

## APPENDIX A: 2022-23 CHARTER SCHOOL ANNUAL REPORT

PART 1: SCHOOL INFORMATION AND EXECUTIVE SUMMARY	
Name of Charter School:	Year School Opened:
Amistad Academy	1999
Street Address:	City/Zip Code:
130 Edgewood Avenue	New Haven, CT 06511
School Director:	School Director Contact Information:
Lauren Raimondi	<a href="mailto:laurenraimondi@achievementfirst.org">laurenraimondi@achievementfirst.org</a> /203-772-7000
Grades Authorized to Serve in 2022-2023:	Charter Term:
K-12	2023-2026
<p><b>1. School Performance Best Practices:</b> In 250 words or less, describe the practice or practices in use at the school that have resulted in strong student outcomes and a positive school climate during the 2022-2023 school year. Explain the rationale for establishing the practice(s) and the issue(s) it was intended to address. Describe impact of the practice(s) on the school outcomes referencing evidence of effectiveness (i.e. quantitative, qualitative data). Provide evidence of collaboration with local school districts in this area as appropriate.</p> <p>The staff and leadership of Amistad are deeply invested in the New Haven community and family partnerships, continuing to invest heavily in the program, staff development, facilities, and support to ensure that we are able to deliver on our promises to our kids and families.</p> <p>In the spring of 2019, Achievement First (AF) adopted a set of six core values that center all of our work: Lead for Racial Equity; Strive for Excellence; Embrace Challenge; Care for the Whole Person; Choose Joy; and Go Further Together. This overarching work around aligning values and focusing on student experiences has resulted in strong school cultures across the network.</p> <p>We administer internal Student Experience surveys to assess how students feel about school climate; teacher-student relationships; school belonging; and their value in school. We analyze this data to inform our priorities and strategies in creating a safe and joyful learning environment through community building (morning meeting/advisory) and a student investment system that affirms and recognizes student engagement, effort, and hard work. In collaboration with our curriculum, we elevate student voices to ensure that students feel connected to their learning and to one another. Post-pandemic, we saw an increase in student social emotional needs. We responded to those needs and increased support from our social workers. As a result, we continued building a strong student culture and decreased suspensions by 0.9%. We are launching an attendance committee to address chronic absenteeism and leverage the skills of our staff and our relationships with families to decrease the number of student absences.</p> <p>Historically, Amistad schools significantly surpassed the proficiency rates of their district peers in both ELA and Math (2020-21 SBAC). More recently, we have had some pandemic-related challenges in unfinished learning and returning to those academic outcomes. This led us to evaluate our program and adopt high-quality, external curriculum in multiple grades and subjects, align more of our practices to the science of reading, and focus on data-based improvement cycles and professional development.</p> <p>As part of our ongoing commitment to supporting our scholars in making informed post-secondary choices and leading purposeful lives, we implemented strategies to increase scholar awareness and exposure to multiple post-secondary pathways. This deepens their self-awareness as they choose a path that is aligned with their values, interests, strengths, and future goals.</p>	

## PART 2: SCHOOL PERFORMANCE

**1. School Goals:** State the school’s mission statement. Provide the school’s mission-specific, measurable goals. Analyze school progress toward these goals, providing data as appropriate. Add/Remove rows as necessary.

### MISSION STATEMENT

Our mission is to deliver on the promise of equal educational opportunity for all of America’s children. We know that every child—regardless of race, zip code or economic status—deserves access to great schools. At Achievement First, we prepare our students to deepen their knowledge of self and community, to excel at college, career and life, and to lead lives of purpose and leadership.

Goal Statement:	Evidence of Progress Toward Target Goals:
<p><b>Consistent Excellence</b> – Our Amistad schools will meet our proficient standards on our Key Performance Indicators. These KPIs look at overall student performance as well as the performance of sub-groups on these measures as a part of our continued commitment to excellence and equity.</p>	<p>The Key Performance Indicators measure achievement, student experience, safety, and operational excellence. While our KPI is new in 23-24, it reflects a combination of many of the metrics from the former AF Report Card and norm-referenced assessments. Our KPI dashboard is updated regularly depending on the data. Principals, Regional Superintendents, and our Operating Team step back on performance against these metrics at regular 2 month intervals to evaluate progress towards those metrics and to make adjustments as necessary to priorities and tactics.</p>
<p><b>Post-secondary Success</b> – By 2027, graduating seniors will have matriculated to their post-secondary pathway of choice (including but not limited to college, CTE, workforce and military) within 6 months of graduation.</p> <p>College students will earn a degree within 6 years and CTE students will complete a program and enter the workforce within 2 years of HS graduation.</p>	<p>We use multiple measures to indicate our progress toward these goals that is including, but not limited to: student and family input and need, “best fit” i.e., a student’s academic, social/emotional, and financial needs for post-secondary plans, ECC (expected college completion), and any unique aspects that ensure a student and family centered process rooted in informed decision-making.</p>

**2. Student Achievement:** Data summarizing school performance and academic achievement from the 2021-22 school year provided below. Please review data evidencing student growth and progress toward closing achievement gaps.

Performance Metric	2021-2022
<b>1.1. Academic Achievement</b>	
a. ELA Performance Index – All Students	61.0
b. ELA Performance Index – High Needs Students	59.8
c. Math Performance Index – All Students	50.1
d. Math Performance Index – High Needs Students	48.7
e. Science Performance Index – All Students	50.1
f. Science Performance Index – High Needs Students	49.0
<b>1.2. Academic Growth</b>	
a. ELA Academic Growth – All Students	77.1%
b. ELA Academic Growth – High Needs Students	76.2%
c. Math Academic Growth – All Students	69.4%
d. Math Academic Growth – High Needs Students	68.6%
e. Progress Toward English Language Proficiency – Literacy	72.0%

f. Progress Toward English Language Proficiency - Oral		56.8%
1.3. Participation Rates—ELA, Math, Science (a. All Students, b. High Needs)		
1.4. Chronic Absenteeism	a. All Students	49.4%
	b. High Needs	52.1%
1.5. Postsecondary Preparation		100.0%
1.6. Postsecondary Readiness		31.3%
1.7. On-track to High School Graduation		84.8%
1.8. 4-year Graduation—All Students 2020-21 Cohort		93.4%
1.9. 6-year Graduation—High Needs 2018-19 Cohort		86.8%
1.10. Postsecondary Entrance		76.6%
1.11. Physical Fitness (estimated participation rate = <b>70.5%</b> )		31.0%
1.12. Arts Access		41.5%
<b>School Category:</b>		3
<b>Charter School Accountability Index:</b>		70.4

\*Source: CSDE analysis based on district submitted and certified data.

**3. Legal Compliance Best Practices:** In 250 words or less, detail how specific practices employed at the school result in ensuring that the school operates in compliance with applicable laws and regulations (e.g. support for students with disabilities, English learners/Multilingual learners, employee and student rights) overtime. Describe the areas of operation including policies and procedures that ensure compliance with applicable laws and regulations. Include quantitative and qualitative information associated with compliance. Provide evidence of collaboration with local school districts in this area as appropriate.

The school maintains policy documents that set forth compliance with applicable laws and regulations. These policies, including the Family Handbook, Employee Handbook, Fiscal Policies and Procedures, Special Services Playbook, and Behavior Policy, have been reviewed by the Connecticut State Department of Education (CSDE) and other key stakeholders. We employ frequent data and accountability practices to ensure the accurate identification and programmatic support of students with IEPs and multilingual learners. This would include our IEP compliance practices and mandated support services. In addition to these policies, we have received unqualified opinions on our annual operational and financial audits, as well as our single audits. We are also working with CSDE to maintain compliance in teacher certification. Additionally, the school has retained a charter management organization to assist in compliance-related areas, including training on and accountability for the policies.

**PART 3: STEWARDSHIP, GOVERNANCE, AND MANAGEMENT**

**1. Financial Documents:** As required by C.G.S. § 10-66cc(b)(2) and 10-66pp, the charter school, and if applicable, the charter school management organization of the state or local charter school, (1) shall submit FY 2021-2022 certified audit statements, including the statement of activities showing all revenues from public and private sources, expenditures, and net operating gain/loss, balance sheet and statement of cash flows; (2) the charter school and if applicable, the charter school management organization of the state or local charter school, shall submit a complete copy of the most recently completed Internal Revenue Service form 990, including all parts and schedules, **other than Schedule B** of such form; (3) provide the FY 2022-2023 budget; and (4) provide a FY 2023-2024 board-approved budget.

**2. Financial Condition:** Provide the following financial data for FY 2022-2023

Total margin (net income/total revenue):	13%
Debt to asset ratio (total liabilities/total assets):	22%
Debt service coverage ratio (net income + depreciation + interest expense)/ (annual principal + interest, and lease payments):	-0.25
Current asset ratio (current assets/current liabilities):	2.74
Days of (unrestricted cash/((total expenditures-depreciation)/365)):	0
Cash flow (change in cash balance):	-\$5,596,508

**3. Governing Board:** Consistent with C.G.S. § 10-66bb(d)(3)(A), provide the information below for all governing board members. The governing board should include teachers, parents, guardians of students enrolled in the school, and the chairperson of the local or regional board of education of the town in which the charter school is located. The chairperson has jurisdiction over a school that resembles the approximate grade configuration of the charter school, or the designee of such chairperson, provided such designee is a member of the board of education or the superintendent of schools for the school district, or the superintendent’s designee.

Name:	Occupation:	Board Role/Term:	Mailing/Email:	Background Check:
Lorraine Gibbons	Executive Director, Shehan Center	Chair	lgibbons@shehancenter.org	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Jennifer Alexander	Executive Director, PIE Network	Director	jenbalexander@gmail.com	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Ethan Tyminski	VP of Finance, Great Mountain Partners	Director	ethan.tyminski@gmail.com	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Shannelle Whyte	Health and Information Management Associate, Hartford Healthcare	Director and Parent Representative	Shannellec@hotmail.com	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Yashira Zwisler (Agosto)	Associate, Peabody and Arnold	Director	yagostom@gmail.com	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Gayatri Metha	Yale School of Management	Director	gayatri.mehra@yale.edu	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Linda Darkwah	Teacher	Teacher Rep	lindadarkwah@achievementfirst.org	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Zihan Su		2022-23 Yale SOM Fellow	zihan.su@yale.edu	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Patricia B. Sweet		Treasurer until November	patsweet2014@gmail.com	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

4. <b>Renewal Terms and Other Issues:</b> Provide a progress update on terms established in the charter school’s most recent renewal; summarize actions taken and progress data to substantiate efforts to address such terms. Provide an update on how the charter school is addressing or plans to address the issues noted. The chart below is pre-populated to include terms documented in the school’s last renewal resolution or issues identified by the CSDE.		
Standard/Indicator:	Term or Condition:	Progress Update:
3.5 Chronic Absenteeism	<p>Amistad’s chronic absenteeism rate for the 2020-21 school year was 19.0%, whereas the state averages was 19.0%. The school’s rate in 2021-22 school year was 49.4%, whereas the state average was 23.7%.</p> <p>The school should continue its efforts to lower the chronic absenteeism rate.</p>	<p>We are pleased to report that Amistad’s chronic absenteeism rate for the 2022-23 school year was 38.4%. Though a significant decrease from the previous school year, we recognize this can be better.</p> <p>We will be implementing interdisciplinary attendance teams, training network and school teams on the Attendance Playbook, and intend to increase our student and family engagement. After our schools are reground in the attendance policy and procedure, we will implement a relational home visit program, working with LEAP to train staff.</p> <p>We continue to work to strengthen our systems and processes to ensure compliance in this area.</p>
3.5 School Culture and Climate	<p>The school’s suspension rate for the 2020-21 school year was not applicable, whereas the state average was 1.4%. The rate for the school 2021-22 school year was 4.5%, whereas the state average was 6.5%</p> <p>In 2021-22, Amistad reported that it added capacity to support the socioemotional needs of students across its network of charters. The school should continue its efforts to improve student outcomes in culture and climate.</p>	<p>We have added additional capacity to support the socio-emotional needs of our students across our charters. We have expanded our network-level social work support to include a Managing and Senior Director of Social Work. Additionally, we have increased our capacity to two or more social workers where the counseling caseload exceeds 30 students per social worker. This team of clinicians and counselors provide both mandated and responsive services for students as well as resources for families. Our network student experience team partners with school-based teams to provide training on trauma and resilience informed practices including topics such as de-escalation, noticing signs of agitation, strengthening relationships, and modeling prosocial behavior.</p>



<p>4.5 Teacher/Staff Credentials</p>	<p>As of May 25, 2023, the Bureau of Educator Standards and Certification reported 8 staff identified in the Educator Data System as out of compliance for the 2022-23 school year.</p> <p>Per state statute, it is the school’s responsibility to take steps to ensure 100% of school staff hold appropriate certificates, permits, or authorizations for positions.</p>	<p>We are pleased to report we’ve fully addressed certification compliance for the 8 teachers identified. As a result:</p> <ul style="list-style-type: none"> <li>- 1 teacher was awarded certification during the 23-24 school year.</li> <li>- 1 teacher was terminated for failing to meet certification requirements.</li> <li>- 1 teacher applied for certification and their file is under review.</li> <li>- 2 teachers were demoted to a role that does not require certification.</li> <li>- 3 teachers were moved to a new role where certification is possible.</li> </ul> <p>We continue to work to strengthen our systems and processes to ensure compliance in this area.</p>
--------------------------------------	---	---

<p><b>5. Stewardship, Governance, and Management Best Practices:</b> In 250 words or less, summarize practices/processes established in the areas of stewardship, governance, and management (e.g., financial management, reporting compliance, sustaining financial viability, and school operations) that ensure the school is financially viable, organizationally healthy, strong, and held accountable to established goals. Explain the rationale for establishing and/or continuing the practice(s). Explain the impact on the school, referencing quantitative and qualitative data. Provide evidence of collaboration with local school districts in this area as appropriate.</p>
<p>Amistad Academy has devoted significant resources and effort to improving governance, financial systems, and operating policies and procedures. Accomplishments include:</p> <ol style="list-style-type: none"> <li>1. Improved financial reporting to the Amistad Board of Directors and greater involvement of Amistad Academy’s Finance Committee to understand financial reporting and align on financial decision making</li> <li>2. Continued use of a governance calendar for the charter’s board of directors to ensure required policy reviews and approvals are taken up on a timely basis</li> <li>3. Continued partnership between network staff, school leaders, and Board members to ensure aligned decision making</li> </ol> <p>Areas of further improvement include ongoing Board member recruitment, specifically focused on recruiting members that represent the communities we serve and who have educational experience who can help guide and develop our school leadership and staff members.</p> <p>Financial and organizational sustainability is an overarching goal in Amistad’s operating strategy. AF Network Support assists Amistad schools in managing financial risk through central planning and implementation of strict budgetary control in the schools. AF Network Support also has teams of experts, who, through economies of scale and specialization, enable AF schools to focus on student achievement by performing key tasks with significantly less expense and with higher levels of quality than the school could on its own. Amistad’s current budgets reflect fiscally sound schools with established plans to continue the financial viability and sustainability for years to come.</p>

**PART 4: STUDENT POPULATION**

**1. Enrollment and Demographic Data:** Provide 2022-2023 student demographic and enrollment information.

<b>Grades Served:</b>	K-12	<b>American Indian or Alaska Native:</b>	48
<b>Student Enrollment:</b>	1117	<b>Asian:</b>	11
		<b>Black/African American:</b>	783
<b>Percent of Free/Reduced-Price Meals:</b>	77.5%	<b>Hispanic/Latino:</b>	397
		<b>Native Hawaiian or Pacific Islander:</b>	5
<b>Percent of Special Education Students:</b>	9.5%	<b>Two or More Races:</b>	22
		<b>White:</b>	315

**2022-2023 Enrollment by Grade Level:**

PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
NA	98	91	87	96	96	98	97	93	87	69	69	71	65	<b>1117</b>

**2. Enrollment Efforts:** Summarize the school’s efforts to attract, enroll and retain a diverse student population, representative of students of color, low-income students, English learners/Multilingual learners, and students with disabilities.

Amistad is a public charter school with a free and open lottery to all. We aim to have our schools reflect the demographic composition of the neighborhoods we serve. Our goal is to prepare our scholars to achieve academic success, receive college acceptance, attain college graduation at the same rates as their more affluent peers, and career readiness.

The Achievement First’s recruitment and student enrollment team works with school based staff to carry out a comprehensive recruitment strategy consisting of direct outreach, Refer-A-Friend campaigns, information sessions, school-based open houses, presentations at local education agencies and community based organizations, neighborhood canvassing at nearby high-density housing and building locations, and geo-targeted mailings to reach families across the region.

Furthermore, our student recruitment team is bilingual and has made extensive efforts to reach out to families who speak languages other than English. Brochures and other marketing materials, including the AF website page for student enrollment, are available in both English and Spanish.

Lastly, our efforts to recruit students with disabilities have focused primarily on making clear in promotional materials and presentations that AF offers services in accordance with Individualized Education Programs (IEPs). The lottery also uses a weighted preference for students with disabilities.

Amistad has consistently experienced strong enrollment and healthy waitlists, and the neighborhoods that the school serves are not experiencing any demographic shifts that would suggest that demand would decrease.

**3. Waitlist Data:** Provide waitlist totals below, illustrating demand and community support for the school.

2022-2023 Waitlist:	2023-2024 Waitlist:
234	68

**4. Student Population Best Practice:** In 250 words or less, summarize practice(s)/system(s) used in the area of student population (e.g., family and community engagement, recruitment processes, retention strategies) to ensure the school promotes equity by effectively attracting, enrolling and retaining students, particularly among targeted populations. Explain the rationale for establishing and/or continuing the practice(s). Include a brief narrative on the school’s unique model and describe the practice(s) and its impact on the school,





referencing quantitative and qualitative data. Provide evidence of collaboration with local school districts in this area as appropriate.

Retention of students at AF schools is a network-wide priority and one of the key performance indicators identified for schools as part of the network's strategic imperatives. We believe that retention of students within at-risk populations depends primarily on the academic progress these students are making. As such, the most important retention efforts for at-risk populations will be great instruction and regular review of data that ensures that students in these populations are receiving the support and services they need in order to be successful. Data—including academic performance, attendance, and behavior data—are disaggregated and shared with the school leadership team, so that early warning signs can be identified, and appropriate interventions identified.

Our systems and data team conducted an analysis to identify which data is the best predictor of a family exiting. We learned that attending to family satisfaction, as indicated on our family engagement survey, is the most important data point to inform intervention. AF schools analyze their family engagement data and create a plan to respond to family feedback. Additionally, the network Director of Family Engagement analyzes all of the data and synthesizes the biggest themes heard from families to prioritize and improve network practices.

Furthermore, we believe that strong Tier 2 and 3 interventions, strong language- focused instruction, as well as family collaboration and partnerships are the most effective approaches to prevent the attrition of students with disabilities and multilingual learners. Our communication with families about the high expectations we hold for every child and the differentiated supports and services we provide to make sure each child meets these expectations result in positive outcomes for students with exceptional needs. The network support data team and team special services provide disaggregated academic and behavioral data for students with disabilities and multilingual learners directly to the principals, monthly, to flag any student for whom additional support is needed. Our experience has been that when students with disabilities and multilingual make strong academic progress it is a direct result of strong instructional practices that are rooted in the proper identification, differentiated programmatic services, and family partnerships.

## APPENDIX B: CHARTER SCHOOL PERFORMANCE FRAMEWORK

The Connecticut State Department of Education’s (CSDE) charter school performance framework promotes clear and transparent expectations for all charter schools. The four performance standards are central to measuring schools’ efficacy and viability, and align to state law and national best practices among charter school authorizers as accumulated by the National Association of Charter School Authorizers. Within each standard area, the framework identifies a series of indicators used to evaluate charter schools. The framework drives the CSDE’s charter school accountability systems and processes, including initial approval decisions, annual monitoring, and renewal determinations.

Performance Standards:	
<ol style="list-style-type: none"> <li>1. <b>School Performance:</b> Is the school a successful model resulting in strong student outcomes and a positive school climate?</li> <li>2. <b>Stewardship, Governance, and Management:</b> Is the school financially and organizationally healthy and viable?</li> <li>3. <b>Student Population:</b> Is the school promoting equity by effectively attracting, enrolling, and retaining students, particularly among targeted populations?</li> <li>4. <b>Legal Compliance:</b> Is the school acting in compliance with applicable laws and regulations?</li> </ol>	
Performance Standards:	Performance Indicators:
1. School Performance	<ol style="list-style-type: none"> <li>1.1. Academic Achievement               <ol style="list-style-type: none"> <li>a. ELA Performance Index–All Students</li> <li>b. ELA Performance Index–High Needs Students</li> <li>c. Math Performance Index–All Students</li> <li>d. Math Performance Index–High Needs Students</li> <li>e. Science Performance Index–All Students</li> <li>f. Science Performance Index–High Needs Students</li> </ol> </li> <li>1.2. Academic Growth               <ol style="list-style-type: none"> <li>a. ELA Academic Growth–All Students</li> <li>b. ELA Academic Growth–High Needs Students</li> <li>c. Math Academic Growth–All Students</li> <li>d. Math Academic Growth–High Needs Students</li> <li>e. Progress toward English Language Proficiency–Literacy</li> <li>f. Progress toward English Language Proficiency-Oral</li> </ol> </li> <li>1.3. Participation Rates–ELA, Math, Science (a. All Students, b. High Needs)</li> <li>1.4. Chronic Absenteeism (a. All Students, b. High Needs)</li> <li>1.5. Postsecondary Preparation</li> <li>1.6. Postsecondary Readiness</li> <li>1.7. On-track to High School Graduation</li> <li>1.8. 4-year Adjusted Cohort Graduation (All Students)</li> <li>1.9. 6-year Adjusted Cohort Graduation (High Needs Students)</li> <li>1.10. Postsecondary Entrance Rate</li> <li>1.11. Physical Fitness</li> <li>1.12. Arts Access</li> </ol>
2. Stewardship, Governance, and Management	<ol style="list-style-type: none"> <li>2.1. Financial Management</li> <li>2.2. Financial Reporting</li> <li>2.3. Financial Viability</li> <li>2.4. Governance and Management</li> <li>2.5. Facility</li> </ol>
3. Student Population	<ol style="list-style-type: none"> <li>3.1. Recruitment and Enrollment Process</li> <li>3.2. Waitlist and Enrollment Data</li> <li>3.3. Demographic Representation</li> <li>3.4. Family and Community Support</li> <li>3.5. School Culture and Climate</li> </ol>
4. Legal Compliance	<ol style="list-style-type: none"> <li>4.1. Open Meetings and Information Management</li> <li>4.2. Students with Disabilities</li> <li>4.3. English Learners</li> <li>4.4. Rights of Students</li> <li>4.5. Teacher/Staff Credentials</li> <li>4.6. Employee Rights</li> </ol>

## APPENDIX C: STATEMENT OF ASSURANCES

It is imperative that charter schools—as with all other public schools—adopt and uphold the highest ethical and legal standards while delivering excellent academic opportunities for students and their families.

As the authorized representative of **Amistad Academy**, to the best of my knowledge, I affirm that:

1. Pursuant to C.G.S.A. § 10-66rr, all board members and staff have satisfactorily completed background checks, including a state and national criminal record check and a record check of the Department of Children and Families child abuse and neglect registry.
2. Pursuant to C.G.S.A. § 10-66rr, if applicable, all charter school management organization (CMO) governing board members and staff members, who performs a service involving direct student contact have satisfactorily completed background checks, as described in (1).
3. All contractors doing business with the school, who performs a service involving direct student contact have satisfactorily completed background checks, as described in (1).
4. Records of any and all background checks described above, are on file at **Amistad Academy** and available for random audit by the Connecticut State Department of Education (CSDE).
5. Pursuant to C.G.S.A. § 10-66oo, **Amistad Academy** Governing Board has adopted written anti-nepotism and conflict of interest policies consistent with state law and best practices in nonprofit corporate governance, and pursuant to 10-66bb(d), that no member or employee of the Governing Board has a personal or financial interest in any asset, real or personal, of the charter school.
6. Pursuant to C.G.S.A. § 10-66oo, each member of a governing council of a state or local charter school shall complete training related to charter school governing council responsibilities and best practices at least once during the term of the charter, and that no board member of **Amistad Academy** serves on the board of another charter school or CMO.
7. All public funds received by **Amistad Academy** have been, or are being, expended prudently and in a manner required by law.
8. All Governing Board meetings are open and accessible to the public, and that **Amistad Academy** has posted, and continues to post, on any Internet website that the Governing Board operates, the schedule, agenda, and minutes of each Governing Board meeting, including any meeting of a subcommittee of the Governing Board.
9. **Amistad Academy** does not discriminate in any employment practice, education program, or educational activity on the basis of race, color, religious creed, sex, age, national origin, ancestry, marital status, sexual orientation, gender identity or expression, disability, or any other basis prohibited by Connecticut state and/or federal nondiscrimination laws.
10. **Amistad Academy** does not operate any school location outside the scope of its approved charter or subsequent State Board of Education approval.



By signing this Statement of Assurances on behalf of the Governing Board of **Amistad Academy**, I acknowledge that I understand the terms contained herein and affirm the validity of each statement to the best of my knowledge. I further understand that **Amistad Academy** may be subject to random audit by the CSDE to verify these statements.

Signature:

Lorraine Gibbons

Name of Board Chairperson:

Lorraine Gibbons

Date:

October 17, 2023

**Achievement First Hartford Academy, Inc.**

**Financial Statements, Federal Awards in Accordance  
with the Uniform Guidance, State Financial Assistance  
in Accordance with the State Single Audit Act, and  
Independent Auditor's Reports**

**June 30, 2022**

---

**Achievement First Hartford Academy, Inc.**

Index

	<u>Page</u>
Independent Auditor's Report	2
Financial Statements	
Statement of Financial Position	5
Statement of Activities and Changes in Net Assets	6
Statement of Functional Expenses	7
Statement of Cash Flows	8
Notes to Financial Statements	9
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>	17
Independent Auditor's Report on Compliance for the Major Federal Program and Report on Internal Control over Compliance Required by the Uniform Guidance	19
Schedule of Expenditures of Federal Awards	22
Notes to Schedule of Expenditures of Federal Awards	23
Schedule of Findings and Questioned Costs	24
Independent Auditor's Report on Compliance for the Major State Program and Report on Internal Control over Compliance Required by the State Single Audit Act	26
Schedule of Expenditures of State Financial Assistance	29
Note to Schedule of Expenditures of State Financial Assistance	30
Schedule of Findings and Questioned Costs	31

## Independent Auditor's Report

To the Board of Directors  
Achievement First Hartford Academy, Inc.

Report on the Audit of the Financial Statements

### *Opinion*

We have audited the financial statements of Achievement First Hartford Academy, Inc., which comprise the statement of financial position as of June 30, 2022, and the related statements of activities and changes in net assets, 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 Achievement First Hartford Academy, Inc. as of June 30, 2022, 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 Achievement First Hartford Academy, Inc. 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 Achievement First Hartford Academy, Inc.'s ability to continue as a going concern for one year after the date that the financial statements are 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 Achievement First Hartford Academy, Inc.'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 Achievement First Hartford Academy, Inc.'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.

#### *Reported on Summarized Comparative Information*

We have previously audited Achievement First Hartford Academy, Inc.'s June 30, 2021 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated December 22, 2021. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2021 is consistent, in all material respects, with the audited financial statements from which it has been derived.

#### *Supplementary Information*

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary schedules of expenditures of federal awards and state financial assistance, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* and the Connecticut State Single Audit Act are presented for purposes of additional analysis and are not a required part of the financial statements. Such 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. The information has been subjected to the auditing procedures applied in the audit of the financial statements and 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 other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedules of expenditures of federal awards and state financial assistance are 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 December 22, 2022, on our consideration of Achievement First Hartford Academy, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and 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 Achievement First Hartford Academy, Inc.'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 Achievement First Hartford Academy, Inc.'s internal control over financial reporting and compliance.

*CohnReznick LLP*

Hartford, Connecticut  
December 22, 2022

**Achievement First Hartford Academy, Inc.**

**Statement of Financial Position  
June 30, 2022  
(With Comparative Totals for 2021)**

	<u>Assets</u>	
	<u>2022</u>	<u>2021</u>
Current assets		
Cash	\$ 5,946,550	\$ 3,749,536
Grants and other receivables	2,102,135	1,706,756
Prepaid expenses and other assets	18,306	9,031
Due from other schools	<u>21,407</u>	<u>4,428</u>
Total current assets	8,088,398	5,469,751
Noncurrent assets		
Property and equipment, net	<u>1,192,994</u>	<u>1,481,682</u>
Total assets	<u><u>\$ 9,281,392</u></u>	<u><u>\$ 6,951,433</u></u>
	<u>Liabilities and Net Assets</u>	
Current liabilities		
Accounts payable and accrued expenses	\$ 370,806	\$ 314,045
Accrued salaries and other payroll related expenses	100,402	140,080
Prepaid revenue	5,400	-
Refundable advance	1,628,373	1,658,151
Due to related party	6,146,376	3,537,375
Due to other schools	<u>6,248</u>	<u>15,218</u>
Total current liabilities	<u>8,257,605</u>	<u>5,664,869</u>
Total liabilities	<u>8,257,605</u>	<u>5,664,869</u>
Commitments and contingencies		
Net assets		
Without donor restrictions	1,017,038	1,279,815
With donor restrictions	<u>6,749</u>	<u>6,749</u>
Total net assets	<u>1,023,787</u>	<u>1,286,564</u>
Total liabilities and net assets	<u><u>\$ 9,281,392</u></u>	<u><u>\$ 6,951,433</u></u>

See Notes to Financial Statements.

**Achievement First Hartford Academy, Inc.**

**Statement of Activities and Changes in Net Assets  
Year Ended June 30, 2022  
(With Comparative Totals for 2021)**

	Without donor restrictions	With donor restrictions	2022	2021
Operating revenue				
State and local per pupil operating revenue	\$ 13,407,058	\$ -	\$ 13,407,058	\$ 11,380,599
Federal, state and local grants	2,227,738	-	2,227,738	1,652,986
Special education revenue	1,615,467	-	1,615,467	1,473,410
Other revenue	15,139	-	15,139	15,580
<b>Total operating revenue</b>	<b>17,265,402</b>	<b>-</b>	<b>17,265,402</b>	<b>14,522,575</b>
Expenses				
Program services	15,511,062	-	15,511,062	14,296,150
General and administrative	2,115,871	-	2,115,871	1,798,357
Fundraising	4,600	-	4,600	5,600
<b>Total expenses</b>	<b>17,631,533</b>	<b>-</b>	<b>17,631,533</b>	<b>16,100,107</b>
Deficit on school operations from government funding	(366,131)	-	(366,131)	(1,577,532)
Support and other revenue				
Contributions - operations	86,522	-	86,522	152,524
PPP loan forgiveness	-	-	-	2,360,400
Interest income and other income	16,832	-	16,832	34,178
Loss on disposal of property and equipment	-	-	-	(160)
<b>Total support and other revenue</b>	<b>103,354</b>	<b>-</b>	<b>103,354</b>	<b>2,546,942</b>
Change in net assets	(262,777)	-	(262,777)	969,410
Net assets, beginning	1,279,815	6,749	1,286,564	317,154
Net assets, end	<b>\$ 1,017,038</b>	<b>\$ 6,749</b>	<b>\$ 1,023,787</b>	<b>\$ 1,286,564</b>

See Notes to Financial Statements.

**Achievement First Hartford Academy, Inc.**

**Statement of Functional Expenses  
Year Ended June 30, 2022  
(With Comparative Totals for 2021)**

	Regular Education	Special Education	Total program services	General and administrative	Fundraising	Total supporting services	2022 Total	2021 Total
Personnel services costs								
Administrative staff personnel	\$ -	\$ -	\$ -	\$ 1,461,552	\$ -	\$ 1,461,552	\$ 1,461,552	\$ 1,248,538
Instructional personnel	8,122,527	1,580,963	9,703,490	-	-	-	9,703,490	9,311,314
Total personnel services costs	8,122,527	1,580,963	9,703,490	1,461,552	-	1,461,552	11,165,042	10,559,852
Fringe benefits and payroll taxes	1,339,698	183,552	1,523,250	229,434	-	229,434	1,752,684	1,678,676
Retirement	49,540	6,787	56,327	8,484	-	8,484	64,811	62,899
Management company fees	1,661,705	-	1,661,705	87,700	4,600	92,300	1,754,005	1,705,242
Accounting/audit services	-	-	-	32,910	-	32,910	32,910	31,950
Other purchased/professional/ consulting services	-	224,980	224,980	10,500	-	10,500	235,480	250,752
Building and land rent/lease	-	-	-	-	-	-	-	500
Repairs and maintenance	146,263	20,039	166,302	25,049	-	25,049	191,351	188,947
Insurance	57,191	7,836	65,027	9,795	-	9,795	74,822	62,719
Utilities	19,759	2,707	22,466	3,384	-	3,384	25,850	24,231
Supplies/materials	267,473	36,646	304,119	-	-	-	304,119	170,530
Equipment/furnishings	65,676	8,998	74,674	11,247	-	11,247	85,921	86,275
Staff development	58,871	8,066	66,937	6,335	-	6,335	73,272	44,389
Marketing/recruitment	1,003	137	1,140	-	-	-	1,140	8,671
Technology	608,802	83,411	692,213	8,206	-	8,206	700,419	470,798
Food service	12,854	1,761	14,615	-	-	-	14,615	8,962
Student services	194,915	26,705	221,620	-	-	-	221,620	55,721
Office expense	343,448	47,056	390,504	126,875	-	126,875	517,379	329,953
Depreciation and amortization	215,074	29,467	244,541	61,135	-	61,135	305,676	284,544
Other	66,731	9,143	75,874	33,265	-	33,265	109,139	68,121
Parental activities	1,124	154	1,278	-	-	-	1,278	6,375
Total expenses	<u>\$ 13,232,654</u>	<u>\$ 2,278,408</u>	<u>\$ 15,511,062</u>	<u>\$ 2,115,871</u>	<u>\$ 4,600</u>	<u>\$ 2,120,471</u>	<u>\$ 17,631,533</u>	<u>\$ 16,100,107</u>

See Notes to Financial Statements.

**Achievement First Hartford Academy, Inc.**

**Statement of Cash Flows  
Year Ended June 30, 2022  
(With Comparative Totals for 2021)**

	2022	2021
Cash flows from operating activities		
Change in net assets	\$ (262,777)	\$ 969,410
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation and amortization	305,676	284,544
PPP loan forgiveness	-	(2,360,400)
Loss on disposal of property and equipment	-	160
Changes in operating assets and liabilities		
Grants and other receivables	(395,379)	(1,537,457)
Prepaid expenses and other assets	(9,275)	(1,950)
Due from other schools	(16,979)	(888)
Accounts payable and accrued expenses	56,761	59,752
Accrued salaries and other payroll related expenses	(39,678)	(60,939)
Prepaid revenue	5,400	(2,321)
Refundable advance	(29,778)	1,658,151
Due to related party	2,609,001	1,454,038
Due to other schools	(8,970)	(20,743)
	<u>2,214,002</u>	<u>441,357</u>
Net cash provided by operating activities		
Cash flows from investing activities		
Purchase of property and equipment	(16,988)	(185,107)
Construction in progress	-	(11,906)
	<u>(16,988)</u>	<u>(197,013)</u>
Net cash used in investing activities		
Net increase in cash	2,197,014	244,344
Cash, beginning	<u>3,749,536</u>	<u>3,505,192</u>
Cash, end	<u>\$ 5,946,550</u>	<u>\$ 3,749,536</u>
Noncash investing and financing transactions		
Property and equipment transferred from construction in progress	<u>\$ -</u>	<u>\$ 41,744</u>

See Notes to Financial Statements.

## Achievement First Hartford Academy, Inc.

### Notes to Financial Statements June 30, 2022

#### Note 1 - Nature of operations

Achievement First Hartford Academy, Inc. (the "Academy") was incorporated to focus on strengthening the academic and character skills needed for all students to excel in top-tier colleges, to achieve success in a competitive world and to serve as the next generation of leaders in their communities. On September 5, 2007, the Board of Education of the State of Connecticut granted the Academy a charter which has been renewed through June 30, 2023. The Academy serves students from low income households in Hartford, Connecticut. In fiscal year 2022, the Academy operated classes for students in grades K-12. The Academy's primary sources of income are per pupil and other government funding.

The Academy is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (the "IRC"). The Academy has also been classified as an entity that is not a private foundation within the meaning of Section 509(a) of the IRC and qualifies for deductible contributions as provided in Section 170(b)(1)(A)(ii) of the IRC.

#### Note 2 - Summary of significant accounting policies

##### Basis of presentation

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the Academy and changes therein are classified and reported as follows:

*Net assets without donor restrictions* represent available resources other than donor-restricted contributions. Included in net assets without donor restrictions are funds that may be earmarked for specific purposes.

*Board-designated net assets* represent net assets established by the Board of Directors, which represents funds without donor restrictions set aside for future needs of the Academy. The Academy aspires to have a reserve of 2.5% of its annual budget at any time. Cash basis operating surpluses, if they exist at year-end, may be used to accumulate the board-designated reserve. Utilization of the reserve may be approved by the Board of Directors and used for emergency funds in case of an unexpected financial crisis, start-up costs for growth needs, facility capital requirements, principal-in-residence salaries and one-time projects which have significant future potential. The reserve balance will be generated from the schools' budgeted per-pupil operating revenue, excluding state and federal nonoperating grants.

*Net assets with donor restrictions* are subject to donor- (or certain grantor-) imposed restrictions which are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity.

##### Statement of cash flows

For purposes of reporting cash flows, the Academy considers all highly-liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents. There were no cash equivalents at June 30, 2022.

## **Achievement First Hartford Academy, Inc.**

### **Notes to Financial Statements June 30, 2022**

#### **Grants and other receivables**

Grants receivable represent amounts owed to the Academy for federal or state funding. Grants receivable that are expected to be collected within one year, and recorded at net realizable value, are \$2,102,135 at June 30, 2022. The Academy has determined that no allowance for uncollectible accounts for grants receivable is necessary as of June 30, 2022. Such estimate is based on management's assessments of the creditworthiness of its donors, the aging of its receivables as well as current economic conditions and historical information.

#### **Revenue recognition**

Contributions are classified as either conditional or unconditional. A conditional contribution is a transaction where the Academy has to overcome a barrier or hurdle to be entitled to the resource and the resource provider is released from the obligation to fund or has the right of return of any advanced funding if the Academy fails to overcome the barrier. The Academy reports unconditional promises to give as revenue when the promise is received. Conditional promises to give are recognized as revenue when the condition is met. Grants and contributions received are recorded as with or without donor restrictions depending on the existence and/or nature of any donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities and changes in net assets as net assets released from restrictions. Donor-restricted contributions whose conditions and restrictions are met in the same reporting period have been reported as support increasing net assets without donor restrictions in the statement of activities and changes in net assets.

Grants may be considered an exchange transaction or a conditional/unconditional promise to give. Federal, state and private awards are used to finance education programs and capital improvements. The Academy recognizes grants to the extent that eligible grant costs are incurred. Receivables are recognized to the extent costs have been incurred, but not reimbursed. Receipts of grant awards in advance, which are payable back to the funding agency if not used, are classified as refundable advances in the accompanying statement of financial position.

The Academy receives a substantial portion of its support and revenue from the State Department of Education. If the charter school laws were modified, reducing or eliminating these revenues, the Academy's finances could be materially adversely affected.

#### **Donated goods and services**

The Academy occasionally receives contributed goods and services. Such goods and services are only recorded as in-kind contributions at their fair value, provided they meet the criteria for recognition. Such criteria includes contributions of services that (i) create or enhance nonfinancial assets or those that require specialized skills, (ii) are provided by individuals possessing those skills, and (iii) would typically need to be purchased, if not provided by donation, and are recorded at their fair value in the period received.

Contributed services received from Board Members and volunteers are not recorded in the financial statements since these services do not meet the criteria for recognition as contributed services.

#### **Property and equipment**

Property and equipment are stated at cost. The Academy has established a threshold for review of expenditures equal to or greater than \$3,000 for potential capitalization as a fixed asset. Maintenance and repairs are charged to expense as incurred; major renewals and betterments are capitalized.

## Achievement First Hartford Academy, Inc.

### Notes to Financial Statements June 30, 2022

Depreciation and amortization are provided on a straight-line basis over the estimated useful lives or lease terms as follows:

Leasehold improvements	5 - 28 years
Furniture and fixtures	5 years
Computers and hardware	3 - 5 years
Musical instruments	5 years
Equipment	3 - 5 years
Software	3 years

#### Long-lived assets

The Academy recognizes an impairment loss when the carrying amount of a long-lived asset exceeds its fair value. In the event that facts and circumstances indicate that the carrying amounts of long-lived assets may be impaired, an evaluation of recoverability would be performed. The evaluation process consists of comparing the estimated future undiscounted cash flows associated with the asset to the asset's carrying amount to determine if a write down is required. If the review indicates that the asset will not be recoverable, the carrying value of the asset would be reduced to its estimated realizable value. There was no impairment loss recognized for the year ended June 30, 2022.

#### Functional allocation of expenses

The statement of functional expenses presents the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the programs and supporting services benefited based on management's assessment. Health and retirement benefits and payroll taxes are allocated to programs based on the percentage of salary expense of the program to total salary expense.

#### Income taxes

The Academy is classified by the Internal Revenue Service ("IRS") as exempt from income tax under Section 501(a) of the IRC as a public education school described in Section 501(c)(3).

The Academy has no unrecognized tax benefits at June 30, 2022. The Academy's federal and state tax returns prior to fiscal year 2019 are closed and management continually evaluates expiring statutes of limitations, audits, proposed settlements, changes in tax law and new authoritative rulings.

If applicable, the Academy would recognize interest and penalties associated with tax matters as part of general and administrative expenses in the statement of activities and changes in net assets and include accrued interest and penalties in accrued expenses in the statement of financial position. The Academy did not recognize any interest or penalties associated with tax matters for the year ended June 30, 2022.

#### Prior year summarized information

The financial statements include certain prior year summarized comparative information in total, but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the financial statements of Achievement First Hartford Academy, Inc. for the year ended June 30, 2021, from which the summarized information was derived.



**Achievement First Hartford Academy, Inc.**

**Notes to Financial Statements  
June 30, 2022**

**Use of estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

**Concentrations of credit risk**

The Academy maintains cash and cash equivalent balances in two financial institutions. Accounts at each institution are insured by the Federal Deposit Insurance Corporation. From time to time, the Academy's balances may exceed these limits. As of June 30, 2022, the Academy's uninsured bank balances totaled approximately \$5,855,000. The Academy limits its credit risk by selecting financial institutions considered to be highly creditworthy.

**Reclassifications**

Certain amounts in the prior year financial statements have been reclassified to conform to the current year presentation.

**Subsequent events**

Management has reviewed subsequent events through December 22, 2022, which is the date the financial statements were approved and available for issuance.

**Note 3 - Liquidity**

The Academy regularly monitors liquidity required to meet its annual operating needs and other contractual commitments. As of June 30, 2022, the Academy has the following financial assets available to meet annual operating needs for the next fiscal year, as follows:

Cash	\$	5,946,550
Grants and other receivables		2,102,135
Due from other schools		<u>21,407</u>
Total financial assets		8,070,092
Less		
Net assets with donor restrictions		<u>(6,749)</u>
Financial assets available to meet cash needs for general expenditures within one year	\$	<u><u>8,063,343</u></u>

These financial assets are not subject to any grantor or contractual restrictions. The Academy supports its general operations primarily with federal and state grants, which are restricted as to use, state and local per pupil funds, contributions without donor restrictions and contributions with donor restrictions whose time or purpose restriction has been met.

**Note 4 - Concentrations**

The Academy currently receives approximately 99% of its operating revenue, which is subject to specific requirements, from the Federal and State Departments of Education and the City of Hartford. The Academy's grants and other receivables consist of approximately 100% from these major grantors.

**Achievement First Hartford Academy, Inc.**

**Notes to Financial Statements  
June 30, 2022**

**Note 5 - Lease agreement**

In 2010, the Academy entered into a Memorandum of Understanding to lease a portion of the school buildings, known as the Lewis Fox Middle School and Global Communication Academy IB, with the City of Hartford at a cost of \$1 per year. The lease has been renewed through July 2023.

The Academy leases copiers under noncancelable operating leases which will expire in July 2023. The lease expense for the year ended June 30, 2022 was \$90,996. Future minimum lease payments are as follows:

2023	\$	11,464
2024		<u>622</u>
	\$	<u>12,086</u>

**Note 6 - Property and equipment**

The following is a summary of property and equipment at June 30, 2022:

Leasehold improvements	\$	3,836,012
Furniture and fixtures		304,073
Computers and hardware		38,757
Musical instruments		2,236
Equipment		327,710
Software		<u>8,359</u>
		4,517,147
Less accumulated depreciation and amortization		<u>(3,324,153)</u>
Net property and equipment	\$	<u>1,192,994</u>

Depreciation and amortization expense was \$305,676 for the year ended June 30, 2022.

**Note 7 - Related party transactions**

The Academy entered into an Academic and Business Services Agreement (the "Agreement") with Achievement First, Inc. ("AF"), a not-for-profit organization dedicated to helping start and run charter schools. This Agreement provides management and other administrative support services to the Academy.

Pursuant to the terms of the Agreement, the Academy pays a service fee equivalent to 10% of all eligible public revenues received by the Academy during or for that school year. Public revenues include all sources of revenue from a public source, but specifically exclude in-kind contributions such as student transportation, start-up funding, funding for student meals, and funding from competitive public grants. The term of the Agreement is through the Charter renewal date of June 30, 2023. The Agreement automatically renews to coincide with the charter renewals. The Agreement covers services including bookkeeping, facilities acquisition and management, special education delivery support, data analysis management support, and tutoring program support. The Academy is to pay AF an ancillary services fee that is mutually negotiated by the Academy and AF.

**Achievement First Hartford Academy, Inc.**

**Notes to Financial Statements  
June 30, 2022**

For the year ended June 30, 2022, the Academy incurred management and ancillary service fees of \$1,754,005, which are included in the accompanying statement of functional expenses. AF pledged \$84,514 in miscellaneous funding for the year ended June 30, 2022. AF also provided \$15,139 of in-kind contributions. The amount due to AF was \$6,146,376 at June 30, 2022.

**Note 8 - Due to/from other schools**

Throughout the year, the Academy shares various costs with other schools. At June 30, 2022, the following amounts are outstanding:

Due from Achievement First Brooklyn Charter Schools	\$	21,407
Due to Achievement First Bridgeport Academy, Inc.		(1,087)
Due to Amistad Academy, Inc.		(4,074)
Due to Elm City College Preparatory, Inc.		(1,087)
		<hr/>
	\$	<u>15,159</u>

**Note 9 - Pension plan**

The Academy adopted a 403(b) profit sharing plan (the "Plan") which covers employees not eligible for the Connecticut State Teachers' Retirement Board Plan (the "TRB Plan"). The Plan is a defined contribution plan. Employees are eligible to enroll in the Plan upon employment. Those employees who have completed at least one full year of service are also eligible for employer contributions. The Plan provides for the Academy to contribute up to 4% of an employee's salary, up to a maximum match of \$2,500 per year, per employee. The Academy contribution is not vested until the employee's third year, when they become fully vested. For the year ended June 30, 2022, pension expense for the Academy was \$64,811, which is included in retirement in the accompanying statement of functional expenses.

Certain employees of the Academy are required to participate in a defined benefit plan established and administered by the TRB Plan. The Academy is not required to and does not contribute to the TRB Plan.

**Note 10 - Net assets with donor restrictions**

Net assets with donor restrictions may be purpose or time restricted. During the year ended June 30, 2022, no amounts were released from restriction for eligible expenditures. At June 30, 2022, net assets with donor restrictions consisted of the following:

Net assets restricted for purpose		
Mentoring program	\$	4,949
Fencing club gift		1,800
		<hr/>
	\$	<u>6,749</u>

**Note 11 - Risk management**

The Academy is exposed to various risks of loss related to torts; thefts of, damage to and destruction of assets; actions by employees and parents and natural disasters. The Academy maintains commercial insurance to protect itself from these risks.

**Achievement First Hartford Academy, Inc.**

**Notes to Financial Statements  
June 30, 2022**

The Academy entered into contractual relationships with certain governmental funding sources. The governmental agencies may request return of funds as a result of noncompliance by the Academy. The accompanying financial statements make no provision for the possible disallowance or refund, because management does not believe that there are any liabilities to be recorded.

**Note 12 - Conditional contributions**

During the year ended June 30, 2021, the Academy received three conditional grants related to the Elementary and Secondary Schools Emergency Relief ("ESSER") Funds grant. These grants in total were awarded in the amount of \$10,627,162 to address the impact of COVID-19 as defined in the grant. During the year ended June 30, 2022, \$1,118,013 of the conditional contribution was recorded as grant revenues upon meeting certain conditions of the grant requirements. Since the grant represents a conditional contribution, the remaining \$9,122,271 has not been recorded as contribution revenue until donor conditions are met.

**Note 13 - Contingencies**

In early 2020, an outbreak of a novel strain of coronavirus (COVID-19) emerged globally. As a result, events have occurred including mandates from federal, state and local authorities leading to an overall decline in economic activity. The spread of this virus has caused business disruption domestically in the United States, the area in which the Academy primarily operates. While the disruption is currently expected to be temporary, there is considerable uncertainty around the duration of this disruption. Therefore, while the Academy understands this matter may negatively impact the Academy's financial condition, results of operations, or cash flows, the extent of the financial impact and duration cannot be reasonably estimated at this time.

## **Supplementary Information**

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*

To the Board of Directors  
Achievement First Hartford Academy, Inc.

We have audited, in accordance with 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 Achievement First Hartford Academy, Inc., which comprise the statement of financial position as of June 30, 2022, and the related statements of activities and changes in net assets, 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 December 22, 2022.

#### Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Achievement First Hartford Academy, Inc.'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 Achievement First Hartford Academy, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Achievement First Hartford Academy, Inc.'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 Achievement First Hartford Academy, Inc.'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.

*CohnReznick LLP*

Hartford, Connecticut  
December 22, 2022

Independent Auditor's Report on Compliance for the Major Federal Program  
and Report on Internal Control over Compliance Required by the Uniform Guidance

To the Board of Directors  
Achievement First Hartford Academy, Inc.

Report on Compliance for the Major Federal Program

*Opinion on the Major Federal Program*

We have audited Achievement First Hartford Academy, Inc.'s compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on Achievement First Hartford Academy, Inc.'s major federal program for the year ended June 30, 2022. Achievement First Hartford Academy, Inc.'s major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, Achievement First Hartford Academy, Inc. complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on the major federal program for the year ended June 30, 2022.

*Basis for Opinion on the Major Federal Program*

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 (*Government Auditing Standards*); 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 Achievement First Hartford Academy, Inc. and to meet our other ethical responsibilities, in accordance with 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 opinion on compliance for the major federal program. Our audit does not provide a legal determination of Achievement First Hartford Academy, Inc.'s compliance with the 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 Achievement First Hartford Academy, Inc.'s federal programs.

*Auditor's Responsibilities for the Audit of Compliance*

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Achievement First Hartford Academy, Inc.'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 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 Achievement First Hartford Academy, Inc.'s compliance with the requirements of the major 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 Achievement First Hartford Academy, Inc.'s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Achievement First Hartford Academy, Inc.'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 Achievement First Hartford Academy, Inc.'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 were not 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.

*CohnReznick LLP*

Hartford, Connecticut  
December 22, 2022

**Achievement First Hartford Academy, Inc.**

**Schedule of Expenditures of Federal Awards  
Year Ended June 30, 2022**

Federal grantor/pass-through grantor/ program or cluster title	Federal assistance listing number	Pass-through entity identifying number	Passed through to subrecipients	Total federal expenditures
U.S. Department of Education				
Passed through State Department of Education				
Title I Grants to Local Educational Agencies (LEAs)	84.010	12060-82070-20679	\$ -	\$ 939,673
Supporting Effective Instruction State Grants	84.367	12060-84131-20858	-	97,176
Student Support and Academic Enrichment Program	84.424	12060-82079-22854	-	66,917
Education Stabilization Fund under the Coronavirus Aid, Relief, and Economic Security Act: COVID-19 - Elementary and Secondary School Emergency Relief Fund	84.425D	12060-82079-29571	-	1,118,013
Passed through Amistad Academy, Inc.				
English Language Acquisition State Grants	84.365	12060-82075-20868	-	3,542
Total U.S. Department of Education			-	2,225,321
Total Expenditures of Federal Awards			\$ -	\$ 2,225,321

See Notes to Schedule of Expenditures of Federal Awards.

**Achievement First Hartford Academy, Inc.**

**Notes to Schedule of Expenditures of Federal Awards  
June 30, 2022**

**Note 1 - Basis of presentation**

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal award activity of Achievement First Hartford Academy, Inc. under programs of the federal government for the year ended June 30, 2022. 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 Achievement First Hartford Academy, Inc., it is not intended to and does not present the financial position, changes in net assets or cash flows of Achievement First Hartford Academy, Inc.

**Note 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 are limited as to reimbursement.

**Note 3 - Indirect cost rate**

Achievement First Hartford Academy, Inc. has not elected to use the 10 percent de minimis indirect cost rate as allowed under the Uniform Guidance.

**Achievement First Hartford Academy, Inc.**

**Schedule of Findings and Questioned Costs  
June 30, 2022**

**I. 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 opinion

Internal control over financial reporting

Material weakness(es) identified?

\_\_\_\_\_ yes X no

Significant deficiency(ies) identified?

\_\_\_\_\_ yes X none reported

Noncompliance material to financial statements noted?

\_\_\_\_\_ yes X no

Federal Awards

Internal control over major federal programs

Material weakness(es) identified?

\_\_\_\_\_ yes X no

Significant deficiency(ies) identified?

\_\_\_\_\_ yes X none reported

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

Unmodified opinion

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

\_\_\_\_\_ yes X no

Identification of major programs

Federal Assistance  
Listing Number(s)

Name of Federal Program or Cluster

84.425D

Education Stabilization Fund under the Coronavirus Aid, Relief, and Economic Security Act:  
COVID-19 - 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?

X yes \_\_\_\_\_ no

**Achievement First Hartford Academy, Inc.**

**Schedule of Findings and Questioned Costs  
June 30, 2022**

**II. Financial Statement Findings**

None

**III. Findings and Questioned Costs - Major Federal Award Programs Audit**

None

Independent Auditor's Report on Compliance for the Major State Program  
and Report on Internal Control over Compliance Required by the State Single Audit Act

To the Board of Directors  
Achievement First Hartford Academy, Inc.

Report on Compliance for the Major State Program

*Opinion on the Major State Program*

We have audited Achievement First Hartford Academy, Inc.'s compliance with the types of compliance requirements identified as subject to audit in the Office of Policy and Management's *Compliance Supplement* that could have a direct and material effect on Achievement First Hartford Academy, Inc.'s major state program for the year ended June 30, 2022. Achievement First Hartford Academy, Inc.'s major state program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, Achievement First Hartford Academy, Inc. complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on its major state program for the year ended June 30, 2022.

*Basis for Opinion on the Major State Program*

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 State Single Audit Act (C.G.S. Sections 4-230 to 4-236). Our responsibilities under those standards and the State Single Audit Act are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Achievement First Hartford Academy, Inc. and to meet our other ethical responsibilities, in accordance with 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 opinion on compliance for the major state program. Our audit does not provide a legal determination of Achievement First Hartford Academy, Inc.'s compliance with the 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 Achievement First Hartford Academy, Inc.'s state programs.

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

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Achievement First Hartford Academy, Inc.'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 State Single Audit Act 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 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 Achievement First Hartford Academy, Inc.'s compliance with the requirements of the major state program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the State Single Audit Act, 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 Achievement First Hartford Academy, Inc.'s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Achievement First Hartford Academy, Inc.'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 State Single Audit Act, but not for the purpose of expressing an opinion on the effectiveness of Achievement First Hartford Academy, Inc.'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 state 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 state 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 state 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 were not 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 State Single Audit Act. Accordingly, this report is not suitable for any other purpose.

*CohnReznick LLP*

Hartford, Connecticut  
December 22, 2022

**Achievement First Hartford Academy, Inc.**

**Schedule of Expenditures of State Financial Assistance  
Year Ended June 30, 2022**

State grantor/ pass-through grantor/ program title	State grant program CORE-CT number	Passed through to subrecipients	Expenditures
<u>Department of Education</u>			
Talent Development	11000-SDE64000-12552	\$ -	\$ 2,417
Charter Schools	11000-SDE64000-16119	-	13,095,883
Passed through Jumoke Academy, Inc. Charter Schools	11000-SDE64000-16119	-	311,175
Total Charter Schools		-	13,407,058
Total Expenditures of State Financial Assistance		\$ -	\$ 13,409,475

See Note to Schedule of Expenditures of State Financial Assistance.

**Achievement First Hartford Academy, Inc.**

**Note to Schedule of Expenditures of State Financial Assistance  
June 30, 2022**

The accompanying schedule of expenditures of state financial assistance includes the state grant activity of Achievement First Hartford Academy, Inc. under programs of the State of Connecticut for the fiscal year ended June 30, 2022. Various departments and agencies of the State of Connecticut have provided financial assistance through grants and other authorizations in accordance with the General Statutes of the State of Connecticut. These financial assistance programs fund programs including charter school and education funding.

**Note 1 - Summary of significant accounting policies**

The accounting policies of Achievement First Hartford Academy, Inc. conform to accounting principles generally accepted in the United States of America as applicable to not-for-profit organizations.

The information in the schedule of expenditures of state financial assistance is presented based upon regulations established by the State of Connecticut, Office of Policy and Management.

**Basis of accounting**

The expenditures reported on the schedule of expenditures of state financial assistance are reported on the accrual basis of accounting. In accordance with Section 4-236-22 of the Regulations to the State Single Audit Act, certain grants are not dependent on expenditure activity and, accordingly, are considered to be expended in the fiscal year of receipt. These grant program receipts are reflected in the expenditures column of the schedule of expenditures of state financial assistance.

**Achievement First Hartford Academy, Inc.**

**Schedule of Findings and Questioned Costs  
June 30, 2022**

**I. Summary of Auditor's Results**

Financial Statements

Type of auditor's opinion issued Unmodified

Internal control over financial reporting

Material weakness(es) identified?        yes   X   no

Significant deficiency(ies) identified?        yes   X   none reported

Noncompliance material to financial statements noted?        yes   X   no

State Financial Assistance

Internal control over major programs

Material weakness(es) identified?        yes   X   no

Significant deficiency(ies) identified?        yes   X   none reported

Type of auditor's opinion issued on compliance for major state programs Unmodified

Any audit findings disclosed that are required to be reported in accordance with Section 4-236-24 of the Regulations to the State Single Audit Act?        yes   X   no

The following schedule reflects the major program included in the audit

State grantor and program	State CORE-CT number	Expenditures
Department of Education Charter Schools	11000-SDE64000-16119	\$ 13,407,058
Dollar threshold used to distinguish between type A and type B Programs:		<u>\$ 268,190</u>

**Achievement First Hartford Academy, Inc.**

**Schedule of Findings and Questioned Costs  
June 30, 2022**

**II. Findings - Financial Statement Audit**

None

**III. State Financial Assistance Findings and Questioned Costs**

None



**Independent Member of Nexia International**

**[cohnreznick.com](http://cohnreznick.com)**

**Achievement First Hartford Consolidated**



	<u><b>FY23 Revised</b></u>
	<u><b>Budget</b></u>
Accounts	
<b>Revenue</b>	
<b>Public Revenue</b>	
General Operating Revenue	13,996,589
Other Public Revenues	5,435,349
Special Education Funding	1,190,000
<b>Total Public Revenue</b>	<u><b>20,621,938</b></u>
<b>Private Revenues</b>	<b>201,883</b>
<b>Other Revenue</b>	<b>6,500</b>
<b>Total Revenue</b>	<u><b>20,830,321</b></u>
	-
<b>School Expenses</b>	-
<b>Personnel Expenses</b>	-
School Salaries and Wages	10,788,692
Other Personnel Costs	799,468
Bonuses	803,187
Payroll Taxes & Benefits	2,181,835
Temporary Staff	743,254
<b>Total Personnel Expenses</b>	<u><b>15,316,436</b></u>
<b>Non-Personnel Expenses</b>	-
Program Support Activities	414,401
Program Materials & Supplies	1,573,369
Operations	3,088
Technology	985,009
General & Administrative	410,323
Physical Plant	212,250
Supplemental Program	148,825
8205 - AF Charter Management Fee	1,622,619
8216 - Ancillary Services Fees	144,000
<b>Total Non-Personnel Expenses</b>	<u><b>5,513,885</b></u>
9903 - Contingencies	-
<b>Total School Expenses</b>	<u><b>20,830,321</b></u>
9901 - Inter-Charter Transfers	-
9906 - Unallocated Credit Card Expenses	-
	-
<b>Net Income - Surplus/Deficit</b>	<u><u><b>0</b></u></u>

**Achievement First Hartford Consolidated****FY24 Board  
Budget**

<b>Revenue</b>	
<b>Public Revenue</b>	
General Operating Revenue	11,975,443
Other Public Revenues	2,643,176
Special Education Funding	1,425,000
<b>Total Public Revenue</b>	<b>16,043,619</b>
<b>Private Revenues</b>	<b>1,026,465</b>
<b>Other Revenue</b>	<b>6,500</b>
<b>Total Revenue</b>	<b>17,076,584</b>
	-
<b>School Expenses</b>	-
<b>Personnel Expenses</b>	-
School Salaries and Wages	10,213,613
Other Personnel Costs	173,112
Bonuses	-
Payroll Taxes & Benefits	1,762,248
Temporary Staff	224,685
<b>Total Personnel Expenses</b>	<b>12,373,658</b>
<b>Non-Personnel Expenses</b>	-
Program Support Activities	524,836
Program Materials & Supplies	832,863
Operations	1,584
Technology	959,552
General & Administrative	342,527
Physical Plant	205,750
Supplemental Program	75,310
AF Charter Management Fees	1,760,504
<b>Total Non-Personnel Expenses</b>	<b>4,702,926</b>
9903 - Contingencies	-
<b>Total School Expenses</b>	<b>17,076,584</b>
9901 - Inter-Charter Transfers	-
9906 - Unallocated Credit Card Expenses	-
	-
<b>Net Income - Surplus/Deficit</b>	<b>(0)</b>



**Achievement First Hartford Elementary School****FY24 Board  
Budget****Revenue****Public Revenue**

General Operating Revenue	4,083,626
Other Public Revenues	960,394
Special Education Funding	430,000

**Total Public Revenue** 5,474,020**Private Revenues** **88,729****Other Revenue** 2,000**Total Revenue** 5,564,749**School Expenses****Personnel Expenses**

School Salaries and Wages	3,384,939
Other Personnel Costs	-
Bonuses	-
Payroll Taxes & Benefits	608,713
Temporary Staff	63,480

**Total Personnel Expenses** 4,057,132**Non-Personnel Expenses**

Program Support Activities	73,164
Program Materials & Supplies	326,431
Operations	364
Technology	337,262
General & Administrative	103,764
Physical Plant	63,250
Supplemental Program	-
AF Charter Management Fees	603,383

**Total Non-Personnel Expenses** 1,507,617

9903 - Contingencies -

**Total School Expenses** 5,564,749

9901 - Inter-Charter Transfers -

9906 - Unallocated Credit Card Expenses -

**Net Income - Surplus/Deficit** (0)

**Achievement First Hartford Summit Middle School****FY24 Board  
Budget****Revenue****Public Revenue**

General Operating Revenue	4,239,307
Other Public Revenues	1,006,446
Special Education Funding	515,000

**Total Public Revenue** 5,760,753**Private Revenues****Other Revenue** 2,000**Total Revenue** 5,762,753**School Expenses****Personnel Expenses**

School Salaries and Wages	3,105,731
Other Personnel Costs	77,700
Bonuses	-
Payroll Taxes & Benefits	519,487
Temporary Staff	80,330

**Total Personnel Expenses** 3,783,248**Non-Personnel Expenses**

Program Support Activities	131,666
Program Materials & Supplies	294,253
Operations	-
Technology	327,770
General & Administrative	117,589
Physical Plant	71,250
Supplemental Program	5,110
AF Charter Management Fees	629,451

**Total Non-Personnel Expenses** 1,577,088

9903 - Contingencies -

**Total School Expenses** 5,360,336

9901 - Inter-Charter Transfers 402,417

9906 - Unallocated Credit Card Expenses -

**Net Income - Surplus/Deficit** (0)

**Achievement First Hartford High School****FY24 Board  
Budget****Revenue**

<b>Public Revenue</b>	
General Operating Revenue	3,652,510
Other Public Revenues	676,336
Special Education Funding	480,000
<b>Total Public Revenue</b>	<b>4,808,846</b>
<b>Private Revenues</b>	<b>937,736</b>
<b>Other Revenue</b>	<b>2,500</b>
<b>Total Revenue</b>	<b>5,749,082</b>

**School Expenses**

<b>Personnel Expenses</b>	
School Salaries and Wages	3,722,944
Other Personnel Costs	95,412
Bonuses	-
Payroll Taxes & Benefits	634,047
Temporary Staff	80,875
<b>Total Personnel Expenses</b>	<b>4,533,278</b>
<b>Non-Personnel Expenses</b>	
Program Support Activities	320,006
Program Materials & Supplies	212,179
Operations	1,220
Technology	294,520
General & Administrative	121,174
Physical Plant	71,250
Supplemental Program	70,200
AF Charter Management Fees	527,671
<b>Total Non-Personnel Expenses</b>	<b>1,618,221</b>
9903 - Contingencies	-
<b>Total School Expenses</b>	<b>6,151,499</b>
9901 - Inter-Charter Transfers	(402,417)
9906 - Unallocated Credit Card Expenses	-
<b>Net Income - Surplus/Deficit</b>	<b>(0)</b>

PUBLIC DISCLOSURE COPY

Form **990**

## Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

**2021**

Department of the Treasury  
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Open to Public Inspection

**A** For the **2021** calendar year, or tax year beginning **JUL 1, 2021** and ending **JUN 30, 2022**

<b>B</b> Check if applicable:  <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>ACHIEVEMENT FIRST HARTFORD ACADEMY</b> <b>C/O ACHIEVEMENT FIRST INC</b> Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite <b>370 JAMES STREET 404</b> City or town, state or province, country, and ZIP or foreign postal code <b>NEW HAVEN, CT 06513</b> <b>F</b> Name and address of principal officer: <b>ERWIN HURST, SR.</b> <b>SAME AS C ABOVE</b>	<b>D</b> Employer identification number <b>26-2236909</b> <b>E</b> Telephone number <b>203-773-3223</b> <b>G</b> Gross receipts \$ <b>17,353,617.</b> <b>H(a)</b> Is this a group return for subordinates? ..... <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions <b>H(c)</b> Group exemption number ▶
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
<b>J</b> Website: ▶ <b>WWW.ACHIEVEMENTFIRST.ORG</b>		
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		<b>L</b> Year of formation: <b>2007</b>
		<b>M</b> State of legal domicile: <b>CT</b>

**Part I Summary**

	<b>1</b>	Briefly describe the organization's mission or most significant activities: <b>THE MISSION OF ACHIEVEMENT FIRST HARTFORD ACADEMY IS TO STRENGTHEN THE ACADEMIC AND CHARACTER SKILLS</b>			
	<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
<b>Activities &amp; Governance</b>	<b>3</b>	Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>9</b>	
	<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>8</b>	
	<b>5</b>	Total number of individuals employed in calendar year 2021 (Part V, line 2a)	<b>5</b>	<b>225</b>	
	<b>6</b>	Total number of volunteers (estimate if necessary)	<b>6</b>	<b>10</b>	
	<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0.</b>	
	<b>7b</b>	Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>7b</b>	<b>0.</b>	
	<b>Revenue</b>	<b>8</b>	Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b> 3,063,296.	<b>Current Year</b> 1,204,535.
<b>9</b>		Program service revenue (Part VIII, line 2g)	13,956,623.	16,132,250.	
<b>10</b>		Investment income (Part VIII, column (A), lines 3, 4, and 7d)	5,477.	9,382.	
<b>11</b>		Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	28,541.	7,450.	
<b>12</b>		Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	17,053,937.	17,353,617.	
<b>Expenses</b>		<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	25,311.	32,926.
		<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	12,301,427.	12,982,537.	
	<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.	
	<b>b</b>	Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>4,600.</b>			
	<b>17</b>	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	3,757,789.	4,600,931.	
	<b>18</b>	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	16,084,527.	17,616,394.	
	<b>19</b>	Revenue less expenses. Subtract line 18 from line 12	969,410.	-262,777.	
<b>Net Assets or Fund Balances</b>	<b>20</b>	Total assets (Part X, line 16)	<b>Beginning of Current Year</b> 6,951,433.	<b>End of Year</b> 9,281,392.	
	<b>21</b>	Total liabilities (Part X, line 26)	5,664,869.	8,257,605.	
	<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20	1,286,564.	1,023,787.	

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer <b>ERWIN HURST, SR., CHAIR</b> Type or print name and title	Date _____			
<b>Paid Preparer Use Only</b>	Print/Type preparer's name <b>LAURA KIELCZEWSKI, CPA</b>	Preparer's signature <b>LAURA KIELCZEWSKI, C</b>	Date <b>05/09/23</b>	Check if self-employed <input type="checkbox"/>	PTIN <b>P01273422</b>
	Firm's name ▶ <b>COHNREZNICK LLP</b>			Firm's EIN ▶ <b>22-1478099</b>	
	Firm's address ▶ <b>350 CHURCH STREET, 12TH FLOOR HARTFORD, CT 06103</b>			Phone no. <b>959-200-7000</b>	

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III

**1** Briefly describe the organization's mission:  
THE MISSION OF ACHIEVEMENT FIRST HARTFORD ACADEMY IS TO STRENGTHEN THE  
ACADEMIC AND CHARACTER SKILLS NEEDED FOR ALL STUDENTS TO EXCEL IN  
TOP-TIER COLLEGES, TO ACHIEVE SUCCESS IN A COMPETITIVE WORLD AND TO  
SERVE AS THE NEXT GENERATION OF LEADERS IN THEIR COMMUNITIES. THE

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No  
If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No  
If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: \_\_\_\_\_) (Expenses \$ 15,495,923. including grants of \$ 32,926.) (Revenue \$ 16,139,700.)  
ACADEMIC PROGRAMS FOR STUDENTS IN KINDERGARTEN THROUGH TWELFTH GRADES.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4b** (Code: \_\_\_\_\_) (Expenses \$ \_\_\_\_\_ including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4c** (Code: \_\_\_\_\_) (Expenses \$ \_\_\_\_\_ including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4d** Other program services (Describe on Schedule O.)  
(Expenses \$ \_\_\_\_\_ including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)

**4e** Total program service expenses **15,495,923.**

**ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC**

**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> .....	<b>X</b>	
<b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions .....	<b>X</b>	
<b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> .....		<b>X</b>
<b>4 Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i> .....	<b>X</b>	
<b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i> .....		<b>X</b>
<b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> .....		<b>X</b>
<b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i> .....		<b>X</b>
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> .....		<b>X</b>
<b>9</b> Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> .....		<b>X</b>
<b>10</b> Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i> .....		<b>X</b>
<b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i> .....	<b>X</b>	
<b>b</b> Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i> .....		<b>X</b>
<b>c</b> Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i> .....		<b>X</b>
<b>d</b> Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i> .....		<b>X</b>
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> .....	<b>X</b>	
<b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i> .....	<b>X</b>	
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> .....	<b>X</b>	
<b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> .....		<b>X</b>
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> .....	<b>X</b>	
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States? .....		<b>X</b>
<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i> .....		<b>X</b>
<b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> .....		<b>X</b>
<b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i> .....		<b>X</b>
<b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i> See instructions .....		<b>X</b>
<b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i> .....		<b>X</b>
<b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i> .....		<b>X</b>
<b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i> .....		<b>X</b>
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? .....		
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> .....		<b>X</b>

**ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC**

Form 990 (2021)

26-2236909 Page **4**

**Part IV Checklist of Required Schedules** *(continued)*

	Yes	No
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> .....	<b>22</b> X	
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> .....	<b>23</b> X	
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> .....	<b>24a</b>	X
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....	<b>24b</b>	
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? .....	<b>24c</b>	
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....	<b>24d</b>	
<b>25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> .....	<b>25a</b>	X
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> .....	<b>25b</b>	X
<b>26</b> Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i> .....	<b>26</b>	X
<b>27</b> Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> .....	<b>27</b>	X
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
<b>a</b> A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28a</b>	X
<b>b</b> A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28b</b>	X
<b>c</b> A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28c</b>	X
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> .....	<b>29</b>	X
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> .....	<b>30</b>	X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> .....	<b>31</b>	X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> .....	<b>32</b>	X
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> .....	<b>33</b>	X
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> .....	<b>34</b>	X
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....	<b>35a</b>	X
<b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....	<b>35b</b>	
<b>36 Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....	<b>36</b>	X
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> .....	<b>37</b>	X
<b>38</b> Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O .....	<b>38</b> X	

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V

	Yes	No
<b>1a</b> Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable .....	<b>1a</b> 0	
<b>b</b> Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable .....	<b>1b</b> 0	
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? .....	<b>1c</b>	



**Part V** Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
<b>2a</b>	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
	2a		225
<b>b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	X	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year?		X
<b>b</b>	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O		
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
<b>b</b>	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
<b>b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
<b>c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
<b>6a</b>	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
<b>b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b>	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		X
<b>b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
<b>c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
<b>d</b>	If "Yes," indicate the number of Forms 8282 filed during the year		
	7d		
<b>e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
<b>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
<b>g</b>	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
<b>h</b>	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b>	Did the sponsoring organization make any taxable distributions under section 4966?		
<b>b</b>	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter:		
<b>a</b>	Initiation fees and capital contributions included on Part VIII, line 12	10a	
<b>b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter:		
<b>a</b>	Gross income from members or shareholders	11a	
<b>b</b>	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	12a	
<b>b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
<b>13</b>	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>a</b>	Is the organization licensed to issue qualified health plans in more than one state? <b>Note:</b> See the instructions for additional information the organization must report on Schedule O.	13a	
<b>b</b>	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
<b>c</b>	Enter the amount of reserves on hand	13c	
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year?		X
<b>b</b>	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b	
<b>15</b>	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15	X
<b>16</b>	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	X
<b>17</b>	<b>Section 501(c)(21) organizations.</b> Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17	

**Part VI Governance, Management, and Disclosure.** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

**Section A. Governing Body and Management**

		Yes	No
<b>1a</b>	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
<b>1b</b>	Enter the number of voting members included on line 1a, above, who are independent		
<b>2</b>	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		X
<b>3</b>	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	X	
<b>4</b>	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
<b>5</b>	Did the organization become aware during the year of a significant diversion of the organization's assets?		X
<b>6</b>	Did the organization have members or stockholders?		X
<b>7a</b>	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		X
<b>7b</b>	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		X
<b>8</b>	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
<b>8a</b>	The governing body?	X	
<b>8b</b>	Each committee with authority to act on behalf of the governing body?	X	
<b>9</b>	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O		X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
<b>10a</b>	Did the organization have local chapters, branches, or affiliates?		X
<b>10b</b>	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
<b>11a</b>	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
<b>11b</b>	Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b>	Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
<b>12b</b>	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
<b>12c</b>	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	X	
<b>13</b>	Did the organization have a written whistleblower policy?	X	
<b>14</b>	Did the organization have a written document retention and destruction policy?	X	
<b>15</b>	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>15a</b>	The organization's CEO, Executive Director, or top management official	X	
<b>15b</b>	Other officers or key employees of the organization	X	
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
<b>16a</b>	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
<b>16b</b>	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed **NONE**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website  Another's website  Upon request  Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records **GAYLORD BOURNE, CPA - 203-773-3223**  
**370 JAMES STREET, 404, NEW HAVEN, CT 06513**

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) RAVEN OBAS ACADEMIC DEAN	40.00					X	137,492.	0.	30,387.	
(2) LANEKA T THOMAS PRINCIPAL	40.00					X	145,400.	0.	21,032.	
(3) EMILY CHRISTINE WOJTUSIK PRINCIPAL	40.00					X	142,487.	0.	15,094.	
(4) BRENDAN CALLAHAN TEACHER	40.00					X	103,818.	0.	28,198.	
(5) STEPHANIE ZADRONZY REEVE TEACHER	40.00					X	107,720.	0.	0.	
(6) JESSICA GLOVER TEACHER REP	1.00	X					76,433.	0.	16,293.	
(7) ALICE TURNER DIRECTOR	1.00	X					0.	0.	0.	
(8) BILDADE AUGUSTIN OUTGOING TREASURER	1.00	X		X			0.	0.	0.	
(9) CELINA WHITMORE DIRECTOR	1.00	X					0.	0.	0.	
(10) DAVID DEE DIRECTOR	1.00	X					0.	0.	0.	
(11) ERWIN HURST VICE CHAIR/TREASURER	1.00	X		X			0.	0.	0.	
(12) FRANCOISE DERISTEL-LEGER DIRECTOR	1.00	X					0.	0.	0.	
(13) JA HANNAH SECRETARY	1.00	X		X			0.	0.	0.	
(14) LISA TANEN-LAFONTAINE DIRECTOR	1.00	X					0.	0.	0.	
(15) PATSY MUNDY CHAIR	1.00	X		X			0.	0.	0.	

ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC

**Part VII** Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
<b>1b Subtotal</b>							713,350.	0.	111,004.	
<b>c Total from continuation sheets to Part VII, Section A</b>							0.	0.	0.	
<b>d Total (add lines 1b and 1c)</b>							713,350.	0.	111,004.	

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **6**

	Yes	No
3 Did the organization list any <b>former</b> officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

**Section B. Independent Contractors**

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
ACHIEVEMENT FIRST, 370 JAMES STREET, STE 404, NEW HAVEN, CT 06513	MANAGEMENT SERVICES	1,754,006.
CREC 111 CHARTER OAK AVE, HARTFORD, CT 06106	STUDENT SERVICES	170,014.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **2**

ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC

Form 990 (2021)

26-2236909 Page 9

**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	<b>1 a</b>	Federated campaigns	<b>1a</b>				
	<b>b</b>	Membership dues	<b>1b</b>				
	<b>c</b>	Fundraising events	<b>1c</b>				
	<b>d</b>	Related organizations	<b>1d</b>				
	<b>e</b>	Government grants (contributions)	<b>1e</b>	1,118,013.			
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b>	86,522.			
	<b>g</b>	Noncash contributions included in lines 1a-1f	<b>1g</b>	\$			
	<b>h</b>	<b>Total.</b> Add lines 1a-1f		1,204,535.			
Program Service Revenue	<b>2 a</b>	STATE & LOCAL PER PUPIL OPERATIVE	Business Code 611110	13,407,058.	13407058.		
	<b>b</b>	STATE & LOCAL SPECIAL EDUCATION R	611110	1,615,467.	1,615,467.		
	<b>c</b>	FEEES FROM GOV'T TO PERFORM SERVIC	611110	1,109,725.	1,109,725.		
	<b>d</b>						
	<b>e</b>						
	<b>f</b>	All other program service revenue					
	<b>g</b>	<b>Total.</b> Add lines 2a-2f		16,132,250.			
Other Revenue	<b>3</b>	Investment income (including dividends, interest, and other similar amounts)		9,382.		9,382.	
	<b>4</b>	Income from investment of tax-exempt bond proceeds					
	<b>5</b>	Royalties					
	<b>6 a</b>	Gross rents	(i) Real				
			(ii) Personal				
	<b>b</b>	Less: rental expenses	<b>6b</b>				
	<b>c</b>	Rental income or (loss)	<b>6c</b>				
	<b>d</b>	Net rental income or (loss)					
	<b>7 a</b>	Gross amount from sales of assets other than inventory	(i) Securities				
			(ii) Other				
	<b>b</b>	Less: cost or other basis and sales expenses	<b>7b</b>				
	<b>c</b>	Gain or (loss)	<b>7c</b>				
<b>d</b>	Net gain or (loss)						
<b>8 a</b>	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18						
<b>b</b>	Less: direct expenses	<b>8b</b>					
<b>c</b>	Net income or (loss) from fundraising events						
<b>9 a</b>	Gross income from gaming activities. See Part IV, line 19						
<b>b</b>	Less: direct expenses	<b>9b</b>					
<b>c</b>	Net income or (loss) from gaming activities						
<b>10 a</b>	Gross sales of inventory, less returns and allowances						
<b>b</b>	Less: cost of goods sold	<b>10b</b>					
<b>c</b>	Net income or (loss) from sales of inventory						
Miscellaneous Revenue	<b>11 a</b>		Business Code				
	<b>b</b>						
	<b>c</b>						
	<b>d</b>	All other revenue	900099	7,450.	7,450.		
	<b>e</b>	<b>Total.</b> Add lines 11a-11d		7,450.			
<b>12</b>	<b>Total revenue.</b> See instructions		17,353,617.	16139700.	0.	9,382.	

**ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC**

Form 990 (2021)

26-2236909 Page **10**

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22	32,926.	32,926.		
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
<b>4</b> Benefits paid to or for members				
<b>5</b> Compensation of current officers, directors, trustees, and key employees	99,370.	86,362.	13,008.	
<b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
<b>7</b> Other salaries and wages	11,080,025.	9,629,602.	1,450,423.	
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	62,311.	54,154.	8,157.	
<b>9</b> Other employee benefits	974,917.	847,296.	127,621.	
<b>10</b> Payroll taxes	765,914.	665,653.	100,261.	
<b>11</b> Fees for services (nonemployees):				
<b>a</b> Management	1,754,005.	1,661,705.	87,700.	4,600.
<b>b</b> Legal				
<b>c</b> Accounting	32,910.		32,910.	
<b>d</b> Lobbying				
<b>e</b> Professional fundraising services. See Part IV, line 17				
<b>f</b> Investment management fees				
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	235,480.	224,980.	10,500.	
<b>12</b> Advertising and promotion	1,140.	1,140.		
<b>13</b> Office expenses	517,379.	390,504.	126,875.	
<b>14</b> Information technology	700,419.	692,213.	8,206.	
<b>15</b> Royalties				
<b>16</b> Occupancy	25,850.	22,466.	3,384.	
<b>17</b> Travel				
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials				
<b>19</b> Conferences, conventions, and meetings				
<b>20</b> Interest				
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization	305,676.	244,541.	61,135.	
<b>23</b> Insurance	74,822.	65,027.	9,795.	
<b>24</b> Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
<b>a</b> <u>SUPPLIES/MATERIALS</u>	304,119.	304,119.		
<b>b</b> <u>STUDENT SERVICES</u>	203,309.	203,309.		
<b>c</b> <u>REPAIRS AND MAINTENANCE</u>	176,212.	151,163.	25,049.	
<b>d</b> <u>EQUIPMENT/FURNISHINGS</u>	85,921.	74,674.	11,247.	
<b>e</b> All other expenses	183,689.	144,089.	39,600.	
<b>25</b> Total functional expenses. Add lines 1 through 24e	17,616,394.	15,495,923.	2,115,871.	4,600.
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				
Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**ACHIEVEMENT FIRST HARTFORD ACADEMY**  
**C/O ACHIEVEMENT FIRST INC**

Form 990 (2021)

26-2236909 Page **11**

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A)		(B)	
		Beginning of year		End of year	
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing .....	524,212.	<b>1</b>	1,436,874.	
	<b>2</b> Savings and temporary cash investments .....	3,225,324.	<b>2</b>	4,509,676.	
	<b>3</b> Pledges and grants receivable, net .....	1,706,756.	<b>3</b>	2,102,135.	
	<b>4</b> Accounts receivable, net .....		<b>4</b>		
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>5</b>		
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .....		<b>6</b>		
	<b>7</b> Notes and loans receivable, net .....		<b>7</b>		
	<b>8</b> Inventories for sale or use .....		<b>8</b>		
	<b>9</b> Prepaid expenses and deferred charges .....	9,031.	<b>9</b>	18,306.	
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	10a 4,517,147.			
	<b>b</b> Less: accumulated depreciation .....	10b 3,324,153.	1,481,682.	<b>10c</b>	1,192,994.
	<b>11</b> Investments - publicly traded securities .....		<b>11</b>		
	<b>12</b> Investments - other securities. See Part IV, line 11 .....		<b>12</b>		
	<b>13</b> Investments - program-related. See Part IV, line 11 .....		<b>13</b>		
	<b>14</b> Intangible assets .....		<b>14</b>		
	<b>15</b> Other assets. See Part IV, line 11 .....	4,428.	<b>15</b>	21,407.	
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33) .....	6,951,433.	<b>16</b>	9,281,392.		
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses .....	454,125.	<b>17</b>	471,208.	
	<b>18</b> Grants payable .....		<b>18</b>		
	<b>19</b> Deferred revenue .....		<b>19</b>	5,400.	
	<b>20</b> Tax-exempt bond liabilities .....		<b>20</b>		
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....		<b>21</b>		
	<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>22</b>		
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....		<b>23</b>		
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....		<b>24</b>		
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....	5,210,744.	<b>25</b>	7,780,997.	
	<b>26 Total liabilities.</b> Add lines 17 through 25 .....	5,664,869.	<b>26</b>	8,257,605.	
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>				
	<b>27</b> Net assets without donor restrictions .....	1,279,815.	<b>27</b>	1,017,038.	
	<b>28</b> Net assets with donor restrictions .....	6,749.	<b>28</b>	6,749.	
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>				
	<b>29</b> Capital stock or trust principal, or current funds .....		<b>29</b>		
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund .....		<b>30</b>		
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds .....		<b>31</b>		
	<b>32</b> Total net assets or fund balances .....	1,286,564.	<b>32</b>	1,023,787.	
	<b>33</b> Total liabilities and net assets/fund balances .....	6,951,433.	<b>33</b>	9,281,392.	

Form **990** (2021)

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	17,353,617.
2	Total expenses (must equal Part IX, column (A), line 25)	2	17,616,394.
3	Revenue less expenses. Subtract line 2 from line 1	3	-262,777.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	1,286,564.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	1,023,787.

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	X	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? _____	X	
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits _____	X	

Form 990 (2021)



**SCHEDULE A**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.  
▶ Attach to Form 990 or Form 990-EZ.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2021**

**Open to Public Inspection**

Name of the organization **ACHIEVEMENT FIRST HARTFORD ACADEMY** Employer identification number  
**C/O ACHIEVEMENT FIRST INC** **26-2236909**

**Part I Reason for Public Charity Status.** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2  A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10  An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
  - f Enter the number of supported organizations .....
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
<b>Total</b>						

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>4 Total.</b> Add lines 1 through 3 .....						
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						
<b>6 Public support.</b> Subtract line 5 from line 4.						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>7</b> Amounts from line 4 .....						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on .....						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>11 Total support.</b> Add lines 7 through 10						
<b>12</b> Gross receipts from related activities, etc. (see instructions) .....					12	
<b>13 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .....						<input type="checkbox"/>

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f)) .....	14	%
<b>15</b> Public support percentage from 2020 Schedule A, Part II, line 14 .....	15	%
<b>16a 33 1/3% support test - 2021.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>b 33 1/3% support test - 2020.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>17a 10% -facts-and-circumstances test - 2021.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>b 10% -facts-and-circumstances test - 2020.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....		<input type="checkbox"/>

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose .....						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .....						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>6 Total.</b> Add lines 1 through 5 .....						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .....						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year .....						
<b>c</b> Add lines 7a and 7b .....						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>9</b> Amounts from line 6 .....						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....						
<b>c</b> Add lines 10a and 10b .....						
<b>11</b> Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on .....						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						

**14 First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** .....

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f)) .....	<b>15</b>	%
<b>16</b> Public support percentage from 2020 Schedule A, Part III, line 15 .....	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f)) .....	<b>17</b>	%
<b>18</b> Investment income percentage from 2020 Schedule A, Part III, line 17 .....	<b>18</b>	%

**19a 33 1/3% support tests - 2021.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization .....

**b 33 1/3% support tests - 2020.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization .....

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions .....

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**Part IV Supporting Organizations** (continued)

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
<b>b</b> A family member of a person described on line 11a above?		
<b>c</b> A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		
<b>11a</b>		
<b>11b</b>		
<b>11c</b>		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		
<b>1</b>		
<b>2</b>		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		
<b>1</b>		

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
<b>3</b> By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
<b>1</b>		
<b>2</b>		
<b>3</b>		

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.			
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.			
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).			
<b>2</b> Activities Test. Answer lines 2a and 2b below.			
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>			
<b>b</b> Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>			
<b>3</b> Parent of Supported Organizations. Answer lines 3a and 3b below.			
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No" provide details in Part VI.</i>			
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>			
<b>2a</b>			
<b>2b</b>			
<b>3a</b>			
<b>3b</b>			

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 ( *explain in Part VI*). **See instructions.**  
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income	(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1	
2 Recoveries of prior-year distributions	2	
3 Other gross income (see instructions)	3	
4 Add lines 1 through 3.	4	
5 Depreciation and depletion	5	
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7 Other expenses (see instructions)	7	
8 <b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount	(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a Average monthly value of securities	1a	
b Average monthly cash balances	1b	
c Fair market value of other non-exempt-use assets	1c	
d <b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e <b>Discount</b> claimed for blockage or other factors ( <i>explain in detail in Part VI</i> ):		
2 Acquisition indebtedness applicable to non-exempt-use assets	2	
3 Subtract line 2 from line 1d.	3	
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6 Multiply line 5 by 0.035.	6	
7 Recoveries of prior-year distributions	7	
8 <b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

Section C - Distributable Amount	(A) Prior Year	(B) Current Year (optional)
1 Adjusted net income for prior year (from Section A, line 8, column A)	1	Current Year
2 Enter 0.85 of line 1.	2	
3 Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4 Enter greater of line 2 or line 3.	4	
5 Income tax imposed in prior year	5	
6 <b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7 <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

**ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC**

Schedule A (Form 990) 2021

26-2236909 Page 7

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

Section D - Distributions	Current Year
<b>1</b> Amounts paid to supported organizations to accomplish exempt purposes	<b>1</b>
<b>2</b> Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	<b>2</b>
<b>3</b> Administrative expenses paid to accomplish exempt purposes of supported organizations	<b>3</b>
<b>4</b> Amounts paid to acquire exempt-use assets	<b>4</b>
<b>5</b> Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i> )	<b>5</b>
<b>6</b> Other distributions ( <i>describe in Part VI</i> ). See instructions.	<b>6</b>
<b>7 Total annual distributions.</b> Add lines 1 through 6.	<b>7</b>
<b>8</b> Distributions to attentive supported organizations to which the organization is responsive ( <i>provide details in Part VI</i> ). See instructions.	<b>8</b>
<b>9</b> Distributable amount for 2021 from Section C, line 6	<b>9</b>
<b>10</b> Line 8 amount divided by line 9 amount	<b>10</b>

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
<b>1</b> Distributable amount for 2021 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2021 (reasonable cause required - <i>explain in Part VI</i> ). See instructions.			
<b>3</b> Excess distributions carryover, if any, to 2021			
<b>a</b> From 2016			
<b>b</b> From 2017			
<b>c</b> From 2018			
<b>d</b> From 2019			
<b>e</b> From 2020			
<b>f Total</b> of lines 3a through 3e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2021 distributable amount			
<b>i</b> Carryover from 2016 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
<b>4</b> Distributions for 2021 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2021 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from line 4.			
<b>5</b> Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
<b>6</b> Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
<b>7 Excess distributions carryover to 2022.</b> Add lines 3j and 4c.			
<b>8</b> Breakdown of line 7:			
<b>a</b> Excess from 2017			
<b>b</b> Excess from 2018			
<b>c</b> Excess from 2019			
<b>d</b> Excess from 2020			
<b>e</b> Excess from 2021			

Schedule A (Form 990) 2021

ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC

**Part VI**

**Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.  
(See instructions.)

Multiple horizontal lines for supplemental information input.



**SCHEDULE C**  
**(Form 990)**

**Political Campaign and Lobbying Activities**

OMB No. 1545-0047

**2021**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527  
 ▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**  
 ▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

**If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then**

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

**If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then**

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

**If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (See separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (See separate instructions), then**

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization <b>ACHIEVEMENT FIRST HARTFORD ACADEMY C/O ACHIEVEMENT FIRST INC</b>	Employer identification number <b>26-2236909</b>
---	---

**Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.**

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.

- 2 Political campaign activity expenditures ..... ▶ \$ \_\_\_\_\_
- 3 Volunteer hours for political campaign activities .....

**Part I-B Complete if the organization is exempt under section 501(c)(3).**

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ..... ▶ \$ \_\_\_\_\_
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ..... ▶ \$ \_\_\_\_\_
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? .....  Yes  No
- 4a Was a correction made? .....  Yes  No
- b If "Yes," describe in Part IV.

**Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).**

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ..... ▶ \$ \_\_\_\_\_
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ..... ▶ \$ \_\_\_\_\_
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ..... ▶ \$ \_\_\_\_\_
- 4 Did the filing organization file **Form 1120-POL** for this year? .....  Yes  No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule C (Form 990) 2021

LHA

132041 11-03-21

**Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).**

- A** Check  if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check  if the filing organization checked box A and "limited control" provisions apply.

<b>Limits on Lobbying Expenditures</b> (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
<b>1a</b> Total lobbying expenditures to influence public opinion (grassroots lobbying)	.....														
<b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying)	.....														
<b>c</b> Total lobbying expenditures (add lines 1a and 1b)	.....														
<b>d</b> Other exempt purpose expenditures	.....														
<b>e</b> Total exempt purpose expenditures (add lines 1c and 1d)	.....														
<b>f</b> Lobbying nontaxable amount. Enter the amount from the following table in both columns.															
<table border="1" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">If the amount on line 1e, column (a) or (b) is:</th> <th style="text-align: left;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e.														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.														
Over \$17,000,000	\$1,000,000.														
<b>g</b> Grassroots nontaxable amount (enter 25% of line 1f)	.....														
<b>h</b> Subtract line 1g from line 1a. If zero or less, enter -0-	.....														
<b>i</b> Subtract line 1f from line 1c. If zero or less, enter -0-	.....														
<b>j</b> If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?	.....		<input type="checkbox"/> Yes <input type="checkbox"/> No												

**4-Year Averaging Period Under Section 501(h)**  
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

<b>Lobbying Expenditures During 4-Year Averaging Period</b>					
Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) Total
<b>2a</b> Lobbying nontaxable amount					
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					
<b>c</b> Total lobbying expenditures					
<b>d</b> Grassroots nontaxable amount					
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					
<b>f</b> Grassroots lobbying expenditures					

**Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).**

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.	(a)		(b)
	Yes	No	Amount
<b>1</b> During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
<b>a</b> Volunteers? .....		X	
<b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? ..		X	
<b>c</b> Media advertisements? .....		X	
<b>d</b> Mailings to members, legislators, or the public? .....		X	
<b>e</b> Publications, or published or broadcast statements? .....		X	
<b>f</b> Grants to other organizations for lobbying purposes? .....		X	
<b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body? .....		X	
<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means? .....		X	
<b>i</b> Other activities? .....	X		1,379.
<b>j</b> Total. Add lines 1c through 1i .....			1,379.
<b>2a</b> Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? .....		X	
<b>b</b> If "Yes," enter the amount of any tax incurred under section 4912 .....			
<b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912 .....			
<b>d</b> If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year? .....			

**Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).**

	Yes	No
<b>1</b> Were substantially all (90% or more) dues received nondeductible by members? .....	1	
<b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less? .....	2	
<b>3</b> Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year? .....	3	

**Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."**

<b>1</b> Dues, assessments and similar amounts from members .....	1	
<b>2</b> Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
<b>a</b> Current year .....	2a	
<b>b</b> Carryover from last year .....	2b	
<b>c</b> Total .....	2c	
<b>3</b> Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues .....	3	
<b>4</b> If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year? .....	4	
<b>5</b> Taxable amount of lobbying and political expenditures. See instructions .....	5	

**Part IV Supplemental Information**

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (See instructions); and Part II-B, line 1. Also, complete this part for any additional information.

**PART II-B, LINE 1, LOBBYING ACTIVITIES:**

THE ORGANIZATION PAYS DUES TO NORTHEAST CHARTER SCHOOLS NETWORK. A PORTION OF DUES IS USED BY NECSN FOR LOBBYING ACTIVITIES IN SUPPORT OF CHARTER SCHOOLS.

**SCHEDULE D**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.  
▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2021**

Open to Public Inspection

Name of the organization **ACHIEVEMENT FIRST HARTFORD ACADEMY**  
**C/O ACHIEVEMENT FIRST INC** Employer identification number **26-2236909**

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year .....		
2 Aggregate value of contributions to (during year) .....		
3 Aggregate value of grants from (during year) .....		
4 Aggregate value at end of year .....		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? .....	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? .....	<input type="checkbox"/> Yes	<input type="checkbox"/> No

**Part II Conservation Easements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).  
 Preservation of land for public use (for example, recreation or education)  Preservation of a historically important land area  
 Protection of natural habitat  Preservation of a certified historic structure  
 Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements .....	2a
b Total acreage restricted by conservation easements .....	2b
c Number of conservation easements on a certified historic structure included in (a) .....	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register .....	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 .....

(ii) Assets included in Form 990, Part X .....

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 .....

b Assets included in Form 990, Part X .....

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2021

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a  Public exhibition
  - b  Scholarly research
  - c  Preservation for future generations
  - d  Loan or exchange program
  - e  Other \_\_\_\_\_
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- |                                 | Amount |
|---------------------------------|--------|
| c Beginning balance             | 1c     |
| d Additions during the year     | 1d     |
| e Distributions during the year | 1e     |
| f Ending balance                | 1f     |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

**Part V Endowment Funds.** Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment  \_\_\_\_\_ %
  - b Permanent endowment  \_\_\_\_\_ %
  - c Term endowment  \_\_\_\_\_ %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |   | Yes    | No |
|---|--------|----|
| (i) Unrelated organizations   | 3a(i)  |    |
| (ii) Related organizations  | 3a(ii) |    |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? <input type="checkbox"/> | 3b     |    |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		3,836,012.	2,681,680.	1,154,332.
d Equipment		329,946.	326,832.	3,114.
e Other		351,189.	315,641.	35,548.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				1,192,994.

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives .....		
(2) Closely held equity interests .....		
(3) Other .....		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) DUE TO OTHER SCHOOLS	6,248.
(3) DUE TO RELATED PARTY	6,146,376.
(4) REFUNDABLE ADVANCES	1,628,373.
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	7,780,997.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ...

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	17,368,756.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b	15,139.	
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d	2e		15,139.
3	Subtract line 2e from line 1		3	17,353,617.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b	4c		0.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)		5	17,353,617.

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	17,631,533.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a	15,139.	
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d	2e		15,139.
3	Subtract line 2e from line 1		3	17,616,394.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b	4c		0.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)		5	17,616,394.

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

**PART X, LINE 2:**

THE ACADEMY HAS NO UNRECOGNIZED TAX BENEFITS AT JUNE 30, 2022. THE ACADEMY'S FEDERAL AND STATE INCOME TAX RETURNS PRIOR TO FISCAL YEAR 2019 ARE CLOSED AND MANAGEMENT CONTINUALLY EVALUATES EXPIRING STATUTES OF LIMITATIONS, AUDITS, PROPOSED SETTLEMENTS, CHANGES IN TAX LAW AND NEW AUTHORITATIVE RULINGS.

IF APPLICABLE, THE ACADEMY WOULD RECOGNIZE INTEREST AND PENALTIES ASSOCIATED WITH TAX MATTERS AS PART OF GENERAL AND ADMINISTRATIVE EXPENSES IN THE STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS AND INCLUDE ACCRUED INTEREST AND PENALTIES IN ACCRUED EXPENSES IN THE STATEMENT OF FINANCIAL POSITION. THE ACADEMY DID NOT RECOGNIZE ANY INTEREST OR

**Part XIII** Supplemental Information *(continued)*

PENALTIES ASSOCIATED WITH TAX MATTERS FOR THE YEAR ENDED JUNE 30, 2022.

Multiple horizontal lines for supplemental information.



**SCHEDULE E**  
**(Form 990)**

**Schools**

OMB No. 1545-0047

**2021**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

Name of the organization **ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC** Employer identification number **26-2236909**

**Part I**

	YES	NO
1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body? .....	X	
2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	X	
3 Has the organization publicized its racially nondiscriminatory policy on its primary publicly accessible Internet homepage at all times during its taxable year in a manner reasonably expected to be noticed by visitors to the homepage, or through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space, use Part II .....	X	
<b>THE ACADEMY STATES ITS NON-DISCRIMINATORY POLICY IN ALL SOURCES USED FOR THE RECRUITMENT OF STUDENTS, THE POLICY IS ALSO INCLUDED IN THEIR APPLICATION MATERIALS.</b>		
4 Does the organization maintain the following?		
a Records indicating the racial composition of the student body, faculty, and administrative staff? .....	X	
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis? ..	X	
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships? .....	X	
d Copies of all material used by the organization or on its behalf to solicit contributions? .....	X	
If you answered "No" to any of the above, please explain. If you need more space, use Part II.		
5 Does the organization discriminate by race in any way with respect to:		
a Students' rights or privileges? .....		X
b Admissions policies? .....		X
c Employment of faculty or administrative staff? .....		X
d Scholarships or other financial assistance? .....		X
e Educational policies? .....		X
f Use of facilities? .....		X
g Athletic programs? .....		X
h Other extracurricular activities? .....		X
If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.		
6a Does the organization receive any financial aid or assistance from a governmental agency? .....	X	
b Has the organization's right to such aid ever been revoked or suspended? .....		X
If you answered "Yes" on either line 6a or line 6b, explain on Part II.		
7 Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," explain on Part II .....	X	

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule E (Form 990) 2021

**Part II** **Supplemental Information.** Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information.

LINE 6 - EXPLANATION OF GOVERNMENT FINANCIAL AID:

THE ACADEMY IS RECOGNIZED BY THE STATE OF CONNECTICUT AS A CHARTER SCHOOL,  
AS SUCH THE STATE OF CONNECTICUT PROVIDES GRANT FUNDING FOR OPERATIONS  
BASED ON A CENSUS OF STUDENTS. ADDITIONAL FUNDING IS RECEIVED FROM FEDERAL  
AND STATE GRANTS FOR EDUCATION FUNDING. HARTFORD ACADEMY, INC. RECEIVES  
GOVERNMENT ASSISTANCE TO FUND ITS EXEMPT PURPOSE OF PROVIDING EDUCATIONAL  
SERVICES.

**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ **Attach to Form 990.**

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2021**

**Open to Public  
Inspection**

Name of the organization **ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC**

**Employer identification number  
26-2236909**

**Part I General Information on Grants and Assistance**

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? .....  **Yes**  **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

<b>1 (a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section (if applicable)	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of noncash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of noncash assistance	<b>(h)</b> Purpose of grant or assistance

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ..... ▶ \_\_\_\_\_
- 3** Enter total number of other organizations listed in the line 1 table ..... ▶ \_\_\_\_\_

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2021

**ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC**

**Part III Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
SCHOLARSHIP	63	0.	26,768.	FMV	ALL SCHOLARSHIPS WERE APPLIED AGAINST STUDENT TUITION
COVID ASSISTANCE	13	6,158.	0.		

**Part IV Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

**PART I, LINE 2:**

APPLICATIONS ARE REVIEWED PRIOR TO SCHOLARSHIPS BEING AWARDED, AND THE SCHOLARSHIPS ARE APPLIED DIRECTLY AGAINST STUDENT TUITION.

DURING FISCAL YEAR 2022, THE ORGANIZATION IDENTIFIED A CHARITABLE CLASS FOR THE PURPOSE OF PROVIDING COVID RELIEF AWARDS TO MEMBERS OF OUR EDUCATIONAL COMMUNITY STUDENTS & THEIR FAMILIES, ALUMNI FROM OUR SCHOOLS CURRENTLY ATTENDING COLLEGE FOR PERSONAL USE.

**SCHEDULE J  
(Form 990)**

**Compensation Information**

OMB No. 1545-0047

**2021**

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees  
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.  
 ▶ Attach to Form 990.  
 ▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Department of the Treasury  
Internal Revenue Service

Name of the organization **ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC** Employer identification number **26-2236909**

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence   |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain .....

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? .....

**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |  |   |
|--|---|
| <input type="checkbox"/> Compensation committee              | <input checked="" type="checkbox"/> Written employment contract                     |
| <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study                               |
| <input type="checkbox"/> Form 990 of other organizations     | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment? ..... **4a**
- b** Participate in or receive payment from a supplemental nonqualified retirement plan? ..... **4b**
- c** Participate in or receive payment from an equity-based compensation arrangement? ..... **4c**
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization? ..... **5a**
- b** Any related organization? ..... **5b**
- If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization? ..... **6a**
- b** Any related organization? ..... **6b**
- If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III .....

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III .....

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? .....

	Yes	No
<b>1b</b>		
<b>2</b>		
<b>4a</b>		X
<b>4b</b>		X
<b>4c</b>		X
<b>5a</b>		X
<b>5b</b>		X
<b>6a</b>		X
<b>6b</b>		X
<b>7</b>	X	
<b>8</b>		X
<b>9</b>		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2021

**ACHIEVEMENT FIRST HARTFORD ACADEMY  
C/O ACHIEVEMENT FIRST INC**

Schedule J (Form 990) 2021

26-2236909

Page 2

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) RAVEN OBAS ACADEMIC DEAN	(i)	135,388.	2,000.	104.	2,500.	27,887.	167,879.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) LANEKA T THOMAS PRINCIPAL	(i)	143,270.	2,000.	130.	0.	21,032.	166,432.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) EMILY CHRISTINE WOJTUSIK PRINCIPAL	(i)	140,383.	2,000.	104.	0.	15,094.	157,581.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

**Part III Supplemental Information**

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 7:

SOME OF THE INDIVIDUALS LISTED ON FORM 990, PART VII RECEIVED BONUSES.

THESE AMOUNTS WERE APPROVED BY THE BOARD AND INCLUDED IN THE INDIVIDUALS'

W-2S.

**SCHEDULE O  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2021**

Open to Public  
Inspection

Name of the organization	ACHIEVEMENT FIRST HARTFORD ACADEMY C/O ACHIEVEMENT FIRST INC	Employer identification number	26-2236909
--------------------------	---	--------------------------------	------------

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:  
 NEEDED FOR ALL STUDENTS TO EXCEL IN TOP-TIER COLLEGES, TO ACHIEVE  
 SUCCESS IN A COMPETITIVE WORLD AND TO SERVE AS THE NEXT GENERATION OF  
 LEADERS IN THEIR COMMUNITIES. THE SCHOOL SERVES STUDENTS FROM LOW  
 INCOME HOUSEHOLDS IN HARTFORD, CONNECTICUT. THE SCHOOL OPERATED CLASSES  
 FOR STUDENTS IN KINDERGARTEN THROUGH TWELFTH GRADES.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:  
 SCHOOL SERVES STUDENTS FROM LOW INCOME HOUSEHOLDS IN HARTFORD,  
 CONNECTICUT. THE SCHOOL OPERATED CLASSES FOR STUDENTS IN KINDERGARTEN  
 THROUGH TWELFTH GRADES.

FORM 990, PART VI, SECTION A, LINE 3:  
 THE ORGANIZATION DELEGATES CERTAIN FINANCIAL FUNCTIONS, SPECIFICALLY  
 ACCOUNTING AND BOOKKEEPING, TO THE CHARTER MANAGEMENT ORGANIZATION,  
 ACHIEVEMENT FIRST, INC.

FORM 990, PART VI, SECTION B, LINE 11B:  
 FORM 990 PRESENTED TO BOARD FINANCE COMMITTEE MEMBERS PRIOR TO SUBMISSION  
 TO THE IRS. FORM 990 IS ALSO REVIEWED BY THE AUDIT & ACCOUNTING SPECIALIST  
 OF ACHIEVEMENT FIRST, INC., AND MADE AVAILABLE TO THE FULL BOARD PRIOR TO  
 FILING.

FORM 990, PART VI, SECTION B, LINE 12C:  
 BOARD MEMBERS ARE REQUIRED ANNUALLY, TO DISCLOSE CONFLICTS OF INTEREST.  
 VENDORS AND OTHER MAJOR CONTRACTORS ARE REQUIRED TO ENSURE THERE ARE NO

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2021



Name of the organization ACHIEVEMENT FIRST HARTFORD ACADEMY C/O ACHIEVEMENT FIRST INC	Employer identification number 26-2236909
---	--

CONFLICTS OF INTEREST.

FORM 990, PART VI, SECTION B, LINE 15:

SALARIES ARE DETERMINED THROUGH COMPARISON WITH LOCAL SCHOOL DISTRICTS TO ENSURE WE REMAIN COMPETITIVE. CONTINUING EMPLOYMENT IS REVIEWED AND APPROVED ANNUALLY BY THE BOARD OF TRUSTEES.

FORM 990, PART VI, SECTION C, LINE 19:

ALL THESE DOCUMENTS ARE AVAILABLE UPON REQUEST AT NO COST TO THE PUBLIC. THE ORGANIZATION'S FORM 990 IS AVAILABLE BOTH UPON REQUEST AND ON THE WEBSITE WWW.GUIDESTAR.ORG