, and Gains, Net	418,724	8,379,786	8,227,392	7,292,590	7,047,370	7,929,089	5,518,818	6,936,835	5,595,614	6,927,683	7,458,152	7,507,344
Expenses												
Program services:												
General education	473,620	4,693,303	4,336,086	3,770,929	3,984,828	4,414,664	3,152,125	4,195,282	3,865,401	3,897,618	4,349,876	4,452,900
Special education	193,448	1,916,983	1,771,077	1,540,239	1,627,606	1,803,173	1,287,488	1,713,566	1,578,826	1,591,985	1,776,710	1,818,790
Total Program Services	667,068	6,610,286	6,107,163	5,311,168	5,612,434	6,217,837	4,439,613	5,908,848	5,444,227	5,489,603	6,126,586	6,271,690
Supporting services:												
General and administrative	58,018	679,204	636,173	549,155	715,917	638,499	446,630	737,427	526,798	828,683	621,715	657,007
Total Expenses	725,086	7,289,490	6,743,336	5,860,323	6,328,351	6,856,336	4,886,243	6,646,275	5,971,025	6,318,286	6,748,301	6,928,697
Change in Net Assets	(306,362)	1,090,296	1,484,056	1,432,267	719,019	1,072,753	632,575	290,560	(375,411)	609,397	709,851	578,647
Net Assets (Deficit), beginning of year	(14,985,377)	8,983,342	8,776,188	5,101,582	5,725,141	5,789,100	220,178	(390,469)	(356,151)	(924,807)	2,253,061	4,257,894
Net Assets (Deficit), end of year	\$ (15,291,739)	\$ 10,073,638	\$ 10,260,244	\$ 6,533,849	\$ 6,444,160	\$ 6,861,853	\$ 852,753	\$ (99,909)	\$ (731,562)	\$ (315,410)	\$ 2,962,912	\$ 4,836,541

See accompanying notes to financial statements.

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School (Continued)

Year ended June 30, 2020

	Fort Greene	Prospect Heights	Bensonhurst	Bergen Beach	Bushwick	Flatbush	Upper West	Hell's Kitchen	Union Square	Washington Heights	Hudson Yards	Rosedale	Springfield Gardens	Far Rockaway
Revenue, Support, and Gains, Net														
State per-pupil operating revenue	\$ 4,915,298	\$ 6,332,406	\$ 9,727,240	\$ 9,151,399	\$ 8,222,944	\$ 7,566,879	\$ 7,713,626	\$ 7,565,544	\$ 7,953,011	\$ 8,824,581	\$ 5,634,897	\$ 9,447,610	\$ 8,487,539	\$ 8,674,372
Government grants	185,232	182,209	190,513	175,603	295,770	252,914	141,838	197,562	155,534	222,193	1,667,819	141,267	144,012	276,586
Interest and other income	3,844	5,562	6,070	5,585	3,626	3,409	6,701	5,223	6,674	5,948	-	5,440	5,368	4,641
Total Revenue, Support, and Gains, Net	5,104,374	6,520,177	9,923,823	9,332,587	8,522,340	7,823,202	7,862,165	7,768,329	8,115,219	9,052,722	7,302,716	9,594,317	8,636,919	8,955,599
Expenses														
Program services:														
General education	3,394,276	3,819,364	4,703,437	4,791,558	4,129,965	4,609,236	4,250,916	3,826,718	4,499,452	5,045,930	4,307,646	4,308,717	4,275,921	4,408,389
Special education	1,386,394	1,560,022	1,921,122	1,957,115	1,686,887	1,882,646	1,736,290	1,563,026	1,837,804	2,061,014	1,759,461	1,759,898	1,746,503	1,800,610
Total Program Services	4,780,670	5,379,386	6,624,559	6,748,673	5,816,852	6,491,882	5,987,206	5,389,744	6,337,256	7,106,944	6,067,107	6,068,615	6,022,424	6,208,999
Supporting services:														
General and administrative	2,628,165	811,052	706,904	707,430	605,029	661,087	616,387	593,509	653,827	742,710	593,505	657,085	639,020	648,635
Total Expenses	7,408,835	6,190,438	7,331,463	7,456,103	6,421,881	7,152,969	6,603,593	5,983,253	6,991,083	7,849,654	6,660,612	6,725,700	6,661,444	6,857,634
Change in Net Assets	(2,304,461)	329,739	2,592,360	1,876,484	2,100,459	670,233	1,258,572	1,785,076	1,124,136	1,203,068	642,104	2,868,617	1,975,475	2,097,965
Net Assets (Deficit), beginning of year	(742,808)	2,090,682	4,937,801	2,641,170	1,454,565	99,094	5,784,964	3,024,539	1,935,209	3,753,925	(2,605,227)	4,084,707	4,493,500	2,480,747
Net Assets (Deficit), end of year	\$ (3,047,269)	\$ 2,420,421	\$ 7,530,161	\$ 4,517,654	\$ 3,555,024	\$ 769,327	\$ 7,043,536	\$ 4,809,615	\$ 3,059,345	\$ 4,956,993	\$ (1,963,123)	\$ 6,953,324	\$ 6,468,975	\$ 4,578,712

See accompanying notes to financial statements.

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School (Continued)

Year ended June 30, 2020

	South Jamaica	Bronx 1	Bronx 2	Bronx 3	Bronx 4	MS Harlem West	MS Harlem North Central	MS Harlem East	MS Harlem North West	MS Bed Stuy 1	MS Myrtle	MS Ditmas Park	MS East Flatbush	MS LaFayette
Revenue, Support, and Gains, Net														
State per-pupil operating revenue	\$ 6,436,486	\$ 9,295,072	\$ 9,390,402	\$ 10,278,065	\$ 10,227,694	\$ 5,408,102	\$ 5,685,480	\$ 8,756,120	\$ 3,406,883	\$ 6,272,855	\$ 3,302,538	\$ 5,087,889	\$ 3,084,732	\$ 1,560,031
Government grants	177,152	519,836	373,945	293,899	381,879	147,797	165,079	265,267	97,699	242,790	181,886	251,163	280,099	227,672
Interest and other income	3,917	4,910	6,240	4,837	6,093	12,769	14,828	14,729	10,328	15,380	11,827	17,242	11,245	5,585
Total Revenue, Support, and Gains, Net	6,617,555	9,819,818	9,770,587	10,576,801	10,615,666	5,568,668	5,865,387	9,036,116	3,514,910	6,531,025	3,496,251	5,356,294	3,376,076	1,793,288
Expenses														
Program services:														
General education	3,584,253	4,802,158	4,436,550	4,720,228	5,084,311	3,789,864	3,990,460	5,568,079	3,518,576	4,444,379	3,230,065	3,652,576	2,593,405	1,758,355
Special education	1,463,991	1,961,445	1,812,112	1,927,980	2,076,690	1,547,973	1,629,906	2,274,286	1,437,165	1,815,310	1,319,322	1,491,897	1,059,278	718,200
Total Program Services	5,048,244	6,763,603	6,248,662	6,648,208	7,161,001	5,337,837	5,620,366	7,842,365	4,955,741	6,259,689	4,549,387	5,144,473	3,652,683	2,476,555
Supporting services:														
General and administrative	521,307	708,596	965,916	711,093	749,540	522,304	554,104	775,445	471,279	605,945	424,916	500,360	346,791	221,396
Total Expenses	5,569,551	7,472,199	7,214,578	7,359,301	7,910,541	5,860,141	6,174,470	8,617,810	5,427,020	6,865,634	4,974,303	5,644,833	3,999,474	2,697,951
Change in Net Assets	1,048,004	2,347,619	2,556,009	3,217,500	2,705,125	(291,473)	(309,083)	418,306	(1,912,110)	(334,609)	(1,478,052)	(288,539)	(623,398)	(904,663)
Net Assets (Deficit), beginning of year	603,850	4,952,547	9,332,604	1,772,548	5,781,034	(3,662,877)	(4,383,306)	(777,235)	(5,844,143)	(2,959,703)	(3,116,905)	(1,869,905)	(878,003)	(194,243)
Net Assets (Deficit), end of year	\$ 1,651,854	\$ 7,300,166	\$ 11,888,613	\$ 4,990,048	\$ 8,486,159	\$ (3,954,350)	\$ (4,692,389)	\$ (358,929)	\$ (7,756,253)	\$ (3,294,312)	\$ (4,594,957)	\$ (2,158,444)	\$ (1,501,401)	\$ (1,098,906)

See accompanying notes to financial statements.

Success Academy Charter Schools - NYC

Detailed Schedule of Activities by School (Continued)

Year ended June 30, 2020

	MS Midtown West	MS Hudson Yards	MS Springfield Gardens	MS Bronx 2	HS Liberal Arts	HS Liberal Arts Bronx	MS Bronx 1	MS Bronx 3	Bed Stuy 3	MS Harlem Central	MS Cobble Hill	MS Williamsburg	Success Academy Charter Schools-NYC
Revenue, Support, and Gains, Net													
State per-pupil operating revenue	\$ 7,483,387	\$ 5,931,137	\$ 4,459,871	\$ 5,578,309	\$ 8,359,098	\$ 4,203,973	\$ 33,679	\$ 7,788,594	\$ -	\$ -	\$ -	\$ -	\$ 318,255,006
Government grants	217,795	1,688,401	219,439	223,827	210,823	114,829	13,867	386,940	-	-	-	-	14,097,855
Interest and other income	22,420	20,753	17,385	12,118	99,360	-	-	26,048	-	-	-	-	451,520
Total Revenue, Support, and Gains, Net	7,723,602	7,640,291	4,696,695	5,814,254	8,669,281	4,318,802	47,546	8,201,582	-	-	-	-	332,804,381
Expenses													
Program services:													
General education	4,768,407	4,905,512	2,693,273	3,512,954	8,284,906	1,016,263	356,375	4,405,326	-	-	-	-	191,074,432
Special education	1,947,659	2,003,660	1,100,069	1,434,869	3,383,976	415,093	145,562	1,799,359	-	-	-	-	78,044,485
Total Program Services	6,716,066	6,909,172	3,793,342	4,947,823	11,668,882	1,431,356	501,937	6,204,685	-	-	-	-	269,118,917
Supporting services:													
General and administrative	662,222	659,073	382,104	499,059	1,028,675	186,402	31,091	640,697	-	-	-	-	30,527,886
Total Expenses	7,378,288	7,568,245	4,175,446	5,446,882	12,697,557	1,617,758	533,028	6,845,382	-	-	-	-	299,646,803
Change in Net Assets	345,314	72,046	521,249	367,372	(4,028,276)	2,701,044	(485,482)	1,356,200	-	-	-	-	33,157,578
Net Assets (Deficit), beginning of year	(2,378,239)	(2,328,643)	(28,932)	(2,489,566)	(16,277,893)	1,204,154	(3,892,993)	(634,960)	(921,797)	(5,452,285)	(423,640)	(277,203)	22,736,816
Net Assets (Deficit), end of year	\$ (2,032,925)	\$ (2,256,597)	\$ 492,317	\$ (2,122,194)	\$ (20,306,169)	\$ 3,905,198	\$ (4,378,475)	\$ 721,240	\$ (921,797)	\$ (5,452,285)	\$ (423,640)	\$ (277,203)	\$ 55,894,394

See accompanying notes to financial statements.

# Success Academy Charter Schools - NYC

## Schedule of Expenditures of Federal Awards

Year ended June 30, 2021

Federal Grantor/Pass-Through Grantor/Program or Cluster Title	Federal CFDA Number	Pass-Through Entity Identifying Number	Provided to Subrecipients	Total Federal Expenditures
<b>U.S. Department of Education</b>				
Passed through the New York State Education Department:				
Title I Grants to Local Educational Agencies (Title I Part A of the ESEA)	84.010	Not Applicable	\$ -	\$ 6,910,369
Supporting Effective Instruction State Grants	84.367	Not Applicable	-	1,132,869
Student Support and Academic Enrichment Program	84.424	Not Applicable	-	872,995
Special Education Cluster (IDEA): Special Education - Grants to States (IDEA, Part B)	84.027	Not Applicable	-	2,133,132
Coronavirus Relief Fund	21.019	Not Applicable	-	4,725,175
Elementary and Secondary School Emergency Relief Fund	84.425D	Not Applicable	-	4,087,254
Passed through Success Academy Charter Schools, Inc.:				
Charter Schools - Grants for Replication and Expansion of High-Quality Charter Schools Program - CSP	84.282M	Not Applicable	-	1,795,374
<b>Total U.S. Department of Education</b>			-	21,657,168
<b>Total Expenditures of Federal Awards</b>			\$ -	\$ 21,657,168

The accompanying notes are an integral part of this schedule.



# Success Academy Charter Schools - NYC

## Notes to Schedule of Expenditures of Federal Awards Year Ended June 30, 2021

---

### 1. Basis of Presentation

The accompanying Schedule of Expenditures of Federal Awards (the Schedule) includes the federal award activity of Success Academy Charter Schools - NYC (SACS-NYC) under programs of the federal government for the year ended June 30, 2021. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of SACS-NYC, it is not intended to and does not present the financial position, changes in net assets, or cash flows of SACS-NYC.

### 2. Summary of Significant Accounting Policies

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or limited as to reimbursement.

### 3. Indirect Cost Rate

SACS-NYC has elected not to use the 10% de minimis indirect cost rate allowed under the Uniform Guidance.



## **Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards***

The Board of Trustees  
Success Academy Charter Schools - NYC  
New York, New York

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Success Academy Charter Schools - NYC (SACS-NYC), which comprise the statement of financial position as of June 30, 2021, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 29, 2021.

### **Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered SACS-NYC's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of SACS-NYC's internal control. Accordingly, we do not express an opinion on the effectiveness of SACS-NYC's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that have not been identified.



## Compliance and Other Matters

As part of obtaining reasonable assurance about whether SACS-NYC's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

## Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

BDO USA, LLP

October 29, 2021



## **Independent Auditor's Report on Compliance for Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance**

The Board of Trustees  
Success Academy Charter Schools - NYC  
New York, New York

### **Report on Compliance**

#### *Opinion on Compliance for Each Major Federal Program*

We have audited Success Academy Charter Schools - NYC's (SACS-NYC) compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of SACS-NYC's major federal programs for the year ended June 30, 2021. SACS-NYC's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, SACS-NYC complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2021.

#### *Basis for Opinion*

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the *Auditor's Responsibilities for the Audit of Compliance* section of our report.

We are required to be independent of SACS-NYC and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. Our audit does not provide a legal determination of SACS-NYC's compliance with the types of compliance requirements referred to above.

#### *Responsibilities of Management for Compliance*

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to SACS-NYC's federal programs.



### *Auditor's Responsibilities for the Audit of Compliance*

Our objectives are to obtain reasonable assurance about whether material noncompliance with the types of compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on SACS-NYC's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the types of compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about SACS-NYC's compliance with the requirements of the federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding SACS-NYC's compliance with the types of compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of SACS-NYC's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of SACS-NYC's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.



## Report on Internal Control Over Compliance

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the *Auditor's Responsibilities for the Audit of Compliance* section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that have not been identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

BDO USA, LLP

October 29, 2021

# Success Academy Charter Schools - NYC

## Schedule of Findings and Questioned Costs Year Ended June 30, 2021

### Section 1. Summary of Auditor's Results

#### Financial Statements

Type of report the auditor issued on whether the financial statements audited were prepared in accordance with GAAP:

Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? ☐ Yes ☒ No
- Significant deficiency(ies) identified? ☐ Yes ☒ None reported
- Noncompliance material to financial statements noted? ☐ Yes ☒ No

#### Federal Awards

Internal control over major federal programs:

- Material weakness(es) identified? ☐ Yes ☒ No
- Significant deficiency(ies) identified? ☐ Yes ☒ None reported

Type of auditor's report issued on compliance for major federal programs:

Unmodified

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?

☐ Yes ☒ No

Identification of major federal programs:

CFDA Number	Name of Federal Program or Cluster
84.010	Title I Grants to Local Educational Agencies (Title I Part A of the ESEA)
84.367	Supporting Effective Instruction State Grants
21.019	Coronavirus Relief Fund
84.425D	Elementary and Secondary School Emergency Relief Fund

Dollar threshold used to distinguish between Type A and Type B programs:

\$750,000

Auditee qualified as low-risk auditee?

☒ Yes ☐ No

### Section 2. Financial Statement Findings

There were no findings related to the financial statements that are required to be reported in accordance with generally accepted government auditing standards.

### Section 3. Federal Award Findings and Questioned Costs

There were no findings and questioned costs for federal awards (as defined in 2 CFR 200.516(a)) that are required to be reported.

## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	Aaron Kinnari
Name of trustee (print):	Aaron Kinnari
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	
Email Address:	

Home Address		Business Address	
Please complete with <b>changes</b> only:		Please complete with <b>changes</b> only:	
Street:		Business Name:	
City, State Zip:		Street:	
Phone:		City, State Zip:	
		Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A
2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.	

☒ None



Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"

**3) Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.**

☐ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"

### Trustee Signature

Signature:

Aaron Kinnari

Aaron Kinnari (Jun 12, 2021 08:55 EDT)

*By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.*

## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	andrew d stone
Name of trustee (print):	andrew d stone
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	
Email Address:	

Home Address	
Please complete with <i>changes</i> only:	
Street:	
City, State Zip:	
Phone:	

Business Address	
Please complete with <i>changes</i> only:	
Business Name:	
Street:	
City, State Zip:	
Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A

2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.

☒ None

Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"
n/a	n/a	n/a	n/a	n/a

**3) Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.**

☒ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"

### Trustee Signature

Signature:

andrew d stone  
andrew d stone (Jun 7, 2021 13:25 MDT)

By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.



## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	Brian Levine
Name of trustee (print):	Brian Levine
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	Board
Email Address:	

Home Address	
Please complete with <b>changes</b> only:	
Street:	
City, State Zip:	
Phone:	

Business Address	
Please complete with <b>changes</b> only:	
Business Name:	
Street:	
City, State Zip:	
Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A

2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.
---

☒ None

Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"

**3)** Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.

☐ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"

### Trustee Signature

Signature:

Brian Levine

Brian Levine (Jun 4, 2021 13:02 EDT)

By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.



**2019-20 DISCLOSURE OF FINANCIAL  
INTEREST  
BY A NOT-FOR-PROFIT CHARTER SCHOOL  
EDUCATION CORPORATION TRUSTEE**

1. Name of education corporation: **Success Academy Charter Schools - NYC**
2. Trustee's name (print): Bryan Binder
3. Position(s) on board, if any: (e.g., chair, treasurer, committee chair, etc.): Vice Chariman



8. Is Trustee an employee of the education corporation? ☐ Yes. ☒ No. If you checked yes, please provide a description of the position you hold, your salary and your start date.  
NA

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the education corporation during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/ Transaction	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/ or immediate family member (name))
None	None	None	None
<i>Please write "None" if applicable. Do not leave this space blank.</i>			

10. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the education corporation that is doing business with the education corporation through a management or services agreement, you need not list every transaction between such entity and the education corporation that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the education corporation. If there was no financial interest, please *write “None.”*

Entity Conducting Business with the Education Corporation	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the Education Corporation and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
NA	None	None	None	None
<i>Please write “None” if applicable. Do not leave this space blank.</i>				

Bryan Binder  
 Bryan Binder (Jun 2, 2020 10:01 EDT)  
 \_\_\_\_\_  
**Signature**

Jun 2, 2020  
 \_\_\_\_\_  
**Date**



## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	Success Academy Charter Schools - NYC
Name of trustee (print):	Derrell Bradford
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	member
Email Address:	

Home Address	
Please complete with <b>changes</b> only:	
Street:	
City, State Zip:	
Phone:	

Business Address	
Please complete with <b>changes</b> only:	
Business Name:	
Street:	
City, State Zip:	
Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A

2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.
---

☒ None



Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"

**3)** Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.

☐ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"

### Trustee Signature

Signature:

Derrell Bradford  
Derrell Bradford (Jun 22, 2021 10:33 EDT)

By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.

## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	Success Academy Charter Schools - NYC
Name of trustee (print):	Edwin Cespedes
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	Parent Representative
Email Address:	

Home Address	
Please complete with <b>changes</b> only:	
Street:	
City, State Zip:	
Phone:	

Business Address	
Please complete with <b>changes</b> only:	
Business Name:	
Street:	
City, State Zip:	
Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A

2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.
---

☒ None

Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"

**3) Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.**

☐ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"

### Trustee Signature

Signature:

Edwin Cespedes

Edwin Cespedes (Jun 19, 2021 00:10 EDT)

By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.



## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	Success Academy Charter Schools - NYC
Name of trustee (print):	Gregory Sawers
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	
Email Address:	

Home Address	
Please complete with <b>changes</b> only:	
Street:	
City, State Zip:	
Phone:	

Business Address	
Please complete with <b>changes</b> only:	
Business Name:	
Street:	
City, State Zip:	
Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A

2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.
---

☒ None

Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"

**3) Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.**

☐ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"

### Trustee Signature

Signature:

Gregory R. Sawers  
Gregory R. Sawers (Jun 4, 2021 11:55 EDT)

By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.

## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	Success Academy Charter Schools - NYC
Name of trustee (print):	Kamilah Mitchell-Thomas
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	Board Member
Email Address:	

Home Address	
Please complete with <b>changes</b> only:	
Street:	
City, State Zip:	
Phone:	

Business Address	
Please complete with <b>changes</b> only:	
Business Name:	
Street:	
City, State Zip:	
Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A

2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.
---

☒ None



Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"
Kamilah Mitchell-Thomas				
Kamilah Mitchell-Thomas				
Kamilah Mitchell-Thomas				

**3)** Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.

☒ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"
Kamilah Mitchell-Thomas						
Kamilah Mitchell-Thomas						
Kamilah Mitchell-Thomas						
Kamilah Mitchell-Thomas						

### Trustee Signature

Signature:

Kamilah Mitchell-Thomas  
Kamilah Mitchell-Thomas (Jun 21, 2021 11:04 EDT)

By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.

## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	Lorenzo Smith III
Name of trustee (print):	Lorenzo Smith III
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	Vice Chair
Email Address:	

Home Address	
Please complete with <b>changes</b> only:	
Street:	
City, State Zip:	
Phone:	

Business Address	
Please complete with <b>changes</b> only:	
Business Name:	
Street:	
City, State Zip:	
Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A

2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.
---

☒ None



Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"

**3)** Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.

☐ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"
J.P. Morgan	Banking Relationship	Employee of J.P. Morgan	Traditional Banking Accounts	30,000,000	Recusal from voting on banking related matters	Ongoing

### Trustee Signature

Signature:

Lorenzo Smith III  
Lorenzo Smith III (Jun 7, 2021 13:59 EDT)

By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.

## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	Success Academy Charter Schools - NYC
Name of trustee (print):	Samuel Cole
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	Chair
Email Address:	

Home Address	
Please complete with <b>changes</b> only:	
Street:	
City, State Zip:	
Phone:	

Business Address	
Please complete with <b>changes</b> only:	
Business Name:	
Street:	
City, State Zip:	
Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A

2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.
---

☒ None

Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"

**3) Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.**

☒ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"

### Trustee Signature

Signature:

Samuel A Cole

Samuel A Cole (Jun 4, 2021 21:55 EDT)

By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.



## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	Scott Friedman
Name of trustee (print):	Scott Friedman
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	Vice Chair, Treasurer
Email Address:	

Home Address	
Please complete with <b>changes</b> only:	
Street:	
City, State Zip:	
Phone:	

Business Address	
Please complete with <b>changes</b> only:	
Business Name:	
Street:	
City, State Zip:	
Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A
2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.	

☒ None

Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"
NONE	NONE	NONE	NONE	NONE

**3) Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.**

☒ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"
NONE	NONE	NONE	NONE	NONE	NONE	NONE

### Trustee Signature

Signature:

Scott J. Friedman  
 Scott J. Friedman (Jun 4, 2021 12:00 EDT)

*By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.*

## 2021 DISCLOSURE OF FINANCIAL INTEREST FORM

Disclosure of financial interest by a not-for-profit charter school education corporation trustee  
For the school year ended June 30, 2021

Education Corporation, Trustee Name and Position(s)	
Name of education corporation:	Success Academy Charter Schools - NYC
Name of trustee (print):	Suleman E. Lunat
Position(s) on board, if any (e.g., chair, treasurer, committee chair, etc.):	Board Member and Secretary
Email Address:	

Home Address	
Please complete with <b>changes</b> only:	
Street:	
City, State Zip:	
Phone:	

Business Address	
Please complete with <b>changes</b> only:	
Business Name:	
Street:	
City, State Zip:	
Phone:	

Questions	
1) Are you, or have you been during the last school year (July 1-June 30), an employee of the education corporation? [If you check <b>yes</b> , answer 1a), 1b), and 1c)].	<input type="radio"/> Yes <input checked="" type="radio"/> No
1a) Description of the position:	N/A
1b) Salary:	N/A
1c) Start date:	N/A
2) Are you related, by blood, marriage, or legal adoption/guardianship, to, or do you cohabitate with, any person (any of the foregoing being an "interested person") who is, or, during the last school year (July 1-June 30), was employed by the education corporation, or who could otherwise benefit from your being a trustee? If yes, please identify each interest/transaction (and provide the requested information) that you ("self") or any interested persons have held or engaged in with the education corporation during the prior school year.	

☒ None



Name and Relationship	Nature of Financial Interest/Transaction	Approximate Value of the Business Conducted	Steps Taken to Avoid a Conflict of Interest, (e.g., did not vote, did not participate in discussion)	Date of Transaction(s) or "Ongoing"
None				

**3)** Identify each individual, business, corporation, union association, firm, partnership, committee, proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the education corporation *and* in which such entity, during the preceding school year (July 1 – June 30), you and/or an interested person had a financial interest or other relationship. If you or an interested person are a member, director, officer, or employee of an organization doing business with the education corporation through a management, shared services, or other services agreement, you need not list every transaction between such entity and the education corporation; rather, please identify only the name of the entity, the applicable position in the entity as well as the relationship between such entity and the education corporation.

☒ None

Name and Relationship	Entity Conducting Business with the Education Corporation	Nature of the Person's Interest in the Entity	Nature of Business Conducted	Approximate Value of the Business Conducted	Steps Taken to Avoid Conflict of Interest	Date of Transaction(s) or "Ongoing"
None						

### Trustee Signature

Signature:

  
Suleman E. Lunat (Jun 28, 2021 14:51 EDT)

*By signing this Disclosure of Financial Interest Form, the trustee certifies that the information contained in this disclosure is true and accurate to the best of his or her knowledge.*

# S|A 2021-2022 Elementary School Academic Calendar

**All dates are subject to change.**

Half-day schedule effective on Wednesdays; subject to change to other days of the week to accommodate academic programming.

<b>DATE:</b>	<b>EVENT:</b>	<b>GRADE:</b>
--------------	---------------	---------------

## AUGUST 2021

Monday, August 2	On-Campus School Opening	K, 3, 4
Wednesday, August 4	On-Campus School Opening	1, 2
Monday, August 2 - Friday, August 13	Half Days	K, 3, 4
Wednesday, August 4 - Friday, August 13	Half Days	1, 2
Monday, August 23	Remote School Opening	K, 1, 2, 3, 4

## SEPTEMBER 2021

Monday, September 6 - Tuesday, September 7	No School: Labor Day	K, 1, 2, 3, 4
Monday, September 20 - Wednesday, September 22	No Live Classes: F&P Assessment and Faculty Development	K, 1, 2, 3, 4

## OCTOBER 2021

Friday, October 8	Last Day of Quarter 1	K, 1, 2, 3, 4
Monday, October 11	No School: Faculty Development	K, 1, 2, 3, 4
Thursday, October 28	No School: Faculty Development	K, 1, 2, 3, 4
Friday, October 29	No School	K, 1, 2, 3, 4

## NOVEMBER 2021

Monday, November 22 - Monday, November 29	No School: Thanksgiving Break	K, 1, 2, 3, 4
Monday, November 29	No School: Faculty Development	K, 1, 2, 3, 4

## DECEMBER 2021

Monday, December 13 - Wednesday, December 15	No Live Classes: F&P Assessment and Faculty Development	K, 1, 2, 3, 4
Friday, December 17	Last Day of Quarter 2	K, 1, 2, 3, 4
Monday, December 20 - Monday, January 3	No School: Winter Break	K, 1, 2, 3, 4

## JANUARY 2022

Monday, January 3	No School: Faculty Development	K, 1, 2, 3, 4
Monday, January 17	No School: Martin Luther King Jr. Day	K, 1, 2, 3, 4
Tuesday, January 18	No School: Faculty Development	K, 1, 2, 3, 4

## FEBRUARY 2022

Monday, February 21	No School: Presidents' Day	K, 1, 2, 3, 4
Tuesday, February 22	No School: Faculty Development	K, 1, 2, 3, 4
Wednesday, February 23 - Friday, February 25	No Live Classes: F&P Assessment and Faculty Development	K, 1, 2, 3, 4

## MARCH 2022

Friday, March 11	No School: Faculty Development	K, 1, 2, 3, 4
Week of March 28	NYS ELA Exam	3, 4
Thursday, March 31	End of Quarter 3	K, 1, 2, 3, 4

## APRIL 2022

Monday, April 4 - Friday, April 8	No School: Spring Break	K, 1, 2, 3, 4
Week of April 25	NYS Math Exam	3, 4
Friday, April 29	No School	K, 1, 2, 3, 4

## MAY 2022

Monday, May 2 - Tuesday, May 3	No School: Faculty Development	K, 1, 2, 3, 4
Monday, May 30 - Tuesday, May 31	No School: Memorial Day	K, 1, 2, 3, 4

## JUNE 2022

Monday, June 13 - Wednesday, June 15	No Live Classes: F&P Assessment and Faculty Development	K, 1, 2, 3, 4
Monday, June 20	No School: Juneteenth	K, 1, 2, 3, 4
To Be Determined	Stepping Up Ceremony (K)	K
To Be Determined	Graduation (4)	4
Friday, June 24	Last Day of Classes and Quarter 4	K, 1, 2, 3, 4



# S|A 2021-2022 Middle School Academic Calendar

**All dates are subject to change.**

Half-day schedule effective on Wednesdays; subject to change to other days of the week to accommodate academic programming.

DATE:	EVENT:	GRADE:
-------	--------	--------

## AUGUST 2021

Monday, August 2	School Opening	5, 8
Wednesday, August 4	School Opening	6, 7
Monday, August 2 - Friday, August 13	Half Days	5, 8
Wednesday, August 4 - Friday, August 13	Half Days	6, 7

## SEPTEMBER 2021

Monday, September 6 - Tuesday, September 7	No School: Labor Day	5, 6, 7, 8
Monday, September 20 - Wednesday, September 22	No Live Classes: F&P Assessment and Faculty Development	5, 6

## OCTOBER 2021

Monday, October 8	Last Day of Quarter 1	5, 6, 7, 8
Monday, October 11	No School: Faculty Development	5, 6, 7, 8
Thursday, October 28	No School: Faculty Development	5, 6, 7, 8
Friday, October 29	No School	5, 6, 7, 8

## NOVEMBER 2021

Monday, November 22 - Monday, November 29	No School: Thanksgiving Break	5, 6, 7, 8
Monday, November 29	No School: Faculty Development	5, 6, 7, 8

## DECEMBER 2021

Monday, December 13 - Wednesday, December 15	No Live Classes: F&P Assessment and Faculty Development	5, 6
Friday, December 17	Last Day of Quarter 2	5, 6, 7, 8
Monday, December 20 - Monday, January 3	No School: Winter Break	5, 6, 7, 8

## JANUARY 2022

Monday, January 3	No School: Faculty Development	5, 6, 7, 8
Monday, January 17	No School: Martin Luther King Jr. Day	5, 6, 7, 8
Tuesday, January 18	No School: Faculty Development	5, 6, 7, 8

## FEBRUARY 2022

Monday, February 21	No School: Presidents' Day	5, 6, 7, 8
Tuesday, February 22	No School: Faculty Development	5, 6, 7, 8
Wednesday, February 23 - Friday, February 25	No Live Classes: F&P Assessment and Faculty Development	5, 6

## MARCH 2022

Friday, March 11	No School: Faculty Development	5, 6, 7, 8
Week of March 28	NYS ELA Exam	5, 6, 7, 8
Thursday, March 31	Last Day of Quarter 3	5, 6, 7, 8

## APRIL 2022

Monday, April 4 - Friday, April 8	No School: Spring Break	5, 6, 7, 8
Week of April 25	NYS Math Exam	5, 6, 7
Friday, April 29	No School	5, 6, 7, 8

## MAY 2022

Monday, May 2 - Tuesday, May 3	No School: Faculty Development	5, 6, 7, 8
Monday, May 30 - Tuesday, May 31	No School: Memorial Day	5, 6, 7, 8

## JUNE 2022

Monday, June 13 - Wednesday, June 15	No Live Classes: F&P Assessment and Faculty Development	5, 6
Week of June 13	NYS Regents Exams	7, 8
Monday, June 20	No School: Juneteenth	5, 6, 7, 8
Week of June 21	NYS Regents Exams	7, 8
Wednesday, June 22	Last Day of Classes and Quarter 4	5, 6, 7, 8
To Be Determined	Graduation (8)	8

*Last updated 6.30.21*

# S|A 2021-2022 High School Academic Calendar

All dates are subject to change.

Additional Saturday dates may be required for testing and lab periods.

\*Scholars should expect talent commitments on staff Faculty Development days (e.g. sports practices, rehearsals)

DATE:	EVENT:	GRADE:
<b>AUGUST 2021</b>		
Monday, August 2	School Opening: Orientations and Senior Week	9, 10, 11, 12
Monday, August 16	No School: Faculty Development	9, 10, 11, 12*
Monday, August 23	No School: Faculty Development	9, 10, 11, 12*
Monday, August 30	No School: Faculty Development	9, 10, 11, 12*
<b>SEPTEMBER 2021</b>		
Monday, September 6	No School: Labor Day	9, 10, 11, 12
Monday, September 13	No School: Faculty Development	9, 10, 11, 12*
Monday, September 20	No School: Faculty Development	9, 10, 11, 12*
<b>OCTOBER 2021</b>		
Friday, October 8	End of Quarter 1	9, 10, 11, 12
Wednesday, October 13	PSAT Testing	11
Wednesday, October 13	No School	9, 10, 12
Monday, October 25	No School: Faculty Development	9, 10, 11, 12*
<b>NOVEMBER 2021</b>		
Saturday, November 6	SAT Testing	11
Monday, November 8	No School: Faculty Development	9, 10, 11, 12*
Monday, November 22 – Monday, November 29	No School: Thanksgiving Break	9, 10, 11, 12
Monday, November 29	No School: Faculty Development	9, 10, 11, 12*
<b>DECEMBER 2021</b>		
Monday, December 13	No School: Faculty Development	9, 10, 11, 12*
Friday, December 17	Last Day of Quarter 2	9, 10, 11, 12
Friday, December 17	No School: Faculty Development	9, 10, 11, 12*
Friday, December 17 – Monday, January 3	No School: Winter Break	9, 10, 11, 12
<b>JANUARY 2022</b>		
Monday, January 3	No School: Faculty Development	9, 10, 11, 12*
Monday, January 17	No School: Martin Luther King Jr. Day	9, 10, 11, 12
Monday, January 31	No School: Faculty Development	9, 10, 11, 12*
<b>FEBRUARY 2022</b>		
Monday, February 21	No School: Presidents' Day	9, 10, 11, 12
Tuesday, February 22	No School: Faculty Development	9, 10, 11, 12*
Monday, February 28	No School	9, 10, 11, 12
<b>MARCH 2022</b>		
Friday, March 11	No School: Faculty Development	9, 10, 11, 12*
Wednesday, March 23	SAT Testing	11
Monday, March 28	No School	9, 10, 11, 12
<b>APRIL 2022</b>		
Monday, April 4 - Friday, April 8	No School: Spring Break	9, 10, 11, 12
Monday, April 18	No School: Faculty Development	9, 10, 11, 12*
<b>MAY 2022</b>		
Monday, May 2 - Thursday May 12	AP Exams	9, 10, 11, 12
Thursday, May 19	Last Day of Semester (12)	12
Date to Be Determined	Graduation (12)	12
Friday, May 20 - Tuesday, May 24	No School: Faculty Development	9, 10, 11
Wednesday, May 25	June Term Begins	9, 10, 11
Monday, May 30	No School: Memorial Day	9, 10, 11
<b>JUNE 2022</b>		
Saturday, June 4	SAT Testing	11
Monday, June 20	No School: Juneteenth	9, 10, 11
Friday, June 24	Last Day of June Term	9, 10, 11