

**APPENDIX A: 2018-19 CHARTER SCHOOL ANNUAL REPORT**

<b>PART 1: SCHOOL INFORMATION AND EXECUTIVE SUMMARY</b>	
Name of Charter School:	Year School Opened:
Booker T. Washington Academy	2014
Street Address:	City/Zip Code:
804 State Street	New Haven, CT 06511
School Director:	School Director Contact Information:
John Taylor	John.Taylor@btwacs.org /203-691-6535
Grades Authorized to Serve in 2018-19:	Charter Term:
K-5	2017-2020
<p>1. <b>School Performance Best Practices:</b> In 250 words or less, summarize a successful school model resulting in strong student outcomes and a positive school climate during the 2018-19 school year. Describe the strategy and its impact on the school referencing quantitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.</p> <p><b>At the Booker T. Washington Academy, we use the following strategies in developing a high-quality school model that results in strong student outcomes and a positive school climate:</b></p> <p><b>Use of Data to Drive Decision Making-</b> collecting and analyzing data to: Measure scholar progress and to ensure scholars do not fall through the cracks; measure program effectiveness; assess instructional effectiveness; make decisions around curriculum scope and sequence; determine appropriate allocation of resources; promote accountability; and identify trends.</p> <p><b>Hire Mission Aligned Staff-</b> intentionally hiring staff that understand the importance of having a growth mindset; work well as a member of a team; understand how to motivate scholars to learn; have respect for parents and their role in the educational process; and have a firm grasp of effective pedagogical strategies.</p> <p><b>Use of High Quality Curriculum-</b> selecting curricular delivery systems that are rigorous, relevant, allow for independent learning, promote critical thinking, are purposeful, and provide opportunities for reflection.</p> <p><b>Consistency, Coherence and Rigor of Implementation-</b> ensuring that our curriculum implementation is well organized and purposeful, free of gaps and needless repetitions, and aligned across classrooms (horizontal) and between grades (vertical).</p> <p><b>All Access to Research Based Tier 2 Intervention and High-Quality Enrichment-</b> providing all scholars with flexible access to a research-based reading intervention program or enrichment programming as determined by our universal screening assessment data.</p> <p><b>2 Adults in all Primary Level Classrooms-</b> having 2 qualified adults in every classroom in kindergarten thru 2<sup>nd</sup> grade to focus explicitly on differentiation and individualization of instruction.</p>	

**PART 2: SCHOOL PERFORMANCE**

2. **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:

The Booker T. Washington Academy’s mission is to provide a safe, nurturing, and challenging learning environment with the aim of producing responsible and productive citizens prepared to compete successfully in the global marketplace. To achieve this aim, we are committed to ensuring that each of our scholars has the capacity to read, write, think, discuss, and problem solve and to transfer these skills to achieve their college and career objectives.

Goal Statement:

**Academics:** To ensure that every one of our scholars has the capacity to read, write, think, discuss and problem solve and that these transferable skills can be utilized effectively to achieve their college and career objectives.

Evidence of Progress toward Goal:

The Booker T. Washington Academy has distinguished itself as an overall high achieving school since its inception. BTWA was identified as a School of Distinction and Category 1 school following the 2016-2017 school year. Nonetheless, we have experienced significant learning curves as an organization that is committed to both improving and expanding year-to-year. BTWA has outperformed state averages in reading and math achievement in two the past three Smarter Balanced Assessments, and has consistently performed at a higher level of achievement than the local school district, especially when directly compared to school serving similar demographic populations. BTWA has consistently outpace state averages and the New Haven public schools in reading and math achievement for black students, which is significant as nearly 90% of BTWA scholars fit into this racial category. Although generally performing at or above state averages, BTWA’s student growth performance has varied over the last three years, raising concerns internally about the overall effectiveness of our curriculum and instructional program implementation, specifically as it relates to equity of high-quality instruction across the school. As an outcome focused and highly accountable organization, we are committed to continuous improvement. We examined our achievement and growth data to identify areas of concern within the curricular and instructional program and have implemented changes to reverse the inconsistent performance on the Smarter Balanced Assessment.

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

	<p>In our effort to improve on the consistency of performance on high stakes assessments, we have enacted the following:</p> <ul style="list-style-type: none"> <li>● Increased the number of coaches and instructional support staff and restructured roles and responsibilities to strategically provide more direct support to teachers in the areas of instruction and classroom management.</li> <li>● Provided targeted training and support around differentiation of instruction in response to data.</li> <li>● Targeted culture and climate as a primary focus for school Principals.</li> </ul>
<p><b>Citizenship:</b> To embrace the ten character virtues that make up our Keys to Success – Responsibility, Perseverance, Respect, Kindness, Truth, Citizenship, Courage, Self-Discipline, Fairness, and True Friendship and to demonstrate their grasp of these character virtues in behavior and action.</p>	<p>The Booker T. Washington Academy uses a variety of non-academic data to measure student performance in the area of citizenship, including non-academic performance indicators such as attendance, tardies, discipline referrals and in and out of school suspensions. Year-to-year, our scholars have increasingly demonstrated their grasp of the Keys to Success as evidenced by the reduction of in-school suspensions from 6 percent in 2016-2017, to less than 1 percent in 2018-2019.</p>
<p><b>Purpose:</b> To adopt the philosophy of Booker T. Washington, specifically as it relates to the importance of hard work, the value of a quality education, and the commitment to giving back to the community.</p>	<p>The Booker T. Washington Academy is committed to providing the scholars we serve – the majority of whom come from economically disadvantaged communities – with a high quality education that embodies the Nine Characteristics of High Performing Schools: Clear and Shared Focus; High Standards for All Students; Effective School Leadership; Alignment of Curriculum, Instruction, and Assessments to State and Common Core Standards; Frequent Monitoring of Teaching and Learning; Focused Professional Development; Supportive Learning Environment; Collaborative Communication; and Family and Community Involvement.</p> <p>We have the same high expectations for all learners, regardless of their performance levels at the beginning of the school year. We engage our scholars in establishing a growth mindset by encouraging them daily to “Work Hard. Get Smart.”</p> <p>We recognize parental support and participation as vital to the fulfillment of our mission. Therefore, parents and community members are</p>



	<p>authentically involved as partners with the school. All families are expected to give two hours per month to volunteer within the school. We provide parents with volunteer options to choose from, all of which add value to the school and encourage increased parental involvement. In support of parents that work, we offer before and after-school care beginning each day at 6:30am and concluding at 6:30pm.</p>
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**3. Student Achievement:** Data summarizing school performance and academic achievement from the last three years is provided below. Please review data evidencing student growth and progress toward closing achievement gaps.

Performance Metric	*2015-16:	*2016-17:	*2017-18:
ELA Performance Index – All Students	N/A	75.2%	74.4%
ELA Performance Index – High Needs Students	N/A	74.6%	72.7%
Math Performance Index – All Students	N/A	75.4%	69.9%
Math Performance Index – High Needs Students	N/A	75.0%	68.2%
Science Performance Index – All Students	N/A	N/A	N/A
Science Performance Index – High Needs Students	N/A	N/A	N/A
ELA Avg. Percentage of Growth Target Achieved – All Students	N/A	N/A	50.2%
ELA Avg. Percentage of Growth Target Achieved – High Needs Students	N/A	N/A	48.7%
Math Avg. Percentage of Growth Target Achieved – All Students	N/A	N/A	20.3%
Math Avg. Percentage of Growth Target Achieved – High Needs Students	N/A	N/A	21.7%
Average daily attendance rate:	93.9%	93.5%	94.7%
Chronic absenteeism rate:	20.2%	15.3%	12.2%
Overall suspension rate: (% of students with 1+ suspension/expulsion)	12.9%	5.9%	*
Number of in-school suspensions:	50	24	*
Number of out-of-school suspensions:	*	9	*
Number of expulsions:	0	0	0
Four Year Adjusted Cohort Graduation Rate (if applicable):	N/A	N/A	N/A
Six Year Adjusted Cohort Graduation Rate (if applicable)	N/A	N/A	N/A
Accountability Index charter school:	35.4%	90.8%	58.7%
Accountability Index state:	73.1%	73.2%	74.9%

**4. Legal compliance Best Practices:** In 250 words or less, summarize methods illustrating that the school is acting in compliance with applicable laws and regulations (e.g. support for students with disabilities, English learners, employee and student rights). 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 Booker T. Washington Academy is compliant with all local, state and federal applicable laws and regulations related to identifying and serving students with disabilities, and English learners, including employee and student rights. BTWA collaborates with the New Haven School District to provide special education services for scholars with disabilities, which constituted 6.4 percent of our total school population in 2018-2019. BTWA has a Memorandum of Understanding agreement with NHPS for support in speech, occupation and physical therapy. BTWA employs a certified special education teacher to provide direct service to students with learning disabilities, in line with their IEP requirements. BTWA uses an established protocol for identifying students who may qualify for English Language Learner services, that is aligned to the state and federal guidelines for Limited-English proficiency. Eight percent of scholars attending BTWA in 2018-2019 were identified as Limited-English proficient.

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

**5. 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 2017-18 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 2018-19 budget. (4) Provide a FY 2019-20 board-approved budget.

**6. Financial Condition:** Provide the following financial data for FY 2018-19

Total margin (net income/total revenue):	<b>0.11</b>
Debt to asset ratio (total liabilities/total assets):	<b>0.44</b>
Debt service coverage ratio (net income+depreciation+interest expense)/ (principal+interest payments):	<b>N/A</b>
Current asset ratio (current assets/current liabilities):	<b>2.17</b>
Days of (unrestricted cash/((total expenditures-depreciation)/365)):	<b>155</b>
Cash flow (change in cash balance):	<b>\$798,045.34</b>

7. **Governing Board:** Consistent with C.G.S. § 10-66bb(d)(3)(A), provide the following information for all governing board members. The governing board should include teachers and parents and 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 and which 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 superintendents designee.

Name:	Occupation:	Board Role/Term:	Mailing/Email:	Background Check:
Kelcy Steele	Pastor Varick AME Church, New Haven CT	Interim Chair/ 3 years	<a href="mailto:pastorksteele@gmail.com">pastorksteele@gmail.com</a>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Kate Kelly	Asst. Clinical Professor and BSW Program Director of Sacred Heart Univ. Dept of Social Work	Treasurer/ 3 years	etaky@outlook.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
David Martin	Program Officer: William Casper Graustein Memorial Fund	Secretary/ 3 years	dmartin@wcgmf.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Eldren Morrison	Pastor Shaw Temple AME Zion, Atlanta GA	Member/ 6 years	eldrenm@aol.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Sydney Perry	Retired CEP at Jewish Federation of Greater New Haven	Member/ 5 years	Sydneyperry613@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Jeffrey Cirillo	Director of Revenue Management at Yale New Haven Health System	Member/ 6 years	Jeffrey.cirillo@ynnh.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Jesse Phillips	Director of Strategy and Planning, Urban League of Southern CT	Member/ 6 years	jesseleading@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Sherri Thompson	New Haven Police Department Emergency Mgmt Dispatcher	Parent Member/ 5 years	Sbt51winter@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Dr. Edward Joyner	Education Consultant	NHPS Designee/ 1 year		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
John Taylor	Executive Director	Ex-Officio Member/ 6 years	John.taylor@btwacs.org	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**8. Renewal Terms and Other Issues:** 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:
<p>1.1 Academic Achievement</p>	<p>Some of the school’s growth targets achieved (2a.-2d.) in the 2017-18 Next Generation Accountability Report have slipped below New Haven, the host district.</p>	<p>Our current focus for improvement is around student growth. Data from the last two iterations of Smarter Balanced Assessments indicate a significant number of our scholars are not meeting their growth targets beyond third grade, although our absolute performance continues to be significantly higher than the local school district. We have identified some of the factors contributing to this trend as:</p> <ul style="list-style-type: none"> <li>● High percentage of inexperience amongst teaching staff in grades 3-5</li> <li>● Limited access to coaching and support</li> <li>● Inconsistent high quality and equitable instruction due to unexpected teacher in turn-over and maternity leaves (4 in 2018-2019)</li> </ul> <p>In an effort to reverse this trend, we have enacted the following strategies:</p> <ul style="list-style-type: none"> <li>● Increased the number of coaches and instructional support staff and restructured roles and responsibilities to strategically provide more direct support to teachers in the areas of instruction and classroom management.</li> <li>● Provided targeted training and support around differentiation of instruction in response to data.</li> </ul>



		<ul style="list-style-type: none"> <li>● Directly targeted culture and climate as a primary focus for school Principals.</li> <li>● Realigned Mission, Vision and Philosophy to our CORE Values and Beliefs in collaboration with all staff during school retreat in an effort to increase buy-in and build capacity for leadership from within.</li> </ul> <p>With the changes that we have implemented, we anticipate achieving more consistent outcomes of at or above state averages on future high stakes assessments. Additionally, we also expect significant increases in the percentage of scholars who are meeting their growth expectations from year to year.</p>
<p>1.4 Chronic Absenteeism</p>	<p>The school's chronic absenteeism rate for the 2016-17 school year was 15.3%, the state average was 9.9%. The school's rate for the 2017-18 school year was 12.2%, slightly above the state's 10.7%.</p>	<p>Chronic absenteeism continues to be a challenge for most all urban districts and schools across the state. We are working diligently to overcome some of the obstacles faced by parents in getting their child(ren) to school every day and on time. We have implemented the recommendations from the Turnaround Office and have seen significant improvement, reducing the rate of chronic absenteeism by 20 percent over the last couple of years. Corrective actions taken to reduce chronic absenteeism include:</p> <ul style="list-style-type: none"> <li>● Revised the Framework for Intervention around attendance</li> <li>● Increased communication amongst stakeholders</li> <li>● Developed policy to expand options for student transportation</li> <li>● Identified alternate transportation options for students that miss the school bus</li> </ul>



		<p>We will continue to do whatever it takes to decrease chronic absenteeism to a level that is comparable or lower than state averages.</p>
<p>4.5 Teacher/Staff Credentials</p>	<p>As of May 2019, the Bureau of Educator Standards and Certification reported 3 staff identified in the Educator Data System as being out of compliance for the 2018-19 school year. It is the responsibility of the school to take steps to make certain that 100% of the staff holds appropriate authorizations for their positions.</p>	<p>The Booker T. Washington Academy recognizes that it is our responsibility to make certain that 100% of the staff holds the appropriate authorizations for their positions. We are constantly working with our staff to ensure they meet the requirements for certification. We are committed to being in full compliance for the 2019-2020 school year and beyond.</p>

9. **Stewardship, Governance, and Management Best Practices:** In 250 words or less, summarize processes established in the areas of **stewardship, governance, and management** (e.g., financial management, reporting compliance, sustaining financial viability, and school operations), to ensure the school is financially viable and organizationally healthy and strong. Describe the strategy and its impact on the school referencing quantitative and qualitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.

The Booker T. Washington Academy Board of Directors clearly understands its role and responsibility as the holder of the charter to be, (1) relentless focus on student achievement, (2) ensuring the school has effective leadership, (3) establishing policies, (4) maintaining legal and regulatory compliance, and (5) overseeing financial management and sustaining financial viability.

Since our inception, we have proven our ability to sustain fiscal viability and spend conservatively while ensuring that our scholars receive a high quality education.

We have consistently been able to average a savings/surplus (total margin) of 9% over the course of our existence. Our total margin is 0.11 or 11% for 2019. We also have built healthy cash reserves with over 4 months of cash on hand in the bank (155 Days) and a current ratio of 2.17. There are no immediate problems covering current liabilities and efficient use of working capital.

Our debt to asset ratio at the end of fiscal year 2019 was .44. This illustrates little fiscal risk as we are well equipped to pay for our liabilities with liquid assets.

We continue to secure foundation and other private funding as we grow towards a maximum capacity of 540 students in FY 2022.

**PART 4: STUDENT POPULATION**

**10. Enrollment and Demographic Data:** Provide 2018-19 student demographic and enrollment information.

Grades Served:	K-5	Student Enrollment:	360
% Free/Reduced-Price Lunch:	80.2	% Black:	86.3
% Special Education:	6.3	% Hispanic:	12.2
% Limited English Proficiency:	7.5	% Caucasian:	1.5

**2018-19 Enrollment by Grade Level:**

PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
	75	69	80	68	42	26								<b>360</b>

**11. Enrollment Efforts:** Summarize the school's efforts to attract, enroll, and retain a diverse and representative student population, including minority students, low-income students, English learners, and students with disabilities.

The Booker T. Washington Academy utilizes a variety of strategies to attract, enroll, and retain a diverse and representative student population, including minority students, low-income students, ELL students and students with disabilities. All interested New Haven families have the opportunity to apply to the Booker T. Washington Academy. Scholars living in New Haven's Dixwell and Newhallville neighborhoods are given preference for enrollment. Both neighborhoods have significant populations of students with a history of low academic performance, students who receive free and reduced lunch, and some who have a history of social, emotional and behavioral concerns. Included in this pool are students requiring special education and English language learners. We recruit from all New Haven communities beginning in March through newspaper advertisements, flyer distribution door-to-door and in community health centers and churches, and public service announcements on local radio stations. We also conduct Open Houses at the school and attend NHPS Choice events throughout the Greater New Haven Community to promote the school. In all communication with potential families, we intentionally describe our desire and commitment to recruit and serve ELL and special needs scholars.

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

2018-19 Waitlist:	2019-20 Waitlist:
100	200

**13. Student Population Best Practice:** In 250 words or less, summarize systems 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. Include a brief narrative on the school's unique model and describe the strategy and its impact on the school referencing quantitative and qualitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.

At the Booker T. Washington Academy, we are proud to play a part in increasing educational opportunities and equity for students and providing parents with high quality educational choice in New Haven. We serve predominantly low-income families from under-resourced communities, as evidenced by at least 82 percent of our population being eligible for free or reduced lunch. We intentionally tailor our school program to meet the needs of the families we serve, offering before and after-school care to increase school access for families. We offer extended learning during the summer through our four-week summer learning program, which includes authentic learning opportunities such as field trips to museums, science centers, and the zoo. Our attrition during the school year has been remarkably low in our first four years of operation, which indicates continued parent and community support. Additionally, parent satisfaction has been in excess of 90 percent each of our first 4 years of operation. We are also committed to ensuring that we put an effective teacher in front of every scholar, providing our teachers with the highest quality professional development available. We recognize that access to a quality education is at the center of social justice.

**APPENDIX B: 2020-22 TWO YEAR PRELIMINARY ENROLLMENT REQUEST**



**Directions:** On an annual basis, charter schools must submit an enrollment request for the following school year. Consistent with C.G.S. § 10-66bb(c), the State Board of Education considers enrollment requests in the context of each school's charter and record of student achievement.

C.G.S. § 10-66bb(c)(2) places an enrollment cap on the number of students that a state charter school may enroll. However, charter schools with a demonstrated record of achievement may seek a waiver. If the school submitted 2020-21 and enrollment request 2021-22 requires an enrollment waiver, please specify that below.

1. Complete the table below providing the school's enrollment and growth history. Submit an enrollment request and growth projections for the upcoming school year.															
School Year:	Actual Enrollment:														
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2017-18		69	82	73	46	30									242
2018-19		75	69	80	68	42	26								360
2019-20		66	80	66	69	68	45	26							420
School Year:	2020-2022 Two Year Enrollment Requests:														
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2020-21		60	66	80	66	69	68	45	26						480
2021-22		60	60	66	80	66	69	68	45	26					540
2. Based on the requests entered above, is the school seeking a waiver to the enrollment cap described in C.G.S. § 10-66bb(c)(2), no state charter school shall enroll more than two hundred fifty students, or in the case of a kindergarten to grade eight, inclusive, school, more than three hundred students, or twenty-five per cent of the enrollment of the school district in which the state charter school is to be located, whichever is less.														<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
3. Provide a rationale for the enrollment request(s), by school year, including a synopsis of all relevant assumptions.															
<p>The Booker T Washington Academy will be expanding, as outlined in the original charter, one grade level each school year until the school is serving scholars in grades pre-K thru 8. Therefore, BTWA seeks a waiver to the enrollment cap for state charter schools. We provide the following rationale for the request:</p> <ul style="list-style-type: none"> <li>• The need for expanded quality seats and school choice options in the City of New Haven is evidenced by the fact that less than 35 percent of students in New Haven were proficient in reading in 2018-2019, and less than 30 percent proficient in math.</li> <li>• BTWA's math performance surpassed state averages for the 3rd consecutive year, and our reading performance surpassed state averages 2 of the last 3 year. BTWA's absolute performance is significantly higher than the local school district, and we are proud to be recognized as another high performing school choice options provided to New Haven families.</li> <li>• BTWA's enrollment waiver request falls significantly short of exceeding the twenty-five percent enrollment threshold of the New Haven School District enrollment.</li> </ul>															

4. Summarize the school's plans to successfully expand and accommodate the needs of the students served (e.g., programming, staffing, facilities, and class size).

The Booker T Washington Academy will be expanding, as outlined in the original and renewed charter, one grade level each school year until the school is serving scholars in grades pre-K thru 8. In school year 2019-2020, the school expanded one grade level to serve students in grades K-6. BTWA has made a commitment to “developing our own” teachers by hiring novice teachers in the role of Resident teachers for a full school year prior to giving them their own self-contained classroom. In this way, the Resident teachers become well versed in the strategies that make up our high performing school model: use of data, consistency, coherence and rigorous implementation of the high-quality curriculum, formative assessments, use of technology, and Scientific Research Based Intervention. These teachers, along with academic assistant teaching candidates participating in Relay Program, make up our newest cohort of teachers, which is significantly more diverse than prior cohorts. For school year 2019-2020, 61 percent of BTWA classroom teachers are racial or ethnic minorities, amongst the highest percentages in the State of Connecticut.

BTWA is stilling working on securing a permanent facility that will facilitate a pre-Kindergarten through 4<sup>th</sup> grade school program. The school anticipates purchasing and renovating a permanent facility for school year 2020-2021. In the event we are not able to secure a location within that time frame, we will continue to lease at our current location until a suitable alternate (permanent) space is identified. BTWA recently secured a temporary location for its middle school program. BTWA anticipates making that location permanent as part of the charter renewal application process. BTWA has maintained class size at a level consistent with a staff:student ratio of no more than 1:12.

## APPENDIX C: 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:
1. <b>School Performance:</b> Is the school a successful model resulting in strong student outcomes and a positive school climate?
2. <b>Stewardship, Governance, and Management:</b> Is the school financially and organizationally healthy and viable?
3. <b>Student Population:</b> Is the school promoting equity by effectively attracting, enrolling, and retaining students, particularly among targeted populations?
4. <b>Legal Compliance:</b> Is the school acting in compliance with applicable laws and regulations?

Performance Standards:	Performance Indicators:
1. School Performance	1.1. Academic Achievement <ul 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> </ul> 1.2. Academic Growth <ul 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> </ul> 1.3. Participation Rates (a. All Students, b. High Needs) 1.4. Chronic Absenteeism (a. All Students, b. High Needs) 1.5. Preparation for Postsecondary and Career Readiness - % Taking Courses 1.6. Preparation for Postsecondary and Career Readiness - % Passing Exams 1.7. On-track to High School Graduation 1.8. 4-year Adjusted Cohort Graduation 1.9. 6-year Adjusted Cohort Graduation 1.10. Postsecondary Entrance Rate (All Students) 1.11. Physical Fitness 1.12. Arts Access
2. Stewardship, Governance, and Management	2.1. Financial Management 2.2. Financial Reporting 2.3. Financial Viability 2.4. Governance and Management 2.5. Facility
3. Student Population	3.1. Recruitment and Enrollment Process 3.2. Waitlist and Enrollment Data 3.3. Demographic Representation 3.4. Family and Community Support 3.5. School Culture and Climate
4. Legal Compliance	4.1. Open Meetings and Information Management 4.2. Students with Disabilities 4.3. English Learners 4.4. Rights of Students 4.5. Teacher/Staff Credentials 4.6. Employee Rights



## APPENDIX D: 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 **Booker T. Washington 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 checks 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 **Booker T. Washington Academy** and available for random audit by the Connecticut State Department of Education (CSDE).
5. Pursuant to C.G.S.A. § 10-66oo, **Booker T. Washington 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 **Booker T. Washington Academy** serves on the board of another charter school or CMO.
7. All public funds received by **Booker T. Washington 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 **Booker T. Washington 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. **Booker T. Washington 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. **Booker T. Washington 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 **Booker T. Washington 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 **Booker T. Washington Academy** may be subject to random audit by the CSDE to verify these statements.

---

Signature:  \_\_\_\_\_

Name of Board Chairperson:           Kelcy Steele          

Date:           10/16/19

**Booker T. Washington Academy**

**FY20 Budget Overview**

		FY2020 Projection
<b>Summary</b>		
Total Revenue		5,800,066
Total Expense		5,962,274
Operating Revenue/Deficit before Cash Inflow		(162,208)
Plus Cash Inflow		175,000
Net Operating Revenue		12,792
Cumulative Cash Carryover from prior years		861,064
Projected Cash Carryover		698,856
<b>Revenue</b>		
<b>Private Funding</b>		
43330 Foundation and Trust Grants/Corporate Contributions		790,000
<b>Total Private Funding</b>	-	<b>790,000</b>
<b>Government Funding</b>		
44545 Per Pupil Revenue		4,702,500
44515 E-Rate		-
44551 Title I		192,756
44552 Title II		
44553 Title IV		
44555 Special Education Reimbursement		85,810
<b>Total Government Funding</b>	-	<b>4,981,066</b>
<b>Program Income</b>		
47240 After School Program		24,000
47241 Summer Program		-
47250 Uniform Income		5,000
49020 Fundraising/School Events		
<b>Total Program Income</b>	-	<b>29,000</b>
<b>Total Revenue</b>	-	<b>5,800,066</b>
Cash Inflow from reserve		175,000

**Booker T. Washington Academy**

**FY20 Budget Overview**

		FY2020 Projection
<b>Expenses</b>		
<b>Personnel Expense</b>		
60000 Personnel Salaries		
60001 Payroll - Leadership Staff		515,115
60002 Payroll - Other		30,000
60005 Payroll - Academic Deans and Directors		144,200
60010 Payroll - Teachers		1,373,658
60011 Payroll - Special Education Teachers		77,000
60012 Payroll - Specialty Teachers		296,589
60015 Payroll - Academic Assistants		298,960
60020 Payroll - Student Support		52,273
60025 Payroll - Nurse		61,532
60040 Payroll - Finance & Operations		338,104
60030 Payroll - Bus Monitoring		-
60035 Payroll - Before/After School		135,487
60036 Summer School Program Salary		7,166
<b>Total 60000 Personnel Salaries</b>	<b>-</b>	<b>3,330,084</b>
60044 Personnel Taxes and Benefits		
60050 Payroll - Social Security ER		106,729
60055 Payroll - Medicare ER		45,783
60060 Payroll - CT Withholding	2%	67,126
60064 Personnel Benefits		
60065 Payroll - Health Benefits	12%	383,579
60070 Payroll - Dental & Vision Benefits	2%	59,200
60082 Workers Compensation Insurance	1%	33,301
<b>Total 60064 Personnel Benefits</b>	<b>0</b>	<b>476,080</b>
<b>Total 60044 Personnel Taxes and Benefits</b>	<b>0</b>	<b>695,718</b>
<b>Total Personnel</b>	<b>0</b>	<b>4,025,803</b>
<b>Program Expenses</b>		
Classroom Expenses		
60101 Art Supplies		2,219
60102 Assessment Materials and Svcs		11,611
60103 Classroom Events		9,189
60104 Classroom Supplies		20,900
60105 Education Software		15,094
60106 Music Supplies		2,090
60107 Physical Education Supplies		2,483
60108 Textbooks and Materials		81,278
60110 Library Supplies		1,742
<b>Total 60100 Classroom Expenses</b>	<b>-</b>	<b>146,606</b>

**Booker T. Washington Academy****FY20 Budget Overview**

		<b>FY2020 Projection</b>
<b>School Related Services</b>		
60205 Staff Uniforms		3,437
60210 Student Uniforms		12,621
60109 Summer School Expenses		13,643
60201 Nursing Supplies		4,644
60202 Pupil Services		-
60203 Student Field Trips		-
60203-1 Field Trips - Fundraised		20,020
60204 Food Service		
60204-1 Food Service - Breakfast		
60204-2 Food Service - Lunch		
60204-3 Food Service - Snack		5,697
<b>Total 60200 School Related Services</b>	<b>-</b>	<b>60,063</b>
<b>Contracted Services</b>		
60099 Payroll Processing Fees		9,169
62105 Admin Support Contractor		-
62110 Accounting Fees		115,000
62115 Audit Services		26,372
62130 Fundraising Fees		13,212
62135 In-Service Dev Consultants		72,044
62140 Legal Fees		29,302
62145 IT Services		30,000
62190 Other Contract Services		51,279
62195 Contracted Social Work Services		-
62200 Outsourced Nursing Services		-
<b>Total 62100 Contract Services</b>	<b>-</b>	<b>346,378</b>

**Booker T. Washington Academy**

**FY20 Budget Overview**

		<b>FY2020 Projection</b>
<b>Office Expense</b>		
65005 Office Equipment Lease		
65005-1 Photocopier		16,187
65005-2 Telephone Modem		3,932
65010 Books, Subscriptions, Reference		4,025
65015 Classroom & Office Equipment - Non Depr		8,734
65016 Classroom & Office Furniture - Non Depr		18,742
65020 Postage and Delivery		7,057
65030 Printing and Copying		7,240
65040 Office Supplies		18,469
65050 Telecommunications		37,599
65051 Communications E-Rate		16,145
65150 Memberships and Dues		15,849
<b>68000 Staff Travel</b>		
68300 Travel and Entertainment		
68310 Travel - Conf, Mtg and Conv		9,567
68315 Travel - Air/Ground Transport		8,005
68320 Travel - Lodging		31,867
68325 Travel - Meals & Entertainment		1,318
68330 Travel - Mileage		2,473
68335 Travel - Parking		18,623
68340 Travel - Per Diem		-
68390 Travel - Other Expenses		-
<b>Total 68000 Staff Travel</b>	<b>-</b>	<b>71,853</b>
<b>Total 65000 Operations</b>	<b>-</b>	<b>225,832</b>
<b>Recruitment and Marketing</b>		
65110 Advertising Expenses		7,774
65115 Student Recruitment		9,568
65140 Staff Recruitment		15,369
<b>Total 65100 Recruitment and Marketing</b>	<b>-</b>	<b>32,711</b>
<b>Professional Development</b>		
65160 Meeting Supplies & Food		5,619
65170 Staff Development & Training		45,272
<b>Total 65145 Professional Development</b>	<b>-</b>	<b>50,891</b>
<b>Miscellaneous Expense</b>		
65105 Bank Fees		3,000
65130 Interest Expense - General		500
<b>Total 90000 Miscellaneous Expense</b>	<b>-</b>	<b>3,500</b>

Booker T. Washington Academy		
FY20 Budget Overview		
		FY2020 Projection
<b>Total Program</b>	-	<b>865,981</b>
<b>Facilities Expense</b>		
62800 Facilities and Equipment	SqFt	
62801 Facility Supplies		44,528
62804 Snow Removal/Waste Management		30,469
62815 Maintenance and Repairs	60,000	40,000
62825 Utilities	60,000	103,500
628XX Security System		5,000
62840 Equipment Rental		15,000
62850 Custodial / Janitorial Services		138,000
62890 Rent		417,250
62891 Real Estate Tax		200,000
62892 Relocation		20,000
62810 Depr and Amort - Allowable		
<b>Total 62800 Facilities and Equipment</b>		<b>1,013,746</b>
62865 General Insurance		
62870 Property Insurance		37,541
65120 Directors & Errors Ins		19,203
<b>Total 62865 General Insurance</b>	-	<b>56,745</b>
<b>Total Facilities</b>	-	<b>1,070,491</b>
<b>Total Expenditures</b>	<b>0</b>	<b>5,962,274</b>
<b>Net Operating Revenue</b>	<b>(0)</b>	<b>12,792</b>



# Booker T. Washington Academy Budget FY 2018-2019

<i>Pupil Count</i>	Projected 300	Pre K - 5 Projected 360
	<b>2017-2018</b>	<b>2018-2019</b>
<b>Revenue</b>		
<b>43000 Non-Profit Revenue</b>		
43310 Corporate and Business Grants	1,000	
43330 Foundation and Trust Grants	1,030,115	1,260,000
<b>Total 43000 Non-Profit Revenue</b>	<b>1,031,115</b>	<b>1,260,000</b>
<b>43400 Direct Public Support</b>		
43410 Corporate Contributions	13	
43450 Individual Contributions	100	
<b>Total 43400 Direct Public Support</b>	<b>113</b>	-
<b>44000 Government &amp; Federal Grants</b>		
44500 Government Grants		
44515 E-Rate	13,000	13,000
44550 Student Entitlements	163,134	194,129
<b>Total 44000 Government &amp; Federal Grants</b>	<b>176,134</b>	<b>207,129</b>
<b>44540 State Grants</b>		
44545 Per Pupil Revenue	3,300,000	4,016,250
<b>Total 44540 State Grants</b>	<b>3,300,000</b>	<b>4,016,250</b>
<b>47200 Program Income</b>		
47240 After School Program	88,956	119,000
47241 Summer Program	11,487	-
47250 Uniform Income	7,801	5,000
47260 School Food Program	-	-
<b>Total 47200 Program Income</b>	<b>108,244</b>	<b>124,000</b>
<b>49000 Special Events Income</b>		
49010 Special Events Contributions		
49020 Fundraising/Events	15,000	
<b>Total 49000 Special Events Income</b>	<b>15,000</b>	-
<b>50000 Investments</b>		
<b>50030 Interest</b>		
<b>Total Revenue</b>	<b>4,630,711</b>	<b>5,607,379</b>
<b>Gross Profit</b>	<b>4,630,711</b>	<b>5,607,379</b>
<b>Expenditures</b>		
<b>60000 Personnel Salaries</b>		
60001 Payroll - Leadership Staff	287,600	296,228
60002 Payroll -Other	9,369	27,000
60005 Payroll - Academic Deans and Directors	137,400	207,369
60010 Payroll - Teachers	943,784	1,018,467
60011 Payroll - Special Education Teachers	50,287	98,475
60012 Payroll - Specialty Teachers	235,019	246,889
60015 Payroll - Academic Assistants	342,413	348,375
60020 Payroll - Student Support	50,000	81,500
60025 Payroll - Nurse	52,796	59,740
60030 Payroll - Bus Monitor	47,000	73,410
60035 Payroll - Before/After School	125,277	129,035
60036 Payroll - Summer School Program	28,874	4,000
60040 Payroll - Finance & Operations	102,412	130,870
<b>Total 60000 Personnel Salaries</b>	<b>2,412,230</b>	<b>2,721,358</b>

<b>60044 Personnel Taxes and Benefits</b>		
60045 Payroll - Federal Tax Withholding		
60050 Payroll - Social Security ER	79,332	168,724
60055 Payroll - Medicare ER	34,455	39,460
60059 SUI	-	-
60060 Payroll - CT Withholding	49,901	57,149
<b>Total Personnel Taxes and Benefits</b>	<b>163,688</b>	<b>265,332</b>
<b>60064 Personnel Benefits</b>		
60065 Payroll - Health Benefits	222,464	326,563
60070 Payroll - Dental & Vision Benefits	27,083	73,477
60080 Payroll - Life Insurance	-	-
60082 Workers Compensation Insurance	23,762	27,214
<b>Total 60064 Personnel Benefits</b>	<b>273,310</b>	<b>427,253</b>
<b>Total 60044 Personnel Taxes and Benefits</b>	<b>436,998</b>	<b>692,586</b>
<b>60100 Classroom Expenses</b>		
60101 Art Supplies	1,592	1,911
60102 Assessment Materials and Svcs	16,439	19,727
60103 Classroom Events and Field Trip	6,595	7,914
60104 Classroom Supplies	19,479	23,375
60105 Education Software	13,843	16,612
60106 Music Supplies	1,500	1,800
60107 Physical Education Supplies	1,782	2,139
60108 Textbooks and Materials	68,840	82,608
60110 Library Supplies	5,000	6,000
<b>Total 60100 Classroom Expenses</b>	<b>135,071</b>	<b>162,085</b>
<b>60200 School Related Services</b>		
60109 Summer School Expenses	2,982	8,000
60201 Nursing Supplies	3,500	4,000
60202 Pupil Services	2,000	4,000
60203 Student Field Trips	14,368	17,242
60205 Staff Uniforms	1,307	2,346
60210 Student Uniforms	9,582	10,869
<b>Total 60200 School Related Services</b>	<b>33,739</b>	<b>46,457</b>
<b>60204 Food Service</b>		
60204-1 Food Service - Breakfast		
60204-2 Food Service - Lunch		
60204-3 Food Service - Snack	4,089	4,907
<b>Total 60204 Food Service</b>	<b>4,089</b>	<b>4,907</b>
<b>Total 60200 School Related Services</b>	<b>37,828</b>	<b>51,364</b>
<b>62100 Contract Services</b>		
60099 Payroll Processing Fees	6,076	6,258
62105 Admin Support Contractor	13,868	14,284
62110 Accounting Fees	106,821	115,000
62115 Audit Services	16,391	18,000
62125 Back Office Services	-	-
62130 Fundraising Fees	8,755	9,018
62135 In-Service Dev Consultants	47,741	49,173
62140 Legal Fees	35,000	36,050
62145 IT Services	19,102	21,600
62190 Other Contract Services	66,933	68,941
<b>Total 62100 Contract Services</b>	<b>320,686</b>	<b>338,323</b>
<b>62800 Facilities and Equipment</b>		
62801 Facility Supplies	26,374	30,330
62804 Snow Removal	-	-
62805 Communications E-Rate	-	-
62815 Maintenance and Repairs	38,250	60,869

62825 Utilities	92,700	143,222
62840 Equipment Rental	5,000	5,500
62850 Custodial / Janitorial Services	55,592	96,000
62890 Rent	300,000	309,000
62891 Real Estate Tax	170,836	170,836
62892 Relocation Expense	-	40,000
<b>Total 62800 Facilities and Equipment</b>	<b>688,752</b>	<b>855,757</b>
<b>62810 Depr and Amort - Allowable</b>	<b>78,838</b>	<b>99,659</b>
<b>65000 Operations</b>		
<b>62865 General Insurance</b>		
62870 Property Insurance	26,536	32,332
65120 Directors & Errors Ins	11,203	16,539
65101 Casualty & Thefts		
<b>Total 62865 General Insurance</b>	<b>37,739</b>	<b>48,871</b>
65005 Office Equipment Lease		
65005-1 Photocopier	11,618	13,941
65005-2 Telephone Modem	2,822	3,386
65010 Books, Subscriptions, Reference	2,889	3,466
65015 Office Equipment - Non Depr	15,671	18,805
65016 Office Furniture - Non Depr	47,013	16,141
65020 Postage and Delivery	5,065	6,078
65030 Printing and Copying	5,196	6,236
65040 Office Supplies	13,255	15,906
65050 Telecommunications	11,890	14,268
65051 Communications E-Rate	11,587	13,904
65150 Memberships and Dues	-	-
<b>68000 Staff Travel</b>	<b>7,852</b>	
68300 Travel and Entertainment		
68310 Travel - Conf, Mtg and Conv	6,340	6,530
68315 Travel - Air/Ground Transport	5,305	5,464
68320 Travel - Lodging	18,125	21,750
68325 Travel - Meals & Entertainment	873	900
68330 Travel - Mileage	1,639	1,688
68335 Travel - Parking	9,079	12,711
<b>Total 68000 Staff Travel</b>	<b>41,361</b>	<b>49,043</b>
<b>Total 65000 Operations</b>	<b>206,106</b>	<b>210,047</b>
<b>65100 Other Types of Expenses</b>		
65110 Advertising Expenses	6,500	6,695
65115 Student Recruitment	8,000	8,240
65140 Staff Recruitment	10,185	10,490
<b>Total 65100 Other Types of Expenses</b>	<b>24,685</b>	<b>25,425</b>
<b>65102 Gifts and Gratitude</b>		
<b>65105 Bank Fees</b>	<b>2,213</b>	<b>2,280</b>
<b>65145 Professional Development</b>		
65160 Meeting Supplies & Food	3,723	3,835
65170 Staff Development & Training	30,000	30,900
<b>Total 65145 Professional Development</b>	<b>33,723</b>	<b>34,735</b>
<b>90000 Miscellaneous Expense</b>		
65130 Interest Expense - General	334	344
<b>Total 90000 Miscellaneous Expense</b>	<b>334</b>	<b>344</b>
90500 Bad Debt Expenses		
<b>Total Expenditures</b>	<b>4,377,465</b>	<b>5,193,962</b>
<b>Net Operating Revenue (Net Income)</b>	<b>253,246</b>	<b>413,417</b>
<b>Capital Improvements</b>		
Painting	-	\$ -

Electric	-	\$ -
Tech Integration	-	\$ -
Plumbing	-	\$ -
Furniture and Equipment	38,748	\$ 83,284
Alarm System - included in Maintenance/Repair	-	
<b>Total Capital Improvement</b>	<b>38,748</b>	<b>\$ 83,284</b>
<b>Mortgage and Renovation Costs</b>		
Feasibility Studies	\$ -	\$ -
Architect Fees	\$ -	\$ -
Other Renovations	\$ -	\$ 500,000
Debt Service/Mortgage	\$ -	\$ -
<b>Total Mortgage and Renovation Costs</b>	<b>\$ -</b>	<b>\$ 500,000</b>
<b>NET CASH</b>		
Add Back Depreciation	78,838	99,659
Subtract CapEx	(38,748)	(83,284)
Subtract Mortgage and Renovation Costs	-	(500,000)
Net Operating Revenue	253,246	413,417
<i>Projected Cash Carryover</i>		<i>#REF!</i>
<b>Additional Board Fundraising Need</b>	<b>-</b>	<b>-</b>
<b>Projected Cash at fiscal year end</b>	<b>293,336</b>	<b>(70,208)</b>

**FINANCIAL STATEMENTS  
SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE,  
INTERNAL CONTROL AND COMPLIANCE  
AND INDEPENDENT AUDITORS' REPORTS**

**YEARS ENDED JUNE 30, 2018 AND 2017**



**BOOKER T. WASHINGTON ACADEMY, INC.  
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**Principals**  
John A. Accavallo CPA  
Darin L. Offerdahl MBA CPA  
Kerry L. Emerson

Francis H. Michaud Jr. CPA\*  
Sandra M. Woodbridge CPA\*  
Dominic L. Cusano MBA CPA\*  
\*indicates retired

**Guiding Successful People**

## **INDEPENDENT AUDITORS' REPORT**

To the Board of Directors  
Booker T. Washington Academy, Inc.  
New Haven, CT 06511

### **Report on the Financial Statements**

We have audited the accompanying financial statements of Booker T. Washington Academy, Inc. (the Academy), which comprise the statement of financial position as of June 30, 2018 and 2017, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

#### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes 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.

#### ***Auditors' Responsibility***

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit 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. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Opinions***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Booker T. Washington Academy, Inc. as of June 30, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.



## ***Other Matters***

### **Other Information**

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of state financial assistance, as required by the State of Connecticut Single Audit Act, are presented for purposes of additional analysis and is 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 information is fairly stated, in all material respects, in relation to the financial statements as a whole.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated September 28, 2018, on our consideration of the Booker T. Washington 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 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 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 Booker T. Washington Academy, Inc.'s internal control over financial reporting and compliance.

*Michaud Accavallo Woodbridge & Cusano, LLC*

Killingworth, Connecticut

September 28, 2018

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**STATEMENT OF FINANCIAL POSITION**

	JUNE 30,	
	2018	2017
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 1,155,877	\$ 974,412
Accounts receivable, net of allowance of \$3,000	135,868	71,820
Other assets	24,036	26,414
<b>TOTAL CURRENT ASSETS</b>	1,315,781	1,072,646
<b>PROPERTY, BUILDINGS AND EQUIPMENT - net of accumulated depreciation</b>	101,944	106,499
<b>TOTAL ASSETS</b>	<b>\$ 1,417,725</b>	<b>\$ 1,179,145</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payables	\$ 40,599	\$ 44,920
Accrued expenses	287,225	226,194
Deferred revenue-grants	383,989	408,415
<b>TOTAL CURRENT LIABILITIES</b>	711,813	679,529
<b>NET ASSETS</b>		
Unrestricted	705,912	499,616
<b>TOTAL NET ASSETS</b>	<b>705,912</b>	<b>499,616</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 1,417,725</b>	<b>\$ 1,179,145</b>

See Notes to Financial Statements.

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**YEAR ENDED JUNE 30, 2018**

	<u>Unrestricted</u>	<u>Temporarily</u>	<u>Permanently</u>	<u>Total</u>
Operating revenue:				
Corporate grants and contributions	\$ 1,000	\$ -	\$ -	\$ 1,000
Foundation grants	532,537	-	-	532,537
Federal Grants	183,976	-	-	183,976
State grants	3,300,000	-	-	3,300,000
Program revenues	94,475	-	-	94,475
Other revenue	24,213	-	-	24,213
Total operating revenue	<u>4,136,201</u>	<u>-</u>	<u>-</u>	<u>4,136,201</u>
Expenses:				
Program services	3,244,636	-	-	3,244,636
General and administrative	602,905	-	-	602,905
Fundraising	82,364	-	-	82,364
Total expenses	<u>3,929,905</u>	<u>-</u>	<u>-</u>	<u>3,929,905</u>
Change in net assets	206,296	-	-	206,296
Net assets, beginning of year	<u>499,616</u>	<u>-</u>	<u>-</u>	<u>499,616</u>
Net assets, end of year	<u>\$ 705,912</u>	<u>-</u>	<u>-</u>	<u>\$ 705,912</u>

See Notes to Financial Statements.

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**YEAR ENDED JUNE 30, 2017**

	<u>Unrestricted</u>	<u>Temporarily</u>	<u>Permanently</u>	<u>Total</u>
Operating revenue:				
Corporate grants and contributions	\$ 7,014	\$ -	\$ -	\$ 7,014
Foundation grants	295,311	-	-	295,311
Federal Grants	150,290	-	-	150,290
State grants	2,651,000	-	-	2,651,000
Program revenues	75,984	-	-	75,984
Other revenue	20,857	-	-	20,857
Total operating revenue	<u>3,200,456</u>	<u>-</u>	<u>-</u>	<u>3,200,456</u>
Expenses:				
Program services	2,656,495	-	-	2,656,495
General and administrative	634,602	-	-	634,602
Fundraising	63,820	-	-	63,820
Total expenses	<u>3,354,917</u>	<u>-</u>	<u>-</u>	<u>3,354,917</u>
Change in net assets	(154,461)	-	-	(154,461)
Net assets, beginning of year	<u>654,077</u>	<u>-</u>	<u>-</u>	<u>654,077</u>
Net assets, end of year	<u>\$ 499,616</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 499,616</u>

See Notes to Financial Statements.

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**YEAR ENDED JUNE 30, 2018**

	<u>Program</u>	<u>Management and General</u>	<u>Fund Raising</u>	<u>Total Functional Expenses</u>
<b>EMPLOYEE COMPENSATION</b>				
Salaries	\$2,103,711	\$ 186,728	\$ 32,510	\$2,322,949
Employee benefits	234,909	20,852	3,631	259,392
Payroll taxes	<u>127,111</u>	<u>11,282</u>	<u>1,965</u>	<u>140,358</u>
<b>TOTAL EMPLOYEE COMPENSATION</b>	<u>2,465,731</u>	<u>218,862</u>	<u>38,106</u>	<u>2,722,699</u>
<b>OTHER EXPENSES</b>				
Real estate taxes	153,752	8,542	8,542	170,836
Supplies	112,803	6,267	6,267	125,337
Staff development	20,174	4,397	1,293	25,864
Advertising and recruitment	11,468	2,499	735	14,702
Telephone	15,270	848	848	16,966
Postage and shipping	23,214	2,731	1,366	27,311
Occupancy	234,000	51,000	15,000	300,000
Equipment rental	9,245	2,015	593	11,853
Repairs and maintenance	69,352	8,159	4,080	81,591
Printing and publications	-	-	-	-
Auto and travel	19,442	4,237	1,246	24,925
Conferences and meetings	-	-	-	-
Utilities	46,249	10,080	2,965	59,294
Professional fees	-	271,345	-	271,345
Insurance	19,855	4,327	1,273	25,455
Depreciation	43,303	-	-	43,303
Loss on disposal of assets	-	-	-	-
Bad debts	-	7,426	-	7,426
Miscellaneous	<u>778</u>	<u>170</u>	<u>50</u>	<u>998</u>
<b>TOTAL OTHER EXPENSES</b>	<u>778,905</u>	<u>384,043</u>	<u>44,258</u>	<u>1,207,206</u>
<b>TOTAL FUNCTIONAL EXPENSES</b>	<u>\$3,244,636</u>	<u>\$ 602,905</u>	<u>\$ 82,364</u>	<u>\$3,929,905</u>

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**YEAR ENDED JUNE 30, 2017**

	<u>Program</u>	<u>Management and General</u>	<u>Fund Raising</u>	<u>Total Functional Expenses</u>
<b>EMPLOYEE COMPENSATION</b>				
Salaries	\$ 1,698,703	\$ 150,779	\$ 26,251	\$ 1,875,733
Employee benefits	190,432	16,904	2,943	210,279
Payroll taxes	<u>98,699</u>	<u>8,760</u>	<u>1,526</u>	<u>108,985</u>
<b>TOTAL EMPLOYEE COMPENSATION</b>	<u>1,987,834</u>	<u>176,443</u>	<u>30,720</u>	<u>2,194,997</u>
<b>OTHER EXPENSES</b>				
Supplies	74,402	4,133	4,133	82,668
Staff Development	2,297	501	147	2,945
Advertising and Recruitment	17,818	3,883	1,142	22,843
Telephone	20,319	1,129	1,129	22,577
Postage and shipping	26,021	3,061	1,531	30,613
Occupancy	222,300	48,450	14,250	285,000
Equipment rental	7,262	1,583	466	9,311
Repairs and maintenance	83,875	9,868	4,934	98,677
Printing and publications	-	-	-	-
Auto and travel	22,363	4,874	1,434	28,671
Conferences and meetings	-	-	-	-
Utilities	42,142	9,185	2,701	54,028
Professional fees	-	360,379	-	360,379
Insurance	17,893	3,899	1,147	22,939
Loss on disposal of assets	85,282	-	-	85,282
Depreciation	45,343	-	-	45,343
Bad debts	-	6,921	-	6,921
Miscellaneous	<u>1,344</u>	<u>293</u>	<u>86</u>	<u>1,723</u>
<b>TOTAL OTHER EXPENSES</b>	<u>668,661</u>	<u>458,159</u>	<u>33,100</u>	<u>1,159,920</u>
<b>TOTAL FUNCTIONAL EXPENSES</b>	<u>\$ 2,656,495</u>	<u>\$ 634,602</u>	<u>\$ 63,820</u>	<u>\$ 3,354,917</u>

See Notes to Financial Statements.

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**STATEMENT OF CASH FLOWS**

	YEAR ENDED JUNE 30,	
	2018	2017
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Increase(Decrease) in net assets	\$ 206,296	\$ (154,461)
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation	43,303	45,343
Loss on Disposal of Assets	-	85,282
(Increase) decrease in operating assets:		
Accounts receivable	(64,048)	33,777
Other current assets	2,378	(14,579)
Increase (decrease) in operating liabilities:		
Accounts payable	(4,321)	(16,509)
Accrued expenses	61,031	20,360
Deferred revenue-grants	(24,426)	307,437
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>220,213</b>	<b>306,650</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of property and equipment	(38,748)	(89,382)
<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(38,748)</b>	<b>(89,382)</b>
<b>NET CHANGE IN CASH</b>	<b>181,465</b>	<b>217,268</b>
Cash and cash equivalents at beginning of year	974,412	757,144
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>\$ 1,155,877</b>	<b>\$ 974,412</b>
 Supplemental disclosure of cash flow information:		
Cash paid during the year for interest expense	\$ -	\$ -

See Notes to Financial Statements.

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**JUNE 30, 2018 AND 2017**

**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The accounting policies of Booker T. Washington Academy, Inc. (the “Academy”) conform to accounting principles generally accepted in the United States of America, as applicable to governmental organizations. The following is a summary of significant accounting policies.

**FINANCIAL REPORTING ENTITY**

Booker T. Washington Academy, Inc. (the “Academy”) educates its scholars for leadership and responsible citizenship in society by developing the cognitive, moral, and social skills of children so they can compete academically and thrive in a diverse global community.

The Academy as of August 2014 offers a public charter school for new scholars from Pre-Kindergarten through third grade for children primarily living in the Dixwell and Newhallville communities of New Haven, Connecticut and its surrounding neighborhoods. Its core purpose is to prepare children to successfully compete in the global marketplace despite the social and economic challenges they may presently face. Central to Academy's mission is establishing a safe and nurturing environment, while holding high expectations for all scholars during all levels of instruction. Academy scholars will receive a rigorous and developmentally appropriate curriculum including activities that address the unique talents and backgrounds of each child in the areas of science, mathematics, language arts, social studies, technology, physical education, music and art.

On February 1, 2017, the State Board of Education in the State of Connecticut approved the Academy’s charter from July 1, 2017 through June 30, 2020.

In fiscal year 2017-18, the School operated classes for students in kindergarten through fourth grade.

**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:

*Unrestricted* - Net assets that are not subject to donor-imposed stipulations.

*Temporarily restricted* - Net assets resulting from contributions and other inflows of assets whose use by the Academy are limited by donor-imposed stipulations that either expire by passage of time or can be fulfilled and removed by actions of the Academy pursuant to those stipulations. When such stipulations end or are fulfilled, such temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities and changes in net assets. However, if a restriction is fulfilled in the same period in which the contribution is received, the Academy reports the support as unrestricted.

*Permanently restricted* - Net assets resulting from contributions and other inflows of assets whose use by the Academy is limited by donor-imposed stipulations that neither expire by passage of time nor can be fulfilled or otherwise removed by actions of the Academy. There were no permanently restricted net assets for the years ended June 30, 2018 and 2017, respectively.



## **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, 2018.

## **Grants and accounts receivables**

Grants receivable represent unconditional promises to give. Grants receivable are recorded at net realizable value. As of June 30, 2018 and 2017, all grants owed to the Academy were fully received. The Academy has determined that no allowance for uncollectible accounts for grants receivable is necessary as of June 30, 2018 and 2017. Such estimate is based on management's assessments of the creditworthiness of its grantors, the aging of its receivable, as well as current economic conditions and historical information.

## **Accounts receivables**

The Academy's accounts receivable consists of amounts owed for uniforms, afterschool programs and class trips during the year. The accounts receivable balance is \$138,868 and \$74,820 as of June 30, 2018 and 2017, respectively. The Academy has determined that an allowance for uncollectible accounts for accounts receivable of \$3,000 necessary as of June 30, 2018 and 2017. Such estimate is based on management's assessments of the creditworthiness of its aging of receivable, as well as current economic conditions and historical information.

## **Revenue recognition**

Federal, State and private awards are used to finance education programs and capital improvements. Funds received in advance for which qualifying expenditures have not been incurred are reflected as refundable advances from state and local government grants in the accompanying statement of financial position. 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. Revenue from the state and local governments resulting from the Academy's charter status is based on the number of students enrolled and is recorded when services are performed in accordance with the charter agreement. Contributions are recognized by the Academy when a donor makes a promise to give that is, in substance, unconditional. Contributions that are restricted by the donor, but whose restrictions are met in the same period, are reported as increases to unrestricted net assets. All other donor-restricted contributions are reported as increases to temporarily restricted net assets. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets. 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 \$1,000 threshold above which assets are capitalized. Property and equipment acquired with certain government contract funds is recorded as an expense pursuant to the terms of the contract in which the government funding source retains ownership of the property.

Depreciation is provided on a straight-line basis over the estimated useful lives as follows:

Leasehold improvements	15 years
Furniture and fixtures	5 years
Computers and hardware	3 years
Musical instruments	5 years
Equipment	3 years
Software	3 years

## **Functional allocation of expenses**

Expenses that can be directly identified with the program or supporting service to which they relate are charged accordingly. Other expenses by function have been allocated among program and supporting service classifications using bases determined by management to be reasonable.

## **Income taxes**

The Academy is classified by the Internal Revenue Service as exempt from income tax under Section 501(a) of the Internal Revenue Code as a public education school described in Section 501(c)(3). The Academy has no unrecognized tax benefits at June 30, 2018. The Academy's Federal and state income tax returns prior to fiscal year 2014 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 management and general 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, 2018.

## **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. Significant estimates include useful lives of property and equipment.

## **Concentrations of credit risk**

The Academy maintains cash and cash equivalent balances in several 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. At June 30, 2018, the Academy's had uninsured bank balances of \$786,293. At June 30, 2017, the Academy's had uninsured bank balances of \$439,805. The Academy limits its credit risk by selecting financial institutions considered to be highly creditworthy. Deposits in banks are insured by the Federal Deposit Insurance Corporation up to \$250,000 at June 30, 2018 and 2017.

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**JUNE 30, 2018 AND 2017**

**Reclassifications**

Certain amounts in the prior year financial statements were reclassified in order to be comparable with the current year's presentation.

**Subsequent events**

Management has reviewed subsequent events through September 28, 2018, which is the date the financial statements were approved and available for issuance.

**NOTE 3 - CONCENTRATIONS**

For the year ended June 30, 2018, the Academy currently receives approximately 81% of its revenue, which is subject to specific requirements, from the State Department of Education. Additionally, the Academy's accounts receivable consists of approximately 61% and 37% from the State of Connecticut and City of New Haven, Connecticut, respectively.

For the year ended June 30, 2017, the Academy currently receives approximately 84% of its revenue, which is subject to specific requirements, from the State Department of Education. Additionally, the Academy's accounts receivable consists of approximately 67% from the City of New Haven, Connecticut.

**NOTE 4 - OPERATING LEASES**

Subsequent to June 30, 2016 the Academy signed a lease at a new facility for \$25,000 per month until July 31, 2018 with an option to extend the term for two one year periods. Facility rental expense was \$300,000 and \$285,000 for the years ended June 30, 2018 and 2017, respectively.

Office equipment is leased under non-cancelable operating leases through 2020. The lease expense for the years ended June 30, 2018 and 2017 was \$3,456 and \$3,456, respectively.

Future minimum lease payments are as follows:

<u>June 30,</u>	<u>Building</u>	<u>Equipment</u>
2019	\$ 308,250	\$ 3,456
2020	317,250	1,152
2021	26,500	-
2022	-	-
2023	-	-
Total	<u>\$ 652,000</u>	<u>\$ 4,608</u>

## NOTE 5 - PROPERTY AND EQUIPMENT

The following is a summary of property and equipment at June 30, 2018 and 2017 is as follows:

	<u>2018</u>	<u>2017</u>
Leasehold improvements	\$ 67,037	\$ 58,532
Equipment	107,021	88,456
Furniture and fixtures and equipment	<u>32,362</u>	<u>20,684</u>
	206,420	167,672
Less: Accumulated depreciation	<u>(104,476)</u>	<u>(61,173)</u>
Total	<u>\$ 101,944</u>	<u>\$ 106,499</u>

Depreciation expense was \$43,303 and \$45,343 for the years ended June 30, 2018 and 2017, respectively.

## NOTE 6 - PENSION PLAN

Certain employees of the Academy are required to participate in a defined benefit plan established and administered by the Connecticut State Teachers' Retirement Board (the "TRB Plan"). The Academy is not required to and does not contribute to the TRB Plan.

## NOTE 7 - TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets may be purpose or time restricted. At June 30, 2018, there were no temporarily restricted for use in the next fiscal year.

## NOTE 8 - 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. 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, as well as additional funds for the use of facilities. 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 8 - CONTINGENCIES

There were several lawsuits pending against the Academy. The outcome and eventual liability of the Academy, if any in these cases, is not known at this time. The Academy's management estimates that potential claims against the Academy not covered by insurance resulting from such litigation would not materially affect the financial position of the Academy.

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**REPORT ON INTERNAL CONTROL**



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Kerry L. Emerson

Francis H. Michaud Jr. CPA\*  
Sandra M. Woodbridge CPA\*  
Dominic L. Cusano MBA CPA\*  
\*indicates retired

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**INDEPENDENT AUDITORS' 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  
Booker T. Washington Academy, Inc.  
804 State Street  
New Haven, CT 06511

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Booker T. Washington Academy, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2018, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated September 28, 2018.

**Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered Booker T. Washington Academy, Inc. 's internal control over financial reporting (internal control) to determine the 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 Booker T. Washington Academy, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization'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 may exist that have not been identified.

## **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Booker T. Washington 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 determination of financial statement amounts. 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 organization'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 organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Michaud Accavallo Woodbridge & Cusano, LLC*

Killingworth, Connecticut

September 28, 2018

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**STATE SINGLE AUDIT**





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**INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR STATE PROGRAM;  
REPORT ON INTERNAL CONTROL OVER COMPLIANCE; AND REPORT ON THE SCHEDULE OF  
EXPENDITURES OF STATE FINANCIAL ASSISTANCE AS REQUIRED BY THE STATE SINGLE  
AUDIT ACT**

To The Board of Directors  
Booker T. Washington Academy, Inc.  
804 State Street  
New Haven, CT 06511

**Report on Compliance for Each Major State Program**

We have audited Booker T. Washington Academy, Inc. compliance with the types of compliance requirements described in the Office of Policy and Management's *Compliance Supplement* that could have a direct and material effect on each of the Booker T. Washington Academy, Inc.'s major state programs for the year ended June 30, 2018. The Booker T. Washington Academy, Inc.'s major state programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

***Management's Responsibility***

Management is responsible for compliance with the requirements of laws, regulations, contracts and grants applicable to each of its state program.

***Auditors' Responsibility***

Our responsibility is to express an opinion on compliance for each of the Booker T. Washington Academy, Inc.'s major state programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; 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). Those standards and the State Single Audit Act require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major state program occurred. An audit includes examining, on a test basis, evidence about the Organization's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major state program. However, our audit does not provide a legal determination of the Booker T. Washington Academy, Inc.'s compliance.

### ***Opinion on Each Major State Program***

In our opinion, the Booker T. Washington Academy, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major state program for the year ended June 30, 2018.

### **Report on Internal Control over Compliance**

Management of the Booker T. Washington Academy, Inc. is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Booker T. Washington Academy, Inc.'s internal control over compliance with the types of requirements that could have a direct and material effect on the major state program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on compliance for the major state program 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 internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Booker T. Washington Academy, Inc.'s 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 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 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 first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

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.

## **Report on Schedule of Expenditures of State Financial Assistance Required by the State Single Audit Act**

We have audited the financial statements of Booker T. Washington Academy, Inc., as of and for the year ended June 30, 2018 and have issued our report thereon dated September 28, 2018, which contained an unmodified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of state financial assistance is presented for purposes of additional analysis as required by the State Single Audit Act and is 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 schedule of expenditures of state financial assistance is fairly stated in all material respects in relation to the financial statements as a whole.

*Michaud Accavallo Woodbridge & Cusano, LLC*

Killingworth, Connecticut

September 28, 2018

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE**  
**FOR THE YEAR ENDED JUNE 30, 2018**

<u>State Grantor/Pass-Through Grantor/Program Title</u>	<u>State Grant Program Identification Number</u>	<u>Pass Through to Subrecipients</u>	<u>Expenditures</u>
<u>State Department of Education:</u>			
Charter Schools	11000-SDE64370-16119	\$ -	\$ 3,300,000
	TOTAL STATE FINANCIAL ASSISTANCE:	<u>\$ -</u>	<u>\$ 3,300,000</u>

See Note to Schedule of Expenditures of State Financial Assistance.

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**NOTE TO SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE**  
**YEAR ENDED JUNE 30, 2018**

The accompanying schedule of expenditures of state financial assistance includes state grant activity of the Booker T. Washington Academy, Inc. under programs of the State of Connecticut for the fiscal year ended June 30, 2018. 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 program fund several programs including charter school funding.

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

The accounting policies of Booker T Washington Academy conform to accounting principles generally accepted in the United States of America as applicable to not-for-profit entities. 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.

**BOOKER T. WASHINGTON ACADEMY, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED JUNE 30, 2018**

**I. SUMMARY OF AUDITORS' RESULTS**

Financial Statements

Type of auditors' report issued

Unmodified

Internal control over financial reporting:

- Material weakness (es) identified? \_\_\_\_\_ Yes      X   No
- Significant deficiencies 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 deficiencies identified? \_\_\_\_\_ Yes      X   None reported

Type of auditors' report issued on compliance for major 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 programs included in the audit:

State Grantor/Pass-Through Grantor/Program Title	State Grant Program Identification Number	Expenditures
<u>State Department of Education:</u>		
Charter Schools	11000-SDE64370-16119	<u>\$ 3,300,000</u>

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

\$200,000

**BOOKER T. WASHINGTON ACADEMY, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED JUNE 30, 2018**

**II. FINANCIAL STATEMENT FINDINGS**

No matters were reported.

**III. STATE FINANCIAL ASSISTANCE FINDINGS AND QUESTIONED COSTS**

No matters were reported.

**BOOKER T. WASHINGTON ACADEMY, INC.**  
**SCHEDULE OF PRIOR AUDIT FINDINGS AND QUESTIONED COSTS**  
**FOR THE YEAR ENDED JUNE 30, 2018**

**Disposition of Prior Year's Significant Deficiencies:**

No matters were reported.



### Form CT-990T Return Summary

For calendar year 2017, or tax year beginning **07/01/17** , and ending **06/30/18**

**27-2924625**

**Booker T. Washington Academy, Inc.**

**Income**

Federal unrelated business income \_\_\_\_\_  
 Federal Net operating loss deduction \_\_\_\_\_  
 Federal deduction for state taxes \_\_\_\_\_  
 Refund / credit of CT tax \_\_\_\_\_

**Unrelated business taxable income** \_\_\_\_\_

Apportionment percentage \_\_\_\_\_ %  
 Apportioned UBTI \_\_\_\_\_  
 Operating loss carryover \_\_\_\_\_

**Taxable income** \_\_\_\_\_

**Taxes / Credits / Payments**

Tax on taxable income \_\_\_\_\_  
 Electronic data processing credit \_\_\_\_\_

**Tax**

Paid with extension \_\_\_\_\_  
 Estimated tax payments \_\_\_\_\_  
 Other payments \_\_\_\_\_

**Total payments** \_\_\_\_\_

**Net tax due** \_\_\_\_\_

**Adjustments**

Failure to file penalty \_\_\_\_\_  
 Failure to pay penalty \_\_\_\_\_  
 Interest on late payments \_\_\_\_\_  
 Estimated tax penalty \_\_\_\_\_  
 Overpayment applied to next year's estimated tax \_\_\_\_\_

**Total adjustments** \_\_\_\_\_

**Balance due** \_\_\_\_\_

**Refund** \_\_\_\_\_

**Next Year's Estimates**

1st quarter \_\_\_\_\_  
 2nd quarter \_\_\_\_\_  
 3rd quarter \_\_\_\_\_  
 4th quarter \_\_\_\_\_  
**Total** \_\_\_\_\_

**Miscellaneous Information**

Amended return \_\_\_\_\_  
 CT-990T return / extended due date \_\_\_\_\_

**Registration Application Information**

Filing fee 50  
 Late filing fee due \_\_\_\_\_  
**Total** 50

Amended return \_\_\_\_\_  
 Return / extended due date 05/31/19

**INITIAL CHARITY REGISTRATION APPLICATION AND INSTRUCTIONS**  
 STATE OF CONNECTICUT  
 DEPARTMENT OF CONSUMER PROTECTION  
 TELEPHONE: (860) 713-6170  
 EMAIL registration questions to: [dcp.publiccharity@ct.gov](mailto:dcp.publiccharity@ct.gov)

Office use only

**STATE OF CONNECTICUT**

**INITIAL Charitable Organization Registration Application**

All required information must be completed before application will be processed (This is a 3 page document, including instructions)

Do not use this registration application to renew a charitable organization registration

Mail Registration Fee & Application to: Dept. of Consumer Protection

Attn: Public Charities Unit  
 165 Capitol Avenue  
 Hartford, CT 06106-1630

Registration fee: \$50.00

Make payment payable to:

Treasurer, State of Connecticut

1. Full legal name of the registering organization:

Name: Booker T. Washington Academy, Inc.

2. Names, other than the name given above, under which funds will be solicited (attach a sheet if needed).

\_\_\_\_\_

\_\_\_\_\_

3. Email Address: john.taylor@btwacs.org All organizations **must** provide an email address.

4. Federal ID Number (EIN): 27-2924625

5. Fiscal year end or the date your fiscal year will end (mm/dd/yy) \_\_\_\_\_

If you do not provide a date, we will use December 31.

If you have not yet completed your first fiscal year end, no financial documents are required with your application.

6. Physical Address:

\_\_\_\_\_

**246 Dixwell Avenue**

**New Haven** **CT** **06511**

City / Town State Zip Code

**203-859-6630**

Telephone No.

**www.btwanewhaven.org**

Web-site

Mailing Address (If different):

In Care of: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

City / Town State Zip Code

Telephone No. \_\_\_\_\_

7. Where and date of when the organization was legally established? State: \_\_\_\_\_ Date: \_\_\_\_\_

8. Purpose of organization: See Statement 1 (attach a sheet if needed).

9. What is the organization's IRS Tax Exempt Status? (Check only one answer):

Exempt status approved. Provide copy of IRS Federal Tax Exemption Letter.

Indicate, Exempt 501 (c) code 3 and date of determination \_\_\_\_\_.

Exempt status pending. Provide copy of the filed IRS form 1023 or 1024.

Indicate pending, Exempt 501 (c) code \_\_\_\_\_ and date of application \_\_\_\_\_.

Not exempt. Will you be applying for tax exempt status?  Yes  No



Form **990**

**Return of Organization Exempt From Income Tax**  
 Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)  
 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.

OMB No. 1545-0047  
**2017**  
 Open to Public Inspection

**A** For the 2017 calendar year, or tax year beginning **07/01/17**, and ending **06/30/18**

**B** Check if applicable:  
 Address change  
 Name change  
 Initial return  
 Final return/terminated  
 Amended return  
 Application pending

**C** Name of organization: **Booker T. Washington Academy, Inc.**  
 Doing business as: \_\_\_\_\_  
 Number and street (or P.O. box if mail is not delivered to street address): **246 Dixwell Avenue**  
 City or town, state or province, country, and ZIP or foreign postal code: **New Haven CT 06511**

**D** Employer identification number: **27-2924625**

**E** Telephone number: **203-859-6630**

**F** Name and address of principal officer:  
**John Taylor**  
**246 Dixwell Avenue**  
**New Haven CT 06511**

**G** Gross receipts \$: **4,136,201**

**H(a)** Is this a group return for subordinates?  Yes  No  
**H(b)** Are all subordinates included?  Yes  No  
 If "No," attach a list (see instructions)

**I** Tax-exempt status:  501(c)(3)  501(c) ( ) (insert no.)  4947(a)(1) or  527

**J** Website: **www.btwanewhaven.org**

**K** Form of organization:  Corporation  Trust  Association  Other

**L** Year of formation: \_\_\_\_\_ **M** State of legal domicile: **CT**

Part I Summary		Prior Year	Current Year
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <b>See Schedule O</b>		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	13
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	13
	5 Total number of individuals employed in calendar year 2017 (Part V, line 2a)	5	80
	6 Total number of volunteers (estimate if necessary)	6	0
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
7b Net unrelated business taxable income from Form 990-T, line 34	7b	0	
Revenue	8 Contributions and grants (Part VIII, line 1h)	3,103,615	4,041,726
	9 Program service revenue (Part VIII, line 2g)	75,984	94,475
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	-85,475	0
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	20,857	0
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	3,114,981	4,136,201
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)		0
	14 Benefits paid to or for members (Part IX, column (A), line 4)		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	2,194,997	2,722,699
	16a Professional fundraising fees (Part IX, column (A), line 11e)		0
	b Total fundraising expenses (Part IX, column (D), line 25) <b>82,364</b>		
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	1,074,445	1,207,206
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	3,269,442	3,929,905	
19 Revenue less expenses. Subtract line 18 from line 12	-154,461	206,296	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year 1,179,145	End of Year 1,417,725
	21 Total liabilities (Part X, line 26)	679,529	711,813
	22 Net assets or fund balances. Subtract line 21 from line 20	499,616	705,912

**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.

**Sign Here**

Signature of officer: **Chaka Felder-McEntire** Date: \_\_\_\_\_  
 Vice Chairman/Treas  
 Type or print name and title

**Paid Preparer Use Only**

Print/Type preparer's name: **JOHN ACCAVALLO** Preparer's signature: **JOHN ACCAVALLO** Date: **10/15/18** Check  if self-employed PTIN: **P01943427**

Firm's name: **Michaud Accavallo Woodbridge & Cusano** Firm's EIN: **03-0500350**  
 Firm's address: **158 Main St Ste 301 Ansonia, CT 06401** Phone no.: **203-732-2311**

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:

**See Schedule O**

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 \$ **3,244,636** including grants of \$ ) (Revenue \$ **94,475** )  
**Engaging into closing the academic achievement gap between home and school facilitate the positive transition of enrolled students to high school, college and beyond**

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

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

4d Other program services (Describe in Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

4e Total program service expenses **3,244,636**

**Part IV Checklist of Required Schedules**

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I		X
4 <b>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? If "Yes," complete Schedule C, Part II		X
5 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 Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III		X
6 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? If "Yes," complete Schedule D, Part I		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		X
9 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? If "Yes," complete Schedule D, Part IV		X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V		X
11 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.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	X	
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? If "Yes," complete Schedule D, Part VII		X
c 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? If "Yes," complete Schedule D, Part VIII		X
d 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? If "Yes," complete Schedule D, Part IX		X
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	X	
f 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)? If "Yes," complete Schedule D, Part X		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	X	
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
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? If "Yes," complete Schedule F, Parts I and IV		X
15 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? If "Yes," complete Schedule F, Parts II and IV		X
16 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? If "Yes," complete Schedule F, Parts III and IV		X
17 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? If "Yes," complete Schedule G, Part I (see instructions)		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III		X

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

		Yes	No
20a	Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21	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? If "Yes," complete Schedule I, Parts I and II		X
22	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? If "Yes," complete Schedule I, Parts I and III		X
23	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? If "Yes," complete Schedule J	X	
24a	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? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a	<b>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? If "Yes," complete Schedule L, Part I		X
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? If "Yes," complete Schedule L, Part I		X
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If "Yes," complete Schedule L, Part II		X
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III		X
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a	A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		X
b	A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		X
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV		X
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I		X
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1		X
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
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)? If "Yes," complete Schedule R, Part V, line 2		
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2		X
37	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? If "Yes," complete Schedule R, Part VI		X
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O.		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>1b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable		
<b>1c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		<b>X</b>
<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		
<b>2b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <i>Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)</i>	<b>X</b>	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year?		<b>X</b>
<b>3b</b>	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in 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)?		<b>X</b>
<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?		<b>X</b>
<b>5b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		<b>X</b>
<b>5c</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?		<b>X</b>
<b>6b</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?		
<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?		
<b>d</b>	If "Yes," indicate the number of Forms 8282 filed during the year		
<b>e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		
<b>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		
<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		
<b>b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter:		
<b>a</b>	Gross income from members or shareholders		
<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.)		
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?		
<b>b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year		
<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? <i>Note. See the instructions for additional information the organization must report on Schedule O.</i>		
<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		
<b>c</b>	Enter the amount of reserves on hand		
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year?		<b>X</b>
<b>b</b>	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O		



**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 in 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 in Schedule O.		
	<b>13</b>		
<b>1b</b>	Enter the number of voting members included in line 1a, above, who are independent.		
	<b>13</b>		
<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?		<b>X</b>
<b>3</b>	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?		<b>X</b>
<b>4</b>	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		<b>X</b>
<b>5</b>	Did the organization become aware during the year of a significant diversion of the organization's assets?		<b>X</b>
<b>6</b>	Did the organization have members or stockholders?		<b>X</b>
<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?		<b>X</b>
<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?		<b>X</b>
<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?	<b>X</b>	
<b>8b</b>	Each committee with authority to act on behalf of the governing body?	<b>X</b>	
<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 in Schedule O		<b>X</b>

**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?		<b>X</b>
<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?		<b>X</b>
<b>12a</b>	Did the organization have a written conflict of interest policy? If "No," go to line 13		<b>X</b>
<b>12b</b>	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		
<b>12c</b>	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done		
<b>13</b>	Did the organization have a written whistleblower policy?		<b>X</b>
<b>14</b>	Did the organization have a written document retention and destruction policy?		<b>X</b>
<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		<b>X</b>
<b>15b</b>	Other officers or key employees of the organization. If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		<b>X</b>
<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?		<b>X</b>
<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**

<b>17</b>	List the states with which a copy of this Form 990 is required to be filed <b>None</b>
<b>18</b>	Section 6104 requires an organization to make its Forms 1023 (or 1024 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. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input type="checkbox"/> Upon request <input type="checkbox"/> Other (explain in Schedule O)
<b>19</b>	Describe in 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.
<b>20</b>	State the name, address, and telephone number of the person who possesses the organization's books and records: <b>Booker T. Washington Academy, Inc. 246 Dixwell Avenue                  New Haven CT 06511 203-859-6630</b>

**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 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 and/or Box 7 of Form 1099-MISC) 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.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

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 dotted 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)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(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) <b>John Taylor</b>	40.00									
<b>Executive Director</b>	0.00	X		X			164,000	0	0	
(2) <b>Rev Eldren Morrison</b>	0.00									
<b>Founder and Chairman</b>	0.00	X		X			0	0	0	
(3) <b>Chaka Felder-McEntire</b>	0.00									
<b>Vice Chairman/Treas</b>	0.00	X		X			0	0	0	
(4) <b>Kanicka Ingram</b>	0.00									
<b>Board Member</b>	0.00	X					0	0	0	
(5) <b>Belinda Carberry</b>	0.00									
<b>Secretary</b>	0.00	X		X			0	0	0	
(6) <b>Jesse Phillips</b>	0.00									
<b>Board Member</b>	0.00	X					0	0	0	
(7) <b>Grace Austin</b>	0.00									
<b>Board Member</b>	0.00	X					0	0	0	
(8) <b>Yamuna Menon</b>	0.00									
<b>Board Member</b>	0.00	X					0	0	0	
(9) <b>Sydney Perry</b>	0.00									
<b>Board Member</b>	0.00	X					0	0	0	
(10) <b>Damaris Rau</b>	0.00									
<b>Board Member</b>	0.00	X					0	0	0	
(11) <b>Valerie Schutz-Wilson</b>	0.00									
<b>Board Member</b>	0.00	X					0	0	0	

**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 dotted 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)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(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			
(12) <b>Che Dawson</b>	0.00									
<b>Board Member</b>	0.00	X						0	0	
(13) <b>Natasha Smith-Bowe</b>	0.00									
<b>Board Member</b>	0.00	X						0	0	
(14) <b>Sherri Thompson</b>	0.00									
<b>Board Member</b>	0.00	X						0	0	
(15) <b>Laura Main</b>	40.00									
<b>Principal</b>	0.00					X		123,150	0	
<b>1b Sub-total</b>								<b>287,150</b>		
<b>c Total from continuation sheets to Part VII, Section A</b>										
<b>d Total (add lines 1b and 1c)</b>								<b>287,150</b>		

**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 **2**

	Yes	No
<b>3</b> Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual		X
<b>4</b> 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? If "Yes," complete Schedule J for such individual	X	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person		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

**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 **0**

**Part VIII Statement of Revenue**

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

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	1a Federated campaigns	1a			
	b Membership dues	1b			
	c Fundraising events	1c			
	d Related organizations	1d			
	e Government grants (contributions)	1e	3,486,715		
	f All other contributions, gifts, grants, and similar amounts not included above	1f	555,011		
	g Noncash contributions included in lines 1a-1f: \$				
	<b>h Total. Add lines 1a-1f</b>		<b>4,041,726</b>		
<b>Program Service Revenue</b>	2a <b>Program Revenue</b>	Busn. Code	94,475	94,475	
	b				
	c				
	d				
	e				
	f All other program service revenue				
	<b>g Total. Add lines 2a-2f</b>		<b>94,475</b>		
<b>Other Revenue</b>	3 Investment income (including dividends, interest, and other similar amounts)				
	4 Income from investment of tax-exempt bond proceeds				
	5 Royalties				
		(i) Real	(ii) Personal		
	6a Gross rents				
	b Less: rental exps.				
	c Rental inc. or (loss)				
	d Net rental income or (loss)				
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other		
	b Less: cost or other basis & sales exps.				
	c Gain or (loss)				
	d Net gain or (loss)				
	8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	a			
	b Less: direct expenses	b			
	c Net income or (loss) from fundraising events				
	9a Gross income from gaming activities. See Part IV, line 19	a			
	b Less: direct expenses	b			
c Net income or (loss) from gaming activities					
10a Gross sales of inventory, less returns and allowances	a				
b Less: cost of goods sold	b				
c Net income or (loss) from sales of inventory					
<b>Miscellaneous Revenue</b>		<b>Busn. Code</b>			
11a					
b					
c					
d All other revenue					
e <b>Total. Add lines 11a-11d</b>					
<b>12 Total revenue. See instructions.</b>		<b>4,136,201</b>	<b>94,475</b>	<b>0</b>	<b>0</b>

**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

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<i>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</i>				
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	2,322,949	2,103,711	186,728	32,510
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	259,392	234,909	20,852	3,631
10 Payroll taxes	140,358	127,111	11,282	1,965
11 Fees for services (non-employees):				
a Management				
b Legal	34,072		34,072	
c Accounting	95,268		95,268	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	142,005		142,005	
12 Advertising and promotion	14,702	11,468	2,499	735
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy	300,000	234,000	51,000	15,000
17 Travel	24,925	19,442	4,237	1,246
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	43,303	43,303		
23 Insurance	25,455	19,855	4,327	1,273
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Real estate taxes	170,836	153,752	8,542	8,542
b Supplies	125,337	112,803	6,267	6,267
c Repairs and maintenance	81,591	69,352	8,159	4,080
d Utilities	59,294	46,249	10,080	2,965
e All other expenses	90,418	68,681	17,587	4,150
25 Total functional expenses. Add lines 1 through 24e	3,929,905	3,244,636	602,905	82,364
26 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)				

**Part X Balance Sheet**

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

		(A) Beginning of year		(B) End of year	
<b>Assets</b>	1	Cash—non-interest bearing	974,412	1	1,155,877
	2	Savings and temporary cash investments		2	
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	71,820	4	135,868
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges		9	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 206,420		
	b	Less: accumulated depreciation	10b 104,476	10c	101,944
	11	Investments—publicly traded securities		11	
	12	Investments—other securities. See Part IV, line 11		12	
	13	Investments—program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11	26,414	15	24,036
16	<b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	1,179,145	16	1,417,725	
<b>Liabilities</b>	17	Accounts payable and accrued expenses	44,920	17	40,599
	18	Grants payable		18	
	19	Deferred revenue	408,415	19	383,989
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	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	226,194	25	287,225
	26	<b>Total liabilities.</b> Add lines 17 through 25	679,529	26	711,813
<b>Net Assets or Fund Balances</b>	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.				
	27	Unrestricted net assets	499,616	27	705,912
	28	Temporarily restricted net assets		28	
	29	Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.				
	30	Capital stock or trust principal, or current funds		30	
	31	Paid-in or capital surplus, or land, building, or equipment fund		31	
	32	Retained earnings, endowment, accumulated income, or other funds		32	
33	<b>Total net assets or fund balances</b>	499,616	33	705,912	
34	<b>Total liabilities and net assets/fund balances</b>	1,179,145	34	1,417,725	

**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	4,136,201
2	Total expenses (must equal Part IX, column (A), line 25)	2	3,929,905
3	Revenue less expenses. Subtract line 2 from line 1	3	206,296
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	499,616
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 in Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	705,912

**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 in 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
2b	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	
2c	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 in 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
3b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

**Public Charity Status and Public Support**

OMB No. 1545-0047

**2017**

**Open to Public Inspection**

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.

Department of the Treasury  
Internal Revenue Service

Name of the organization

**Booker T. Washington Academy, Inc.**

Employer identification number

**27-2924625**

**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 or 990-EZ).)
- 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 in 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		
(A)						
(B)						
(C)						
(D)						
(E)						
<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) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(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) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(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						

**12** Gross receipts from related activities, etc. (see instructions) 12

**13 First five 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**

**14** Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f)) 14 %

**15** Public support percentage from 2016 Schedule A, Part II, line 14 15 %

**16a 33 1/3% support test—2017.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

**b 33 1/3% support test—2016.** 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 **stop here.** The organization qualifies as a publicly supported organization

**17a 10%-facts-and-circumstances test—2017.** 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 **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

**b 10%-facts-and-circumstances test—2016.** 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 **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

**18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

**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) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 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						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 <b>Total.</b> Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
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						
c Add lines 7a and 7b						
8 <b>Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 <b>Total support.</b> (Add lines 9, 10c, 11, and 12.)						

14 **First five 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**

15 Public support percentage for 2017 (line 8, column (f) divided by line 13, column (f))	15	%
16 Public support percentage from 2016 Schedule A, Part III, line 15	16	%

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

17 Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2016 Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests—2017.** 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—2016.** 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 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of 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 (b) and (c) 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 12a or 12b in Part I, answer (b) and (c) 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 (b) and (c) 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</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</b> <b>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 (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 or 990-EZ).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</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 in 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 in 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 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 in (b) and (c) below, the governing body of a supported organization?		
<b>b</b> A family member of a person described in (a) above?		
<b>c</b> A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? 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 directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
<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? 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.		

**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)? 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).		

**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? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
<b>3</b> By reason of the relationship described in (2), 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? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		

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

- 1** Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).
  - a** The organization satisfied the Activities Test. Complete line 2 below.
  - b** The organization is the parent of each of its supported organizations. Complete line 3 below.
  - c** The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).

	Yes	No
<b>2</b> Activities Test. Answer (a) and (b) 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? 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.		
<b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? 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.		
<b>3</b> Parent of Supported Organizations. Answer (a) and (b) 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? Provide details in Part VI.		
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		

**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 (explain in detail in Part VI):		
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 1-1/2% 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 .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			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 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  Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

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

Section D - Distributions		Current Year		
1	Amounts paid to supported organizations to accomplish exempt purposes			
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity			
3	Administrative expenses paid to accomplish exempt purposes of supported organizations			
4	Amounts paid to acquire exempt-use assets			
5	Qualified set-aside amounts (prior IRS approval required)			
6	Other distributions (describe in Part VI). See instructions.			
7	<b>Total annual distributions.</b> Add lines 1 through 6.			
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.			
9	Distributable amount for 2017 from Section C, line 6			
10	Line 8 amount divided by line 9 amount			
Section E - Distribution Allocations (see instructions)		(i) Excess Distributions	(ii) Underdistributions Pre-2017	(iii) Distributable Amount for 2017
1	Distributable amount for 2017 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2017 (reasonable cause required-explain in Part VI). See instructions.			
3	Excess distributions carryover, if any, to 2017:			
a				
b	From 2013			
c	From 2014			
d	From 2015			
e	From 2016			
f	<b>Total of lines 3a through e</b>			
g	Applied to underdistributions of prior years			
h	Applied to 2017 distributable amount			
i	Carryover from 2012 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4	Distributions for 2017 from Section D, line 7: \$			
a	Applied to underdistributions of prior years			
b	Applied to 2017 distributable amount			
c	Remainder. Subtract lines 4a and 4b from 4.			
5	Remaining underdistributions for years prior to 2017, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
6	Remaining underdistributions for 2017. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7	<b>Excess distributions carryover to 2018.</b> Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2013			
b	Excess from 2014			
c	Excess from 2015			
d	Excess from 2016			
e	Excess from 2017			



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 for instructions and the latest information.

OMB No. 1545-0047

2017

Open to Public Inspection

Name of the organization

Booker T. Washington Academy, Inc.

Employer identification number

27-2924625

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.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 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?, 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?

Part II Conservation Easements.

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

Table with 2 columns: Description, Held at the End of the Tax Year. Rows include: 1 Purpose(s) of conservation easements held by the organization (check all that apply), 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, 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.

Table with 2 columns: Description, Amount. Rows include: 1a If the organization elected, as permitted under SFAS 116 (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. 1b If the organization elected, as permitted under SFAS 116 (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 SFAS 116 (ASC 958) relating to these items: a Revenue included on Form 990, Part VIII, line 1, b Assets included in Form 990, Part X.



**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 are a 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 programs
  - 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 Temporarily restricted 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? | 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				
d Equipment				
e Other				

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)

**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> (Column (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> (Column (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) <b>Accrued Expenses</b>	<b>287,225</b>
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.)	<b>287,225</b>

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 FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII





**SCHEDULE E**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Schools**

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.

OMB No. 1545-0047

**2017**

Open to Public Inspection

Name of the organization

**Booker T. Washington Academy, Inc.**

Employer identification number

**27-2924625**

**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 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	
4	Does the organization maintain the following?		
4a	Records indicating the racial composition of the student body, faculty, and administrative staff?	X	
4b	Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	X	
4c	Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	X	
4d	Copies of all material used by the organization or on its behalf to solicit contributions? If you answered "No" to any of the above, please explain. If you need more space, use Part II.	X	
5	Does the organization discriminate by race in any way with respect to:		
5a	Students' rights or privileges?		X
5b	Admissions policies?		X
5c	Employment of faculty or administrative staff?		X
5d	Scholarships or other financial assistance?		X
5e	Educational policies?		X
5f	Use of facilities?		X
5g	Athletic programs?		X
5h	Other extracurricular activities? If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.		X
6a	Does the organization receive any financial aid or assistance from a governmental agency?		X
6b	Has the organization's right to such aid ever been revoked or suspended? If you answered "Yes" on either line 6a or line 6b, explain on Part II.		X
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	



**SCHEDULE J**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

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.

OMB No. 1545-0047

**2017**

Open to Public  
Inspection

Name of the organization

**Booker T. Washington Academy, Inc.**

Employer identification number

**27-2924625**

**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 in line 1a?

**3** Indicate which, if any, of the following the filing 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 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 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**  **X**
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan? **4b**  **X**
- c** Participate in, or receive payment from, an equity-based compensation arrangement? **4c**  **X**
- 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**  **X**
- b** Any related organization? **5b**  **X**
- 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**  **X**
- b** Any related organization? **6b**  **X**
- 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>1a</b>		
<b>1b</b>		
<b>2</b>		
<b>3</b>		
<b>4a</b>		<b>X</b>
<b>4b</b>		<b>X</b>
<b>4c</b>		<b>X</b>
<b>5a</b>		<b>X</b>
<b>5b</b>		<b>X</b>
<b>6a</b>		<b>X</b>
<b>6b</b>		<b>X</b>
<b>7</b>		<b>X</b>
<b>8</b>		<b>X</b>
<b>9</b>		

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

**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 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	John Taylor Executive Director	(i) 164,000 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 12,262 (ii) 0 (iii) 0	(i) 176,262 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
2		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
3		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
4		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
5		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
6		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
7		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
8		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
9		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
10		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
11		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
12		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
13		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
14		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
15		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0
16		(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0





**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

**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 990-EZ.

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

OMB No: 1545-0047

**2017**

**Open to Public  
Inspection**

**Booker T. Washington Academy, Inc.**

Employer identification number

**27-2924625**

**Form 990 - Organization's Mission**

**Booker T. Washington Academy, Inc. (the "Academy") educates its scholars  
for leadership and responsible citizenship in society by developing the  
cognitive, moral, and social skills of children so they can compete  
academically and thrive in a diverse global community.**

**Form 990, Part VI, Line 11b - Organization's Process to Review Form 990**

**No review was or will be conducted.**

**Form 990, Part VI, Line 19 - Governing Documents Disclosure Explanation**

**No documents available to the public**

**Connecticut Statements**

**Statement 1 - Initial Registration Application, Line 8 - Purpose of Organization**

Description

Booker T. Washington Academy, Inc. (the "Academy") educates its scholars for leadership and responsible citizenship in society by developing the cognitive, moral, and social skills of children so they can compete academically and thrive in a diverse global community.

# Booker T. Washington Academy Budget FY 2018-2019

Pupil Count	Projected	Pre K - 5 Projected
	300	360
	2017-2018	2018-2019
<b>Revenue</b>		
<b>43000 Non-Profit Revenue</b>		
43310 Corporate and Business Grants	1,000	
43330 Foundation and Trust Grants	1,030,115	1,260,000
<b>Total 43000 Non-Profit Revenue</b>	<b>1,031,115</b>	<b>1,260,000</b>
<b>43400 Direct Public Support</b>		
43410 Corporate Contributions	13	
43450 Individual Contributions	100	
<b>Total 43400 Direct Public Support</b>	<b>113</b>	<b>-</b>
<b>44000 Government &amp; Federal Grants</b>		
44500 Government Grants		
44515 E-Rate	13,000	13,000
44550 Student Entitlements	163,134	194,129
<b>Total 44000 Government &amp; Federal Grants</b>	<b>176,134</b>	<b>207,129</b>
<b>44540 State Grants</b>		
44545 Per Pupil Revenue	3,300,000	4,016,250
<b>Total 44540 State Grants</b>	<b>3,300,000</b>	<b>4,016,250</b>
<b>47200 Program Income</b>		
47240 After School Program	88,956	119,000
47241 Summer Program	11,487	-
47250 Uniform Income	7,801	5,000
47260 School Food Program	-	-
<b>Total 47200 Program Income</b>	<b>108,244</b>	<b>124,000</b>
<b>49000 Special Events Income</b>		
49010 Special Events Contributions		
49020 Fundraising/Events	15,000	
<b>Total 49000 Special Events Income</b>	<b>15,000</b>	<b>-</b>
<b>50000 Investments</b>		
<b>50030 Interest</b>		
<b>Total Revenue</b>	<b>4,630,711</b>	<b>5,607,379</b>
<b>Gross Profit</b>	<b>4,630,711</b>	<b>5,607,379</b>
<b>Expenditures</b>		
<b>60000 Personnel Salaries</b>		
60001 Payroll - Leadership Staff	287,600	296,228
60002 Payroll -Other	9,369	27,000
60005 Payroll - Academic Deans and Directors	137,400	207,369
60010 Payroll - Teachers	943,784	1,018,467
60011 Payroll - Special Education Teachers	50,287	98,475
60012 Payroll - Specialty Teachers	235,019	246,889
60015 Payroll - Academic Assistants	342,413	348,375
60020 Payroll - Student Support	50,000	81,500
60025 Payroll - Nurse	52,796	59,740
60030 Payroll - Bus Monitor	47,000	73,410
60035 Payroll - Before/After School	125,277	129,035
60036 Payroll - Summer School Program	28,874	4,000
60040 Payroll - Finance & Operations	102,412	130,870
<b>Total 60000 Personnel Salaries</b>	<b>2,412,230</b>	<b>2,721,358</b>

<b>60044 Personnel Taxes and Benefits</b>		
60045 Payroll - Federal Tax Withholding		
60050 Payroll - Social Security ER	79,332	168,724
60055 Payroll - Medicare ER	34,455	39,460
60059 SUI	-	-
60060 Payroll - CT Withholding	49,901	57,149
<b>Total Personnel Taxes and Benefits</b>	<b>163,688</b>	<b>265,332</b>
<b>60064 Personnel Benefits</b>		
60065 Payroll - Health Benefits	222,464	326,563
60070 Payroll - Dental & Vision Benefits	27,083	73,477
60080 Payroll - Life Insurance	-	-
60082 Workers Compensation Insurance	23,762	27,214
<b>Total 60064 Personnel Benefits</b>	<b>273,310</b>	<b>427,253</b>
<b>Total 60044 Personnel Taxes and Benefits</b>	<b>436,998</b>	<b>692,586</b>
<b>60100 Classroom Expenses</b>		
60101 Art Supplies	1,592	1,911
60102 Assessment Materials and Svcs	16,439	19,727
60103 Classroom Events and Field Trip	6,595	7,914
60104 Classroom Supplies	19,479	23,375
60105 Education Software	13,843	16,612
60106 Music Supplies	1,500	1,800
60107 Physical Education Supplies	1,782	2,139
60108 Textbooks and Materials	68,840	82,608
60110 Library Supplies	5,000	6,000
<b>Total 60100 Classroom Expenses</b>	<b>135,071</b>	<b>162,085</b>
<b>60200 School Related Services</b>		
60109 Summer School Expenses	2,982	8,000
60201 Nursing Supplies	3,500	4,000
60202 Pupil Services	2,000	4,000
60203 Student Field Trips	14,368	17,242
60205 Staff Uniforms	1,307	2,346
60210 Student Uniforms	9,582	10,869
<b>Total 60200 School Related Services</b>	<b>33,739</b>	<b>46,457</b>
<b>60204 Food Service</b>		
60204-1 Food Service - Breakfast		
60204-2 Food Service - Lunch		
60204-3 Food Service - Snack	4,089	4,907
<b>Total 60204 Food Service</b>	<b>4,089</b>	<b>4,907</b>
<b>Total 60200 School Related Services</b>	<b>37,828</b>	<b>51,364</b>
<b>62100 Contract Services</b>		
60099 Payroll Processing Fees	6,076	6,258
62105 Admin Support Contractor	13,868	14,284
62110 Accounting Fees	106,821	115,000
62115 Audit Services	16,391	18,000
62125 Back Office Services	-	-
62130 Fundraising Fees	8,755	9,018
62135 In-Service Dev Consultants	47,741	49,173
62140 Legal Fees	35,000	36,050
62145 IT Services	19,102	21,600
62190 Other Contract Services	66,933	68,941
<b>Total 62100 Contract Services</b>	<b>320,686</b>	<b>338,323</b>
<b>62800 Facilities and Equipment</b>		
62801 Facility Supplies	26,374	30,330
62804 Snow Removal	-	-
62805 Communications E-Rate	-	-
62815 Maintenance and Repairs	38,250	60,869

62825 Utilities	92,700	143,222
62840 Equipment Rental	5,000	5,500
62850 Custodial / Janitorial Services	55,592	96,000
62890 Rent	300,000	309,000
62891 Real Estate Tax	170,836	170,836
62892 Relocation Expense	-	40,000
<b>Total 62800 Facilities and Equipment</b>	<b>688,752</b>	<b>855,757</b>
<b>62810 Depr and Amort - Allowable</b>	<b>78,838</b>	<b>99,659</b>
<b>65000 Operations</b>		
<b>62865 General Insurance</b>		
62870 Property Insurance	26,536	32,332
65120 Directors & Errors Ins	11,203	16,539
65101 Casualty & Thefts		
<b>Total 62865 General Insurance</b>	<b>37,739</b>	<b>48,871</b>
65005 Office Equipment Lease		
65005-1 Photocopier	11,618	13,941
65005-2 Telephone Modem	2,822	3,386
65010 Books, Subscriptions, Reference	2,889	3,466
65015 Office Equipment - Non Depr	15,671	18,805
65016 Office Furniture - Non Depr	47,013	16,141
65020 Postage and Delivery	5,065	6,078
65030 Printing and Copying	5,196	6,236
65040 Office Supplies	13,255	15,906
65050 Telecommunications	11,890	14,268
65051 Communications E-Rate	11,587	13,904
65150 Memberships and Dues	-	-
<b>68000 Staff Travel</b>	<b>7,852</b>	
68300 Travel and Entertainment		
68310 Travel - Conf, Mtg and Conv	6,340	6,530
68315 Travel - Air/Ground Transport	5,305	5,464
68320 Travel - Lodging	18,125	21,750
68325 Travel - Meals & Entertainment	873	900
68330 Travel - Mileage	1,639	1,688
68335 Travel - Parking	9,079	12,711
<b>Total 68000 Staff Travel</b>	<b>41,361</b>	<b>49,043</b>
<b>Total 65000 Operations</b>	<b>206,106</b>	<b>210,047</b>
<b>65100 Other Types of Expenses</b>		
65110 Advertising Expenses	6,500	6,695
65115 Student Recruitment	8,000	8,240
65140 Staff Recruitment	10,185	10,490
<b>Total 65100 Other Types of Expenses</b>	<b>24,685</b>	<b>25,425</b>
<b>65102 Gifts and Gratitude</b>		
<b>65105 Bank Fees</b>	<b>2,213</b>	<b>2,280</b>
<b>65145 Professional Development</b>		
65160 Meeting Supplies & Food	3,723	3,835
65170 Staff Development & Training	30,000	30,900
<b>Total 65145 Professional Development</b>	<b>33,723</b>	<b>34,735</b>
<b>90000 Miscellaneous Expense</b>		
65130 Interest Expense - General	334	344
<b>Total 90000 Miscellaneous Expense</b>	<b>334</b>	<b>344</b>
90500 Bad Debt Expenses		
<b>Total Expenditures</b>	<b>4,377,465</b>	<b>5,193,962</b>
<b>Net Operating Revenue (Net Income)</b>	<b>253,246</b>	<b>413,417</b>
<b>Capital Improvements</b>		
Painting	-	\$ -

Electric	-	\$ -
Tech Integration	-	\$ -
Plumbing	-	\$ -
Furniture and Equipment	38,748	\$ 83,284
Alarm System - included in Maintenance/Repair	-	
<b>Total Capital Improvement</b>	<b>38,748</b>	<b>\$ 83,284</b>
<b>Mortgage and Renovation Costs</b>		
Feasibility Studies	\$ -	\$ -
Architect Fees	\$ -	\$ -
Other Renovations	\$ -	\$ 500,000
Debt Service/Mortgage	\$ -	\$ -
<b>Total Mortgage and Renovation Costs</b>	<b>\$ -</b>	<b>\$ 500,000</b>
<b>NET CASH</b>		
Add Back Depreciation	78,838	99,659
Subtract CapEx	(38,748)	(83,284)
Subtract Mortgage and Renovation Costs	-	(500,000)
Net Operating Revenue	253,246	413,417
<i>Projected Cash Carryover</i>		<i>#REF!</i>
<b>Additional Board Fundraising Need</b>	-	-
<b>Projected Cash at fiscal year end</b>	<b>293,336</b>	<b>(70,208)</b>

**Booker T. Washington Academy**

**FY20 Budget Overview**

		<b>FY2020 Projection</b>
<b>Summary</b>		
Total Revenue		5,800,066
Total Expense		5,962,274
Operating Revenue/Deficit before Cash Inflow		(162,208)
Plus Cash Inflow		175,000
Net Operating Revenue		12,792
Cumulative Cash Carryover from prior years		861,064
Projected Cash Carryover		698,856
<b>Revenue</b>		
<b>Private Funding</b>		
43330 Foundation and Trust Grants/Corporate Contributions		790,000
<b>Total Private Funding</b>		<b>790,000</b>
<b>Government Funding</b>		
44545 Per Pupil Revenue		4,702,500
44515 E-Rate		-
44551 Title I		192,756
44552 Title II		-
44553 Title IV		-
44555 Special Education Reimbursement		85,810
<b>Total Government Funding</b>		<b>4,981,066</b>
<b>Program Income</b>		
47240 After School Program		24,000
47241 Summer Program		-
47250 Uniform Income		5,000
49020 Fundraising/School Events		-
<b>Total Program Income</b>		<b>29,000</b>
<b>Total Revenue</b>		<b>5,800,066</b>
Cash Inflow from reserve		175,000



**Booker T. Washington Academy**

**FY20 Budget Overview**

		FY2020 Projection
<b>Expenses</b>		
<b>Personnel Expense</b>		
<b>60000 Personnel Salaries</b>		
60001 Payroll - Leadership Staff		515,115
60002 Payroll - Other		30,000
60005 Payroll - Academic Deans and Directors		144,200
60010 Payroll - Teachers		1,373,658
60011 Payroll - Special Education Teachers		77,000
60012 Payroll - Specialty Teachers		296,589
60015 Payroll - Academic Assistants		298,960
60020 Payroll - Student Support		52,273
60025 Payroll - Nurse		61,532
60040 Payroll - Finance & Operations		338,104
60030 Payroll - Bus Monitoring		-
60035 Payroll - Before/After School		135,487
60036 Summer School Program Salary		7,166
<b>Total 60000 Personnel Salaries</b>	<b>-</b>	<b>3,330,084</b>
<b>60044 Personnel Taxes and Benefits</b>		
60050 Payroll - Social Security ER		106,729
60055 Payroll - Medicare ER		45,783
60060 Payroll - CT Withholding	2%	67,126
<b>60064 Personnel Benefits</b>		
60065 Payroll - Health Benefits	12%	383,579
60070 Payroll - Dental & Vision Benefits	2%	59,200
60082 Workers Compensation Insurance	1%	33,301
<b>Total 60064 Personnel Benefits</b>	<b>0</b>	<b>476,080</b>
<b>Total 60044 Personnel Taxes and Benefits</b>	<b>0</b>	<b>695,718</b>
<b>Total Personnel</b>	<b>0</b>	<b>4,025,803</b>
<b>Program Expenses</b>		
<b>Classroom Expenses</b>		
60101 Art Supplies		2,219
60102 Assessment Materials and Svcs		11,611
60103 Classroom Events		9,189
60104 Classroom Supplies		20,900
60105 Education Software		15,094
60106 Music Supplies		2,090
60107 Physical Education Supplies		2,483
60108 Textbooks and Materials		81,278
60110 Library Supplies		1,742
<b>Total 60100 Classroom Expenses</b>	<b>-</b>	<b>146,606</b>

**Booker T. Washington Academy****FY20 Budget Overview**

		<b>FY2020 Projection</b>
<b>School Related Services</b>		
60205 Staff Uniforms		3,437
60210 Student Uniforms		12,621
60109 Summer School Expenses		13,643
60201 Nursing Supplies		4,644
60202 Pupil Services		-
60203 Student Field Trips		-
60203-1 Field Trips - Fundraised		20,020
60204 Food Service		-
60204-1 Food Service - Breakfast		-
60204-2 Food Service - Lunch		-
60204-3 Food Service - Snack		5,697
<b>Total 60200 School Related Services</b>	<b>-</b>	<b>60,063</b>
<b>Contracted Services</b>		
60099 Payroll Processing Fees		9,169
62105 Admin Support Contractor		-
62110 Accounting Fees		115,000
62115 Audit Services		26,372
62130 Fundraising Fees		13,212
62135 In-Service Dev Consultants		72,044
62140 Legal Fees		29,302
62145 IT Services		30,000
62190 Other Contract Services		51,279
62195 Contracted Social Work Services		-
62200 Outsourced Nursing Services		-
<b>Total 62100 Contract Services</b>	<b>-</b>	<b>346,378</b>

**Booker T. Washington Academy**

**FY20 Budget Overview**

		<b>FY2020 Projection</b>
<b>Office Expense</b>		
65005 Office Equipment Lease		
65005-1 Photocopier		16,187
65005-2 Telephone Modem		3,932
65010 Books, Subscriptions, Reference		4,025
65015 Classroom & Office Equipment - Non Depr		8,734
65016 Classroom & Office Furniture - Non Depr		18,742
65020 Postage and Delivery		7,057
65030 Printing and Copying		7,240
65040 Office Supplies		18,469
65050 Telecommunications		37,599
65051 Communications E-Rate		16,145
65150 Memberships and Dues		15,849
68000 Staff Travel		
68300 Travel and Entertainment		
68310 Travel - Conf, Mtg and Conv		9,567
68315 Travel - Air/Ground Transport		8,005
68320 Travel - Lodging		31,867
68325 Travel - Meals & Entertainment		1,318
68330 Travel - Mileage		2,473
68335 Travel - Parking		18,623
68340 Travel - Per Diem		-
68390 Travel - Other Expenses		-
<b>Total 68000 Staff Travel</b>	<b>-</b>	<b>71,853</b>
<b>Total 65000 Operations</b>	<b>-</b>	<b>225,832</b>
<b>Recruitment and Marketing</b>		
65110 Advertising Expenses		7,774
65115 Student Recruitment		9,568
65140 Staff Recruitment		15,369
<b>Total 65100 Recruitment and Marketing</b>	<b>-</b>	<b>32,711</b>
<b>Professional Development</b>		
65160 Meeting Supplies & Food		5,619
65170 Staff Development & Training		45,272
<b>Total 65145 Professional Development</b>	<b>-</b>	<b>50,891</b>
<b>Miscellaneous Expense</b>		
65105 Bank Fees		3,000
65130 Interest Expense - General		500
<b>Total 90000 Miscellaneous Expense</b>	<b>-</b>	<b>3,500</b>

<b>Booker T. Washington Academy</b>		
<b>FY20 Budget Overview</b>		
		<b>FY2020 Projection</b>
<b>Total Program</b>	-	<b>865,981</b>
<b>Facilities Expense</b>		
<b>62800 Facilities and Equipment</b>	SqFt	
62801 Facility Supplies		44,528
62804 Snow Removal/Waste Management		30,469
62815 Maintenance and Repairs	60,000	40,000
62825 Utilities	60,000	103,500
628XX Security System		5,000
62840 Equipment Rental		15,000
62850 Custodial / Janitorial Services		138,000
62890 Rent		417,250
62891 Real Estate Tax		200,000
62892 Relocation		20,000
62810 Depr and Amort - Allowable		
<b>Total 62800 Facilities and Equipment</b>		<b>1,013,746</b>
62865 General Insurance		
62870 Property Insurance		37,541
65120 Directors & Errors Ins		19,203
<b>Total 62865 General Insurance</b>	-	<b>56,745</b>
<b>Total Facilities</b>	-	<b>1,070,491</b>
<b>Total Expenditures</b>	<b>0</b>	<b>5,962,274</b>
<b>Net Operating Revenue</b>	<b>(0)</b>	<b>12,792</b>