



Office of School Design and Charter Partnerships  
2013-2014

**ACHIEVEMENT FIRST EAST NEW YORK CHARTER SCHOOL  
ANNUAL COMPREHENSIVE REVIEW REPORT**

**2013 – 2014 SCHOOL YEAR**

## Part 1: School Overview

### School Information for the 2013-2014 School Year

Name of Charter School	Achievement First East New York Charter School
Current Board Chair(s)	Jon Atkeson
School Leader(s)	Injy Carpenter (K-4), Fatimah Barker (5-8), Claire Shin (9)
Management Company (if applicable)	Achievement First
Other Partner(s)	N/A
District(s) of Location	NYC Community School Districts 19 and 17
Physical Address(es)	557 Pennsylvania Ave, Brooklyn 11207 (K-4)
	158 Richmond Street, Brooklyn 11208 (5-8)
	1485 Pacific Street, Brooklyn 11216 (9)
Facility Owner(s)	DOE (high school site is a charter partnership building)

### School Profile

- Achievement First East New York Charter School (AF East New York) is an elementary, middle, and high school, which served 779 students<sup>1</sup> in grades K-9 during the 2013-2014 school year. It opened in 2005-2006 and is under the terms of its second charter. The school's anticipated authorized full grade span is K-10 which it expects to reach in the 2014-2015 school year. The school is located in DOE-owned facilities in Brooklyn within Community School Districts (CSDs) 19 and 17.<sup>2</sup>
- AF East New York Charter School enrolls new students in kindergarten, but backfills empty seats in all grades. There were 5,018 students on the waitlist after the Spring 2013 lottery.<sup>3</sup> The average attendance rate for the 2013-2014 school year to date as reported in March 2014 was 99%.<sup>4</sup>
- AF East New York Charter School was renewed during the 2009-2010 school year for a full term (five years), and is consistent with the terms of its renewal application.
- The principal for the elementary school, Injy Carpenter, took over the role midyear during the 2012-2013 school year after serving as Academic Dean. The principal for the middle school is Fatimah Barker. School Year 2013-2014 was the first year of operation for the high school grades, which will form the AF University Prep High School. For the 2013-2014 school year, the high school only served ninth grade, and is being led by Principal Claire Shin.
- AF East New York Charter School is part of the Achievement First (AF) Network, a Charter Management Organization (CMO). The CMO provides schools in the network with an overarching Chief Academic Officer and a Regional Superintendent, school support, teacher and staff recruitment, talent development, back office support, and curriculum and assessment, among other services. The school pays a management fee of 10% of its public revenue to the CMO for these services.
- AF East New York Charter School had a student to teacher ratio of 18:1 in the 2013-2014 school year, and served 39 sections across all grades, with an average class size of 25.<sup>5</sup>
- The lottery preferences for AF East New York Charter School's 2013-2014 school year included the New York State Charter Schools Act required preferences of returning students, students residing in the community school district of the school's location and siblings of students already enrolled in the charter school.<sup>6</sup>

<sup>1</sup> Enrollment reflects ATS data from 10/31/13.

<sup>2</sup> NYC DOE Location Code Generation and Management System database.

<sup>3</sup> Self-reported information from school-submitted data collection form on 3/25/14.

<sup>4</sup> Self-reported information from school-submitted data collection form on 3/25/14.

<sup>5</sup> Self-reported information given on 9/25/14.

<sup>6</sup> Achievement First East New York Charter School's 2013-2014 application.

## Part 2: Summary of Findings

### Essential Question 1: Is the school an academic success?

#### Overview of School-Specific Data through 2012-2013

#### ES/MS Students scoring at or above Level 3 on NYS assessments, compared to CSD, NYC, and State averages

% Proficient in English Language Arts				
	2009-2010	2010-2011	2011-2012	2012-2013
Achievement First East New York CS	46.0%	54.4%	56.2%	27.8%
CSD 19	35.1%	36.4%	34.8%	14.0%
Difference from CSD 19	10.9	18.0	21.4	13.8
NYC	46.1%	48.0%	48.4%	26.4%
Difference from NYC	-0.1	6.4	7.8	1.4
New York State	53.2%	52.8%	55.1%	31.1%
Difference from New York State	-7.2	1.6	1.1	-3.3

% Proficient in Math				
	2009-2010	2010-2011	2011-2012	2012-2013
Achievement First East New York CS	74.2%	80.3%	81.6%	47.9%
CSD 19	45.6%	45.4%	45.5%	15.8%
Difference from CSD 19	28.6	34.9	36.1	32.1
NYC	57.4%	59.0%	60.9%	29.6%
Difference from NYC	16.8	21.3	20.7	18.3
New York State	61.0%	63.3%	64.8%	31.1%
Difference from New York State	13.2	17.0	16.8	16.8

\* All comparisons to either the CSD or NYC take into account only grades the school itself served.

#### Performance on the NYC Progress Report

Progress Report Grade	2009-2010	2010-2011	2011-2012	2012-2013
Overall Grade	C	A	B	B
Student Progress	F	B	D	B
Student Performance	B	B	A	B
School Environment	A	A	A	A
Closing the Achievement Gap Points	0.0	2.0	1.3	2.8

## **Progress Towards Attainment of Academic Goals**

- AF East New York, according to its 2012-2013 Annual Report to New York State Education Department (NYSED), met two of eight of its elementary/middle school grades-specific academic performance goals identified in its charter. Of the other six goals, the school partially met one, did not meet four, and one was not determined because data was not available by time of report submission.
- According to the same report, all five of the school's high school grades-specific academic performance goals identified in its charter were not applicable because the school was not yet serving high school grades in 2012-13.

## **Responsive Education Program & Learning Environment<sup>7</sup>**

- AF East New York, in grades two to four, has all students participate in a 45 minute “Book Club” and increased the number of rigorous texts the students are reading on each grade level. In the middle school, non-fiction texts have been added through a current events block three times a week.
- AF East New York students in grade 9 are part of Achievement First University Prep High School, which had its first year of operation in the 2013-2014 school year.
- The school, in the elementary grades, continued to automatically trigger intervention for students who perform below level in order to provide extra support with programs targeted to students’ learning needs. Some intervention programs included phonic and reading comprehension small group instruction and the additional support of a second teacher in writing classes and math meetings whenever possible.
- The school’s interim assessments (IAs) are now aligned to the Common Core Learning Standards in both ELA and math.
- In the middle school grades, based on the results of the IAs, the school implemented multiple humanities interventions and study sessions. The IA scores also resulted in the middle school starting an honors physics course, with the intent to provide students with the skills necessary to take the SAT II subject test in physics.
- The school continued the use of regular “Data Days” during which teachers & leaders review the results of IAs and make adjustments accordingly to unit plans to address skills gaps.
- As a school within the AF network, the school’s weekly schedule included a half day of common planning time for teachers every Friday.
- As a school within the AF network, the school has a teacher evaluation process that includes aligned coaching throughout the year, surveys from families and peers, and structured reflection on opportunities for professional growth.

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<sup>7</sup> Self-reported information from school-submitted ACR self-evaluation form on 2/18/14.

## **Essential Question 2: Is the school a fiscally sound, viable organization?**

### **Governance Structure & Organizational Design**

After reviewing information and documentation concerning Board turnover, Board minutes, reporting structure, organizational chart, annual accountability reporting documents, Board agendas, and the school's website, the NYC DOE notes the following:

- The Board has seven board members, all voting, including the family representative. The Board Chair, Jon Atkeson, has served on the Board since May 2007. The Board of AF East New York also serves as the Board of Directors for AF Aspire Charter School, which is authorized by the SUNY Trustees.
- As evidenced from review of the Board roster, the only Board turnover during the 2013-2014 school year was the family representative member.
- As recorded in the Board's minutes, there is a clear reporting structure with school leadership from the elementary and middle school academies providing regular updates on academic and operational performance to the Board and its committees. The Board also holds Joint High School Committee meetings, where the school leadership from Achievement First High Schools, Achievement First Brooklyn High School and Achievement First University Prep provides regular updates on academic and operational performance.

### **School Climate & Community Engagement**

After reviewing information and documentation concerning leadership turnover, staff turnover, attendance rate, student turnover, NYC School Survey results and response rates, and PTO meetings, the NYC DOE notes the following:

- The school experienced no leadership turnover since the beginning of the 2012-2013 school year when the elementary school hired a new principal.
- Instructional staff turnover was 17.3% with 11 out of 75 instructional staff choosing not to return for the 2013-14 school year from the prior year and two instructional staff who were asked not to return. As of March 2014, during the 2013-14 school year, two teachers had left.<sup>8</sup>
- As of March 2014, average daily attendance for students during that school year was at 99%, which is higher than the school's charter goal of at least 95%.<sup>9</sup>
- Student turnover was 8.1% of students from the prior school year who did not return at the start of the 2013-2014 school year, and 1.4% of the students left the school between the start of the school year and March 2014.<sup>10</sup>
- The school reported having a parent organization, called the PLC, as evidenced in the school's Board minutes.

### **2012-2013 NYC School Survey Results<sup>11</sup>**

Categories	Result	Community	Response Rate	Citywide Rate
Academic Expectations	Average	Parents	36%	54%
Communication	Above Average	Teachers	87%	83%
Engagement	Average	Students	90%	83%
Safety & Respect	Average			

<sup>8</sup> Self-reported information from school-submitted data collection form on 3/25/14.

<sup>9</sup> Self-reported information from school-submitted data collection form on 3/25/14.

<sup>10</sup> Self-reported information from school-submitted data collection form on 3/25/14.

<sup>11</sup> Results are particular to the school type as identified in the 2013 School Survey.

## Financial Health

### Near-term financial obligations:

- Based on the FY13 financial audit, the school's current ratio indicated a strong ability to meet its current liabilities.
- Based on the FY13 financial audit, the school had sufficient unrestricted cash to cover its operating expenses for at least three months without an infusion of cash.
- A comparison of the enrollment projections for the 2013-2014 budget to the actual enrollment as of the last day for the 2013-2014 school year revealed that the school had met its enrollment target.
- As of the FY13 financial audit the school had no debt obligations.

### Financial sustainability based on current practices:

- Based on the financial audits from FY11 to FY13, the school generated an aggregate surplus over the three audited fiscal years, though the school operated at a 1% deficit during FY13.
- Based on the FY13 financial audit, the school's debt-to-asset ratio indicated that the school had more total assets than it had total liabilities.
- Based on the financial audits from FY11 to FY13, the school generated overall negative cash flow from FY11 to FY13.

### Annual Independent Financial Audit

- An independent audit performed for FY13 showed no material findings.

### **Essential Question 3: Compliance with charter and all applicable laws and regulations?**

After a review of documentation submitted for the NYC DOE annual accountability reporting requirements for the 2013-2014 school year, the NYC DOE finds the following:

#### **Board Compliance**

The Board is in compliance with:

- The Board's membership size falls within the range of no fewer than five and no more than 15 members as outlined in the school's charter and in the Board's bylaws.

The Board is out of compliance with:

- The Board has not held the minimum number of Board meetings of six, as outlined in its bylaws. Based on submitted Board minutes, the Board held five meetings for the 2013-2014 school year in which quorum was reached.
- Currently, the Board does not have the officer position of Vice Chair filled, as outlined in the Board's bylaws. The Board does have the Chair and Treasurer positions filled.

#### **School Compliance**

The school is in compliance with (as reviewed during May 2014):

- All staff members have appropriate fingerprint clearance.
- The school has posted its 2012-2013 NYSED Annual Report and annual audit to its website, as specified in charter law.
- The school had an application deadline of April 1, 2014 and lottery date of April 8, 2014 adhering to charter law's requirement of accepting applications up to at least April 1.
- The school has submitted appropriate insurance documents to NYC DOE.
- The school leader was trained in General Response Protocols/Fire Emergency Drill Conductor for NYC, as mandated by the NYC Fire Department.

The school is out of compliance with:

- The school has submitted required documentation for teacher certification and is not in compliance with state requirements for teacher certification with 13 uncertified staff out of 63.
- The school does not have the required number of staff with AED/CPR certification as of May 2014.
- The school has submitted its required immunization documentation and is not in compliance with Department of Health standards of 99% for immunization as of May 2014.

## **Essential Question 4: What are the school's plans for the next charter term?**

As reported by the school's leadership, the following is noted:

- AF East New York maintains its original growth plan of a K-12 school consisting of three academies. The school's anticipated full grade span of K-12 would be reached in the 2016-2017 school year, if renewed and approved for planned expansion.
- As part of the Achievement First network of schools, the Board of AF East New York is considering a charter merger with the other Achievement First schools.

### **Enrollment and Retention Targets**

As a reminder regarding accountability in the next charter term:

- Amendments to Article 56 of the New York State Consolidated Laws: Education, which relates to Charter Schools, call for charter schools, as a consideration of renewal, "to meet or exceed enrollment and retention targets" for students with disabilities, English language learners, and students who are eligible for the free and reduced price lunch program. The amendments further indicate "Repeated failure to comply with the requirement" as a cause for revocation or termination of the charter.
  - The law directs schools to demonstrate "that it has made extensive efforts to recruit and retain such students" in the event it has not yet met its targets.
  - The NYC DOE, as authorizer, will annually monitor the school's performance against these targets and the efforts it makes to meet this state requirement.
- In school year 2013-2014, AF East New York served a similar percentage of students qualifying for free or reduced price lunch as compared to CSD 19 and higher percentage than the CSD 17 and citywide averages. The school enrolled students with disabilities and English Language Learner students at lower rates than each the CSD 17, CSD 19 and citywide averages.

### **Special Populations**

School	Free and Reduced Price Lunch					Students with Disabilities					English Language Learners				
	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
	School	76.2%	81.1%	77.2%	81.8%	85.0%	9.3%	11.4%	9.6%	7.1%	10.1%	0.4%	1.2%	1.2%	1.0%
CSD 19	76.1%	80.1%	80.4%	82.8%	84.8%	13.3%	13.6%	13.5%	14.2%	16.6%	11.6%	11.3%	10.8%	10.4%	10.8%
CSD 17	-	-	-	-	81.6%	-	-	-	-	14.8%	-	-	-	-	9.0%
NYC	62.1%	65.3%	68.1%	69.8%	72.7%	15.9%	15.9%	15.7%	16.1%	16.4%	16.1%	16.1%	15.5%	15.0%	13.9%

Additional Enrollment Information					
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Grades Served	K-5	K-8	K-7	K-8	K-9
CSD(s)	19	19	19	19	19 & 17

Comparisons to both the CSD(s) and City are made against students in grades K-8, 9-12 or K-12 depending on the grades the school served in each school year. Special population figures are as of October 31 for each given school year, with the exception of the 2012-2013 school year, which is as of October 26, 2012.