



FISCAL YEAR 2022 FINANCIAL ANALYSIS REPORT

A STUDY OF DC PUBLIC CHARTER
SCHOOLS' FISCAL YEAR FINANCIAL
RESULTS

INTRODUCTION

Background

Each District of Columbia (DC) Public Charter School (PCS) Local Education Agency (LEA) is required to annually undergo a thorough audit of its financial statements. DC Public Charter School Board (DC PCSB) collects the audited financial statements, reviews them, and subsequently publishes them on its website. Each audit is conducted by a third-party auditor chosen by the LEA from a list of auditors approved by the Auditor Review Committee (ARC). DC PCSB analyzes and summarizes the information disclosed in the audited financial statements to produce the Financial Analysis Report (FAR), which presents consistent and transparent information about finances and operations of the DC public charter sector.¹

The fiscal year (FY) 2022 FAR comprises three key components, as also detailed in the [FY 2022 FAR Technical Guide](#):

1. Commentary on key LEA financial and operational trends,
2. Financial information by LEA and combined for the sector, and
3. Individual LEA Report Cards for each LEA.

In preparing this report, DC PCSB sought input from public charter school representatives, charter support organizations, and members of the DC community. DC PCSB continues to improve the Individual LEA Report Cards' measures, design, and the way financial information is communicated with FAR stakeholders. Throughout the preparation of this report, DC PCSB collaborated multiple times with each LEA. DC PCSB regularly encouraged feedback from LEAs to ensure that the Individual LEA Report Cards' data and information, including DC PCSB Observations, were accurate, complete, and easy to follow. DC PCSB tailored the FAR with text, tables, and charts to succinctly explain the most important LEA financial information in a manner that reflected the LEA's inputs and comments.

Please refer below to the [list of acronyms and terms](#) used in this report.

Summary of Results

Combined financial results for the LEAs in operation in FY 2022 continue to show strong financial health, as reflected by the eight key financial indicators below. Of the 68 LEAs operating in FY 2022, 39 LEAs, or 57%, of the total LEAs in the sector met or exceeded the standard for every indicator. In comparison, of the 66 LEAs operating in FY 2021², 46 LEAs, or 70%, of the total LEAs in the sector met or exceeded the standard for every indicator. Most notably, the percentage of LEAs that did not meet the margin targets doubled from FY 2021 to 2022, reflecting the disproportionately larger increase in operating expenses in comparison to operating revenues primarily in response to the COVID-19 pandemic and return to in-class instruction.

¹ Throughout the remainder of the report, the term "sector" will be used in place for "DC public charter sector", as per the [list of acronyms and terms](#).

² Certain numbers for FY 2021 and prior years have been restated to conform to FY 2022 accounting and presentation for comparability.

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Measure	Number of LEAs That Met Standard				Number of LEAs Below Standard			
	#		%		#		%	
FY:	2022	2021	2022	2021	2022	2021	2022	2021
Change in Net Assets Margin	64	64	94%	97%	4	2	6%	3%
Aggregated Three-Year Margin	64	63	94%	95%	4	3	6%	5%
Enrollment Variance	55	54	81%	82%	13	12	19%	18%
Current Ratio	68	66	100%	100%	0	0	0%	0%
Cash Flow from Operations Margin	56	60	82%	91%	12	6	18%	9%
Days of Cash on Hand	66	65	97%	98%	2	1	3%	2%
Debt Ratio	65	63	96%	95%	3	3	4%	5%
Primary Reserve	67	65	99%	98%	1	1	1%	2%

Summary of Financial Indicators										
Indicators Met or Exceeded	8	7	6	5	4	3	2	1	0	Total
Number of LEAs (FY 2022)	39	22	4	3	0	0	0	0	0	68
Number of LEAs (FY 2021)	47	13	4	1	1	0	0	0	0	66
Percentage of LEAs (FY 2022)	57%	32%	6%	4%	0%	0%	0%	0%	0%	100%
Percentage of LEAs (FY 2021)	71%	20%	6%	1%	1%	0%	0%	0%	0%	100%

Financial Indicator Sector Medians			
Measure	FY 2022	FY 2021	Value Change
Change in Net Assets Margin	4%	12%	-8%
Aggregated Three-Year Margin	8%	8%	0%
Enrollment Variance	-1%	0%	-1%
Current Ratio	5.8	6.0	-0.2
Cash Flow from Operations Margin	7%	12%	-5%
Days of Cash on Hand	146 days	165 days	-19 days
Debt Ratio	0.5	0.4	0.1
Primary Reserve	0.6	0.6	0.0

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Across all LEAs in operation during FY 2022, assets grew by \$159M (9%) while liabilities increased by \$89M (8%), for a \$70M (9%) increase in net assets to \$815M at fiscal yearend (FYE) 2022. Change in net assets increased \$45M in FY 2019, \$60M in FY 2020, \$126M in FY 2021, and \$70M in FY 2022. These increases in change in net assets indicate that the sector's financial strength has continued to improve, despite the shrinking margins in FY 2022. For additional context, the pre-COVID-19 pandemic average change in net assets margin and cash flow from operations margin from FY 2016 through FY 2019 was 4% and 8%, respectively, nearly the same as in FY 2022. Having received large amounts of COVID-19 pandemic relief funds, the sector's financial performances for FY 2021 and FY 2020 temporarily strengthened due to the LEAs' receipt of COVID-19 relief funds. As indicated in the tables above and as discussed below, fiscal strength is important to allow LEAs to be resilient in the face of financial, enrollment, or other adversities that may burden the sector unexpectedly, and to be fiscally prepared for major renovations and repairs when needed.

In response to the COVID-19 pandemic, federal and local government agencies injected emergency relief funds into the DC education sector beginning in FY 2020, with expectations of additional funds diminishing through FY 2025. Most of these funds originated from ESSER funds administered by OSSE. ESSER grants are authorized by the Coronavirus Aid Relief, and Economic Security (CARES), Coronavirus Response and Relief Supplemental Appropriations, and 2021 (CRRSA) and American Rescue Plan (ARP) Acts of 2021. The LEAs recognized revenues from these relief funds of \$8M in FY 2020, \$45M in FY 2021, and \$122M in FY 2022. Consequently, the receipt and deployment of these relief funds drove the following increases in operating revenues and operating expenses.

Revenues and Expenses	Increase FY 2021 to FY 2022	Increase FY 2020 to FY 2021
Operating Revenues	11%	8%
Operating Expenses	21%	3%

Despite the sector's \$91M (72%) decrease in operating income explained below, the sector's cash flow provided by operations decreased only \$48M (42%) from \$114M in FY 2021 to \$66M in FY 2022 mainly due to a \$48M increase from FYE 2021 to FYE 2022 in net grants and accounts receivable primarily from relief funds. From FY 2021 to FY 2022, cash flow used in investment activities increased \$11M (11%) from \$99M to \$111M, while cash flow provided by financing activities decreased \$6M (9%) from \$72M to \$65M. Net change in restricted and unrestricted cash and cash equivalents decreased \$66M (76%) from FY 2021 to FY 2022, mainly due to the increase in operating expenses.

The sector's \$91M (72%) decrease in operating income from \$127M to \$36M reflects the fact that operating revenues increased at a slower rate than operating expenses from FY 2021 to FY 2022. The following revenues and expenses per student table reflects a 26% increase in grants and contributions per student attributable primarily to COVID-19 relief funds, while operating expenses per student soared by 19% in response to the COVID-19 pandemic.

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Revenues and Expenses per Student Sector Median			
Measure	FY 2022	FY 2021	% Change
DC Funding Per Student	\$22,259	\$21,175	5%
Grants and Contributions Per Student	\$874	\$691	26%
Total Revenues Per Student	\$29,789	\$28,805	11%
Operating Expenses Per Student	\$28,225	\$23,751	19%
Operating Income (Loss) Per Student	\$1,472	\$3,137	-53%

- Revenues.** During FY 2022, the sector's audited enrollment increased 915 (2%) from 43,857 in FY 2021 to 44,772 in FY 2022. The 66 LEAs in operation in both FY 2022 and FY 2021 enrolled 44,552 students in FY 2022, reflecting a 695 (2%) increase from the 43,857 students enrolled in FY 2021 in the same 66 LEAs. The two LEAs that began operating in FY 2022 enrolled 220 students. As reported in the above table, the sector's FY 2022 operating revenues grew \$122M (11%) to \$1,276M, which reflects the compounding of the 2% enrollment increase and a 3.6% increase in Uniform Per Student Funding Formula (UPSFF) totaling a \$59M (6%) increase, plus a \$77M (65%) increase in federal funds offset in part by a \$17M (24%) decrease in total grants and other contributions. Total grants and other contributions include private grants, state grants, cash contributions, and in-kind contributions.
- Expenses.** Operating expenses increased \$213M (21%) to \$1,240M. This increase is comprised of the four expense categories in the following table. Most significantly, direct student expenses increased \$56M (73%) in FY 2022, reflecting increased costs from the return to in-classroom instruction after the effects of the pandemic were stabilized. The sector incurred additional costs for increased supplies, materials, snacks, transportation, field trips, utilities, cleaning, and instruction.

Expenses	Increase (Decrease) from FY 2021 to FY 2022		Major Categories of FY 2022 Operating Expenses					
	Amount	%	Sector Median		LEA Lowest		LEA Highest	
			FY 2022	FY 2021	FY 2022	FY 2021	FY 2022	FY 2021
Personnel Salaries and Benefits	\$99M	15%	61%	64%	29%	32%	77%	79%
Direct Student	\$56M	73%	10%	7%	4%	2%	37%	27%
Occupancy	\$30M	17%	16%	17%	9%	9%	35%	34%
General	\$28M	26%	11%	11%	4%	5%	31%	24%
Operating	\$213M	21%						

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In FY 2022 and FY 2021, LEAs received \$3,408 per student in DC facilities funding for a total of \$154M and \$15M, respectively, which are 15% and 16% of their total UPSFF funding. Total occupancy expenses for FY 2022 and FY 2021 were \$210M and \$180M, respectively, for a net deficit of \$56M and \$26M between DC facilities funding and total occupancy expenses. Occupancy expenses were an average of 136% and 117% of total DC facilities funding for FY 2022 and FY 2021, respectively. The percentage of expenses LEAs spend on occupancy is often higher as they ramp up their enrollment levels.

School Management Organizations and Related Parties

In FY 2022, 20 DC public charter schools operated with one or more Management Organization (MOs) and/or Related Parties (RPs). These relationships, and services provided by MOs and RPs, are described in supplementary MOs/RPs tables immediately following the Individual LEA Report Card.

An MO, as defined by DC Code § 38–1800.02(30C), is “an entity... with which [a] public charter school contracts to provide management or oversight services regarding the school’s expenditures, administration, personnel, or instructional methods. The term ‘school management organization’ does not include an entity with which a public charter school contracts solely to provide administrative support services, such as: (A) payroll processing or information technology services; (B) academic support services; or (C) temporary management services recommended by the eligible chartering authority to improve the performance of a public charter school.” DC public charter schools receive a wide range of services from their MOs, from facility management to instructional oversight.

An organization is a related party (RP) to the LEA if the organization and the LEA are “related organizations” as defined in the Internal Revenue Service Form 990 Schedule R and its instructions or are “related parties” as defined in Financial Accounting Standards Board Accounting Standards Codification Master Glossary. In the FY 2022 FAR, DC PCSB did not report RPs that solely provided funding to the LEA during the FY, or whose total transactions with the LEA during the FY did not exceed \$50,000.

Acronyms and Terms Used in this FAR

Acronym	Definition
ARC	Auditor Review Committee, comprised of two members each from DC PCSB, OCFO, and OSSE
ARP Act	American Rescue Plan Act of 2021 passed by U.S. Congress on March 11, 2021
CARES	Coronavirus Aid, Relief, and Economic Security
CARES Act	CARES Act of 2020 passed by U.S. Congress on March 27, 2020

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Acronym	Definition
CRRSA Act	Coronavirus Response and Relief Supplemental Appropriations Act passed by U.S. Congress on December 27, 2020
Current	Within the following 12-month period
Data Tables	FAR Exhibits 1 – 13
DC	District of Columbia
DC PCSB	DC Public Charter School Board
DC PCSB Observations	At the bottom half of the second page of each Individual LEA Report Card, one or more paragraphs and a table and/or chart comprise DC PCSB's observations, including an analysis of the LEA's financial performance
ESSER	Elementary and Secondary School Emergency Relief Fund established by U.S. Congress under the CARES Act (ESSER), CRRSA Act (ESSER II), and ARP Act (ESSER III), along with ESSER Equivalents from OSSE for LEAs that are not eligible for ESSER grants because they are not Title I-A eligible
FAR	Financial Analysis Report
Individual LEA Report Card	Two-page financial summary of each LEA, plus additional page(s) for MO/RP details if applicable, contained in the FAR following Report Card Definitions
FY	Fiscal Year
FYE	Fiscal Year Ended
GAAP	Generally Accepted Accounting Principles
GAS	Government Auditing Standards
LEA	DC PCS Local Education Agency comprised of one or more DC public charter schools ("LEA" is used interchangeably in the FAR with the word "school")
LEAs	DC PCS Local Education Agencies
MO	LEA Management Organization
N/A	Not Applicable; when information cannot be disclosed because the LEA did not meet the thresholds for the requirement (e.g., the LEA was not required to have a Uniform Guidance Audit during the FY)
N/M	Not Meaningful; when an amount was negative in prior year and positive in current year, the percentage variance is not meaningful
NMTC	New Markets Tax Credits
OCFO	DC Office of the Chief Financial Officer
OSSE	DC Office of the State Superintendent of Education
PCS	DC public charter school
PK3	Pre-Kindergarten age 3
PK4	Pre-Kindergarten age 4

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Acronym	Definition
PPP	Paycheck Protection Program SBA-backed loan pursuant to the CARES Act permitting loan forgiveness upon meeting its conditions
RP	Related Party
SBA	Small Business Administration
Sector or sector	All DC public charter LEAs
Sector Median	The middle value in the sector
Uniform Guidance	When expenditures of federal funds are greater than \$750,000 in one FY, the auditor performs an extended audit known as a Single Audit and issues an opinion letter on compliance with the requirements of laws, regulations, contracts, and grants applicable to each of the LEA's major federal programs
UPSFF	Uniform Per Student Funding Formula in the DC Mayor's annual budget, subject to DC Council's approval

DATA TABLES

DATA TABLES

DC PCSB compiles aggregated and comparative data for greater transparency and ease of use by external stakeholders. As all 68 DC Public Charter LEAs operating in FY 2022 are separate and independent, these tables represent a hypothetical combination for aggregated analyses.

Aggregated reports provide combined data for all LEAs (i.e., the sum of all LEAs' results in a particular measure). Aggregated data tables include:

- [Exhibit 1: Combined Statements of Financial Position,](#)
- [Exhibit 2: Combined Statements of Activities,](#)
- [Exhibit 3: Combined Statements of Cash Flows, and](#)
- [Exhibit 4: Combined Statements of Functional Expenses](#)

Comparative reports provide a single table comparing each LEA's results for particular financial measures and indicators. Comparative data tables include:

- [Exhibit 5: Cash and Cash Equivalents, Assets, and Liabilities by LEA,](#)
- [Exhibit 6: Net Assets \(Deficit\) by LEA,](#)
- [Exhibit 7: Cash and Cash Equivalents and Future Debt by LEA,](#)
- [Exhibit 8: Revenues and Expenses by LEA,](#)
- [Exhibit 9: Sources of Revenue by LEA,](#)
- [Exhibit 10: Grants and Other Contributions by LEA,](#)
- [Exhibit 11: Distribution of Expenses by LEA,](#)
- [Exhibit 12: Distribution of Expenses by Function by LEA, and](#)
- [Exhibit 13: Management Organizations \(MO\) and Related Parties \(RP\)](#)

The numbers presented in the exhibits may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision.

DATA TABLES

Exhibit 1: Combined Statements of Financial Position

Amounts in \$000s

	FYE 2022	FYE 2021
Current Assets		
Cash and Cash Equivalents	\$ 446,566	\$ 417,880
Restricted Cash and Cash Equivalents	1,943	4,331
Investments	113,008	147,277
Promises and Accounts Receivable, Net	122,707	74,959
Prepaid Expenses and Other Current Assets	21,161	12,362
Total Current Assets	705,385	656,809
Noncurrent Assets		
Noncurrent Restricted Cash and Cash Equivalents	58,702	60,695
Noncurrent Investments	18,268	19,225
Noncurrent Restricted Investments	24,765	34,785
Property and Equipment, Net	1,194,682	1,066,834
Deposits and Other Noncurrent Assets	25,277	29,726
Total Assets	\$ 2,027,079	\$ 1,868,074
Current Liabilities		
Accounts Payable and Accrued Expenses	\$ 102,122	\$ 92,125
Line of Credit	1,895	1,058
Current Portion of Long-Term Debt	18,920	20,708
Following Year Balloon Payments Refinanced by December 31	-	1,092
Other Current Liabilities	15,297	11,027
Total Current Liabilities	138,234	126,010
Long-Term Liabilities		
Long-Term Debt, Net of Current Portion	945,242	892,806
Other Long-Term Liabilities	128,522	104,571
Total Liabilities	1,211,998	1,123,387
Net Assets		
Net Assets Without Donor Restrictions	798,981	719,417
Net Assets With Donor Restrictions	16,100	25,270
Net Assets	815,081	744,687
Total Liabilities and Net Assets	\$ 2,027,079	\$ 1,868,074

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Exhibit 2: Combined Statements of Activities

Amounts in \$000s

	FY 2022	FY 2021
Revenues		
DC Funding (General Education)	\$ 602,017	\$ 568,343
DC Funding (Categorical Enhancements)	249,349	224,648
DC Funding (Facilities Allowance)	154,451	153,646
Total DC Funding	1,005,817	946,637
Federal Funds	196,570	119,315
Total Grants and Other Contributions	53,384	69,901
Other Income	20,097	18,015
Operating Revenues	1,275,868	1,153,869
Expenses		
Program Services Expenses	1,080,691	890,020
General and Administrative Expenses	148,683	128,562
Fundraising Expenses	10,281	8,035
Operating Expenses	1,239,655	1,026,617
Operating Income (Loss)	36,213	127,251
Nonoperating Income (Loss)	37,534	(1,419)
Other Increases (Decreases) in Net Assets	(3,357)	-
Change in Net Assets	70,390	125,832
Net Assets - Beginning Balance	744,687	616,696
Net Assets - Beginning Balance of New LEAs	4	2,159
Net Assets - Ending Balance	\$ 815,081	\$ 744,687

DATA TABLES

Exhibit 3: Combined Statements of Cash Flows

Amounts in \$000s

	FY 2022	FY 2021
Net Cash Provided by Operating Activities	\$ 66,365	\$ 114,160
Net Cash Used In Investing Activities	(110,661)	(99,272)
Proceeds from Debt	157,814	253,475
Principal Payments on Notes Payable	(79,694)	(76,137)
Prepayment on Notes Payable	-	(33,164)
Current Year Balloon Payment	-	(70,183)
Other Financing Activities	(12,747)	(2,246)
Net Cash Provided by Financing Activities	65,373	71,745
Net Change In Unrestricted and Restricted Cash and Cash Equivalents	21,077	86,633
Unrestricted and Restricted Cash and Cash Equivalents:		
Unrestricted and Restricted Cash and Cash Equivalents - Beginning	482,906	394,616
Unrestricted and Restricted Cash and Cash Equivalents - Beginning Balance of New LEAs	3,229	1,657
Unrestricted and Restricted Cash and Cash Equivalents - Ending	\$ \$507,212	\$ \$482,906

DATA TABLES

Exhibit 4: Combined Statements of Functional Expenses

Amounts in \$000s

	FY 2022	FY 2021
Personnel Salaries and Benefits		
Total Personnel Salaries and Benefits	\$ 762,692	\$ 664,046
Direct Student Expenses		
Total Direct Student Expenses	131,965	76,139
Occupancy Expenses		
Rent	51,197	50,728
Depreciation and Amortization, Facility	49,774	43,652
Interest Expense, Facility	36,204	36,354
Other Occupancy Expenses	73,006	48,955
Total Occupancy Expenses	210,181	179,689
General Expenses		
Depreciation and Amortization, Non-Facility	13,110	10,767
Interest Expense, Non-Facility	215	428
Management Organization Fees	19,557	15,988
Other General Expenses	101,935	79,560
Total General Expenses	134,817	106,743
Total Operating Expenses	\$ 1,239,655	\$ 1,026,617

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Exhibit 5: Cash and Cash Equivalents, Assets, and Liabilities by LEA (FYE 2022)

Amounts in \$000s, except for Days of Cash on Hand information

LEA Name	Unrestricted Cash and Cash Equivalents	Total Current Assets	Total Current Liabilities	Net Assets (Deficit)	Working Capital*	Days of Cash on Hand
Academy of Hope Adult PCS	\$1,681	\$2,667	\$1,147	\$4,634	\$1,520	61
Achievement Preparatory Academy PCS	7,931	9,271	625	4,477	8,646	339
AppleTree Early Learning PCS	4,215	6,983	921	12,218	6,062	119
BASIS DC PCS	5,111	5,952	1,119	5,493	4,833	157
Breakthrough Montessori PCS	2,225	2,863	1,246	709	1,617	106
Bridges PCS	9,576	11,702	862	11,440	10,840	273
Briya PCS	11,132	23,134	2,287	21,633	20,847	666
Capital City PCS	22,284	23,397	2,621	24,012	20,777	309
Capital Village PCS	538	736	330	266	406	55
Carlos Rosario International PCS	7,271	10,297	4,572	36,332	5,725	89
Cedar Tree Academy PCS	17,531	18,537	894	22,467	17,643	694
Center City PCS	8,661	15,838	1,788	20,019	14,050	125
Cesar Chavez PCS for Public Policy	1,046	5,428	1,301	7,884	4,127	125
Community College Preparatory Academy PCS	9,394	10,321	209	11,105	10,112	506
Creative Minds International PCS	4,494	5,113	1,756	1,540	3,358	117
DC Bilingual PCS	5,822	6,871	3,571	10,370	3,300	170
DC Prep PCS	30,125	40,180	11,483	41,617	28,697	219
DC Scholars PCS	8,542	9,142	1,617	10,807	7,525	256
Digital Pioneers Academy PCS	689	3,153	994	2,198	2,159	19
District of Columbia International School	20,626	32,293	3,931	24,828	28,362	358
E.L. Haynes PCS	4,897	15,550	2,818	14,897	12,732	149
Eagle Academy PCS	5,457	7,973	3,471	11,474	4,502	92
Early Childhood Academy PCS	7,677	8,604	534	8,838	8,070	377
Elsie Whitlow Stokes Community Freedom PCS	1,529	3,493	1,373	4,644	2,120	35
Friendship PCS	42,222	59,864	22,772	50,665	37,092	147
Girls Global Academy PCS	2,706	3,086	161	1,483	2,925	217
Global Citizens PCS	161	301	149	279	152	23
Goodwill Excel Center PCS	9,225	10,475	1,808	9,173	8,667	416
Harmony DC PCS	1,349	1,981	314	1,995	1,667	123
Hope Community PCS	3,651	4,510	401	4,231	4,109	144
Howard University Middle School of Mathematics and Science PCS	3,054	5,217	343	5,074	4,875	203
I Dream PCS	689	901	225	793	676	108
IDEA PCS	2,045	4,555	2,026	11,334	2,528	77
Ingenuity Prep PCS	2,874	3,793	1,416	5,596	2,378	52
Inspired Teaching Demonstration PCS	8,000	8,820	912	7,198	7,908	263
Kingsman Academy PCS	4,669	5,751	896	7,418	4,855	209
KIPP DC PCS	38,521	131,224	16,936	182,775	114,289	175
Latin American Montessori Bilingual PCS	3,894	4,772	1,760	5,915	3,012	107
LAYC Career Academy PCS	2,478	2,758	220	2,753	2,539	274
LEARN DC PCS	1,142	1,492	808	352	685	90
Lee Montessori PCS	1,649	2,343	842	2,049	1,501	56
Mary McLeod Bethune Day Academy PCS	3,116	4,621	651	4,622	3,970	117
Maya Angelou PCS	4,163	7,762	2,369	16,120	5,393	140
Meridian PCS	2,551	6,088	1,741	11,162	4,347	100
Monument Academy PCS	2,399	4,217	269	6,235	3,948	89

DATA TABLES

Exhibit 5: Cash and Cash Equivalents, Assets, and Liabilities by LEA (FYE 2022) - continued

Amounts in \$000s, except for Days of Cash on Hand information

LEA Name	Unrestricted Cash and Cash Equivalents	Total Current Assets	Total Current Liabilities	Net Assets (Deficit)	Working Capital*	Days of Cash on Hand
Mundo Verde Bilingual PCS	5,319	7,415	2,835	7,207	4,581	86
Paul PCS	7,619	9,666	1,756	14,094	7,910	147
Perry Street Preparatory PCS	1,970	4,457	1,000	9,977	3,457	70
Richard Wright PCS for Journalism and Media Arts	4,263	5,321	916	2,136	4,405	184
Rocketship Education DC PCS	5,666	10,493	4,010	(3,696)	6,483	48
Roots PCS	1,794	1,940	174	1,824	1,766	254
SEED PCS	6,010	8,854	908	21,490	7,947	213
Sela PCS	2,341	2,881	279	2,670	2,601	134
Shining Stars Montessori Academy PCS	2,248	2,847	545	3,805	2,302	138
Social Justice PCS	1,212	1,371	194	1,213	1,178	153
St. Coletta Special Education PCS	3,500	6,435	6,435	0	0	75
Statesmen College Preparatory Academy for Boys PCS	3,091	3,932	343	3,918	3,589	173
The Children's Guild DC PCS	2,720	4,666	1,410	3,819	3,256	95
The Family Place PCS	643	2,150	148	2,304	2,003	401
The Next Step/El Próximo Paso PCS	11,347	11,723	564	18,661	11,159	517
The Sojourner Truth School PCS	1,197	1,494	485	1,259	1,009	105
Thurgood Marshall Academy PCS	6,160	7,108	866	16,023	6,243	191
Two Rivers PCS	5,949	15,585	2,326	10,052	13,260	86
Washington Global PCS	1,438	2,676	534	2,079	2,142	96
Washington Latin PCS	16,115	17,573	2,023	18,504	15,550	360
Washington Leadership Academy PCS	5,905	6,974	600	7,042	6,374	172
Washington Yu Ying PCS	8,773	13,362	1,234	17,203	12,128	381
YouthBuild DC PCS	2,274	2,432	163	2,375	2,269	238
TOTALS:	\$446,566	\$705,385	\$138,234	\$815,081	\$567,151	Median 146

* Working Capital is Total Current Assets minus Total Current Liabilities.

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Exhibit 6: Net Assets (Deficit) by LEA

Amounts in \$000s

LEA Name	First FY of Operations	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022
Academy of Hope Adult PCS	FY 2015	\$1,988	\$2,315	\$4,260	\$5,287	\$4,634
Achievement Preparatory Academy PCS	FY 2009	6,842	6,970	7,780	4,192	4,477
AppleTree Early Learning PCS	FY 2006	6,447	7,178	9,357	11,973	12,218
BASIS DC PCS	FY 2013	1,602	2,204	2,796	4,424	5,493
Breakthrough Montessori PCS	FY 2017	628	245	271	923	709
Bridges PCS	FY 2006	3,024	4,459	6,964	10,878	11,440
Briya PCS	FY 2007	15,415	15,408	17,247	19,660	21,633
Capital City PCS	FY 2001	15,387	16,923	19,520	22,203	24,012
Capital Village PCS	FY 2021				284	266
Carlos Rosario International PCS	FY 1999	28,938	29,259	34,441	40,169	36,332
Cedar Tree Academy PCS	FY 2002	14,870	15,613	16,003	18,706	22,467
Center City PCS	FY 2009	11,634	14,082	14,552	19,268	20,019
Cesar Chavez PCS for Public Policy	FY 1999	12,674	8,918	7,334	8,248	7,884
Community College Preparatory Academy PCS	FY 2014	1,908	2,747	5,198	8,291	11,105
Creative Minds International PCS	FY 2013	71	(92)	(213)	1,903	1,540
DC Bilingual PCS	FY 2005	3,539	5,081	6,305	7,004	10,370
DC Prep PCS	FY 2004	14,646	15,585	21,450	27,743	41,617
DC Scholars PCS	FY 2013	3,466	4,203	5,985	9,561	10,807
Digital Pioneers Academy PCS	FY 2019		133	193	1,862	2,198
District of Columbia International School	FY 2015	10,847	11,832	14,520	19,624	24,828
E.L. Haynes PCS	FY 2005	6,256	8,239	8,894	12,988	14,897
Eagle Academy PCS	FY 2004	7,876	8,377	9,823	10,365	11,474
Early Childhood Academy PCS	FY 2006	5,564	6,733	7,714	8,715	8,838
Elsie Whitlow Stokes Community Freedom PCS	FY 1999	4,139	4,079	3,465	4,706	4,644
Friendship PCS	FY 1999	39,932	41,784	41,886	44,779	50,665
Girls Global Academy PCS	FY 2021				669	1,483
Global Citizens PCS	FY 2022					279
Goodwill Excel Center PCS	FY 2017	3,998	5,378	6,589	7,868	9,173
Harmony DC PCS	FY 2015	233	371	451	1,127	1,995
Hope Community PCS	FY 2006	5,462	6,423	6,273	5,699	4,231
Howard University Middle School of Mathematics and Science PCS	FY 2006	1,985	2,680	2,949	4,059	5,074
I Dream PCS	FY 2021				550	793
IDEA PCS	FY 1999	6,576	6,967	7,002	8,525	11,334
Ingenuity Prep PCS	FY 2014	3,327	3,649	3,870	5,009	5,596
Inspired Teaching Demonstration PCS	FY 2012	3,447	4,147	5,801	6,709	7,198
Kingsman Academy PCS	FY 2016	2,384	2,685	3,284	5,257	7,418
KIPP DC PCS	FY 2002	133,378	149,487	149,489	174,046	182,775
Latin American Montessori Bilingual PCS	FY 2004	5,838	5,716	6,147	6,498	5,915
LAYC Career Academy PCS	FY 2013	1,500	1,376	1,573	2,352	2,753
LEARN DC PCS	FY 2022					352
Lee Montessori PCS	FY 2015	906	958	1,168	2,254	2,049
Mary McLeod Bethune Day Academy PCS	FY 2005	2,061	1,898	2,656	4,579	4,622
Maya Angelou PCS	FY 1999	12,314	12,756	13,933	14,584	16,120
Meridian PCS	FY 2000	6,455	9,733	10,239	11,845	11,162
Monument Academy PCS	FY 2016	2,014	2,186	3,979	5,748	6,235

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Exhibit 6: Net Assets (Deficit) by LEA (continued)

Amounts in \$000s

LEA Name	First FY of Operations	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022
Mundo Verde Bilingual PCS	FY 2012	3,139	4,407	5,264	6,316	7,207
Paul PCS	FY 2001	8,647	7,852	7,960	11,968	14,094
Perry Street Preparatory PCS	FY 1999	7,269	7,471	8,291	9,319	9,977
Richard Wright PCS for Journalism and Media Arts	FY 2012	574	1,438	2,228	2,435	2,136
Rocketship Education DC PCS	FY 2017	(1,965)	(3,281)	(2,740)	(1,865)	(3,696)
Roots PCS	FY 2000	1,220	1,243	1,435	1,706	1,824
SEED PCS	FY 1999	19,013	18,924	18,695	21,138	21,490
Sela PCS	FY 2014	781	928	1,130	1,724	2,670
Shining Stars Montessori Academy PCS	FY 2012	217	397	1,497	3,957	3,805
Social Justice PCS	FY 2021				679	1,213
St. Coletta Special Education PCS	FY 2007	0	0	0	0	0
Statesmen College Preparatory Academy for Boys PCS	FY 2019		1,647	1,685	3,316	3,918
The Children's Guild DC PCS	FY 2016	741	1,082	2,262	3,270	3,819
The Family Place PCS	FY 2019		460	762	1,610	2,304
The Next Step/El Próximo Paso PCS	FY 1999	14,558	14,001	15,066	16,898	18,661
The Sojourner Truth School PCS	FY 2021				953	1,259
Thurgood Marshall Academy PCS	FY 2002	15,068	15,401	15,942	17,238	16,023
Two Rivers PCS	FY 2005	6,976	8,318	10,766	11,425	10,052
Washington Global PCS	FY 2016	540	734	966	1,746	2,079
Washington Latin PCS	FY 2007	8,851	8,832	13,062	16,546	18,504
Washington Leadership Academy PCS	FY 2017	3,102	2,367	4,312	5,302	7,042
Washington Yu Ying PCS	FY 2009	12,923	14,391	15,376	15,919	17,203
YouthBuild DC PCS	FY 2006	721	1,216	1,586	1,956	2,375
TOTALS:		\$511,946	\$556,510	\$616,696	\$744,687	\$815,081

Note: This exhibit provides historical information for LEAs operating in FY 2022, but not for LEAs closed prior to FY 2022.

DATA TABLES

Exhibit 7: Cash and Cash Equivalents and Future Debt by LEA (FYE 2022)

Amounts in \$000s, except for Days of Cash on Hand information

LEA Name	Unrestricted Cash and Cash Equivalents	Net Cash Provided by (Used in) Operating Activities	Current Portion of Long-Term Debt	Long-Term Debt, Net of Current Portion	Days of Cash on Hand
Academy of Hope Adult PCS	\$1,681	-\$400	\$160	\$3,649	61
Achievement Preparatory Academy PCS	7,931	526	253	30,687	339
AppleTree Early Learning PCS	4,215	709	13	5,283	119
BASIS DC PCS	5,111	1,153	0	0	157
Breakthrough Montessori PCS	2,225	1,046	49	9,590	106
Bridges PCS	9,576	(480)	0	0	273
Briya PCS	11,132	4,248	0	0	666
Capital City PCS	22,284	3,578	719	13,435	309
Capital Village PCS	538	267	0	0	55
Carlos Rosario International PCS	7,271	(1,462)	960	4,401	89
Cedar Tree Academy PCS	17,531	3,954	337	3,334	694
Center City PCS	8,661	585	0	0	125
Cesar Chavez PCS for Public Policy	1,046	(647)	233	9,759	125
Community College Preparatory Academy PCS	9,394	3,063	0	0	506
Creative Minds International PCS	4,494	579	64	1,782	117
DC Bilingual PCS	5,822	659	18	25,873	170
DC Prep PCS	30,125	4,266	0	60,546	219
DC Scholars PCS	8,542	2,391	504	7,747	256
Digital Pioneers Academy PCS	689	562	10	743	19
District of Columbia International School	20,626	6,673	625	55,965	358
E.L. Haynes PCS	4,897	2,968	1,136	29,206	149
Eagle Academy PCS	5,457	837	575	13,682	92
Early Childhood Academy PCS	7,677	441	50	26,732	377
Elsie Whitlow Stokes Community Freedom PCS	1,529	(660)	292	6,015	35
Friendship PCS	42,222	11,799	4,518	160,399	147
Girls Global Academy PCS	2,706	909	0	1,961	217
Global Citizens PCS	161	(62)	29	645	23
Goodwill Excel Center PCS	9,225	1,641	0	0	416
Harmony DC PCS	1,349	814	0	0	123
Hope Community PCS	3,651	(1,139)	0	0	144
Howard University Middle School of Mathematics and Science PCS	3,054	555	0	0	203
I Dream PCS	689	376	76	0	108
IDEA PCS	2,045	2,486	272	6,205	77
Ingenuity Prep PCS	2,874	1,119	0	0	52
Inspired Teaching Demonstration PCS	8,000	1,294	145	11,619	263
Kingsman Academy PCS	4,669	1,107	408	7,410	209
KIPP DC PCS	38,521	(12,798)	4,001	243,587	175
Latin American Montessori Bilingual PCS	3,894	604	89	36,564	107
LAYC Career Academy PCS	2,478	705	0	0	274
LEARN DC PCS	1,142	652	0	2,000	90
Lee Montessori PCS	1,649	24	0	11,681	56
Mary McLeod Bethune Day Academy PCS	3,116	(460)	0	0	117
Maya Angelou PCS	4,163	3,718	0	7,723	140
Meridian PCS	2,551	1,278	368	11,747	100
Monument Academy PCS	2,399	599	0	0	89

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Exhibit 7: Cash and Cash Equivalents and Future Debt by LEA (FYE 2022) - continued

Amounts in \$000s, except for Days of Cash on Hand information

LEA Name	Unrestricted Cash and Cash Equivalents	Net Cash Provided by (Used in) Operating Activities	Current Portion of Long-Term Debt	Long-Term Debt, Net of Current Portion	Days of Cash on Hand
Mundo Verde Bilingual PCS	5,319	997	947	7,191	86
Paul PCS	7,619	4,261	384	16,465	147
Perry Street Preparatory PCS	1,970	1,156	0	11,901	70
Richard Wright PCS for Journalism and Media Arts	4,263	526	142	12,019	184
Rocketship Education DC PCS	5,666	(2,185)	0	0	48
Roots PCS	1,794	(173)	0	0	254
SEED PCS	6,010	1,294	300	425	213
Sela PCS	2,341	797	0	0	134
Shining Stars Montessori Academy PCS	2,248	(184)	148	6,793	138
Social Justice PCS	1,212	685	0	0	153
St. Coletta Special Education PCS	3,500	500	0	0	75
Statesmen College Preparatory Academy for Boys PCS	3,091	594	0	0	173
The Children's Guild DC PCS	2,720	312	0	0	95
The Family Place PCS	643	728	0	0	401
The Next Step/El Próximo Paso PCS	11,347	1,980	0	0	517
The Sojourner Truth School PCS	1,197	693	0	0	105
Thurgood Marshall Academy PCS	6,160	(663)	0	0	191
Two Rivers PCS	5,949	(42)	0	52,191	86
Washington Global PCS	1,438	432	101	5,860	96
Washington Latin PCS	16,115	1,863	471	12,722	360
Washington Leadership Academy PCS	5,905	454	0	0	172
Washington Yu Ying PCS	8,773	1,421	525	9,703	381
YouthBuild DC PCS	2,274	844	0	0	238
TOTALS:	\$446,566	\$66,365	\$18,920	\$945,242	Median 146

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Exhibit 8: Revenues and Expenses by LEA (FY 2022)

Amounts in \$000s

LEA Name	Operating Revenues	Operating Expenses	Nonoperating Income (Loss)	Surplus (Deficit)
Academy of Hope Adult PCS	\$9,994	\$10,647	\$0	(\$653)
Achievement Preparatory Academy PCS	10,085	9,800	0	285
AppleTree Early Learning PCS	13,692	13,447	0	245
BASIS DC PCS	13,066	11,997	0	1,069
Breakthrough Montessori PCS	7,979	8,193	0	(214)
Bridges PCS	13,485	12,923	0	563
Briya PCS	14,172	12,199	0	1,973
Capital City PCS	29,982	28,159	(15)	1,809
Capital Village PCS	3,603	3,621	0	(18)
Carlos Rosario International PCS	28,291	32,127	0	(3,836)
Cedar Tree Academy PCS	13,091	9,594	265	3,761
Center City PCS	37,251	36,500	0	751
Cesar Chavez PCS for Public Policy	11,954	12,144	(174)	(364)
Community College Preparatory Academy PCS	9,740	6,926	0	2,814
Creative Minds International PCS	15,058	15,421	0	(363)
DC Bilingual PCS	13,214	13,170	3,322	3,366
DC Prep PCS	54,065	52,911	12,721	13,874
DC Scholars PCS	14,463	13,217	0	1,246
Digital Pioneers Academy PCS	14,262	13,926	0	336
District of Columbia International School	38,225	33,021	0	5,203
E.L. Haynes PCS	34,446	34,037	1,501	1,909
Eagle Academy PCS	23,348	22,790	550	1,109
Early Childhood Academy PCS	8,059	7,935	0	124
Elsie Whitlow Stokes Community Freedom PCS	16,244	16,368	62	(62)
Friendship PCS	134,478	130,320	1,729	5,886
Girls Global Academy PCS	5,456	4,643	0	813
Global Citizens PCS	3,083	2,807	0	276
Goodwill Excel Center PCS	9,768	8,463	0	1,305
Harmony DC PCS	4,975	4,108	0	867
Hope Community PCS	7,815	9,284	0	(1,469)
Howard University Middle School of Mathematics and Science PCS	9,302	8,287	0	1,015
I Dream PCS	2,727	2,484	0	243
IDEA PCS	13,115	10,306	0	2,809
Ingenuity Prep PCS	21,155	20,568	0	587
Inspired Teaching Demonstration PCS	12,472	11,395	0	1,076
Kingsman Academy PCS	10,735	8,574	0	2,161
KIPP DC PCS	211,258	216,266	16,506	11,498
Latin American Montessori Bilingual PCS	13,468	14,052	0	(584)
LAYC Career Academy PCS	3,763	3,362	0	401
LEARN DC PCS	5,304	4,952	0	352
Lee Montessori PCS	10,862	11,067	0	(204)
Mary McLeod Bethune Day Academy PCS	9,937	9,893	0	43
Maya Angelou PCS	16,157	14,622	0	1,536
Meridian PCS	18,643	19,308	(18)	(683)
Monument Academy PCS	10,651	10,164	0	487

DATA TABLES

Exhibit 8: Revenues and Expenses by LEA (FY 2022) - continued

Amounts in \$000s

LEA Name	Operating Revenues	Operating Expenses	Nonoperating Income (Loss)	Surplus (Deficit)
Mundo Verde Bilingual PCS	24,438	23,547	0	891
Paul PCS	22,465	20,339	0	2,126
Perry Street Preparatory PCS	13,933	13,275	0	658
Richard Wright PCS for Journalism and Media Arts	9,038	9,337	0	(299)
Rocketship Education DC PCS	41,166	42,997	0	(1,831)
Roots PCS	2,712	2,594	0	119
SEED PCS	14,261	13,909	0	352
Sela PCS	7,442	6,496	0	946
Shining Stars Montessori Academy PCS	5,971	6,123	0	(152)
Social Justice PCS	3,486	2,951	0	535
St. Coletta Special Education PCS	18,262	18,262	0	0
Statesmen College Preparatory Academy for Boys PCS	7,285	6,683	0	602
The Children's Guild DC PCS	11,423	10,873	0	549
The Family Place PCS	2,516	1,822	0	694
The Next Step/El Próximo Paso PCS	10,189	8,425	0	1,763
The Sojourner Truth School PCS	4,533	4,227	0	306
Thurgood Marshall Academy PCS	11,204	12,419	0	(1,215)
Two Rivers PCS	26,069	27,442	0	(1,373)
Washington Global PCS	6,198	5,864	0	334
Washington Latin PCS	18,285	17,414	1,087	1,958
Washington Leadership Academy PCS	14,447	12,707	0	1,740
Washington Yu Ying PCS	13,645	12,362	0	1,283
YouthBuild DC PCS	4,006	3,587	0	419
TOTALS:	\$1,275,868	\$1,239,655	\$37,534	\$73,747

DATA TABLES

Exhibit 9: Sources of Revenue by LEA (FY 2022)

Amounts in \$000s, except for Percentage of Total Operating Revenues information

LEA Name	Total DC Funding	DC Funding % of Total Operating Revenues	Federal Funds	Federal Funds % of Total Operating Revenues	Total Grants and Other Contributions	Grants and Other Contributions % of Total Operating Revenues	Other Income	Other Income % of Total Operating Revenues	Total Operating Revenues
Academy of Hope Adult PCS	\$7,478	75%	\$1,004	10%	\$1,507	15%	\$5	0%	\$9,994
Achievement Preparatory Academy PCS	6,702	66%	2,924	29%	202	2%	257	3%	10,085
AppleTree Early Learning PCS	10,763	79%	1,612	12%	929	7%	388	3%	13,692
BASIS DC PCS	11,422	87%	1,078	8%	366	3%	200	2%	13,066
Breakthrough Montessori PCS	6,850	86%	550	7%	423	5%	156	2%	7,979
Bridges PCS	11,017	82%	2,104	16%	108	1%	257	2%	13,485
Briya PCS	11,541	81%	1,948	14%	1,284	9%	(602)	-4%	14,172
Capital City PCS	25,357	85%	3,802	13%	592	2%	231	1%	29,982
Capital Village PCS	2,620	73%	891	25%	77	2%	16	0%	3,603
Carlos Rosario International PCS	25,865	91%	2,822	10%	517	2%	(913)	-3%	28,291
Cedar Tree Academy PCS	10,393	79%	2,238	17%	32	0%	428	3%	13,091
Center City PCS	29,579	79%	7,095	19%	89	0%	489	1%	37,251
Cesar Chavez PCS for Public Policy	8,771	73%	2,793	23%	275	2%	116	1%	11,954
Community College Preparatory Academy PCS	7,810	80%	740	8%	1,073	11%	117	1%	9,740
Creative Minds International PCS	13,134	87%	1,270	8%	288	2%	365	2%	15,058
DC Bilingual PCS	10,355	78%	1,403	11%	614	5%	843	6%	13,214
DC Prep PCS	44,833	83%	6,641	12%	2,049	4%	542	1%	54,065
DC Scholars PCS	11,529	80%	2,638	18%	168	1%	129	1%	14,463
Digital Pioneers Academy PCS	9,962	70%	2,796	20%	1,464	10%	40	0%	14,262
District of Columbia International School	34,161	89%	3,985	10%	171	0%	(93)	0%	38,225
E.L. Haynes PCS	28,901	84%	4,318	13%	1,133	3%	94	0%	34,446
Eagle Academy PCS	16,458	70%	3,768	16%	2,519	11%	603	3%	23,348
Early Childhood Academy PCS	5,532	69%	1,562	19%	212	3%	754	9%	8,059
Elsie Whitlow Stokes Community Freedom PCS	12,599	78%	2,435	15%	425	3%	785	5%	16,244
Friendship PCS	110,529	82%	18,342	14%	4,298	3%	1,309	1%	134,478
Girls Global Academy PCS	4,093	75%	1,057	19%	274	5%	31	1%	5,456
Global Citizens PCS	1,314	43%	719	23%	939	30%	111	4%	3,083
Goodwill Excel Center PCS	9,283	95%	445	5%	39	0%	1	0%	9,768
Harmony DC PCS	3,475	70%	1,043	21%	453	9%	5	0%	4,975
Hope Community PCS	6,103	78%	1,647	21%	28	0%	36	0%	7,815
Howard University Middle School of Mathematics and Science PCS	5,706	61%	1,480	16%	2,090	22%	26	0%	9,302
I Dream PCS	1,657	61%	681	25%	375	14%	14	1%	2,727
IDEA PCS	8,935	68%	2,897	22%	844	6%	439	3%	13,115
Ingenuity Prep PCS	17,096	81%	3,808	18%	171	1%	80	0%	21,155
Inspired Teaching Demonstration PCS	10,990	88%	1,002	8%	303	2%	177	1%	12,472
Kingsman Academy PCS	8,633	80%	1,950	18%	73	1%	78	1%	10,735
KIPP DC PCS	154,264	73%	45,335	21%	8,019	4%	3,640	2%	211,258
Latin American Montessori Bilingual PCS	10,807	80%	1,243	9%	339	3%	1,078	8%	13,468
LAYC Career Academy PCS	2,776	74%	414	11%	574	15%	0	0%	3,763
LEARN DC PCS	3,101	58%	544	10%	1,659	31%	0	0%	5,304

DATA TABLES

Exhibit 9: Sources of Revenue by LEA (FY 2022) - continued

Amounts in \$000s, except for Percentage of Total Operating Revenues information

LEA Name	Total DC Funding	DC Funding % of Total Operating Revenues	Federal Funds	Federal Funds % of Total Operating Revenues	Total Grants and Other Contributions	Grants and Other Contributions % of Total Operating Revenues	Other Income	Other Income % of Total Operating Revenues	Total Operating Revenues
Lee Montessori PCS	8,927	82%	1,255	12%	389	4%	291	3%	10,862
Mary McLeod Bethune Day Academy PCS	7,869	79%	1,873	19%	95	1%	100	1%	9,937
Maya Angelou PCS	11,858	73%	1,389	9%	1,747	11%	1,164	7%	16,157
Meridian PCS	14,809	79%	3,685	20%	133	1%	15	0%	18,643
Monument Academy PCS	8,043	76%	961	9%	1,508	14%	138	1%	10,651
Mundo Verde Bilingual PCS	19,603	80%	3,712	15%	368	2%	754	3%	24,438
Paul PCS	19,167	85%	3,412	15%	125	1%	(238)	-1%	22,465
Perry Street Preparatory PCS	9,712	70%	3,586	26%	173	1%	462	3%	13,933
Richard Wright PCS for Journalism and Media Arts	7,067	78%	1,285	14%	217	2%	469	5%	9,038
Rocketship Education DC PCS	32,422	79%	6,802	17%	1,273	3%	669	2%	41,166
Roots PCS	2,049	76%	594	22%	15	1%	55	2%	2,712
SEED PCS	12,454	87%	1,826	13%	9	0%	(28)	0%	14,261
Sela PCS	5,361	72%	1,358	18%	396	5%	327	4%	7,442
Shining Stars Montessori Academy PCS	5,012	84%	743	12%	70	1%	145	2%	5,971
Social Justice PCS	2,410	69%	678	19%	383	11%	14	0%	3,486
St. Coletta Special Education PCS	15,873	87%	295	2%	1,016	6%	1,079	6%	18,262
Statesmen College Preparatory Academy for Boys PCS	5,475	75%	1,086	15%	711	10%	13	0%	7,285
The Children's Guild DC PCS	8,336	73%	2,821	25%	0	0%	265	2%	11,423
The Family Place PCS	2,036	81%	358	14%	120	5%	3	0%	2,516
The Next Step/El Próximo Paso PCS	9,280	91%	652	6%	227	2%	29	0%	10,189
The Sojourner Truth School PCS	3,245	72%	755	17%	519	11%	14	0%	4,533
Thurgood Marshall Academy PCS	8,165	73%	1,701	15%	1,291	12%	47	0%	11,204
Two Rivers PCS	21,101	81%	4,056	16%	476	2%	437	2%	26,069
Washington Global PCS	4,762	77%	1,321	21%	114	2%	0	0%	6,198
Washington Latin PCS	14,646	80%	1,169	6%	1,985	11%	485	3%	18,285
Washington Leadership Academy PCS	9,756	68%	2,447	17%	2,199	15%	46	0%	14,447
Washington Yu Ying PCS	10,985	81%	1,139	8%	417	3%	1,104	8%	13,645
YouthBuild DC PCS	3,000	75%	588	15%	414	10%	4	0%	4,006
TOTALS:	\$1,005,817	Median 79%	\$196,570	Median 15%	\$53,384	Median 3%	\$20,097	Median 1%	\$1,275,868

DATA TABLES

Exhibit 10: Grants and Other Contributions by LEA

Amounts in \$000s, except for Per Pupil information

LEA Name	FY 2020		FY 2021		FY 2022		FY 2020 - FY 2022	
	Total Grants and Other Contributions	Grants and Other Contributions Per Pupil	Total Grants and Other Contributions	Grants and Other Contributions Per Pupil	Total Grants and Other Contributions	Grants and Other Contributions Per Pupil	3-year Average Grants and Other Contributions Total	3-year Average Grants and Other Contributions Per Pupil
Academy of Hope Adult PCS	\$1,757	\$3,644	\$1,075	\$2,985	\$1,507	\$2,791	\$1,446	\$3,140
Achievement Preparatory Academy PCS	77	103	10	39	202	1,015	96	386
AppleTree Early Learning PCS	759	1,396	677	1,376	929	1,956	789	1,576
BASIS DC PCS	243	379	353	533	366	563	321	492
Breakthrough Montessori PCS	40	179	116	430	423	1,335	193	648
Bridges PCS	605	1,484	544	1,374	108	316	419	1,058
Briya PCS	1,144	1,548	2,370	3,182	1,284	1,705	1,599	2,145
Capital City PCS	544	548	448	445	592	591	528	528
Capital Village PCS			408	8,002	77	863	242	4,432
Carlos Rosario International PCS	433	204	375	211	517	283	442	233
Cedar Tree Academy PCS	18	50	106	247	32	67	52	121
Center City PCS	144	97	119	82	89	64	117	81
Cesar Chavez PCS for Public Policy	36	83	48	129	275	753	120	322
Community College Preparatory Academy PCS	31	50	313	522	1,073	1,902	473	825
Creative Minds International PCS	97	188	211	391	288	525	199	368
DC Bilingual PCS	975	2,152	2,508	5,247	614	1,253	1,366	2,884
DC Prep PCS	4,714	2,314	1,640	759	2,049	954	2,801	1,343
DC Scholars PCS	1,252	2,261	105	173	168	310	508	915
Digital Pioneers Academy PCS	1,219	5,039	1,807	5,362	1,464	3,246	1,497	4,549
District of Columbia International School	624	494	461	320	171	112	419	309
E.L. Haynes PCS	2,083	1,833	1,449	1,218	1,133	985	1,555	1,345
Eagle Academy PCS	678	817	1,210	1,716	2,519	4,789	1,469	2,441
Early Childhood Academy PCS	51	180	65	226	212	916	109	441
Elsie Whitlow Stokes Community Freedom PCS	111	207	473	811	425	686	336	568
Friendship PCS	3,395	810	4,647	1,028	4,298	885	4,113	908
Girls Global Academy PCS			511	7,857	274	1,770	393	4,814
Global Citizens PCS					939	15,645	939	15,645
Goodwill Excel Center PCS	79	212	62	172	39	93	60	159
Harmony DC PCS	153	1,296	645	5,707	453	3,233	417	3,412
Hope Community PCS	-	-	255	457	28	100	95	186
Howard University Middle School of Mathematics and Science PCS	1,531	5,261	1,820	6,342	2,090	7,410	1,814	6,338
I Dream PCS			385	6,872	375	5,518	380	6,195
IDEA PCS	93	322	32	101	844	2,527	323	984
Ingenuity Prep PCS	352	552	476	630	171	215	333	466
Inspired Teaching Demonstration PCS	234	475	214	415	303	600	250	497
Kingsman Academy PCS	59	242	19	72	73	262	50	192
KIPP DC PCS	9,718	1,430	24,683	3,545	8,019	1,146	14,140	2,040
Latin American Montessori Bilingual PCS	1,461	3,082	406	783	339	637	736	1,501
LAYC Career Academy PCS	252	1,797	538	5,844	574	6,304	454	4,648
LEARN DC PCS					1,659	10,370	1,659	10,370

DATA TABLES

Exhibit 10: Grants and Other Contributions by LEA - continued

Amounts in \$000s, except for Per Pupil information

LEA Name	FY 2020		FY 2021		FY 2022		FY 2020 - FY 2022	
	Total Grants and Other Contributions	Grants and Other Contributions Per Pupil	Total Grants and Other Contributions	Grants and Other Contributions Per Pupil	Total Grants and Other Contributions	Grants and Other Contributions Per Pupil	3-year Average Grants and Other Contributions Total	3-year Average Grants and Other Contributions Per Pupil
Lee Montessori PCS	495	1,593	239	632	389	918	375	1,048
Mary McLeod Bethune Day Academy PCS	5	12	1	4	95	281	34	99
Maya Angelou PCS	1,633	4,425	1,438	3,887	1,747	3,716	1,606	4,009
Meridian PCS	284	447	504	836	133	215	307	499
Monument Academy PCS	3,048	29,880	2,025	23,017	1,508	13,590	2,194	22,162
Mundo Verde Bilingual PCS	185	212	579	606	368	377	378	398
Paul PCS	91	122	428	598	125	171	215	297
Perry Street Preparatory PCS	222	553	153	342	173	387	183	428
Richard Wright PCS for Journalism and Media Arts	94	310	193	647	217	735	168	564
Rocketship Education DC PCS	679	520	878	576	1,273	820	943	639
Roots PCS	4	37	30	256	15	148	16	147
SEED PCS	163	692	26	119	9	39	66	283
Sela PCS	48	208	165	633	396	1,506	203	782
Shining Stars Montessori Academy PCS	33	111	157	548	70	297	87	319
Social Justice PCS			391	8,136	383	3,759	387	5,947
St. Coletta Special Education PCS	-	-	2,082	8,568	1,016	4,268	1,033	4,279
Statesmen College Preparatory Academy for Boys PCS	323	2,484	919	4,969	711	3,219	651	3,557
The Children's Guild DC PCS	14	43	-	-	-	-	5	14
The Family Place PCS	23	174	118	805	120	687	87	555
The Next Step/El Próximo Paso PCS	156	350	121	509	227	708	168	522
The Sojourner Truth School PCS			543	5,968	519	3,307	531	4,638
Thurgood Marshall Academy PCS	952	2,474	1,342	3,656	1,291	3,719	1,195	3,283
Two Rivers PCS	1,204	1,316	773	794	476	477	818	862
Washington Global PCS	75	321	76	331	114	547	88	400
Washington Latin PCS	1,001	1,391	2,785	3,795	1,985	2,632	1,924	2,606
Washington Leadership Academy PCS	2,386	6,025	1,504	3,678	2,199	5,740	2,030	5,148
Washington Yu Ying PCS	257	451	418	725	417	732	364	636
YouthBuild DC PCS	410	3,471	425	3,487	414	3,765	416	3,574
TOTALS:	\$48,748	Median \$494	\$69,901	Median \$686	\$53,384	Median \$874	\$59,721	Median \$844

Note: This exhibit provides historical information for LEAs operating in FY 2022, but not for LEAs closed prior to FY 2022.

DATA TABLES

Exhibit 11: Distribution of Expenses by LEA (FY 2022)

Amounts in \$000s, except for Percentage of Operating Revenues information

LEA Name	Total Personnel Salaries and Benefits	Total Direct Student Expenses	Total Occupancy Expenses	Total General Expenses	Total Operating Expenses	% of Total Operating Revenue			
						Personnel Expense % of Total Operating Revenue	Direct Student Expenses % of Total Operating Revenue	Occupancy Expenses % of Total Operating Revenue	General Expenses % of Total Operating Revenue
Academy of Hope Adult PCS	\$6,076	\$1,435	\$1,489	\$1,647	\$10,647	61%	14%	15%	16%
Achievement Preparatory Academy PCS	3,062	495	3,168	3,075	9,800	30%	5%	31%	30%
AppleTree Early Learning PCS	9,009	919	2,271	1,248	13,447	66%	7%	17%	9%
BASIS DC PCS	6,981	478	2,458	2,080	11,997	53%	4%	19%	16%
Breakthrough Montessori PCS	4,252	1,313	2,100	528	8,193	53%	16%	26%	7%
Bridges PCS	8,898	1,607	1,521	897	12,923	66%	12%	11%	7%
Briya PCS	8,760	620	1,422	1,397	12,199	62%	4%	10%	10%
Capital City PCS	21,738	1,652	2,794	1,975	28,159	73%	6%	9%	7%
Capital Village PCS	1,852	521	873	376	3,621	51%	14%	24%	10%
Carlos Rosario International PCS	20,985	1,885	3,994	5,264	32,127	74%	7%	14%	19%
Cedar Tree Academy PCS	6,167	1,512	946	969	9,594	47%	12%	7%	7%
Center City PCS	26,198	2,596	5,661	2,046	36,500	70%	7%	15%	5%
Cesar Chavez PCS for Public Policy	7,021	1,211	1,755	2,157	12,144	59%	10%	15%	18%
Community College Preparatory Academy PCS	4,313	397	1,465	750	6,926	44%	4%	15%	8%
Creative Minds International PCS	11,103	1,020	2,232	1,065	15,421	74%	7%	15%	7%
DC Bilingual PCS	8,825	1,101	2,020	1,224	13,170	67%	8%	15%	9%
DC Prep PCS	35,452	3,766	8,065	5,629	52,911	66%	7%	15%	10%
DC Scholars PCS	7,960	1,140	2,122	1,994	13,217	55%	8%	15%	14%
Digital Pioneers Academy PCS	6,787	2,085	3,187	1,866	13,926	48%	15%	22%	13%
District of Columbia International School	22,115	1,936	6,239	2,732	33,021	58%	5%	16%	7%
E.L. Haynes PCS	21,862	4,605	4,121	3,449	34,037	63%	13%	12%	10%
Eagle Academy PCS	13,200	2,233	4,115	3,241	22,790	57%	10%	18%	14%
Early Childhood Academy PCS	4,700	725	2,038	472	7,935	58%	9%	25%	6%
Elsie Whitlow Stokes Community Freedom PCS	11,160	1,750	2,151	1,307	16,368	69%	11%	13%	8%
Friendship PCS	78,958	10,956	22,792	17,614	130,320	59%	8%	17%	13%
Girls Global Academy PCS	2,764	489	722	668	4,643	51%	9%	13%	12%
Global Citizens PCS	1,909	242	309	347	2,807	62%	8%	10%	11%
Goodwill Excel Center PCS	4,626	989	1,082	1,767	8,463	47%	10%	11%	18%
Harmony DC PCS	2,332	682	600	494	4,108	47%	14%	12%	10%
Hope Community PCS	4,323	703	3,013	1,244	9,284	55%	9%	39%	16%
Howard University Middle School of Mathematics and Science PCS	5,399	886	1,218	784	8,287	58%	10%	13%	8%
I Dream PCS	1,501	339	386	258	2,484	55%	12%	14%	9%
IDEA PCS	5,765	1,424	1,717	1,399	10,306	44%	11%	13%	11%
Ingenuity Prep PCS	13,916	1,833	2,775	2,046	20,568	66%	9%	13%	10%
Inspired Teaching Demonstration PCS	7,336	1,129	2,087	843	11,395	59%	9%	17%	7%
Kingsman Academy PCS	4,967	1,386	1,105	1,117	8,574	46%	13%	10%	10%
KIPP DC PCS	132,354	27,356	39,556	17,000	216,266	63%	13%	19%	8%
Latin American Montessori Bilingual PCS	8,342	1,451	3,394	864	14,052	62%	11%	25%	6%
LAYC Career Academy PCS	1,761	187	668	747	3,362	47%	5%	18%	20%
LEARN DC PCS	1,455	1,853	1,122	522	4,952	27%	35%	21%	10%

DATA TABLES

Exhibit 11: Distribution of Expenses by LEA (FY 2022) - continued

Amounts in \$000s, except for Percentage of Operating Revenues information

LEA Name	Total Personnel Salaries and Benefits	Total Direct Student Expenses	Total Occupancy Expenses	Total General Expenses	Total Operating Expenses	% of Total Operating Revenue			
						Personnel Expense % of Total Operating Revenue	Direct Student Expenses % of Total Operating Revenue	Occupancy Expenses % of Total Operating Revenue	General Expenses % of Total Operating Revenue
Lee Montessori PCS	6,974	1,366	1,899	827	11,067	64%	13%	17%	8%
Mary McLeod Bethune Day Academy PCS	6,500	1,424	1,558	411	9,893	65%	14%	16%	4%
Maya Angelou PCS	9,081	1,521	2,398	1,622	14,622	56%	9%	15%	10%
Meridian PCS	10,903	2,953	3,218	2,233	19,308	58%	16%	17%	12%
Monument Academy PCS	6,227	500	2,356	1,082	10,164	58%	5%	22%	10%
Mundo Verde Bilingual PCS	14,266	2,385	4,544	2,352	23,547	58%	10%	19%	10%
Paul PCS	14,169	1,618	2,920	1,633	20,339	63%	7%	13%	7%
Perry Street Preparatory PCS	6,785	1,930	2,192	2,368	13,275	49%	14%	16%	17%
Richard Wright PCS for Journalism and Media Arts	4,583	579	3,287	887	9,337	51%	6%	36%	10%
Rocketship Education DC PCS	14,788	11,970	9,490	6,750	42,997	36%	29%	23%	16%
Roots PCS	1,550	462	463	119	2,594	57%	17%	17%	4%
SEED PCS	8,289	1,174	1,984	2,462	13,909	58%	8%	14%	17%
Sela PCS	4,281	615	1,015	585	6,496	58%	8%	14%	8%
Shining Stars Montessori Academy PCS	3,584	707	860	972	6,123	60%	12%	14%	16%
Social Justice PCS	1,818	331	422	380	2,951	52%	9%	12%	11%
St. Coletta Special Education PCS	12,061	2,508	2,461	1,232	18,262	66%	14%	13%	7%
Statesmen College Preparatory Academy for Boys PCS	3,615	1,072	991	1,006	6,683	50%	15%	14%	14%
The Children's Guild DC PCS	5,289	1,031	1,906	2,648	10,873	46%	9%	17%	23%
The Family Place PCS	1,115	274	207	226	1,822	44%	11%	8%	9%
The Next Step/El Próximo Paso PCS	6,215	488	739	984	8,425	61%	5%	7%	10%
The Sojourner Truth School PCS	3,032	436	447	312	4,227	67%	10%	10%	7%
Thurgood Marshall Academy PCS	8,325	939	1,387	1,768	12,419	74%	8%	12%	16%
Two Rivers PCS	17,918	2,274	5,539	1,711	27,442	69%	9%	21%	7%
Washington Global PCS	3,215	551	1,570	528	5,864	52%	9%	25%	9%
Washington Latin PCS	12,228	1,392	1,817	1,976	17,414	67%	8%	10%	11%
Washington Leadership Academy PCS	8,751	1,347	1,566	1,043	12,707	61%	9%	11%	7%
Washington Yu Ying PCS	8,888	831	1,630	1,012	12,362	65%	6%	12%	7%
YouthBuild DC PCS	2,057	379	564	588	3,587	51%	9%	14%	15%
TOTALS:	\$762,692	\$131,965	\$210,181	\$134,817	\$1,239,655	60%	10%	16%	11%

DATA TABLES

Exhibit 12: Distribution of Expenses by Function by LEA (FY 2022)

Amounts in \$000s, except for Percentage of Total Operating Expenses information

LEA Name	Function			Total Operating Expenses	% of Total Operating Expenses		
	Program	General and Administrative	Fundraising		Program	General and Administrative	Fundraising
Academy of Hope Adult PCS	\$6,941	\$2,763	\$943	\$10,647	65%	26%	9%
Achievement Preparatory Academy PCS	7,779	2,021	0	9,800	79%	21%	0%
AppleTree Early Learning PCS	11,920	1,514	13	13,447	89%	11%	0%
BASIS DC PCS	11,188	773	36	11,997	93%	6%	0%
Breakthrough Montessori PCS	6,917	1,225	51	8,193	84%	15%	1%
Bridges PCS	11,484	1,429	10	12,923	89%	11%	0%
Briya PCS	11,135	1,021	43	12,199	91%	8%	0%
Capital City PCS	23,377	4,449	333	28,159	83%	16%	1%
Capital Village PCS	3,194	412	15	3,621	88%	11%	0%
Carlos Rosario International PCS	27,711	4,300	116	32,127	86%	13%	0%
Cedar Tree Academy PCS	7,322	2,268	4	9,594	76%	24%	0%
Center City PCS	32,660	3,838	2	36,500	89%	11%	0%
Cesar Chavez PCS for Public Policy	10,361	1,750	33	12,144	85%	14%	0%
Community College Preparatory Academy PCS	6,155	737	34	6,926	89%	11%	0%
Creative Minds International PCS	13,623	1,725	73	15,421	88%	11%	0%
DC Bilingual PCS	11,337	1,565	267	13,170	86%	12%	2%
DC Prep PCS	44,536	7,946	429	52,911	84%	15%	1%
DC Scholars PCS	10,632	2,586	0	13,217	80%	20%	0%
Digital Pioneers Academy PCS	12,916	964	46	13,926	93%	7%	0%
District of Columbia International School	29,995	2,757	269	33,021	91%	8%	1%
E.L. Haynes PCS	32,074	1,395	568	34,037	94%	4%	2%
Eagle Academy PCS	16,757	5,712	321	22,790	74%	25%	1%
Early Childhood Academy PCS	6,617	1,274	45	7,935	83%	16%	1%
Elsie Whitlow Stokes Community Freedom PCS	13,884	2,192	292	16,368	85%	13%	2%
Friendship PCS	114,162	16,013	146	130,320	88%	12%	0%
Girls Global Academy PCS	4,320	291	32	4,643	93%	6%	1%
Global Citizens PCS	2,663	120	24	2,807	95%	4%	1%
Goodwill Excel Center PCS	7,929	534	0	8,463	94%	6%	0%
Harmony DC PCS	3,745	363	0	4,108	91%	9%	0%
Hope Community PCS	8,591	693	0	9,284	93%	7%	0%
Howard University Middle School of Mathematics and Science PCS	7,546	712	30	8,287	91%	9%	0%
I Dream PCS	2,042	396	47	2,484	82%	16%	2%
IDEA PCS	7,811	2,482	13	10,306	76%	24%	0%
Ingenuity Prep PCS	19,324	1,096	148	20,568	94%	5%	1%
Inspired Teaching Demonstration PCS	9,615	1,629	152	11,395	84%	14%	1%
Kingsman Academy PCS	7,341	1,162	71	8,574	86%	14%	1%
KIPP DC PCS	190,275	23,222	2,768	216,266	88%	11%	1%
Latin American Montessori Bilingual PCS	13,194	790	67	14,052	94%	6%	0%
LAYC Career Academy PCS	2,961	384	17	3,362	88%	11%	0%
LEARN DC PCS	4,402	533	16	4,952	89%	11%	0%
Lee Montessori PCS	9,616	1,304	146	11,067	87%	12%	1%
Mary McLeod Bethune Day Academy PCS	8,365	1,528	0	9,893	85%	15%	0%
Maya Angelou PCS	13,348	1,198	75	14,622	91%	8%	1%

DATA TABLES

Exhibit 12: Distribution of Expenses by Function by LEA (FY 2022) - continued

Amounts in \$000s, except for Percentage of Total Operating Expenses information

LEA Name	Function			Total Operating Expenses	% of Total Operating Expenses		
	Program	General and Administrative	Fundraising		Program	General and Administrative	Fundraising
Meridian PCS	17,087	2,113	108	19,308	89%	11%	1%
Monument Academy PCS	8,422	1,585	157	10,164	83%	16%	2%
Mundo Verde Bilingual PCS	19,194	4,190	163	23,547	82%	18%	1%
Paul PCS	17,795	2,378	166	20,339	87%	12%	1%
Perry Street Preparatory PCS	12,346	916	13	13,275	93%	7%	0%
Richard Wright PCS for Journalism and Media Arts	8,288	969	80	9,337	89%	10%	1%
Rocketship Education DC PCS	37,222	5,776	0	42,997	87%	13%	0%
Roots PCS	1,692	901	0	2,594	65%	35%	0%
SEED PCS	12,023	1,808	78	13,909	86%	13%	1%
Sela PCS	5,652	821	22	6,496	87%	13%	0%
Shining Stars Montessori Academy PCS	4,774	1,349	0	6,123	78%	22%	0%
Social Justice PCS	2,632	319	0	2,951	89%	11%	0%
St. Coletta Special Education PCS	15,954	2,014	294	18,262	87%	11%	2%
Statesmen College Preparatory Academy for Boys PCS	5,889	694	100	6,683	88%	10%	1%
The Children's Guild DC PCS	9,378	1,496	0	10,873	86%	14%	0%
The Family Place PCS	1,553	256	12	1,822	85%	14%	1%
The Next Step/El Próximo Paso PCS	7,222	1,155	48	8,425	86%	14%	1%
The Sojourner Truth School PCS	3,663	522	42	4,227	87%	12%	1%
Thurgood Marshall Academy PCS	11,586	404	429	12,419	93%	3%	3%
Two Rivers PCS	25,680	1,522	240	27,442	94%	6%	1%
Washington Global PCS	4,951	770	143	5,864	84%	13%	2%
Washington Latin PCS	15,713	1,447	253	17,414	90%	8%	1%
Washington Leadership Academy PCS	10,902	1,776	30	12,707	86%	14%	0%
Washington Yu Ying PCS	9,910	2,250	202	12,362	80%	18%	2%
YouthBuild DC PCS	3,400	187	0	3,587	95%	5%	0%
TOTALS:	\$1,080,691	\$148,683	\$10,281	\$1,239,655	87%	12%	1%

DATA TABLES

Exhibit 13: Management Organizations (MO) and Related Parties (RP) (FY 2022)

LEA Name	Name of MO or RP	MO and/or RP	Organization Type
Achievement Preparatory Academy PCS	AppleTree Institute for Education Innovation	MO	Non-Profit
AppleTree Early Learning PCS	AppleTree Institute for Education Innovation	MO & RP	Non-Profit
BASIS DC PCS	BASIS Educational Group (d.b.a. BASIS.ed)	MO	For Profit
BASIS DC PCS	BASIS Charter Schools	RP	Non-Profit
Bridges PCS	Mamie D. Lee, LLC	RP	For Profit
Briya PCS	Mamie D. Lee, LLC	RP	For Profit
Friendship PCS	K-12, Inc.	MO	For Profit
Friendship PCS	Edmentum	MO	For Profit
Goodwill Excel Center PCS	Goodwill of Greater Washington	MO & RP	Non-Profit
Harmony DC PCS	Harmony Public Schools	MO & RP	Non-Profit
Harmony DC PCS	AppleTree Institute for Education Innovation	MO	Non-Profit
Hope Community PCS	Entrepreneurial Ventures in Education	MO & RP	Non-Profit
KIPP DC PCS	KIPP DC Supporting Corp	RP	Non-Profit
LAYC Career Academy PCS	The Latin American Youth Center	MO & RP	Non-Profit
LEARN DC PCS	LEARN Charter School Network	MO & RP	Non-Profit
LEARN DC PCS	AppleTree Institute for Education Innovation	MO & RP	Non-Profit
Maya Angelou PCS	See Forever Foundation	MO & RP	Non-Profit
Perry Street Preparatory PCS	AppleTree Institute for Education Innovation	MO	Non-Profit
Rocketship Education DC PCS	AppleTree Institute for Education Innovation	MO	Non-Profit
Rocketship Education DC PCS	Rocketship Education	MO & RP	Non-Profit
Rocketship Education DC PCS	Launchpad Development Company	RP	Non-Profit
Roots PCS	15 Kennedy Street Associates, LP	RP	For Profit
Roots PCS	Roots Activity Learning Center	RP	For Profit
SEED PCS	The SEED Foundation, Inc.	MO & RP	Non-Profit
St. Coletta Special Education PCS	Saint Coletta of Greater Washington, Inc.	MO & RP	Non-Profit
The Children's Guild DC PCS	The Children's Guild, Inc.	MO & RP	Non-Profit
The Family Place PCS	The Family Place, Inc.	MO & RP	Non-Profit

Note: This table lists the LEAs that operated with one or more MOs or RPs in FY 2022. Please refer to the LEA's individual report card for additional detail regarding each of these MO or RP relationships.

INDIVIDUAL LEA REPORT CARDS



REPORT CARD DEFINITIONS

The FAR includes Data Tables and Individual LEA Report Cards for each LEA that was in operation in FY 2022. Each Individual LEA Report Card may include six key components:

- **Key Financial Indicators:** Includes key measures of an LEA's financial health and fiscal status for FY 2022 and FY 2021¹. With input from public charter school representatives, as well as sector experts, we established a range for each indicator based on norms for healthy LEA financials and best practices. See below for more information about the Key Financial Indicators.
- **Enrollments, Operations, and Working Capital:** A chart of each LEA's key data for each of the most recent five years¹ (or since its opening if fewer than five years).
- **PCS Expenses by Category:** A chart of each LEA's spending priorities² for FY 2022 compared to the sector medians.
- **Financial Snapshot:** Provides an overview of the LEA's audited financial statements for FY 2022 and FY 2021¹, including financial position (assets, liabilities, and net assets (deficit)), activities (revenues, expenses, and change in net assets), audit findings, and revenues and expenses per student (revenues, expenses, and operating income (loss) divided by audited enrollment).
- **DC PCSB Observations:** Comments from DC PCSB's analysis of qualitative and quantitative information from the LEA's audited and latest unaudited financial statements and other information available at the time of the FAR issuance.
- If an LEA has operated with a MO or incurred significant transactions with a RP during FY 2022, the Individual LEA Report Card will include supplementary tables with information about each MO/RP relationship.

¹ Certain numbers for FY 2021 and prior years have been restated to conform to FY 2022 accounting and presentation for comparability.

² The four spending categories are personnel salaries and benefits, direct student expenses, occupancy expenses, and general expenses. In instances when these categories differ than those reflected in the audited statements of functional expenses, the FAR reflects the amounts that the LEA provided to DC PCSB. DC PCSB reviewed these amounts for reasonableness, year-to-year consistency, completeness, and that the total of these four categories was the same as the total operating expenses in the corresponding audited statements of activities and functional expenses.

REPORT CARD DEFINITIONS

Key Financial Indicators

The Key Financial Indicators are the primary focus of the Individual LEA Report Card. Each LEA's performance on these indicators is compared to its prior year results, if the LEA was in operation in the prior year, and to the FY 2022 sector median.

The Key Financial Indicators are defined in the table below:

Key Financial Indicator	Definition	Lower Range	Upper Range
FINANCIAL PERFORMANCE			
Change in Net Assets Margin	[(Operating Revenues – Operating Expenses) ÷ Operating Revenues]	< -5%	> 0%
	<i>This is an indicator of the LEA's ability to keep expenses aligned with revenue throughout the fiscal year, relative to the size of its budget.</i>		
Aggregated Three-Year Margin	[(3-year Operating Revenues – 3-year Operating Expenses) ÷ 3-year Operating Revenues]	< -1.5%	> 0%
	<i>This indicator measures over the long term whether an LEA's revenues are exceeding its expenses.</i>		
Enrollment Variance	[(Audited Enrollment – Budgeted Enrollment) ÷ Budgeted Enrollment]	< -5%	> 0%
	<i>This indicator measures an LEA's ability to accurately forecast its enrollment. Since per student funding accounts for most of the LEA's funding, inaccurate enrollment forecasting can have a strong effect on financial performance and LEA stability.</i>		
LIQUIDITY			
Current Ratio	[Total Current Assets ÷ Total Current Liabilities³]	< 0.9	> 1.0
	<i>This indicator measures the financial resources available to meet an LEA's short-term obligations.</i>		
Cash Flow from Operations Margin	[Net Cash Provided by (Used In) Operating Activities ÷ Operating Revenues]	< -2%	> 0%
	<i>This indicator measures whether an LEA's operations are generating or using net cash.</i>		

³ For the purpose of calculating the Current Ratio in the FAR, Current Liabilities shall be the Current Liabilities reported in the audited financial statements excluding Next Year's Scheduled Balloon Payments, which are the total amount of payments required to be paid in the following FY that are refinanced by December 31 of the following FY.

REPORT CARD DEFINITIONS

Key Financial Indicator	Definition	Lower Range	Upper Range
Days of Cash on Hand	[(Unrestricted Cash and Cash Equivalents + Short Term Investments) ÷ ((Operating Expenses – Total Depreciation and Amortization) ÷ 365))]	< 30 Days	> 45 Days
	<i>This indicator measures the number of days of expenses an LEA can pay with its cash on hand.</i>		
DEBT BURDEN			
Debt Ratio	[Total Liabilities ÷ Total Assets]	> 0.9	< 0.5
	<i>This indicator measures how leveraged an LEA is or the extent to which an LEA relies on borrowed funds to finance its operations.</i>		
SUSTAINABILITY			
Primary Reserve Ratio	[Net Assets ÷ Operating Expenses]	< 0.0	> 0.2
	<i>This indicator compares an LEA's net asset size relative to its operating expenses — a measure of financial strength.</i>		

Audit Results	Definition	Indicator of Concern
Opinion on the Financial Statements (GAAP)	The auditor issues an opinion letter on the preparation and fair presentation of basic financial statements in accordance with Generally Accepted Accounting Principles (GAAP). An unmodified opinion means the auditor has gathered sufficient and appropriate evidence to provide a basis for the opinion that the statements present fairly the financial position of the LEA and the results of operations. Should there be areas of doubt, the opinion may be qualified, adverse, or a disclaimer of opinion.	Qualified, Adverse, or Disclaimer of Opinion
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	In planning and performing the audit of the financial statements in accordance with Government Auditing Standards (GAS), the auditor considers internal control over financial reporting. A material weakness is a deficiency, or combination of deficiencies, in internal control over financial reporting, such that there is a reasonable possibility that a material misstatement of the LEA's financial statements will not be prevented or detected and corrected in a timely manner.	Yes
Noncompliance Material to the Financial Statements (GAS)	As part of obtaining reasonable assurance about whether the financial statements are free from material misstatement, the auditor tests for compliance with certain provisions of laws, regulations, contracts, and grant agreements in accordance with GAS. Noncompliance could have a direct and material effect on the determination of financial statement amounts.	Yes

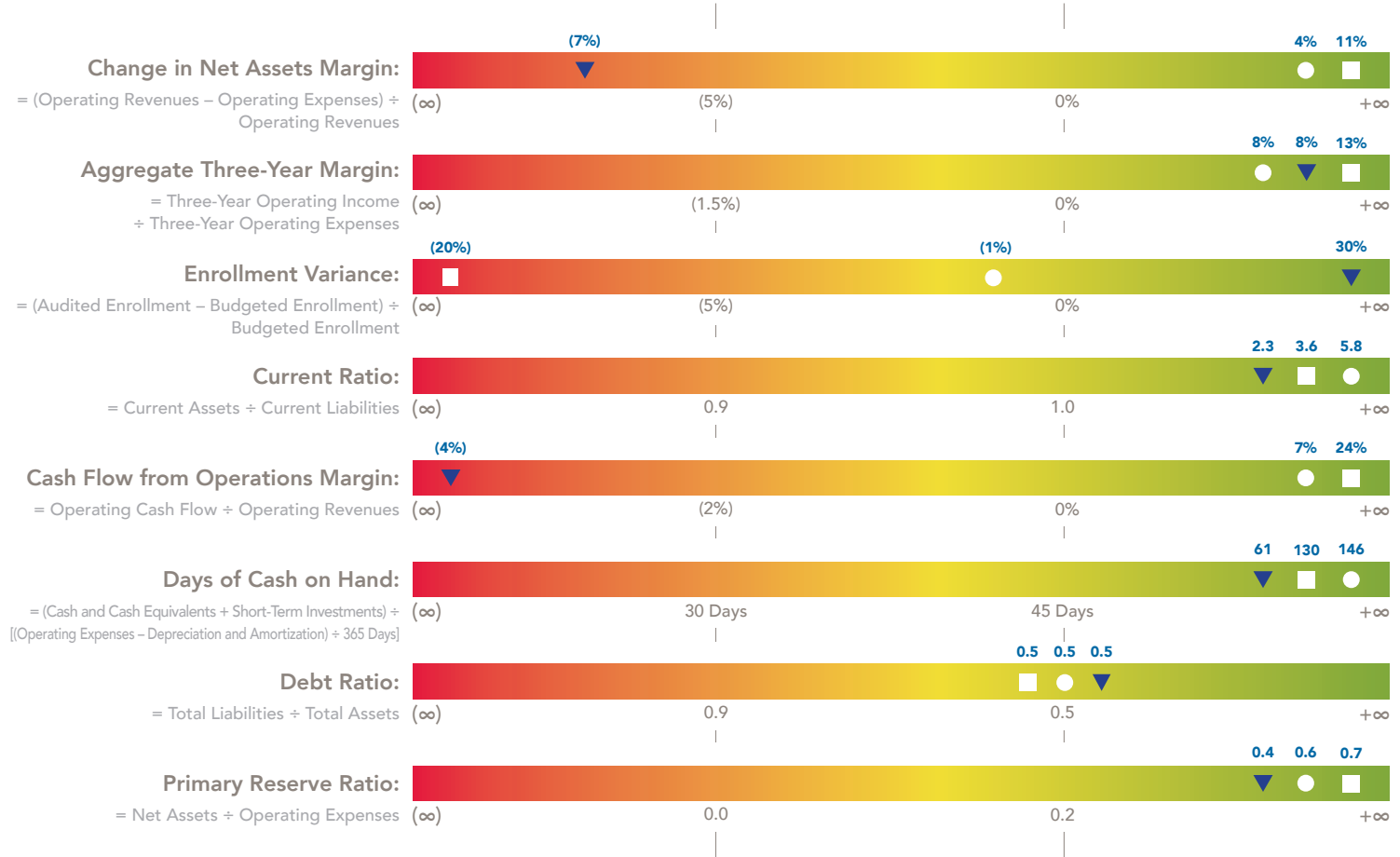
REPORT CARD DEFINITIONS

Audit Results	Definition	Indicator of Concern
Opinion on Major Federal Programs (Uniform Guidance)	When expenditures of federal funds are greater than \$750,000, the auditor performs an extended audit (Uniform Guidance audit) and issues an opinion letter on compliance with the requirements of laws, regulations, contracts, and grants applicable to each of the LEA's major federal programs. A qualified or adverse opinion indicates instances of noncompliance.	Qualified, Adverse, or Disclaimer of Opinion
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	In planning and performing the audit of major federal programs (Uniform Guidance audit), the auditor considers internal control over compliance with the requirements of applicable laws, regulations, contracts, and grants. A material weakness in internal control indicates that there is a reasonable possibility of material noncompliance with a requirement of a federal program that will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control indicates noncompliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.	Yes
Findings and Questioned Costs (Uniform Guidance)	Disclosure of Uniform Guidance audit findings that the auditor determines are important enough to merit attention by those charged with governance, with documentation of corrective action plans noting the responsible party.	Audit Finding
Going-Concern Issue	The financial strength of the LEA to continue as a going concern is questioned in the audit opinion letter.	Yes
Unresolved Prior Year Audit Findings	Disclosure of prior year audit findings that have not been corrected.	≥ 1
Debt-Compliance Issue – Financial	The LEA was not in compliance with certain financial covenants required by its debt agreements, specifically covenants related to financial metrics. While the lender may have waived the violation, a debt-compliance issue may prelude insolvency.	Yes
Debt-Compliance Issue – Reporting	The LEA was not in compliance with certain financial covenants required by its debt agreements, specifically covenants related to financial reporting.	Yes

Opened:
FY 2015

Audited Enrollment:
540

KEY FINANCIAL INDICATORS



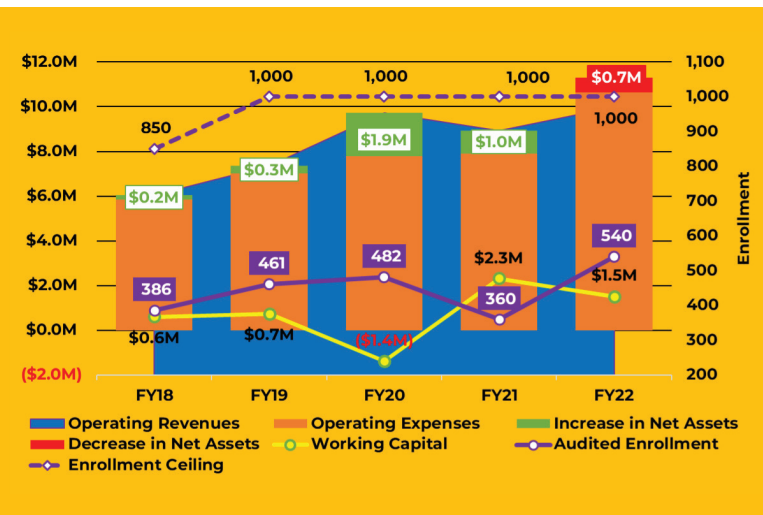
Unresolved Prior Year Audit Findings: 1

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

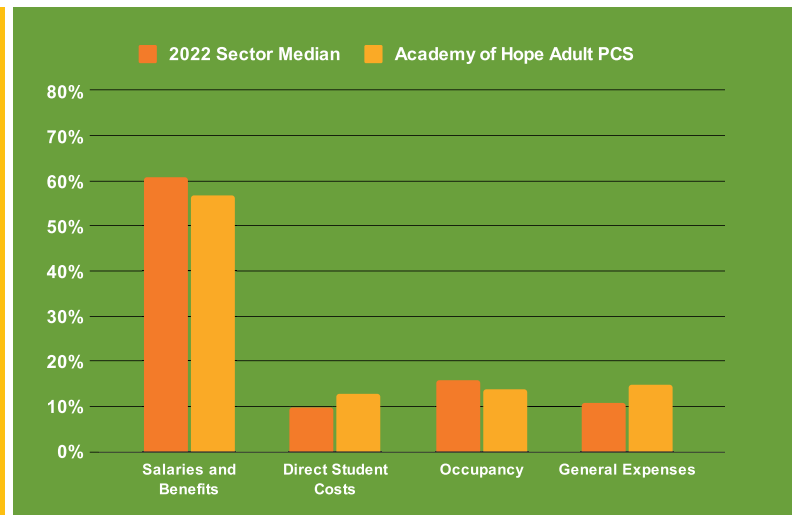
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



ACADEMY OF HOPE ADULT PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$9,947	\$10,257	(3%)
Current Assets	\$2,667	\$3,220	(17%)
Total Liabilities	\$5,313	\$4,970	7%
Current Liabilities	\$1,147	\$904	27%
Working Capital	\$1,520	\$2,315	(34%)
Net Assets	\$4,634	\$5,287	(12%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$9,994	\$8,937	12%
Operating Expenses	\$10,647	\$7,911	35%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	(\$653)	\$1,027	(164%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$653)	\$1,027	(164%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	Yes	Yes
Findings and Questioned Costs (Uniform Guidance)	1	1
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$13,848	\$19,275	(28%)	\$22,259
Grants and Contributions	\$2,791	\$2,985	(6%)	\$874
Operating Revenues	\$18,507	\$24,826	(25%)	\$29,789
Operating Expenses	\$19,716	\$21,974	(10%)	\$28,225
Operating Income (Loss)	(\$1,209)	\$2,852	(142%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA's financial performance in FY 2022 decreased from FY 2021, change in net asset margin declined from 11% to -7% (below the -5% target floor), cash flow from operations decreased from 24% to -4% (below the -2% target floor), days of cash on hand decreased from 130 days to 61 days (still above the 45 days' target floor), current ratio decreased from 3.6 to 2.3 (still above the 1.0 target floor), and working capital decreased from \$2.3M to \$1.5M. These liquidity measures partially recovered and rose above the target floors based on the FY 2023 unaudited financial statements.

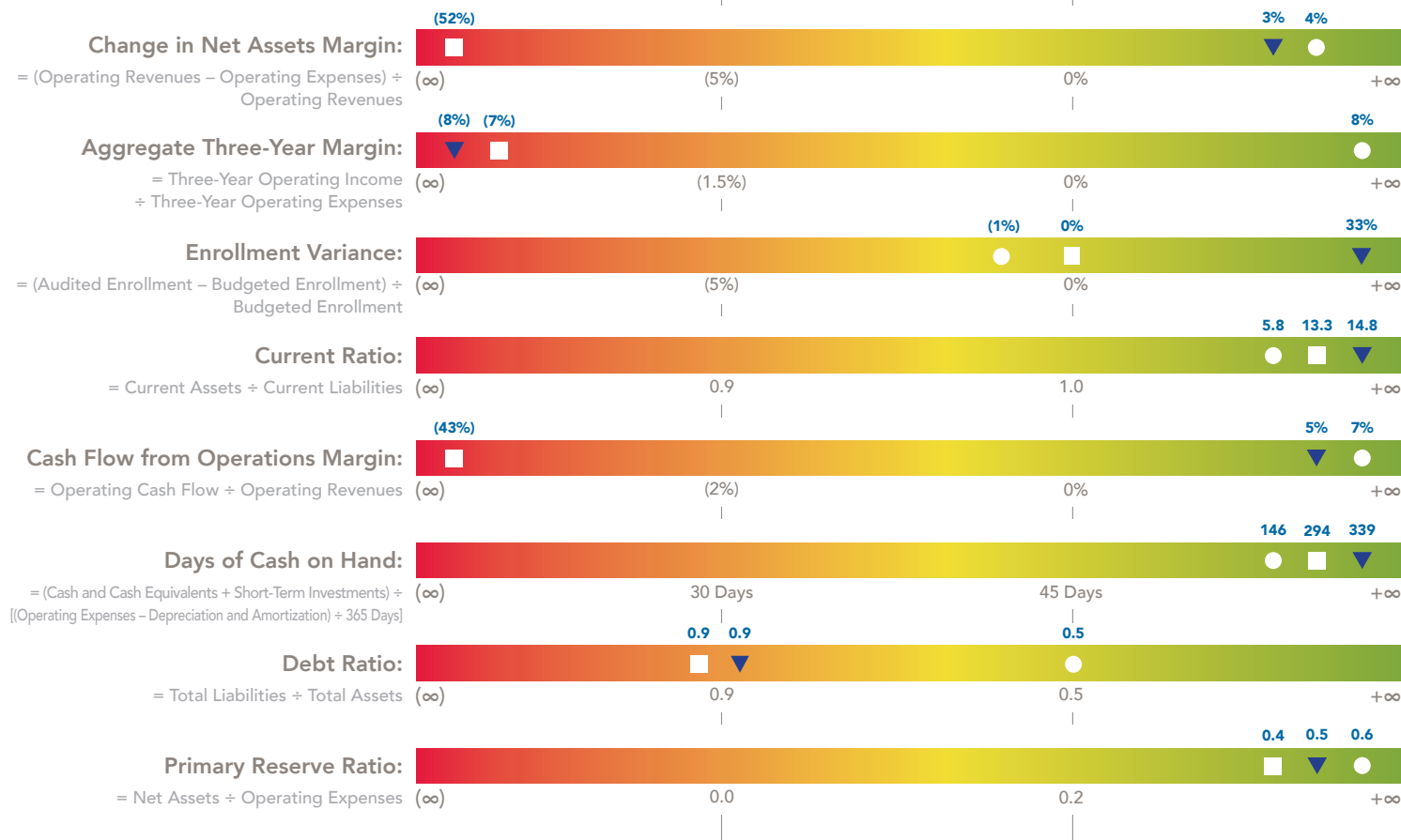
As a result of the Single Audit, the auditor identified a significant deficiency in internal controls over major federal programs, which was a repeat finding from the prior year. The LEA failed to follow the appropriate method of procurement for contracts greater than \$25K. In response to the repeat finding, a more stringent corrective action plan has been implemented, including monitoring vendors who exceed expenses of \$20K, staff training, quarterly meetings, and proactively bidding out all contracts that exceeded \$25K in prior year.

From FY 2021 to FY 2022, change in net assets decreased \$1.7M (164%) primarily due to:				
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$1.1M	12%	Enrollment decreased from 482 in FY 2020 to 360 in FY 2021, and rebounded to 540 (50%) which, together with the 3.6% UPSFF increase, but absent stabilization payments received in FY 2021, generated net revenue increases of \$0.4M (7%) in general education, \$0.1M in categorical enhancements (new for FY 2022), \$0.1M (5%) in facilities allowance, and \$0.2M (15%) in federal, state, and local government entitlements, contributions, and grants, while private contributions, donations, and grants increased \$0.3M (41%).
Operating Expenses	E	\$2.7M	35%	Increases of \$0.9M (16%) in personnel salaries and benefits and \$0.9M (170%) in direct student expenses were attributable to an increase in enrollment, the return to in-person learning, and a significant (\$0.4M) increase in special education expenses, \$0.5M (51%) in occupancy expenses from increased contracted building services, rent expense, and depreciation and amortization on completed leasehold improvements, and \$0.5M (40%) in general expenses from increased professional fees related to temporary staffing needs.
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 2009

Audited Enrollment:
199

KEY FINANCIAL INDICATORS

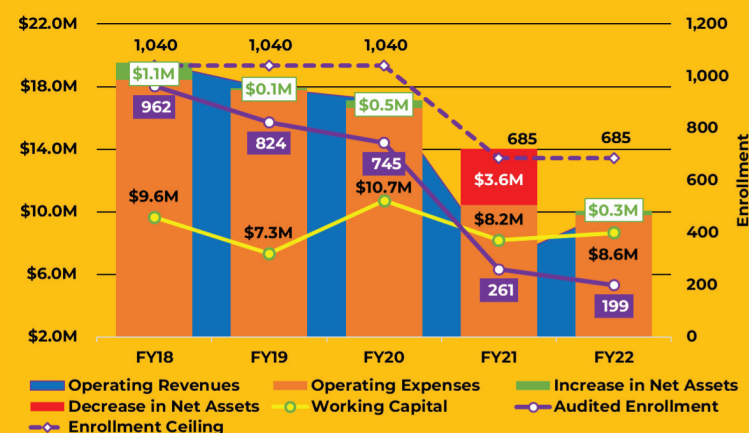


Unresolved Prior Year Audit Findings: 0

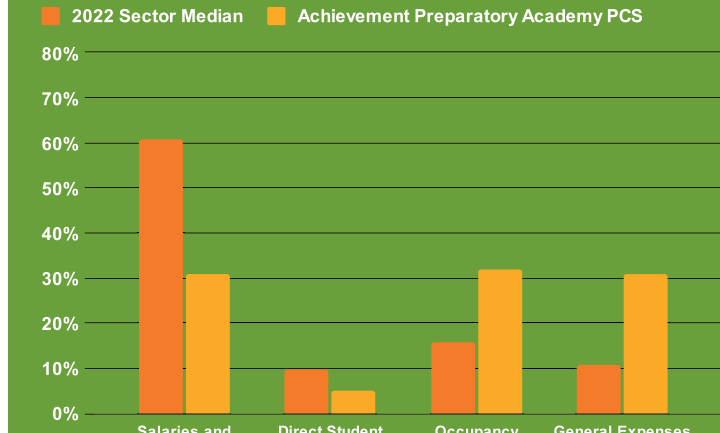
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



ACHIEVEMENT PREPARATORY ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$35,917	\$36,769	(2%)
Current Assets	\$9,271	\$8,855	5%
Total Liabilities	\$31,440	\$32,577	(3%)
Current Liabilities	\$625	\$664	(6%)
Working Capital	\$8,646	\$8,191	6%
Net Assets	\$4,477	\$4,192	7%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$10,085	\$6,840	47%
Operating Expenses	\$9,800	\$10,428	(6%)
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$285	(\$3,588)	N/M
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$285	(\$3,588)	N/M

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$33,680	\$19,706	71%	\$22,259
Grants and Contributions	\$1,015	\$39	2,503%	\$874
Operating Revenues	\$50,679	\$26,206	93%	\$29,789
Operating Expenses	\$49,245	\$39,954	23%	\$28,225
Operating Income (Loss)	\$1,434	(\$13,748)	N/M	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA's financial performance returned to healthier levels. The change in net assets margin, which was significantly below target in FY 2021, returned to a healthier 3%, above target, in FY 2022. This was mainly due to the additional \$2.6M funding received under the FY 2022 public charter school stabilization funding and the forgiveness of a \$1.5M PPP loan. Additionally, the LEA saved \$0.6M in operating expenses from FY 2021 to FY 2022 mainly due to a \$1.3M (30%) reduction in personnel salaries and benefits aligned with a 24% reduction in audited enrollment from FY 2021 to FY 2022. The LEA's aggregated three-year margin remained below the negative 2% target at negative 8%. This warrants watching for improvement in future years to ensure the LEA's financial sustainability.

The marginally high 0.9 debt ratio that has remained approximately stable since FY 2018 is not a current cause for concern because the LEA ended FY 2022 with a robust \$8.6M of working capital, strong 339 days of cash on hand, and a 14.8 current ratio that is more than 2.5 times higher than the 5.8 sector median. It is important that the LEA grows its enrollment in the upcoming years and effectively manages its expenses to generate sufficient cash to meet its minimum loan payments of \$2.9M, \$1.2M and \$1.3M in FY 2024, FY 2025, and FY 2026, respectively.

In FY 2022, the LEA finalized an agreement with Digital Pioneers Academy PCS to sublease part of its Wahler Place facility from FY 2023 to FY 2025. This sublease would partially offset the high 32% occupancy expense percentage of total expenses, which is double the FY 2022 16% sector median, and strengthen the LEA's liquidity and financial sustainability.

ACHIEVEMENT PREPARATORY ACADEMY PCS

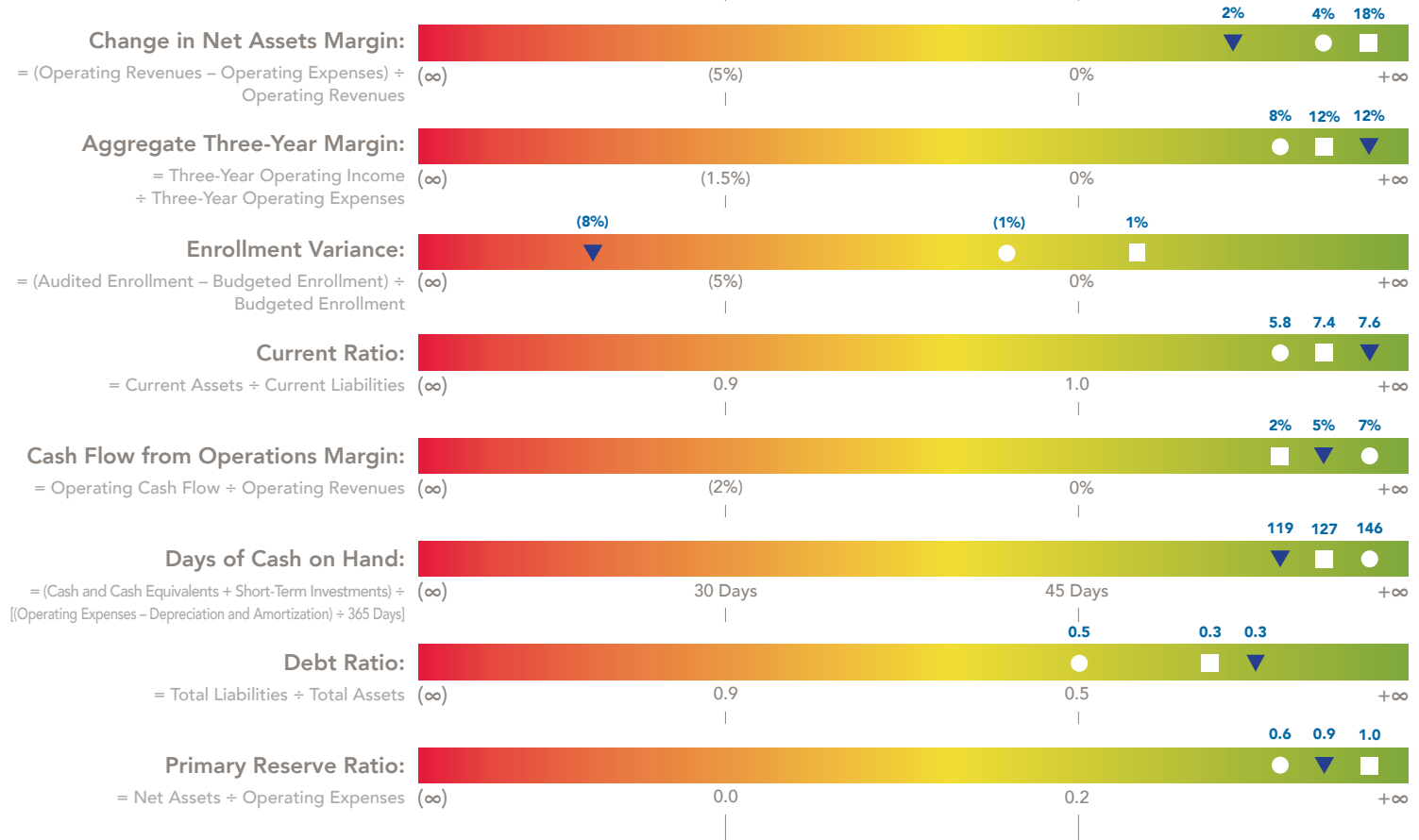
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	AppleTree Institute for Education Innovation (MO, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	AppleTree assumes responsibility for the LEA's PK3 and PK4 educational process and management/operation of the early childhood program.
Agreement Start and Expiration Dates	03-31-2016 to 06-30-2026
Services	The MO is contracted to administer LEA's PK3 and PK4 program and employs all corresponding staff, including academics, operations, and marketing, subject to the discretion of the LEA and adherence to the expressed needs and requirements of the LEA's Board.
How Fee is Determined	Amount equal to per-pupil funding for PK3 and PK4 audited enrollments plus early childhood program special education, ELL, TNIF/At-Risk, and summer school.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$2,056,211 (20%), \$14,995
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Jack McCarthy, President/CEO, \$284,011

Opened:
FY 2006

Audited Enrollment:
475

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

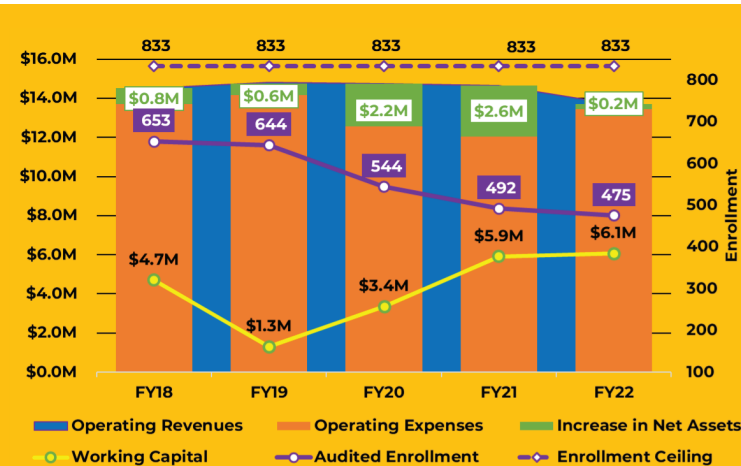
▼ = FY 2022 School Results

■ = FY 2021 School Results

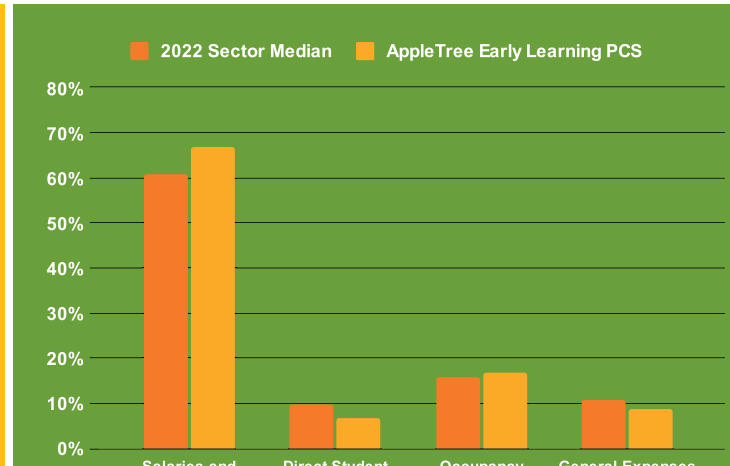
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



APPLETREE EARLY LEARNING PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$18,490	\$18,270	1%
Current Assets	\$6,983	\$6,844	2%
Total Liabilities	\$6,272	\$6,297	(0%)
Current Liabilities	\$921	\$930	(1%)
Working Capital	\$6,062	\$5,914	3%
Net Assets	\$12,218	\$11,973	2%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$13,692	\$14,659	(7%)
Operating Expenses	\$13,447	\$12,043	12%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$245	\$2,616	(91%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$245	\$2,616	(91%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$22,659	\$20,938	8%	\$22,259
Grants and Contributions	\$1,956	\$1,376	42%	\$874
Operating Revenues	\$28,825	\$29,795	(3%)	\$29,789
Operating Expenses	\$28,310	\$24,478	16%	\$28,225
Operating Income (Loss)	\$515	\$5,317	(90%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA's enrollment declined each fiscal year from 653 in FY 2018 to 492 in FY 2021, for a total of 25%, and further decreased 3% to 475 in FY 2022, but partially rebounded to 491 students in FY 2023. In FY 2023, DC PCSB approved the LEA to replicate its PK3 and PK4 program at its existing 4900 Massachusetts Avenue NW facility that was previously part of its Oklahoma Avenue campus and is now a standalone campus named Spring Valley. Additionally, the LEA's new Waterfront campus is expected to open beginning in FY 2025. There is no change in the LEA's enrollment ceiling.

The effect of the decline in enrollment, offset by the receipt of funds from the Stabilization Amendment Act of 2020, and an increase in the UPSFF rate resulted in an increase in general education revenue of \$0.3M (5%) from FY 2021 to FY 2022. There was also an increase in private donations in the amount of \$0.4M (161%), which was more than offset by a decrease in federal entitlements of \$1.9M (55%) driven by federal COVID-19 subsidies that were recognized in FY 2021, but not in FY 2022. The changes in revenue resulted in a net decrease in operating revenue of \$1.0M (7%).

At FYE 2022, the LEA continued to be well leveraged with a debt ratio of 0.3 consistent with FYE 2021. The primary reserve ratio decreased from 1.0 to 0.9 in FY 2022, driven by a 91% decrease in the change in net assets from \$2.6M to \$0.2M, reflecting increases in personnel salaries and benefits of \$0.7M (8%), direct student expense of \$0.3M (50%), and general expenses of \$0.3M (33%) which were attributable primarily to the return to in classroom learning, implementation of COVID 19 safety protocols, and nonrecurring projects done in FY 2022. Consistent with the decrease in change in net assets, the change in net asset margin decreased from 18% to 2% but remains above the target of 0%. These decreases do not pose an immediate concern because the LEA's liquidity measures as of FYE 2022 remain solid, including a 7.6 current ratio (above the 5.8 sector median), 119 days of cash on hand (above the 45-days target), and \$6.1M in working capital.

APPLETREE EARLY LEARNING PCS

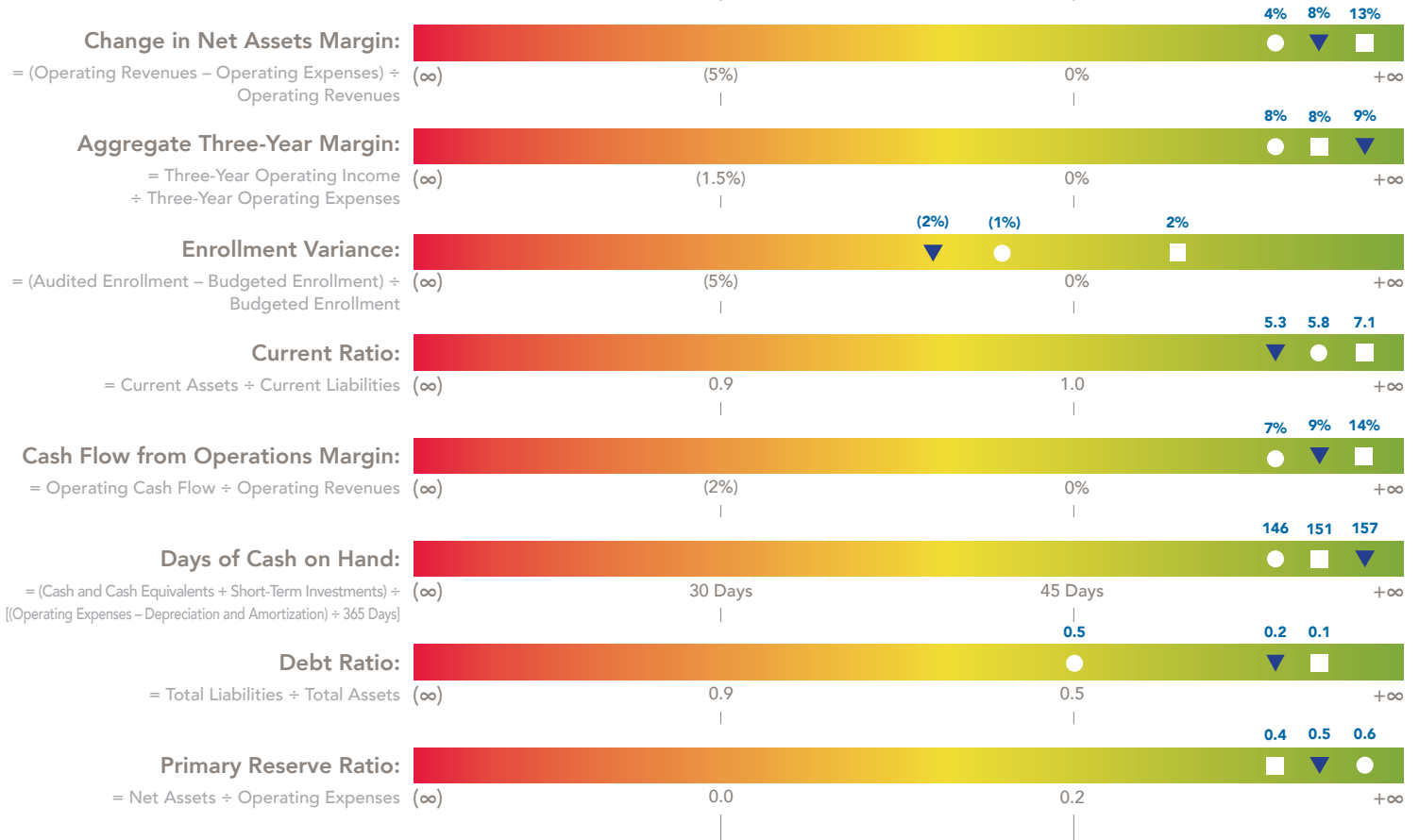
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	AppleTree Institute for Education Innovation (MO & RP, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	AppleTree Institute for Education Innovation (ATI) serves as the management organization for AppleTree Early Learning Public Charter School (AELPCS). AELPCS licenses from ATI's Every Child Ready Curriculum. Also, there is a Shared Services agreement between ATI and AELPCS, a two-facility lease, and a furniture lease between the two entities. Lastly, since 2010, ATI has provided a guaranty for AELPCS' Qualified School Construction Bonds. Board members who served on both boards in FY 2022 include: Karen Davenport, Matt Downs, Sara Glenn, Bridget Bradley Gray, Celia V. Martin, Jack McCarthy, Jennifer McKinney, Skylé Pearson, Paula Young Shelton. Officers for both entities in FY 2022 include: Jack McCarthy, Tom Keane, and Alex Feddouli.
Agreement Start and Expiration Dates	07-01-2014. Upon 2 weeks notice to the other party
Services	Early Education Curriculum; Accounting and Financial management; Payroll processing; Facilities maintenance; Compliance; Grant management; Employee benefit options; Staff recruiting and retention. The Total Payment consists of Shared Services Agreement (\$448,490), Facilities Leases (\$784,901), Every Child Ready Curriculum, Assessments and Pedagogy (\$67,500), and Furniture Lease (\$24,000).
How Fee is Determined	Per the amended Statement of Work for the 2021-2022 school year, for each ATI staff provided to AELPCS, the fee is a specified percentage of the total cost of each person. In addition, for each AELPCS staff member who provides services to ATI, a specified percentage of the total cost of each person is paid to AELPCS. Total cost is defined as salary plus 22% for payroll taxes and other employee benefits.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$1,324,891 (10%), \$200,515
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Jack McCarthy, President/CEO, \$284,011

Opened:
FY 2013

Audited Enrollment:
650

KEY FINANCIAL INDICATORS



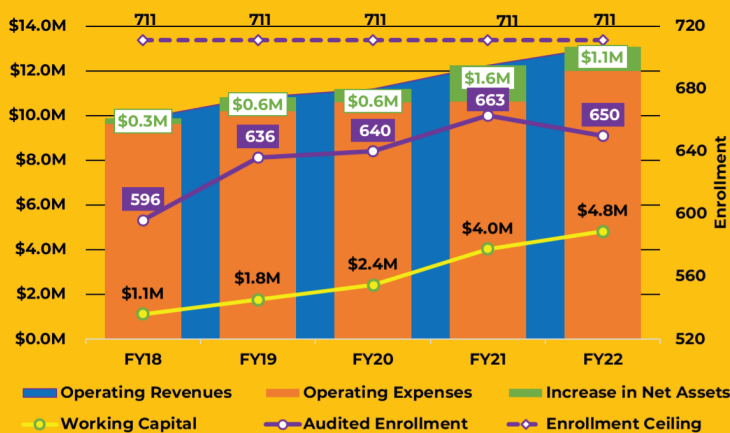
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

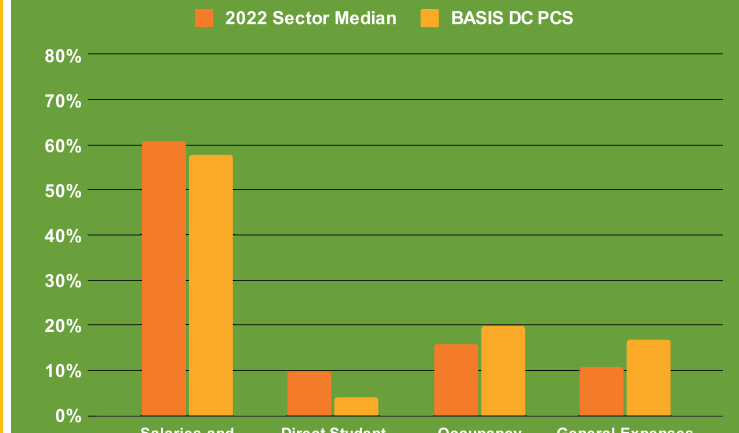
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



BASIS DC PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$6,613	\$5,085	30%
Current Assets	\$5,952	\$4,698	27%
Total Liabilities	\$1,119	\$661	69%
Current Liabilities	\$1,119	\$661	69%
Working Capital	\$4,833	\$4,037	20%
Net Assets	\$5,493	\$4,424	24%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$13,066	\$12,257	7%
Operating Expenses	\$11,997	\$10,629	13%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$1,069	\$1,629	(34%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,069	\$1,629	(34%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$17,572	\$17,139	3%	\$22,259
Grants and Contributions	\$563	\$533	6%	\$874
Operating Revenues	\$20,102	\$18,488	9%	\$29,789
Operating Expenses	\$18,457	\$16,032	15%	\$28,225
Operating Income (Loss)	\$1,645	\$2,456	(33%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA maintained its healthy financial position as of FYE 2022. Liquidity measures continued to remain above target, including days of cash on hand at 157 days (well above the 45-days' target and above the 146-days' sector median), current ratio at 5.3 (above the 1.0 target floor but below the 5.8 sector median and down from 7.1 at FYE 2021), and working capital which increased 20% from \$4.0M to \$4.8M, consistent with the \$1.1M change in net assets. Cash flow from operations margin decreased from 14% at FYE 2021 to 9% at FYE 2022, which is above the 7% sector median, along with a \$0.6M (34%) decrease in the change in net assets.

Enrollment decreased 2% to 650 in FY 2022 after increasing in each of the prior three FYs. Combined revenue from general education, categorical enhancements, and facilities allowance increased \$0.1M, while federal entitlements and other federal funds increased \$0.6M, or 149%, from COVID-19 relief funding. Private contributions, donations, and grants increased \$0.1M, or 25%. The \$0.8M (7%) increase in operating revenues was more than offset by increases in personnel salaries and benefits of \$0.7M (11%), direct student expenses of \$0.3M (121%) due to resumption of food services that increased \$0.1M and an increase in supplies, and occupancy and general expenses of \$0.4M (10%).

The LEA's primary reserve ratio continued its annual increase from 0.2 in FY 2019 to 0.5 at FYE 2022, reflective of its growing net assets and effective cost management in the four-year period, while slightly increasing its well-leveraged debt ratio from 0.1 at FYE 2021 to 0.2 at FYE 2022, attributable primarily to increasing from 0.1M to 0.5M the amount due to Basis Educational Group, the LEA's management organization.

BASIS DC PCS

FY 2022 Management Organization (MO) / Related Party (RP)

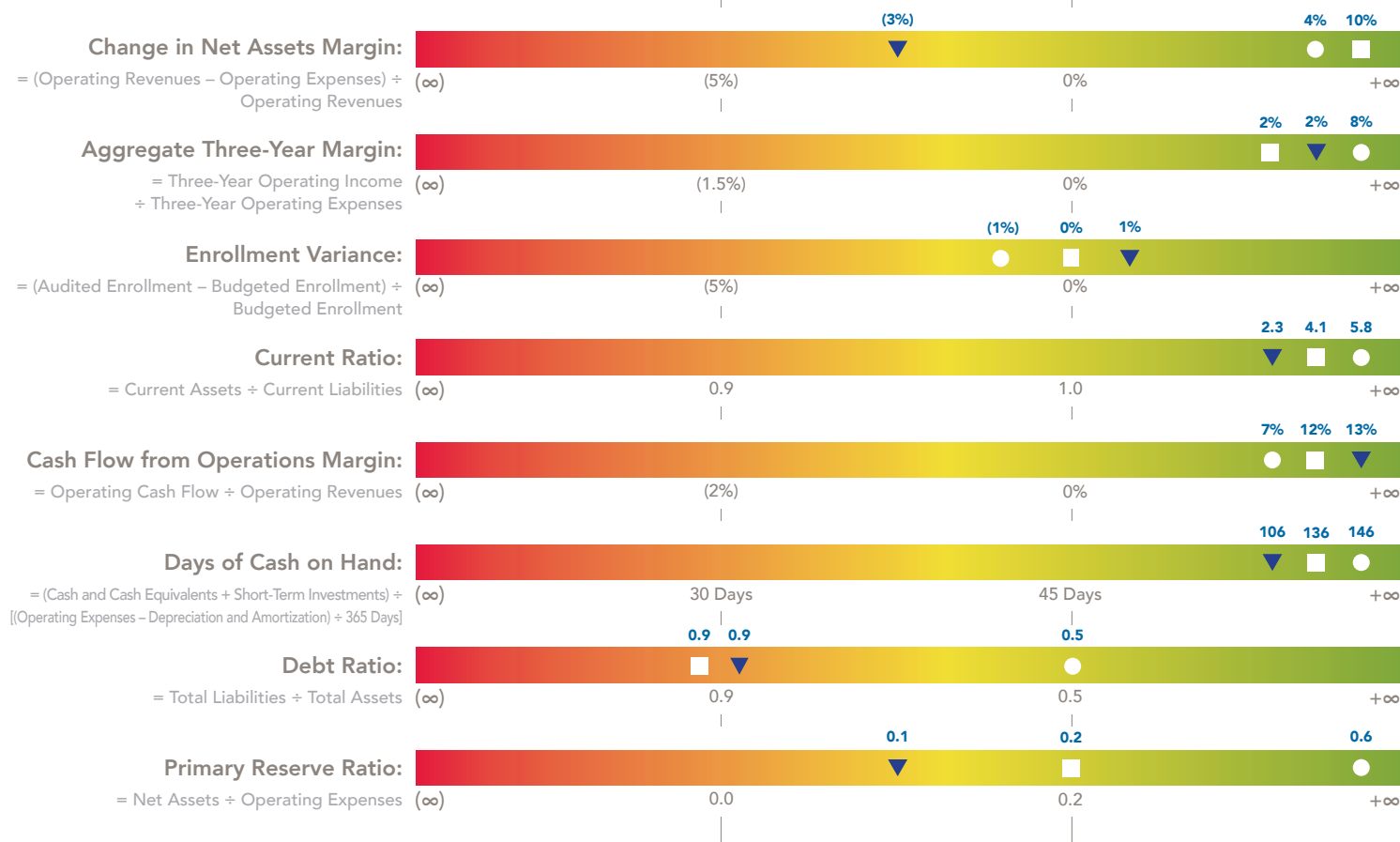
Organization (MO/RP, Tax Status) City, State	BASIS Charter Schools, Inc. (RP, Non-Profit) SCOTTSDALE, ARIZONA
Relationship to LEA	BASIS Charter Schools, Inc. is a related party (RP) and the sole member of the LEA. DeAnna Rowe, Executive Director and Craig Barrett, Chairman serve both the RP and LEA. The LEA's bond is secured by a facility owned by the RP, and the LEA's guarantee is limited solely to its pledged revenues. There is a contractual relationship between BASIS.ed and BASIS Charter Schools, Inc. outside of the District of Columbia.
Agreement Start and Expiration Dates	02-29-2012 to 06-30-2042
Services	Facility lease.
How Fee is Determined	Base rent equal to amount RP is obligated to pay for debt service, taxes, insurance, etc. on the leased property.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$2,027,640 (16%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	DeAnna Rowe, Executive Director, \$186,124

Organization (MO/RP, Tax Status) City, State	BASIS Educational Group (d.b.a. BASIS.ed) (MO, For-Profit) SCOTTSDALE, ARIZONA
Relationship to LEA	BASIS.ed is the Management Organization (MO) to the LEA and has no Board members or officers who serve for both the MO and LEA. The LEA contracts with the MO for comprehensive school management and support services and its employees provide those services by virtue of their employment. None of the MO Board members, officers, or employees directly or indirectly through a related party provide other services or goods to the LEA.
Agreement Start and Expiration Dates	07-01-2018 to 06-30-2023
Services	Management fees (\$1,492,338) and wages and related benefits for leased employees (\$6,952,310).
How Fee is Determined	The fee is determined by contract and is a percentage of operating revenue.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$1,492,338 (11%), \$168,829
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Carolyn McGarvey, CEO, MO does not release employee salaries.

Opened:
FY 2017

Audited Enrollment:
317

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

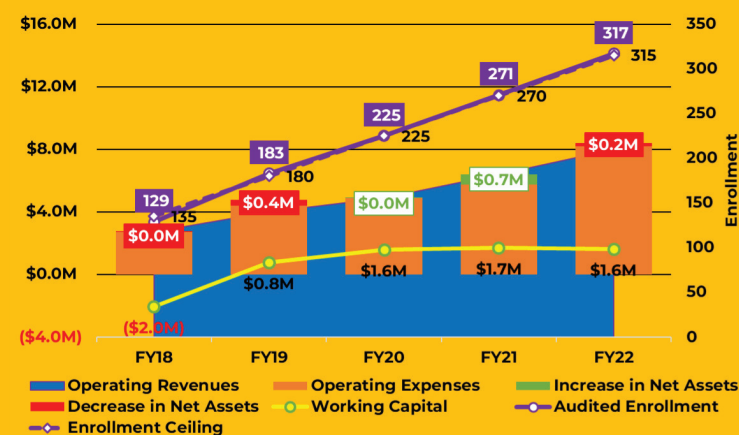
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median

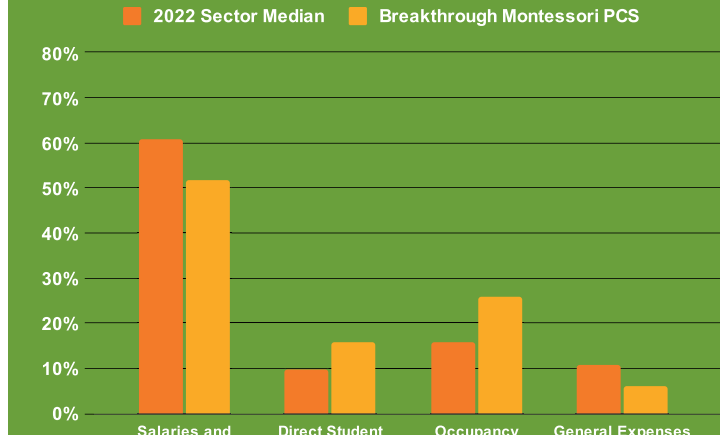
▼ = FY 2022 School Results

■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



BREAKTHROUGH MONTESSORI PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$12,347	\$6,967	77%
Current Assets	\$2,863	\$2,249	27%
Total Liabilities	\$11,638	\$6,044	93%
Current Liabilities	\$1,246	\$550	127%
Working Capital	\$1,617	\$1,700	(5%)
Net Assets	\$709	\$923	(23%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$7,979	\$6,409	24%
Operating Expenses	\$8,193	\$5,756	42%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	(\$214)	\$653	(133%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$214)	\$653	(133%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,608	\$20,460	6%	\$22,259
Grants and Contributions	\$1,335	\$430	210%	\$874
Operating Revenues	\$25,170	\$23,649	6%	\$29,789
Operating Expenses	\$25,846	\$21,241	22%	\$28,225
Operating Income (Loss)	(\$676)	\$2,408	(128%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA maintained strong liquidity measures, but there were a few financial indicators that were below target in FY 2022. Many liquidity measures stayed above target, including the current ratio at 2.3, cash flow from operations at 13%, and days of cash on hand at 106 days, which were all above their respective targets of 1.0, 0%, and 45 days. The debt ratio continued to stay unfavorably below the 0.5 target at 0.9, and the primary reserve ratio decreased from 0.2 to 0.1, falling below the 0.2 target. The expansion to grade 4 in FY 2022 enabled a corresponding 17% increase in enrollment from 271 students to 317 students.

As planned, the LEA expanded its space at 6856 Eastern Avenue, NW in August 2021, but the initial lease payment did not begin until August 2022. The LEA borrowed an additional \$6.3M in August 2021 for leasehold improvements at this location. Quarterly principal and interest payments begin in October 2023 and will continue till October 2028. In addition, the LEA paid off one of its prior loans and refinanced the other with a new maturity date of April 1, 2025. The \$5.6M (93%) increase in total liabilities and the \$4.8M (102%) increase in property, plant, and equipment from these transactions drove the increase in the debt ratio and decrease in the primary reserve ratio.

From FY 2021 to FY 2022, net assets decreased from \$0.6M to \$0.2M, or 133%, primarily due to:

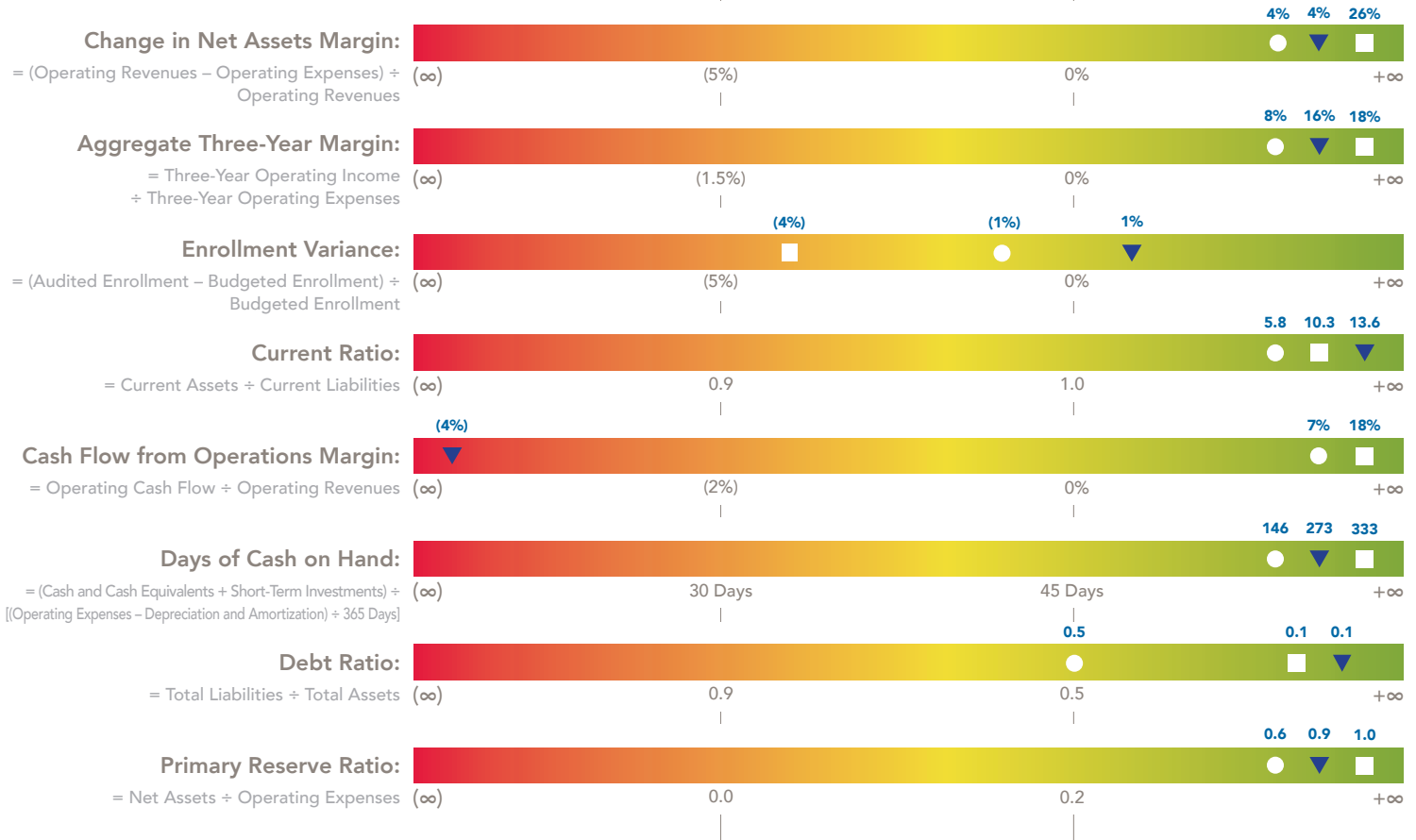
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$1.6M	24%	Enrollment increased 17% which drove the increases in revenues from general education of \$0.7M (19%), facilities allowance of \$0.2M (17%), and categorical enhancements of \$0.5M (46%) which also reflects a 41% increase in special education students. A \$0.2M (964%) increase in private contributions to support the addition of a playground also added to operating revenues.
Operating Expenses	E	\$2.4M	42%	Personnel salaries and benefits increased \$1.1M (34%), of which \$0.7M (26%) was for educational services and \$0.3M (192%) was for management and general due to the addition of several staff. Increases in other operating expenses include \$0.6M (97%) in direct student expenses of \$0.4M (133%) in contracted instruction fees and \$0.1M (222%) in food services due to the return to in-person learning, and \$0.6M (39%) in occupancy leasehold improvement interest and depreciation.

Type: **A** (Asset), **E** (Expense), **L** (Liability), **N** (Net Assets), **R** (Revenue)

Opened:
FY 2006

Audited Enrollment:
341

KEY FINANCIAL INDICATORS



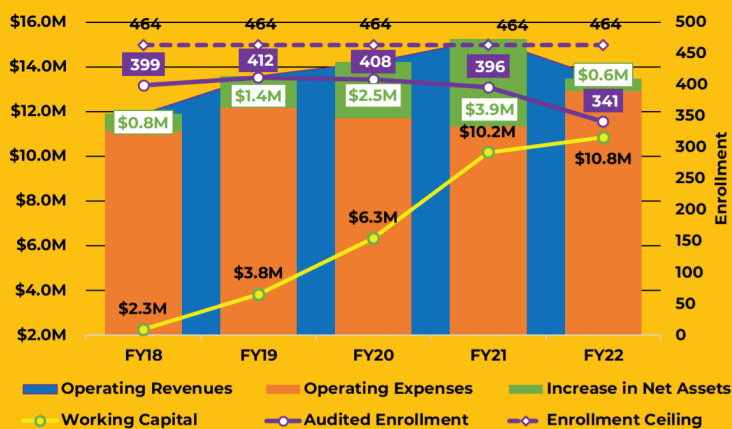
Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

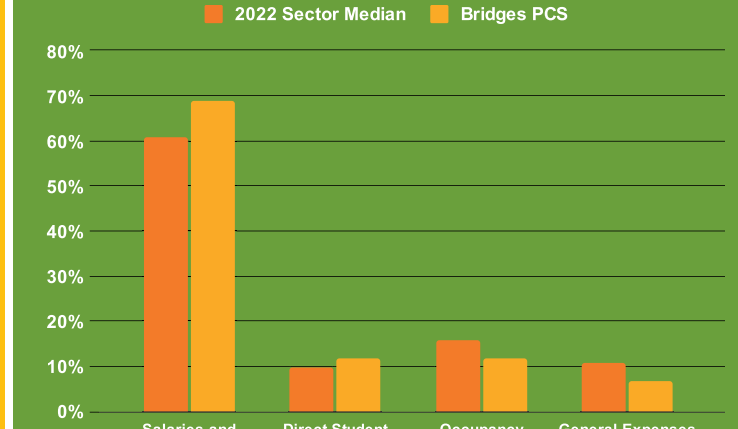
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



BRIDGES PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$12,532	\$12,215	3%
Current Assets	\$11,702	\$11,274	4%
Total Liabilities	\$1,092	\$1,337	(18%)
Current Liabilities	\$862	\$1,097	(21%)
Working Capital	\$10,840	\$10,177	7%
Net Assets	\$11,440	\$10,878	5%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$13,485	\$15,239	(12%)
Operating Expenses	\$12,923	\$11,326	14%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$563	\$3,913	(86%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$563	\$3,913	(86%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$32,308	\$31,674	2%	\$22,259
Grants and Contributions	\$316	\$1,374	(77%)	\$874
Operating Revenues	\$39,547	\$38,483	3%	\$29,789
Operating Expenses	\$37,896	\$28,602	32%	\$28,225
Operating Income (Loss)	\$1,650	\$9,882	(83%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA remained financially healthy in FY 2022. Many indicators remained above target, including the current ratio at 13.6, above the 1.0 target, days cash on hand at 273 days, above the 45-day target, and primary reserve ratio at 0.9, above the 0.2 target. The liquidity covenants include \$4.0M in combined liquid assets with co-guarantor, Briya PCS, on the other 50% of the \$23.7M in debt of related party, Mamie D. Lee, LLC, that financed the remodel of the facility located at 100 Gallatin Street, NE. Net operating income of \$0.2M is required to maintain a minimum required coverage of 1.2 times the school's annual projected per student rental usage fee which was \$1.4M in FY 2022. These covenants are aimed at ensuring the LEA's liquidity is robust. In addition, cash reserves will be needed to support refinancing of the loan in March 2024.

Enrollment decreased in FY 2022 from 396 students to 341 students, or 14%, but partially recovered in FY 2023 with enrollment of 380 students. The decrease in enrollment resulted in a decrease in net asset margin from 26% to 4%. The 18% to -4% decrease in cash flow from operations margin was due to the decrease in enrollment and the \$0.8M (203%) increase in promises receivable attributable to the timing of the COVID-19 relief funding receipts.

Change in net assets decreased by \$3.4M (86%), comprised of a \$1.8M (12%) decrease in operating revenue and \$1.6M (14%) increase in operating expenses. The enrollment decrease offset by the UPSFF rate increase decreased general education revenue by \$0.5M (11%), categorical enhancements by \$0.8M (13%), and facilities allowance by \$0.2M (14%), and state and local revenue decreased by \$0.4M (83%) due to a 3-year special education grant ending September 2021. The increase in operating expenses was attributable to a \$0.7M (8%) increase in personnel salaries and benefits due to increases in the salary scale and staff to support special education students, and a \$0.9M (132%) increase in direct student expenses due to the return to in classroom learning.

BRIDGES PCS

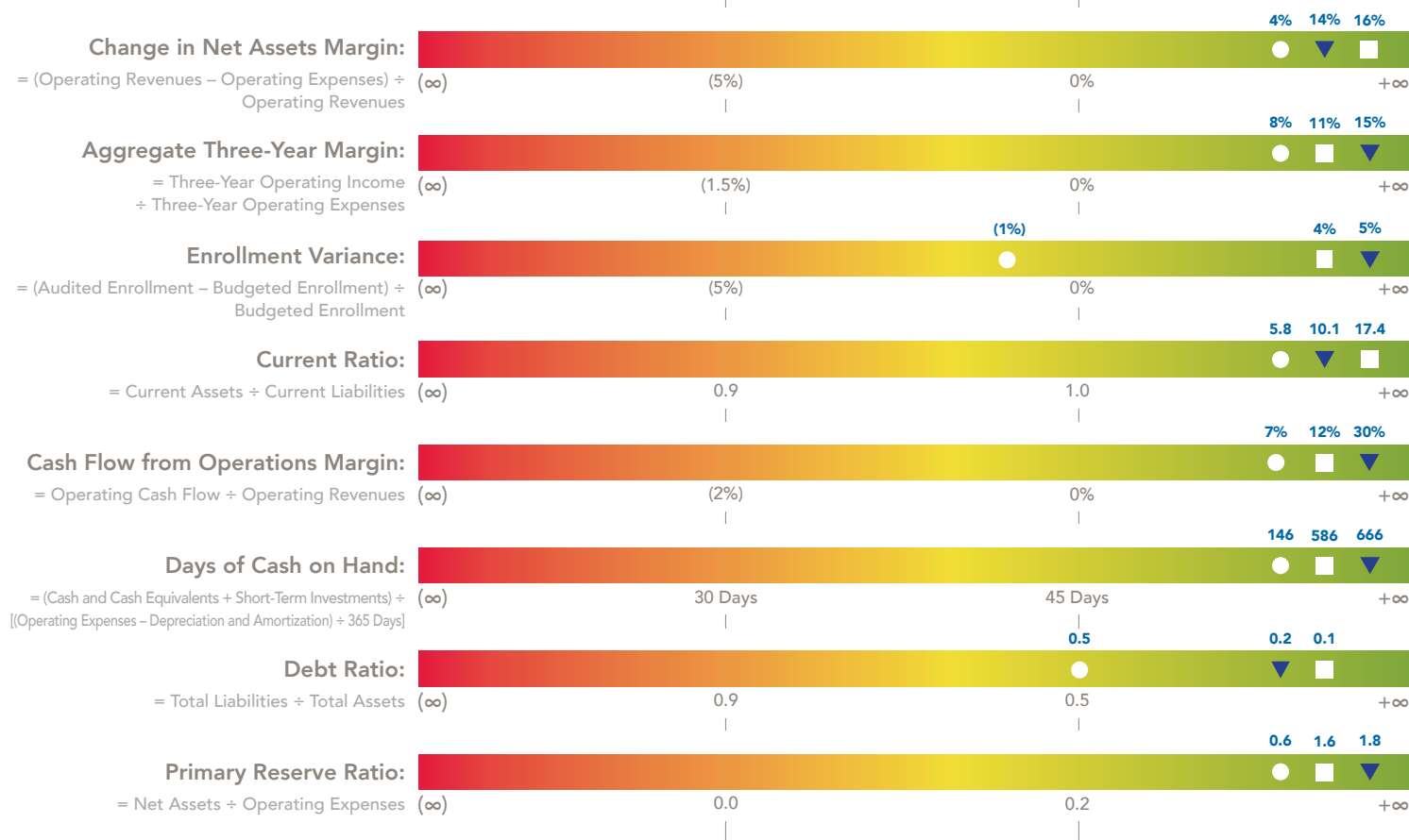
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	Mamie D. Lee, LLC (RP, For-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	Mamie D Lee (MDL) is an affiliate of Bridges. MDL was formed with the purpose of leasing property from DC and to renovate, manage, and rent space to the two member charter schools, Briya PCS and Bridges PCS. Bridges is a member of the MDL and has 50% of the voting rights.
Agreement Start and Expiration Dates	11-25-2015 to 06-30-2046
Services	MDL was formed with the purpose of leasing property from DC and to renovate, manage and rent space to the two member charter schools, Briya PCS and Bridges PCS. Note: Mamie D Lee LLC does not have any employees.
How Fee is Determined	Lease.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$1,458,624 (11%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	N/A (no employees at MDL)

Opened:
FY 2007

Audited Enrollment:
753

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

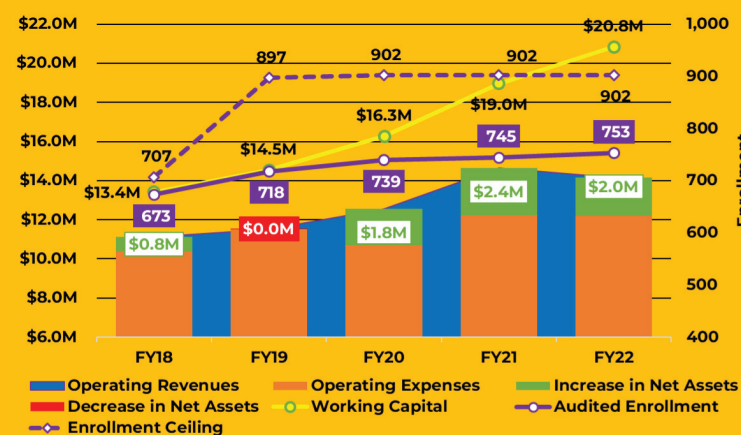
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median

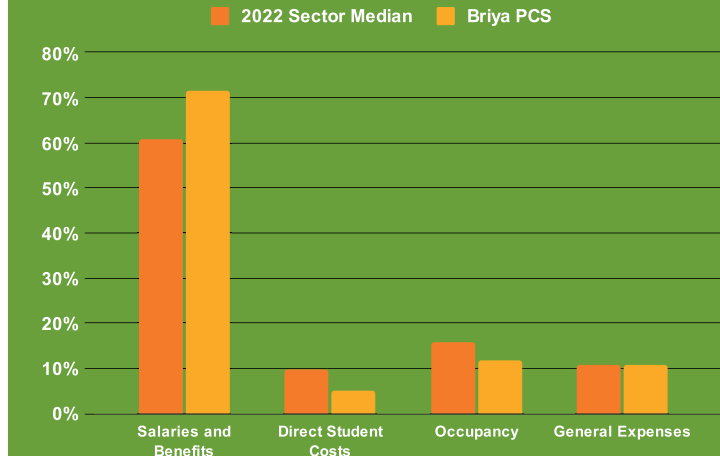
▼ = FY 2022 School Results

■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



BRIYA PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$25,664	\$22,620	13%
Current Assets	\$23,134	\$20,129	15%
Total Liabilities	\$4,032	\$2,960	36%
Current Liabilities	\$2,287	\$1,159	97%
Working Capital	\$20,847	\$18,970	10%
Net Assets	\$21,633	\$19,660	10%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$14,172	\$14,650	(3%)
Operating Expenses	\$12,199	\$12,237	(0%)
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$1,973	\$2,413	(18%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,973	\$2,413	(18%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$15,327	\$14,801	4%	\$22,259
Grants and Contributions	\$1,705	\$3,182	(46%)	\$874
Operating Revenues	\$18,820	\$19,665	(4%)	\$29,789
Operating Expenses	\$16,201	\$16,426	(1%)	\$28,225
Operating Income (Loss)	\$2,620	\$3,239	(19%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA remained financially healthy in FY 2022 and experienced an increase in enrollment of 1% from 745 students to 753 students. Liquidity remained strong with increases in cash flow from operations margin from 12% to 30%, days of cash on hand from 586 days to 666 days (14%) and working capital from \$19.0M to \$20.8M (10%). However, the current ratio declined 42% from 17.4 to 10.1 due to an increase of \$1.3M (130%) in accounts payable and accrued expenses as of FYE 2022, which is not a cause for concern due to the increase in other liquidity measures.

The LEA has a long-term financial plan which includes the building of unrestricted cash and net asset reserves over time for three priorities. First, to acquire and/or renovate new facilities. Second, to reduce debt on existing facilities. Third, to maintain a contingency in case of emergency or major unforeseen expenditures.

In FY 2022, the LEA's board of trustees designated \$10.0M of unrestricted net assets for its facility reserve fund intended for the purchase, lease, and/or financing of one or more permanent facilities. The LEA relocated from 4300 13th Street NW to 801 Shepherd Street NW, a 14,745 square foot facility under lease for nearly 15 years, starting in the 2023-24 school year. As part of this project, the LEA is investing \$5M-\$6M across multiple years starting in FY 2023 to develop and begin operating at this site and receive a dollar-for-dollar credit to abate rent. In addition, the LEA intends to use a portion of the facility reserve fund to refinance and pay down the principal on the debt associated with the 100 Gallatin St NE property, which matures March 2024, and to procure additional outdoor learning space, and supplemental storage and meeting space.

From FY 2021 to FY 2022, change in net assets decreased \$0.4M (18%) primarily due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
General Education, DC Funding Allocation	R	\$0.4M	5%	Increases in enrollment of 1% and the UPSFF rate of 3.6%
Federal Entitlements and Other Federal Funds	R	\$1.7M	747%	Grants including SOAR (\$0.9M), Charter School Reopening (\$0.4M), and Emergency Connectivity Fund (\$0.4M)
Private Contributions, Donations, and Grants	R	(\$1.2M)	(67%)	Nonrecurrence of a \$1.3M FY 2021 student support grant
Other Income	R	(\$1.6M)	(159%)	A \$1.9M net increase in unrealized loss on investments
Operating Expenses	E	(\$0.0M)	(0%)	A decrease of \$1.2M (67%) in direct student expenses due to the nonrecurrence of a \$1.2M FY 2021 student support grant, offset by an increase in personnel salaries and benefits of \$1.1M (14%).

Type: **A** (Asset), **E** (Expense), **L** (Liability), **N** (Net Assets), **R** (Revenue)

BRIYA PCS

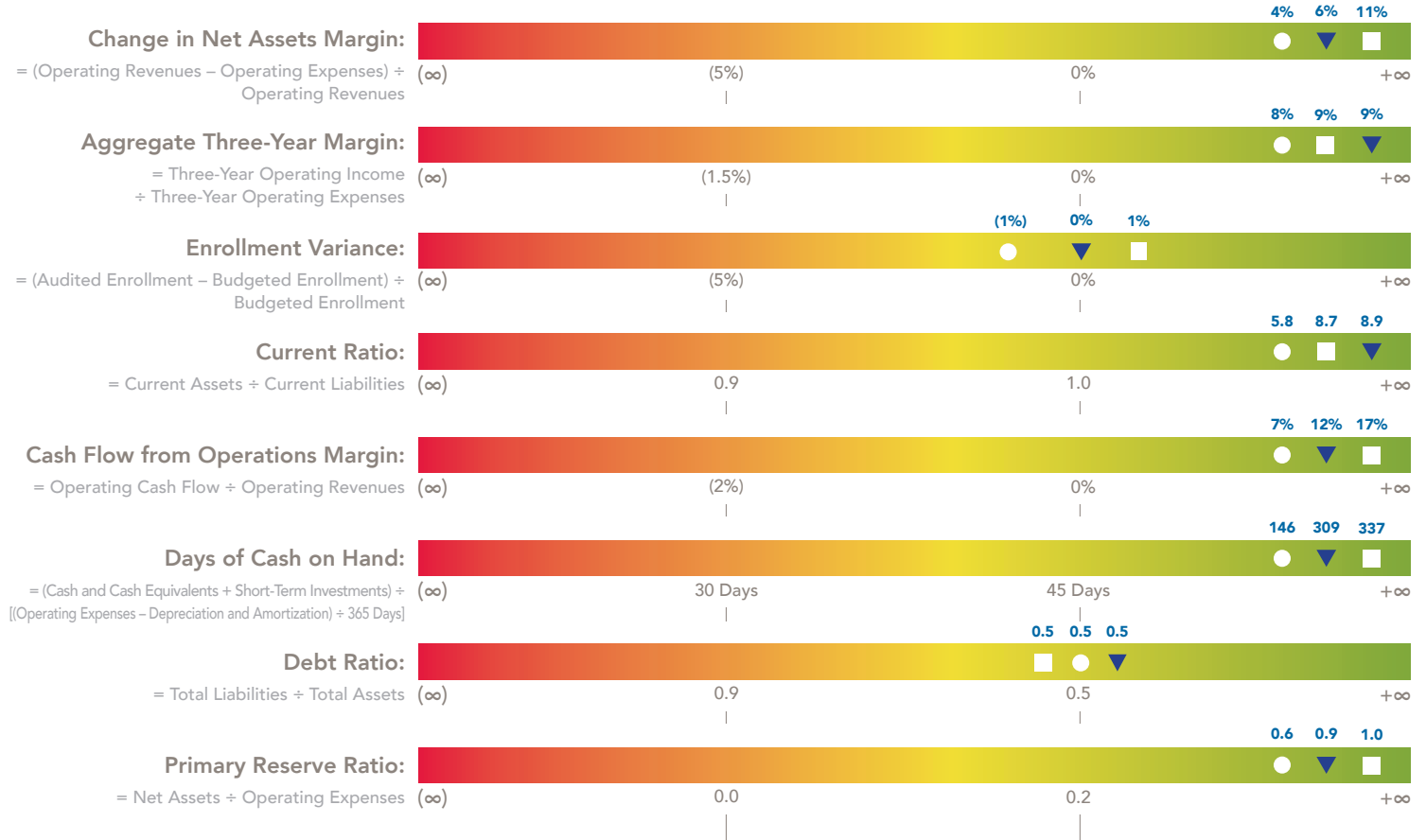
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	Mamie D. Lee, LLC (RP, For-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	Mamie D. Lee (MDL) is an affiliate of Briya. MDL was formed with the purpose of leasing property from DC and to renovate, manage, and rent space to the two member charter schools, Briya PCS and Bridges PCS. Briya is a member of the MDL and has 50% of the voting rights. MDL is a pass-through entity and as such any tax obligations passes through its two members. MDL is not directly tax exempt, but its two members are.
Agreement Start and Expiration Dates	11-25-2015 to 06-30-2046
Services	MDL was formed with the purpose of leasing property from DC and to renovate, manage and rent space to the two member charter schools, Briya PCS and Bridges PCS. Note: Mamie D. Lee LLC does not have any employees.
How Fee is Determined	Lease.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$1,174,618 (8%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	N/A (no employees at MDL)

Opened:
FY 2001

Audited Enrollment:
1,002

KEY FINANCIAL INDICATORS

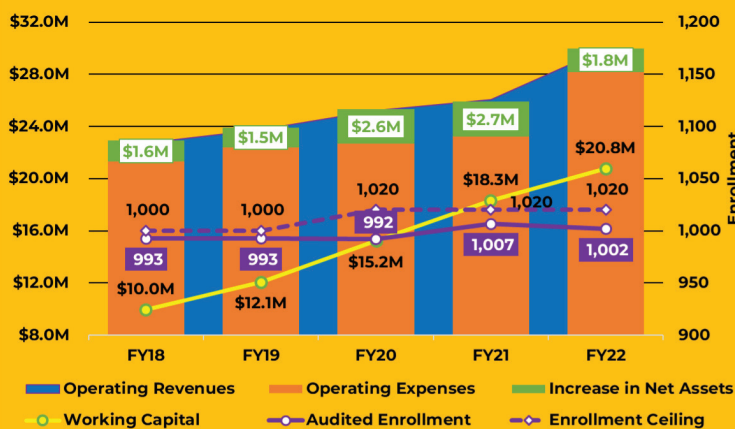


Unresolved Prior Year Audit Findings: 0

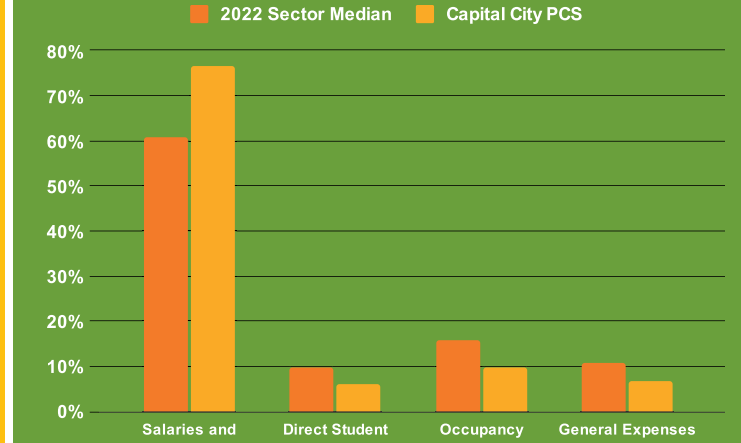
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



CAPITAL CITY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$43,801	\$42,377	3%
Current Assets	\$23,397	\$20,694	13%
Total Liabilities	\$19,789	\$20,174	(2%)
Current Liabilities	\$2,621	\$2,379	10%
Working Capital	\$20,777	\$18,315	13%
Net Assets	\$24,012	\$22,203	8%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$29,982	\$26,066	15%
Operating Expenses	\$28,159	\$23,207	21%
Nonoperating Income (Loss)	(\$15)	(\$176)	(91%)
Surplus (Deficit)	\$1,809	\$2,683	(33%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,809	\$2,683	(33%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$25,307	\$23,365	8%	\$22,259
Grants and Contributions	\$591	\$445	33%	\$874
Operating Revenues	\$29,922	\$25,885	16%	\$29,789
Operating Expenses	\$28,102	\$23,046	22%	\$28,225
Operating Income (Loss)	\$1,820	\$2,839	(36%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continued to maintain strong financial health in FY 2022 with key financial indicators remaining at or above target. The current ratio increased from 8.7 to 8.9, above the 1.0 target, days of cash on hand decreased from 337 days to 309 days, but still significantly above the 45-days' target, and the cash flow from operations margin decreased from 17% to 12%, remaining above the 0% target.

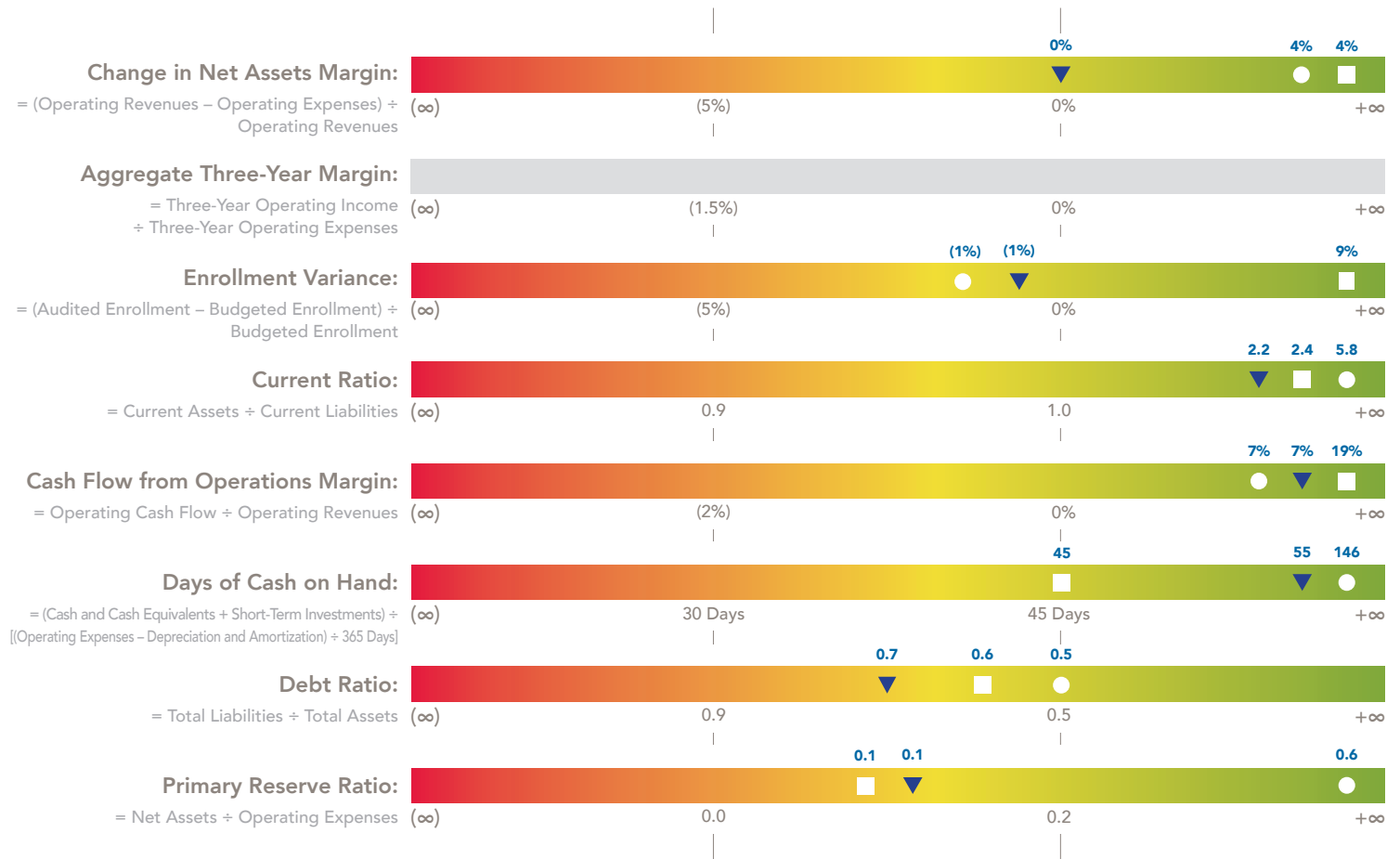
The debt ratio remained at 0.5, which is at the target. The LEA's \$13.4M loan at FYE 2022 was refinanced in FY 2023 for \$14.5M. The new loan matures July 2044 and includes a 20-year swap to fix the rate for 95% of the loan until August 2042.

In FY 2022, enrollment barely decreased from 1,007 to 1,002. However, the change in net assets decreased 33% from \$2.7M to \$1.8M, which is reflective of increases in operating revenues of \$3.9M (15%) and operating expenses of \$5.0M (21%). The most significant changes in operating revenues include increases in general education revenue of \$0.4M (3%) due to the 3.6% UPSFF rate increase, categorical enhancements revenue of \$1.5M (20%) primarily attributable to 46 (15%) additional ELL students, and federal entitlements and other federal funds of \$1.8M (89%) from COVID-19 relief funding. The operating expenses increase reflects increases in personnel salaries and benefits of \$3.5M (19%) in support of the LEA's strategic priority to increase student support with 41 (20%) new positions, direct student expenses of \$0.6M (50%) and general expenses of \$0.5M (35%) due to the return to in-person learning, and occupancy expenses of \$0.4M (17%) due to renting additional storage space and an increase in contracted building services.

Opened:
FY 2021

Audited Enrollment:
89

KEY FINANCIAL INDICATORS



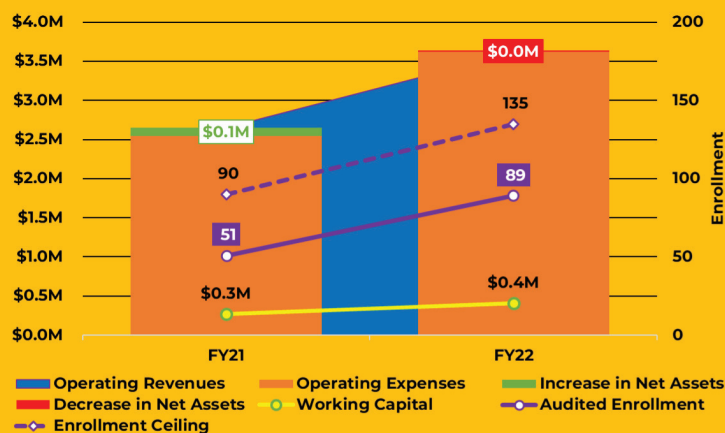
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

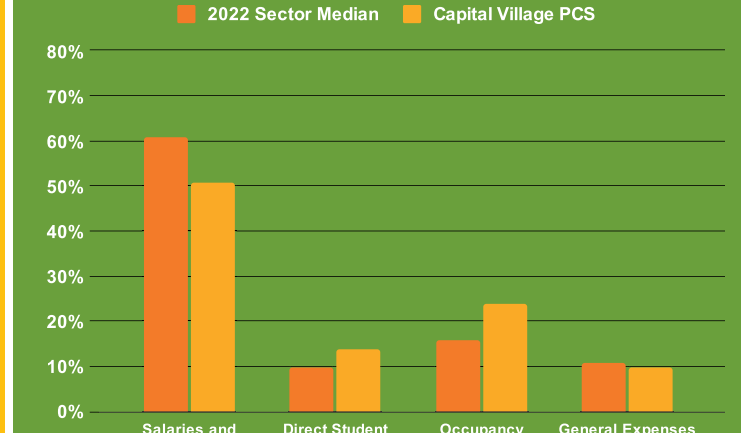
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



CAPITAL VILLAGE PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$1,054	\$790	33%
Current Assets	\$736	\$464	59%
Total Liabilities	\$788	\$506	56%
Current Liabilities	\$330	\$197	68%
Working Capital	\$406	\$266	53%
Net Assets	\$266	\$284	(6%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$3,603	\$2,649	36%
Operating Expenses	\$3,621	\$2,545	42%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	(\$18)	\$104	(117%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$18)	\$104	(117%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$29,438	\$27,212	8%	\$22,259
Grants and Contributions	\$863	\$8,002	(89%)	\$874
Operating Revenues	\$40,484	\$51,947	(22%)	\$29,789
Operating Expenses	\$40,685	\$49,906	(18%)	\$28,225
Operating Income (Loss)	(\$201)	\$2,041	(110%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

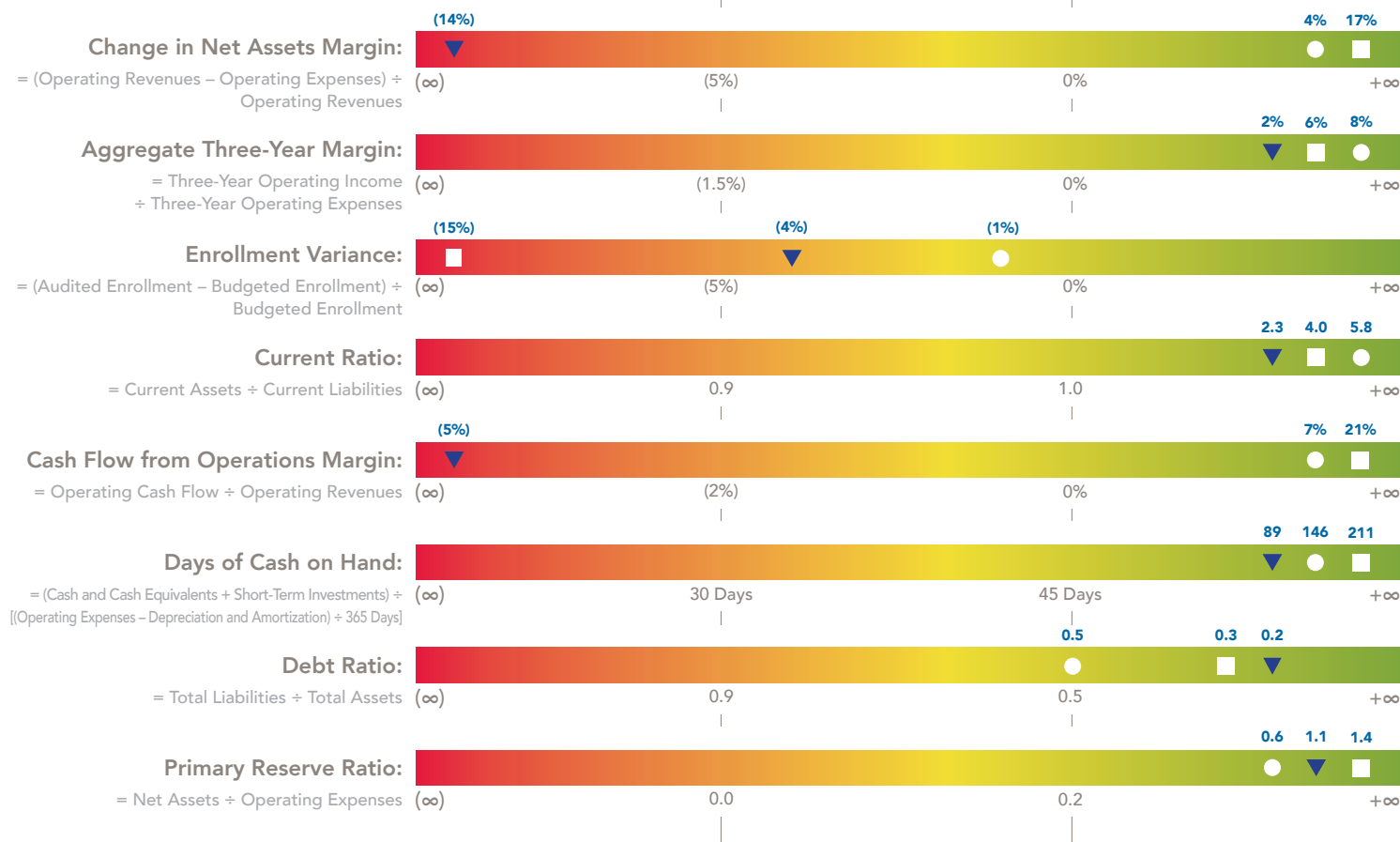
In FY 2022, its second operating year, the LEA maintained its relative financial health. Working capital increased 52% from \$0.3M at FYE 2021 to \$0.4M at FYE 2022, mainly due to cash provided from operating activities. However, the LEA's change in net assets margin decreased from 4% in FY 2021 to 0% in FY 2022 due mainly to a \$0.3M, or 79%, decrease in private contributions, donations, and grants. Days of cash on hand also increased from 45 days to 55 days, above the 45-days target, reflecting increased liquidity. Due to the pandemic, the LEA started its first operating year with fewer students than originally planned and adjusted their enrollment plan from there to grow to capacity by its fifth year.

With the addition of grade 7, enrollment increased 75% from FY 2021 to FY 2022, which led to a 47% increase in personnel salaries and benefits and a 112% increase in direct student expenses. Occupancy expenses, at 24% of operating expenses, remained above the 16% sector median, while the LEA spent almost three times its facilities allocation in occupancy expenses because the LEA's building has capacity for the 175 students at full enrollment. The LEA's per pupil occupancy expenses are double the sector median because the LEA enrolled 89 students in FY 2022, 46 less than the 135 originally budgeted. Reaching at-scale enrollment continued to slow down in FY 2023 and the LEA's 0.1 primary reserve ratio at FYE 2022 is below the 0.2 target. Therefore, consistent with its adjusted enrollment plan, the LEA will need to increase its enrollment in the upcoming fiscal years to maintain its financial sustainability.

Opened:
FY 1999

Audited Enrollment:
1,823

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

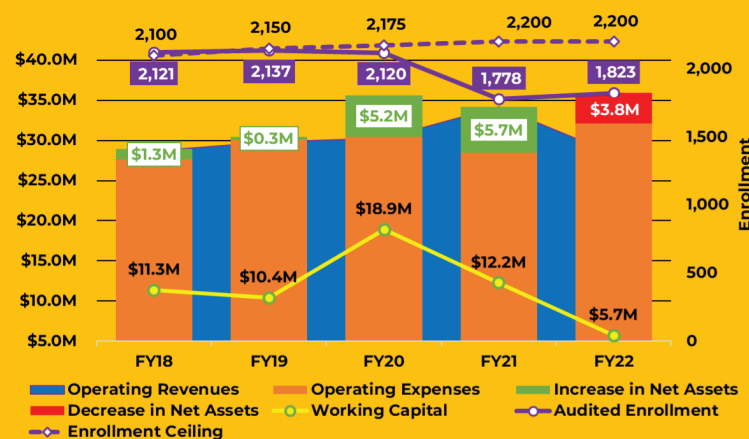
▼ = FY 2022 School Results

■ = FY 2021 School Results

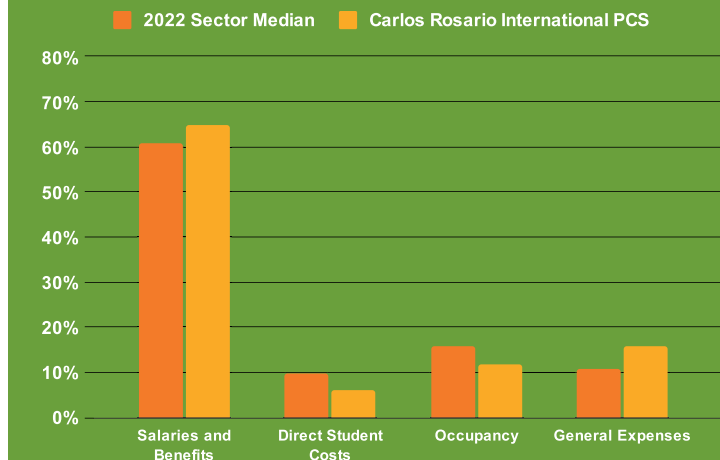
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



CARLOS ROSARIO INTERNATIONAL PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$46,119	\$54,650	(16%)
Current Assets	\$10,297	\$16,372	(37%)
Total Liabilities	\$9,787	\$14,482	(32%)
Current Liabilities	\$4,572	\$4,126	11%
Working Capital	\$5,725	\$12,247	(53%)
Net Assets	\$36,332	\$40,169	(10%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$28,291	\$34,190	(17%)
Operating Expenses	\$32,127	\$28,462	13%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	(\$3,836)	\$5,727	(167%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$3,836)	\$5,727	(167%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$14,188	\$16,288	(13%)	\$22,259
Grants and Contributions	\$283	\$211	34%	\$874
Operating Revenues	\$15,519	\$19,229	(19%)	\$29,789
Operating Expenses	\$17,623	\$16,008	10%	\$28,225
Operating Income (Loss)	(\$2,104)	\$3,221	(165%)	\$1,472

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DC PCSB OBSERVATIONS

The LEA consolidates its financial statements with Community Capital Corporation, its supporting organization. The LEA experienced a decrease in many of its key financial indicators from FY 2021 to FY 2022. Change in net asset margin declined from 17% in FY 2021 to -14% in FY 2022, which is below the -5% floor. There were decreases in all the liquidity measures, including the current ratio from 4.0 to 2.3 (43%), working capital from \$12.2M to \$5.7M (53%), and days of cash on hand from 211 days to 89 days (58%). The change in liquidity is attributable to the \$5.0M partial repayment of a facilities term loan and the \$9.6M decrease in change in net assets which is explained below.

Cash flow from operations margin decreased from 21% to -5% in FY 2022, falling below the 0% target. However, this measure returned to a positive margin in FY 2023 based on the LEA's FY 2023 unaudited financial statements. Additionally, the LEA has a multi-year plan to close the gap between revenues and expenses by FY 2025 which includes reducing certain outsourced functions, conducting a strategic staffing design, utilizing more cost-effective technology, and focusing on increasing enrollment.

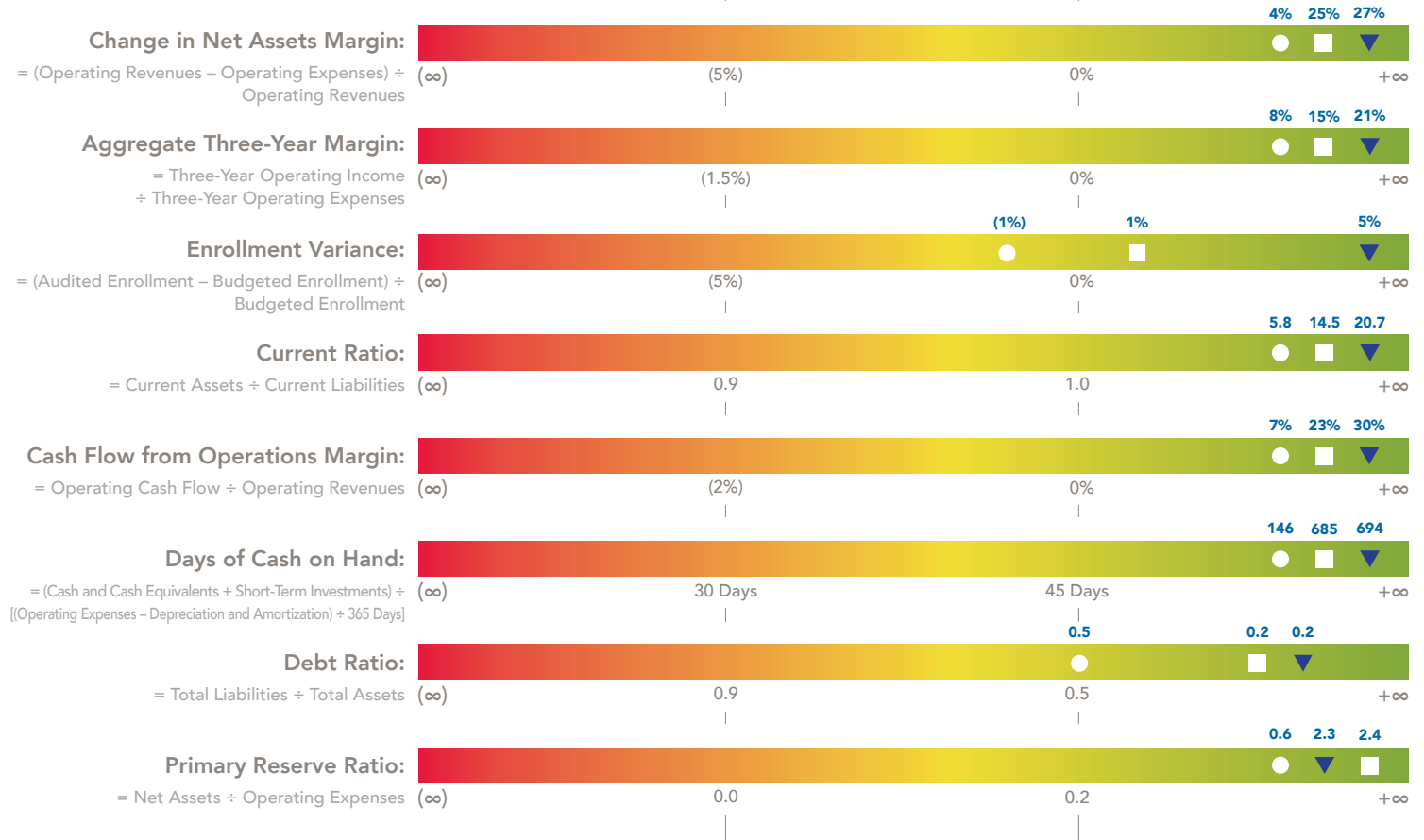
From FY 2021 to FY 2022, change in net assets decreased \$9.6M (167%) primarily due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Per Pupil Funding Allocations	R	(\$3.1M)	(11%)	The decrease was attributable to decreases in general education of \$2.1M (10%), categorical enhancements of \$0.1M (9%), and facility allowance of \$0.9M (13%) due to FY 2021 revenue allocations being based on FY 2021 projected enrollment, which was 297 (16%) higher than in FY 2022.
Federal Entitlements and Other Federal Funds	R	\$1.7M	158%	The increase is attributable to an increase in COVID-19 emergency relief funding.
Other Income	R	(\$4.7M)	(124%)	The decrease was attributable to a \$1.9M lease early termination fee in FY 2021, and the difference between the \$1.6M FY 2021 unrealized investment gain and the \$1.1M FY 2022 unrealized investment loss.
Operating Expenses	E	\$3.7M	13%	The \$1.2M (6%) increase in personnel salaries and benefits included staff bonuses. The increase in enrollment and return to classroom learning led to increases of \$0.5M (38%) in direct student expenses and \$0.6M (17%) in occupancy expenses. The \$1.4M (44%) increase in other general expenses was due mostly to an increase in professional fees related to outsourced accounting, HR, and recruiting functions.
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 2002

Audited Enrollment:
482

KEY FINANCIAL INDICATORS



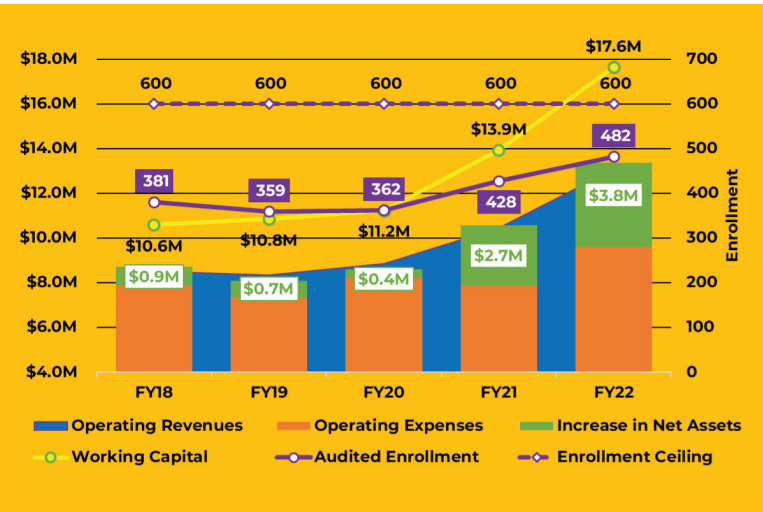
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

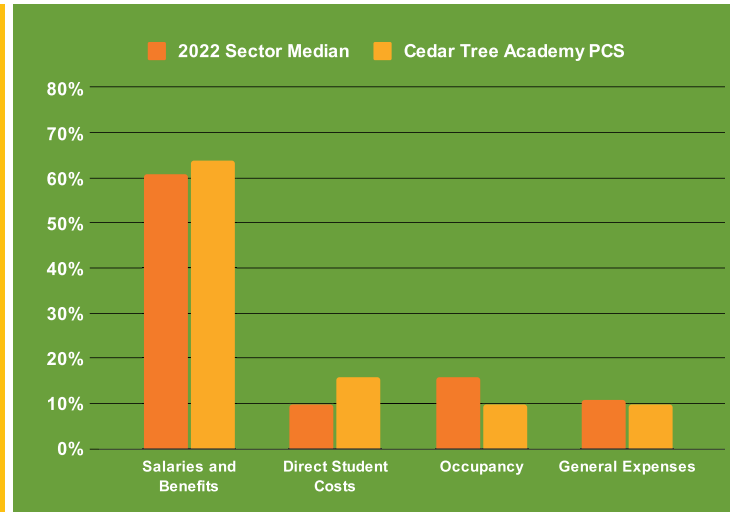
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



CEDAR TREE ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$26,694	\$23,312	15%
Current Assets	\$18,537	\$14,956	24%
Total Liabilities	\$4,227	\$4,606	(8%)
Current Liabilities	\$894	\$1,028	(13%)
Working Capital	\$17,643	\$13,928	27%
Net Assets	\$22,467	\$18,706	20%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$13,091	\$10,441	25%
Operating Expenses	\$9,594	\$7,858	22%
Nonoperating Income (Loss)	\$265	\$121	119%
Surplus (Deficit)	\$3,761	\$2,703	39%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$3,761	\$2,703	39%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,562	\$20,834	3%	\$22,259
Grants and Contributions	\$67	\$247	(73%)	\$874
Operating Revenues	\$27,160	\$24,394	11%	\$29,789
Operating Expenses	\$19,905	\$18,360	8%	\$28,225
Operating Income (Loss)	\$7,255	\$6,034	20%	\$1,472

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DC PCSB OBSERVATIONS

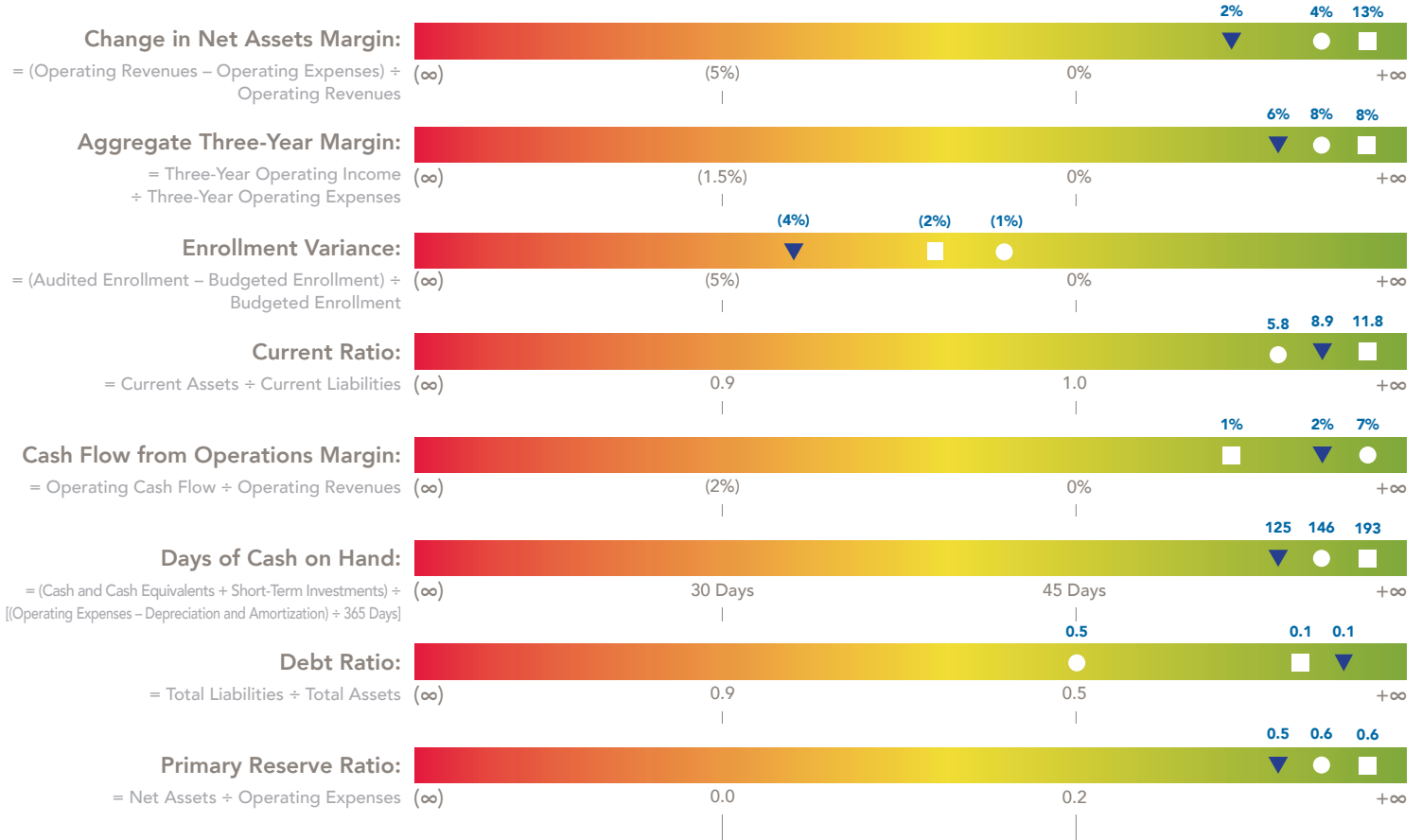
In FY 2022, the LEA continued to be very strong financially, with nearly all key financial indicators and liquidity measures increasing. There were increases in change in net asset margin from 25% to 27% (8%), current ratio from 14.5 to 20.7 (43%), days of cash on hand from 685 days to 694 days (1%), and working capital from \$13.9M to \$17.6M (27%). The change in the liquidity measures is primarily attributable to the increase in cash and cash equivalents from \$14.0M to \$17.5M (26%). The LEA has been accumulating cash reserves to construct a new building to replace its current facility at 701 Howard Road SE at an estimated cost of \$40.3M, of which up to \$20.5M is expected to be paid in cash. The LEA's goal is to begin construction in FY 2025 and to complete the facility by FY 2027.

The LEA expanded to second grade in SY 2021-2022, which increased enrollment 13% from 428 to 482 and generated increased operating revenues of \$2.7M (25%) comprised of \$0.8M (13%) in general education, \$0.2M (13%) in facilities, and \$0.5M (36%) in categorical enhancements that reflected an increase in the special education and at-risk student population. Federal entitlements and other federal funds increased by \$1.1M (98%) due to additional COVID-19 relief funding. In response to increased enrollment, the return to in person learning, and increased safety requirements, operating expense increased \$1.7M (22%) attributable to personnel salaries and benefits of \$0.8M (16%), direct student expenses of \$0.7M (88%), and occupancy expenses of \$0.2M (23%).

Opened:
FY 2009

Audited Enrollment:
1,387

KEY FINANCIAL INDICATORS



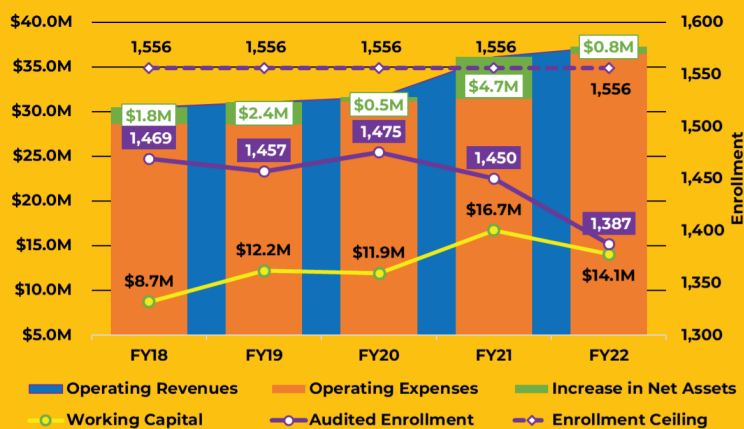
Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

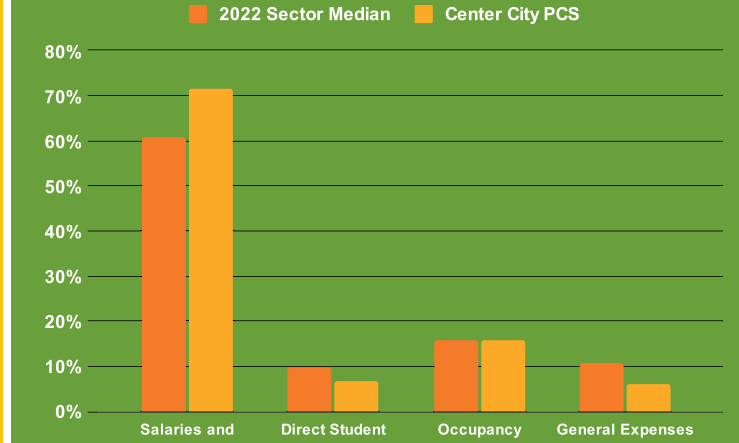
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



CENTER CITY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$21,995	\$21,063	4%
Current Assets	\$15,838	\$18,283	(13%)
Total Liabilities	\$1,977	\$1,795	10%
Current Liabilities	\$1,788	\$1,554	15%
Working Capital	\$14,050	\$16,730	(16%)
Net Assets	\$20,019	\$19,268	4%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$37,251	\$36,106	3%
Operating Expenses	\$36,500	\$31,389	16%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$751	\$4,716	(84%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$751	\$4,716	(84%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,326	\$20,139	6%	\$22,259
Grants and Contributions	\$64	\$82	(22%)	\$874
Operating Revenues	\$26,857	\$24,900	8%	\$29,789
Operating Expenses	\$26,316	\$21,648	22%	\$28,225
Operating Income (Loss)	\$541	\$3,253	(83%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA maintained key financial indicators above target even though several indicators declined from FY 2021 to FY 2022. The most significant decreases were enrollment (1,450 students to 1,387 students, or 4%), working capital (\$16.7M, to \$14.1M, or 16%), and current ratio (11.8 to 8.9, or 25%). Working capital and the current ratio decreased from cash used in purchasing land and a facility for \$4.1M located at 2335 18th Street NE to build a new collaborative learning science laboratory makerspace.

The change in net assets decreased by \$4.0M (84%) from \$4.7M in FY 2021 to \$0.8M in FY 2022 along with the 11% decrease in the change in net assets margin. The primary reasons for these decreases are explained in the following table.

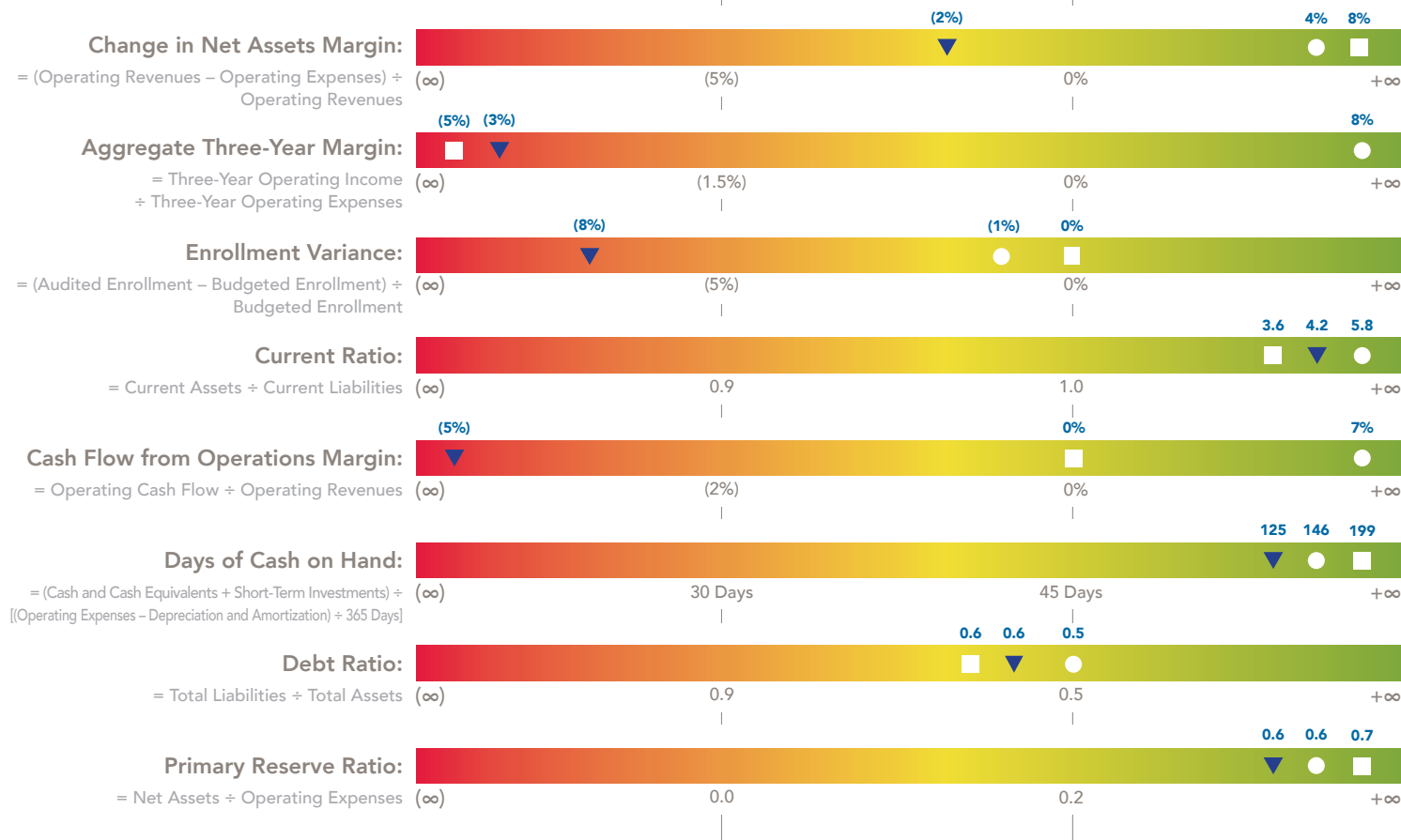
From FY 2021 to FY 2022, change in net assets decreased \$4.0M (84%) primarily due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$1.1M	3%	There were decreases in general education revenue of \$0.2M (1%) and facilities allowance of \$0.2M (4%) reflective of a 4% decrease in enrollment, offset by the 3.6% increase in the UPSFF foundation rate. Conversely, there were increases in categorical enhancements of \$0.7M (12%) for increased at-risk (6%) and ESL (21%) students, federal entitlements and other federal funds of \$0.4M (6%) attributable to COVID-19 relief funding, and \$0.4M of other income due to the resumption of extended care and student fees.
Operating Expenses	E	\$5.1M	16%	Personnel salaries and benefits increased \$3.5M (15%) due to increases in salaries and new positions, and direct student expenses increased by \$1.3M (107%), attributable to the return to in person learning which generated increases in food service, contracted instruction fees, and student events.
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 1999

Audited Enrollment:
365

KEY FINANCIAL INDICATORS

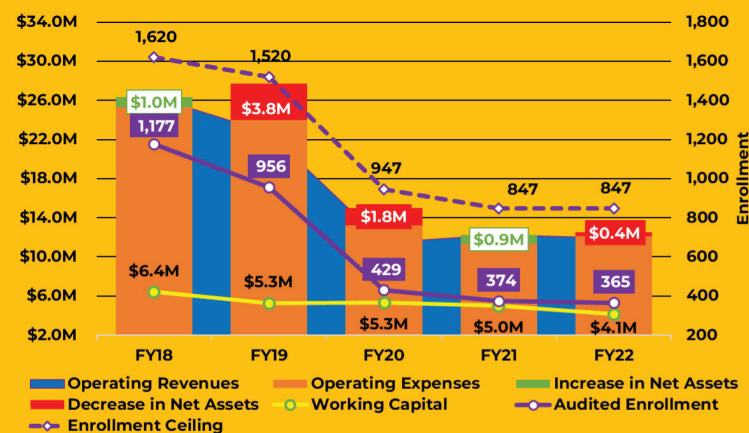


Unresolved Prior Year Audit Findings: 0

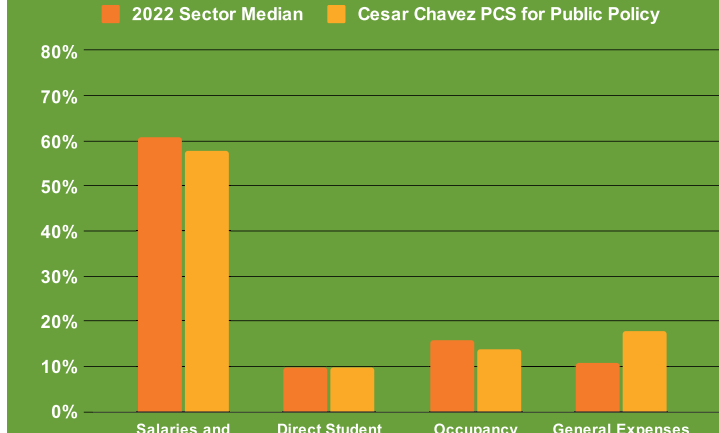
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



CESAR CHAVEZ PCS FOR PUBLIC POLICY

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$18,944	\$20,096	(6%)
Current Assets	\$5,428	\$6,879	(21%)
Total Liabilities	\$11,060	\$11,848	(7%)
Current Liabilities	\$1,301	\$1,893	(31%)
Working Capital	\$4,127	\$4,987	(17%)
Net Assets	\$7,884	\$8,248	(4%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$11,954	\$12,259	(2%)
Operating Expenses	\$12,144	\$11,328	7%
Nonoperating Income (Loss)	(\$174)	(\$17)	924%
Surplus (Deficit)	(\$364)	\$913	(140%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$364)	\$913	(140%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$24,031	\$22,783	5%	\$22,259
Grants and Contributions	\$753	\$129	484%	\$874
Operating Revenues	\$32,752	\$32,777	(0%)	\$29,789
Operating Expenses	\$33,272	\$30,289	10%	\$28,225
Operating Income (Loss)	(\$520)	\$2,488	(121%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA saw a decline in some of its key financial indicators. There was a 2% decline in enrollment from 374 students to 365 students despite the expansion into Grade 7. However, with the expansion to Grade 8 in FY 2023, enrollment increased 10% to 401 students. The FY 2022 enrollment decrease resulted in the decreases in net assets margin from 8% to -2% and change in net assets by \$1.3M, or 140%, as discussed in the following table.

The FYE 2022 debt ratio remained at 0.6, favorably below the 0.9 threshold but above the 0.5 target. The debt ratio is not of immediate concern because of the strong liquidity measures including cash on hand at 125 days, above the 45-day target, current ratio at 4.2, above the 1.0 target, and working capital of \$4.1M. In FY 2022, the LEA purchased \$3.6M in current and noncurrent investments that contributed to its \$4.8M (92%) decrease in cash and cash equivalents.

Change in net assets decreased by \$1.3M (140%) in FY 2022 due to:

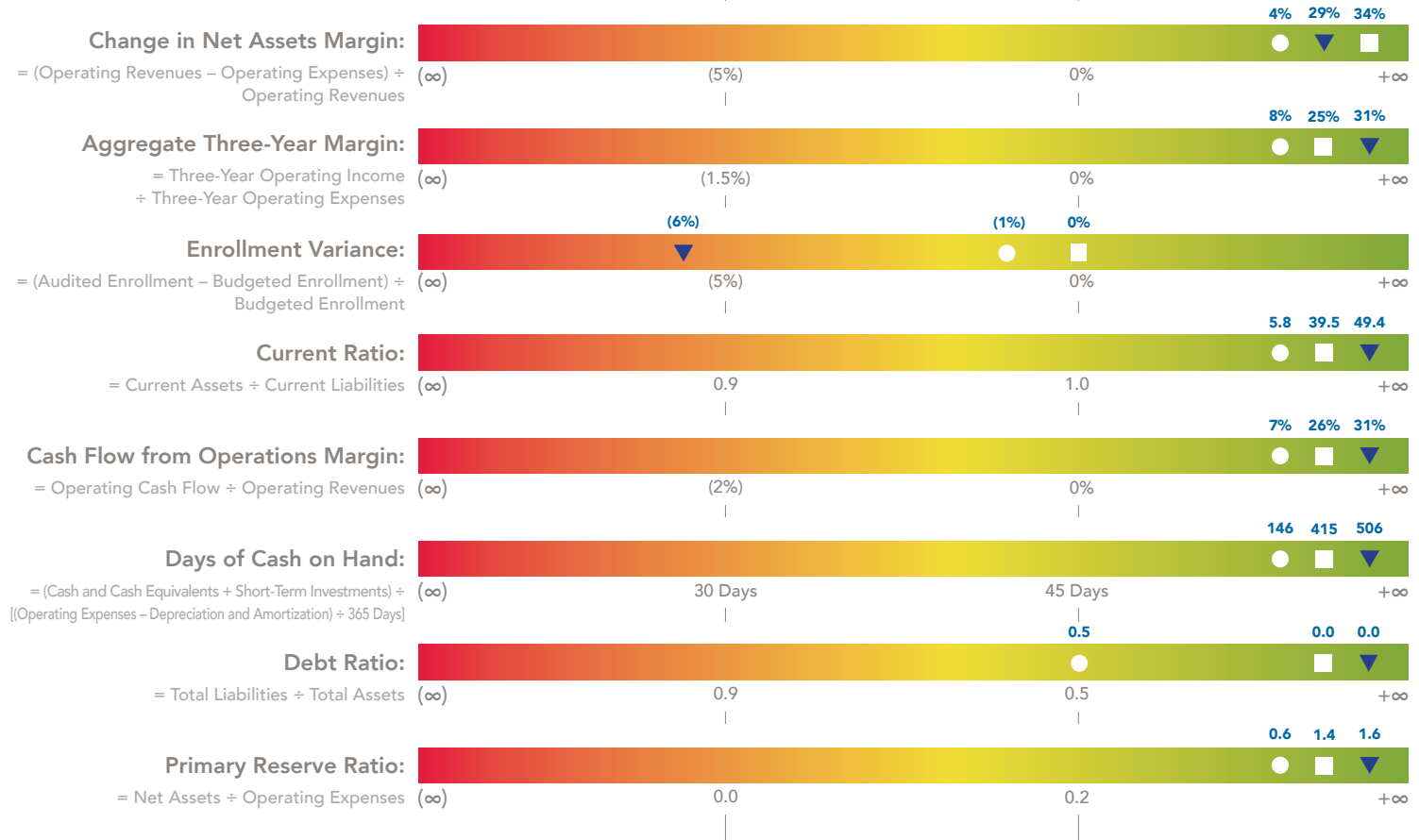
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	(\$0.3M)	(2%)	Categorical enhancements increased by \$0.3M (14%) due to the change in special education population coupled with an increase in the at-risk population. State and local revenue increased by \$0.1M (465%) and private contributions increased by \$0.1M (471%), which was offset by a \$0.8M (22%) decrease in federal entitlements and other federal funds due to a decrease in COVID-19 relief and Title I funding.
Operating Expenses	E	\$0.8M	7%	Personnel salaries and benefits increased \$0.7M (11%) due to the new salary scale and to accommodate the enrollment increase with an increase in staff, direct student expenses increased \$0.6M (95%) to accommodate the enrollment increase and the return to the classrooms, and general expenses increased \$0.1M (5%), which was partially offset by a \$0.6M (26%) decrease in occupancy expenses from a \$0.9M (62%) reduction of facility interest expense following the paydown and refinancing of the LEA's series 2011 bonds in October 2020.
Nonoperating Income (Loss)	E	\$0.2M	924%	Nonoperating loss increased in FY 2022 due to a \$0.2M increased loss on investments from change in their fair value.

Type: **A** (Asset), **E** (Expense), **L** (Liability), **N** (Net Assets), **R** (Revenue)

Opened:
FY 2014

Audited Enrollment:
564

KEY FINANCIAL INDICATORS

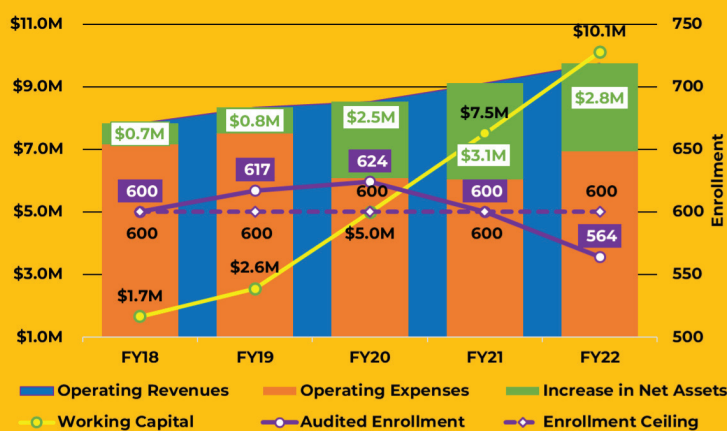


Unresolved Prior Year Audit Findings: 0

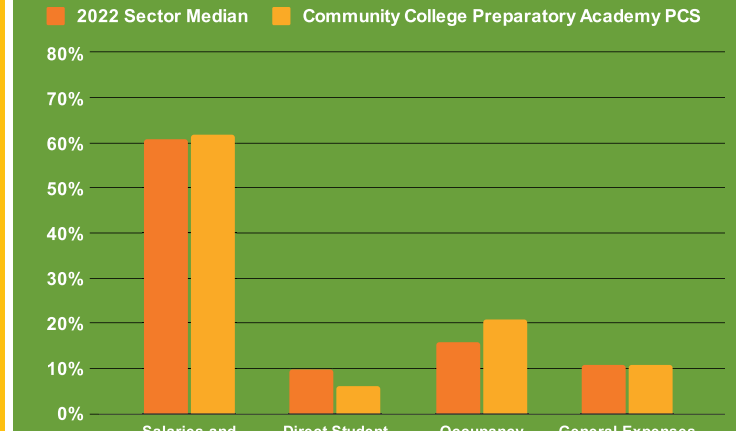
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



COMMUNITY COLLEGE PREPARATORY ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$11,314	\$8,486	33%
Current Assets	\$10,321	\$7,707	34%
Total Liabilities	\$209	\$195	7%
Current Liabilities	\$209	\$195	7%
Working Capital	\$10,112	\$7,511	35%
Net Assets	\$11,105	\$8,291	34%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$9,740	\$9,121	7%
Operating Expenses	\$6,926	\$6,029	15%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$2,814	\$3,092	(9%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$2,814	\$3,092	(9%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$13,848	\$13,474	3%	\$22,259
Grants and Contributions	\$1,902	\$522	264%	\$874
Operating Revenues	\$17,269	\$15,202	14%	\$29,789
Operating Expenses	\$12,280	\$10,048	22%	\$28,225
Operating Income (Loss)	\$4,989	\$5,154	(3%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continues to have very strong financial indicators, despite enrollment decreases from FY 2020 (624) to FY 2021 (600) to FY 2022 (564). The robust liquidity measures continued to increase in FY 2022, including increases in current ratio from 39.5 to 49.4 (target 1.0), days of cash on hand from 415 days to 506 days (target 45 days), cash flow from operations margin from 26% to 31% (target 0%), and working capital from \$7.5M to \$10.1M. The increases in liquidity measures reflect the \$2.8M change in net assets from operating revenues (\$9.7M) exceeding operating expenses (\$6.9M). A \$1.0M increase in private contributions from a FY 2022 3-year grant to fund a Google Data Analytics course increased cash and cash equivalents from \$1.7M to \$2.7M.

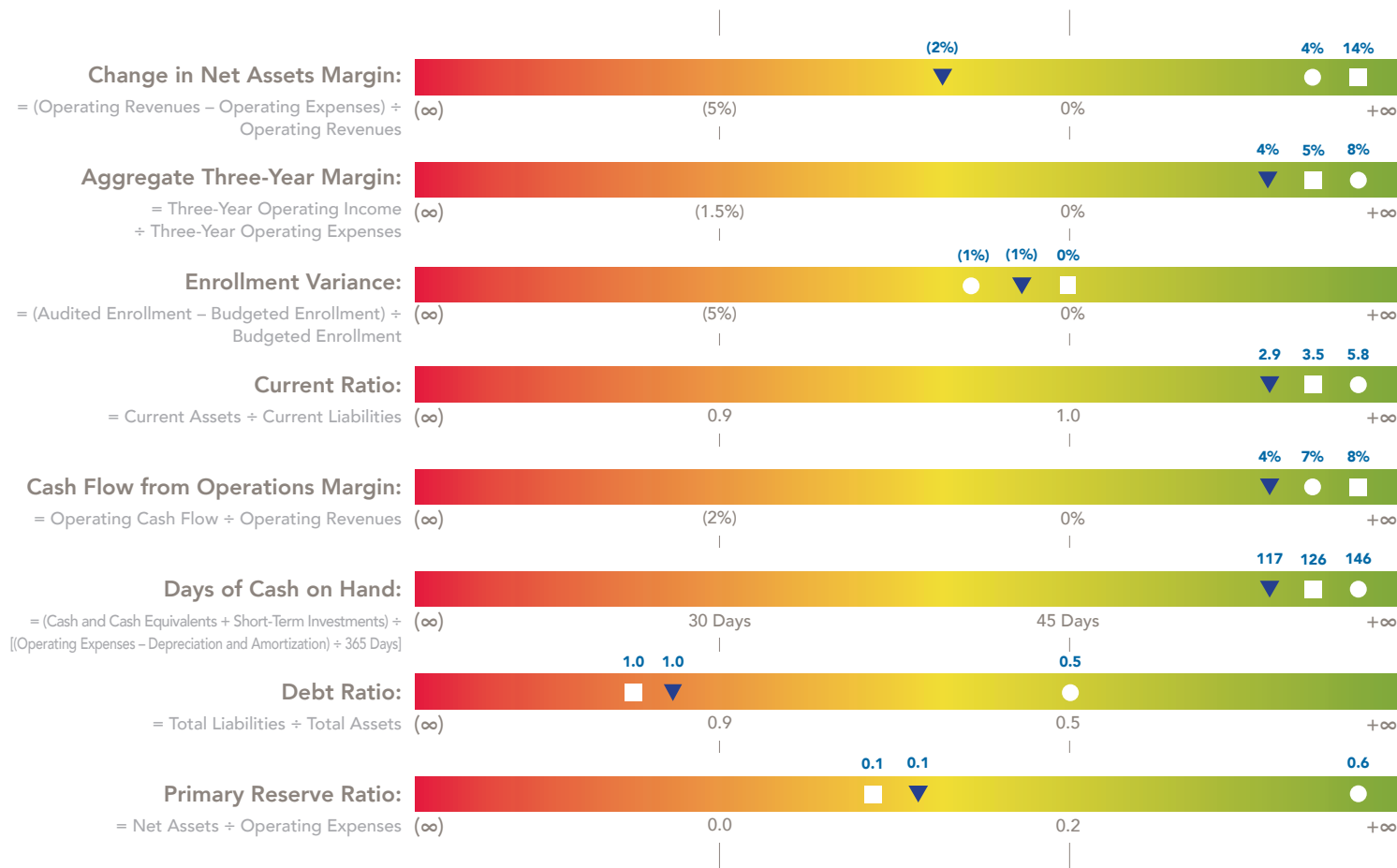
The LEA has a facility lease at 3301 Wheeler Road, SE that is due to expire in June 2024. In FY 2022, the LEA purchased land at 1806 Woodmont Place SE and plans to move its school operations there following construction completion expected by June 2024. The LEA has increased its cash and cash equivalents over the last five years from \$1.9M at FYE 2018 to \$9.4M at FYE 2022, with \$3.0M budgeted to support the construction of the new facility.

As a result of the Single Audit, the auditor identified two significant deficiencies in internal controls over major federal programs. The LEA did not consistently identify grant expenditures within their accounting system, which is required by the Code of Federal Regulations, but did maintain these records independent of its accounting system. The LEA created a corrective action plan, which includes an additional reconciliation, that ensures compliance with federal grant requirements. Secondly, during FY 2022 the LEA did not consistently attach receipts and invoices to monthly credit card statements. The LEA created a corrective action plan, which includes collecting and reviewing all receipts prior to payment of the credit card bill, retention of all receipt documentation, and suspension of employee privilege for failure to submit receipts.

Opened:
FY 2013

Audited Enrollment:
548

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

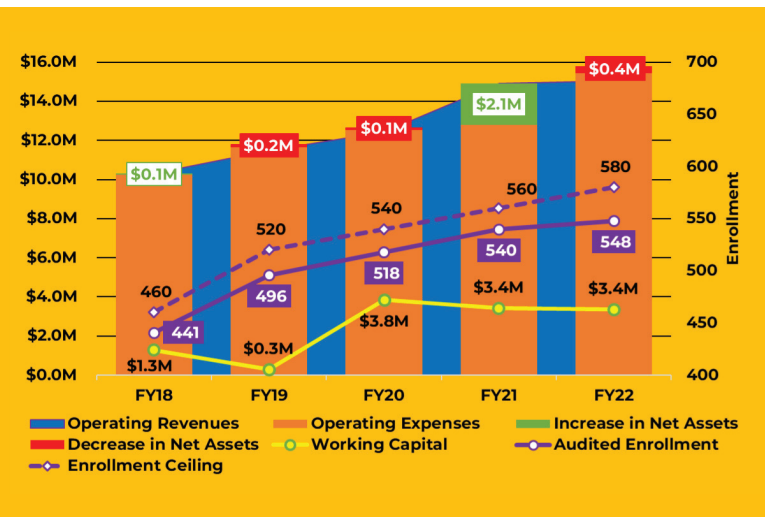
▼ = FY 2022 School Results

■ = FY 2021 School Results

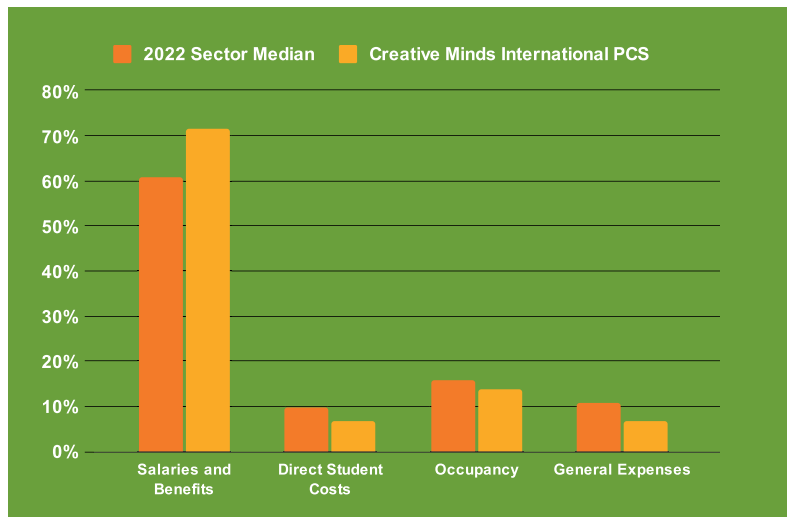
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



CREATIVE MINDS INTERNATIONAL PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$38,997	\$39,658	(2%)
Current Assets	\$5,113	\$4,768	7%
Total Liabilities	\$37,456	\$37,755	(1%)
Current Liabilities	\$1,756	\$1,344	31%
Working Capital	\$3,358	\$3,424	(2%)
Net Assets	\$1,540	\$1,903	(19%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$15,058	\$14,915	1%
Operating Expenses	\$15,421	\$12,799	20%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	(\$363)	\$2,116	(117%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$363)	\$2,116	(117%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$23,968	\$22,239	8%	\$22,259
Grants and Contributions	\$525	\$391	34%	\$874
Operating Revenues	\$27,478	\$27,621	(1%)	\$29,789
Operating Expenses	\$28,140	\$23,702	19%	\$28,225
Operating Income (Loss)	(\$662)	\$3,918	(117%)	\$1,472

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DC PCSB OBSERVATIONS

In FY 2022, most of the LEA's liquidity measures remained strong and above target, although some of them decreased from FY 2021. Days of cash on hand was at 117 days (45 days target), a decrease from 126 days compared to FY 2021. The current ratio was at 2.9 (1.0 target) compared to 3.5 from FY 2021. The LEA generated positive cash flow with a 4% operations margin (0% target), a decrease from 8% in FY 2021, consistent with the decrease from 14% to -2% in change in net assets margin. The debt ratio has remained consistent at 1.0, which is slightly outside the target range, for the last 5 years, reflecting the operating lease obligation from the early adoption of the right of use asset lease accounting. This is not a cause for concern due to strong liquidity measures which have improved along with the debt ratio according to FY 2023 unaudited financial statements.

Although the lease expires July 2045, the LEA has the right at any time with 365-days' notice to terminate the lease without further obligation. Enrollment has steadily increased over the last five years. In FY 2022, enrollment increased 1% from 540 to 548 and further increased in FY2023 to 587. To service this enrollment increase, investments primarily in staff salaries resulted in a \$2.5M (117%) net assets decrease in FY2022 as described in the table below. This decrease in net assets is not a cause for concern, as the LEA is on track to generate a surplus in FY 2023 and sufficient cash to meet its minimum lease and loan payments.

From FY 2021 to FY 2022, change in net assets decreased \$2.5M primarily due to:

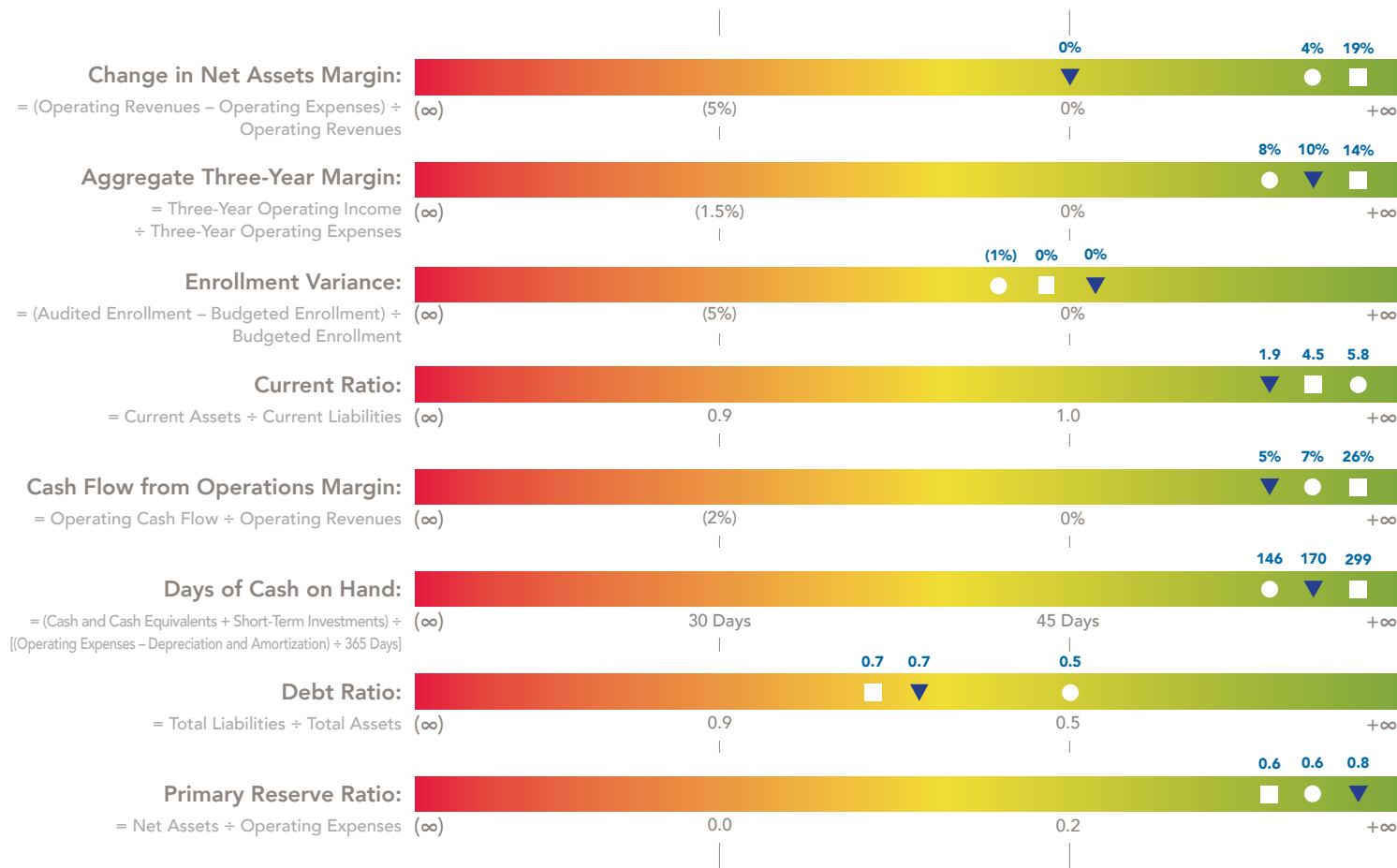
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$0.1M	1%	Includes increases in general education of \$0.3M (5%) due to increases in enrollment of 1% and the UPSFF rate of 3.6%, categorical enhancements of \$0.8M (22%) due to the increase in special populations, state and local government contributions of \$0.2M (733%), and other income of \$0.4M due to the resumption of before and after care, which were more than offset by a decrease in federal entitlements and other federal funds of \$1.4M (53%) primarily due to PPP loan forgiveness of \$1.3M included in revenue in FY 2021.
Operating Expenses	E	\$2.6M	20%	Includes an increase in personnel salaries and benefits of \$2.7M (32%) attributable to competitive salary increases, continued efforts to drive teacher retention, and the addition of 16 staff positions, a \$0.1M (11%) increase in general expense, which was partially offset by a \$0.2M (15%) decrease in direct student expense from reduced contracted instruction net of an increase in other student costs.

Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)

Opened:
FY 2005

Audited Enrollment:
490

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

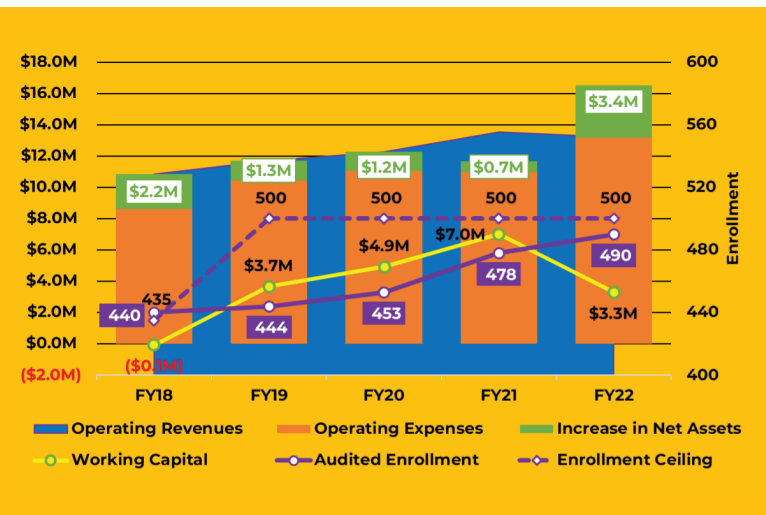
▼ = FY 2022 School Results

■ = FY 2021 School Results

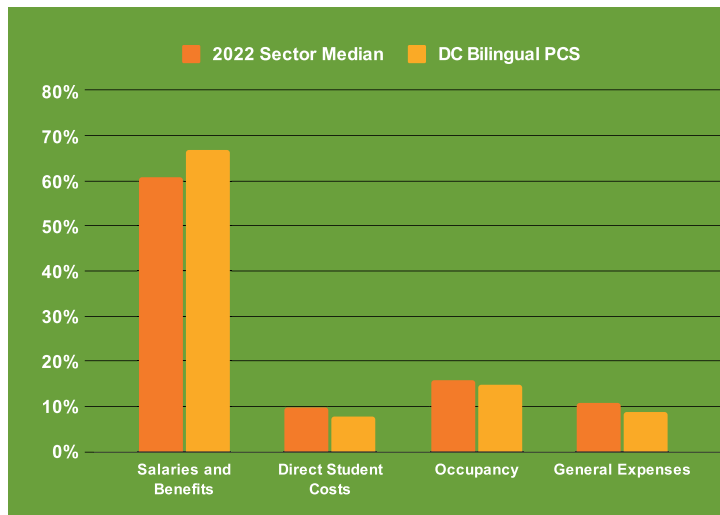
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



DC BILINGUAL PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$40,931	\$27,867	47%
Current Assets	\$6,871	\$8,980	(23%)
Total Liabilities	\$30,562	\$20,863	46%
Current Liabilities	\$3,571	\$1,976	81%
Working Capital	\$3,300	\$7,003	(53%)
Net Assets	\$10,370	\$7,004	48%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$13,214	\$13,553	(3%)
Operating Expenses	\$13,170	\$10,956	20%
Nonoperating Income (Loss)	\$3,322	(\$1,898)	N/M
Surplus (Deficit)	\$3,366	\$699	382%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$3,366	\$699	382%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,132	\$20,939	1%	\$22,259
Grants and Contributions	\$1,253	\$5,247	(76%)	\$874
Operating Revenues	\$26,968	\$28,353	(5%)	\$29,789
Operating Expenses	\$26,877	\$22,921	17%	\$28,225
Operating Income (Loss)	\$91	\$5,432	(98%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

Although many of the LEA's financial indicators decreased in FY 2022, its liquidity measures remained strong and above target. A decline of \$2.7M (31%) in cash and cash equivalents reduced days of cash on hand from 299 days to 170 days (above the 45-days target), current ratio from 4.5 to 1.9 (above the 1.0 target), cash flow from operations margin from 26% to 5% (above the 0% target), and working capital from \$7.0M to \$3.3M. In FY 2023, many of the liquidity measures partially or fully recovered according to the FY 2023 unaudited financial statements.

Construction in progress increased by \$14.2M from the FY 2022 renovation and construction project at the Keene School located at 33 Riggs Road, NE. The LEA funded this project from cash reserves and \$9.7M in loan draws against the refinanced debt that matures in FY 2051, of which \$27.9M is fixed at 3% under a 15-year interest rate swap agreement, with interest only payable for three years followed by a 27-year principal amortization with interest. Notwithstanding this refinancing, the LEA maintained its debt ratio at 0.7, favorably below the 0.9 threshold. The renovation project was completed and a permanent certificate of occupancy obtained in March 2023.

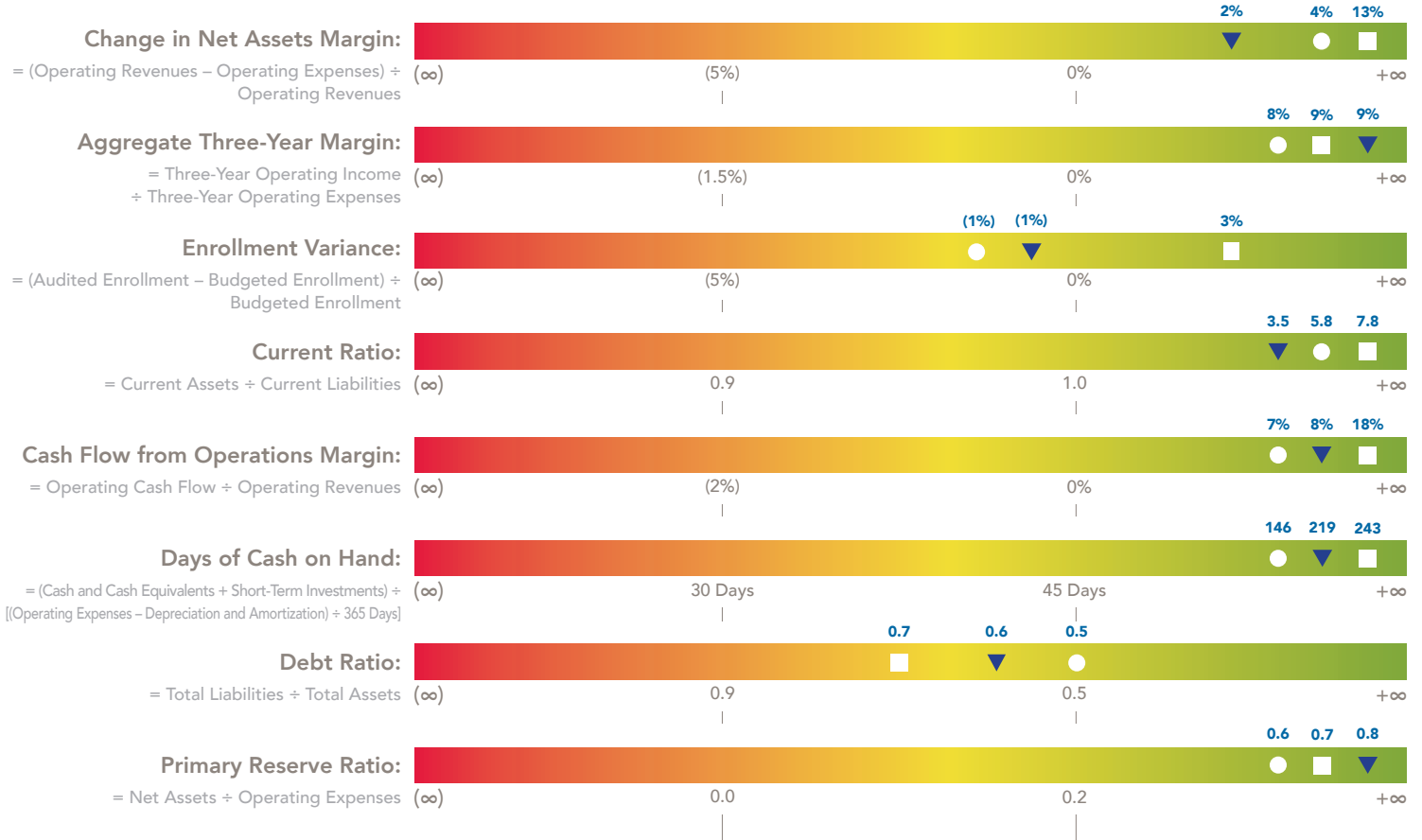
From FY 2021 to FY 2022, the change in net assets increased \$2.7M (382%) primarily due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	(\$0.3M)	(2%)	The operating revenues decrease reflects the nonrecurrence of a \$2.0M private capital construction donation in FY 2021 offset in part by a \$0.4M (7%) general education revenue increase from 3% enrollment and 3.6% UPSFF rate increases, \$0.7M (103%) National School Lunch and Breakfast Programs and COVID-19 relief federal funds, and \$0.5M (145%) other income from student activity fees as students return to classroom learning.
Operating Expenses	E	\$2.2M	20%	The operating expenses increase is attributable to increases in personnel salaries and benefits of \$1.6M (22%) and direct student expenses of \$0.5M (75%) due to the return to classroom learning.
Nonoperating Income (Loss)	R	\$5.2M	N/M	Nonoperating income increased from the difference between the FY 2022 \$3.3M gain and the FY 2021 \$1.9M loss on the interest rate swap fair value.
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 2004

Audited Enrollment:
2,147

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

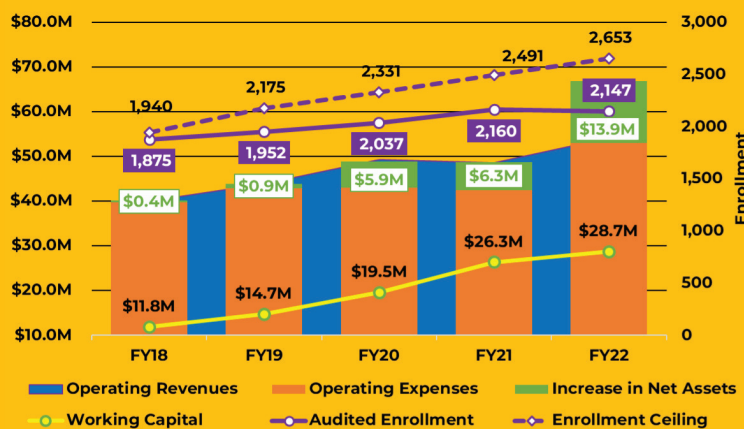
▼ = FY 2022 School Results

■ = FY 2021 School Results

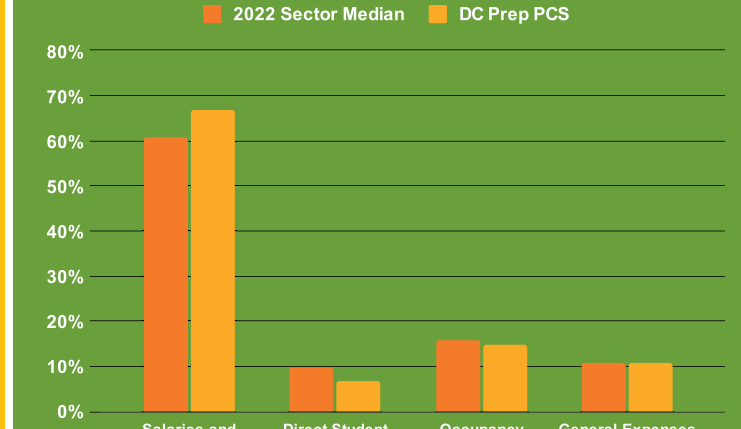
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



DC PREP PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$113,646	\$92,565	23%
Current Assets	\$40,180	\$30,163	33%
Total Liabilities	\$72,029	\$64,822	11%
Current Liabilities	\$11,483	\$3,852	198%
Working Capital	\$28,697	\$26,311	9%
Net Assets	\$41,617	\$27,743	50%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$54,065	\$48,573	11%
Operating Expenses	\$52,911	\$42,458	25%
Nonoperating Income (Loss)	\$12,721	\$178	7,047%
Surplus (Deficit)	\$13,874	\$6,293	120%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$13,874	\$6,293	120%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$20,882	\$20,022	4%	\$22,259
Grants and Contributions	\$954	\$759	26%	\$874
Operating Revenues	\$25,182	\$22,487	12%	\$29,789
Operating Expenses	\$24,644	\$19,656	25%	\$28,225
Operating Income (Loss)	\$537	\$2,831	(81%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

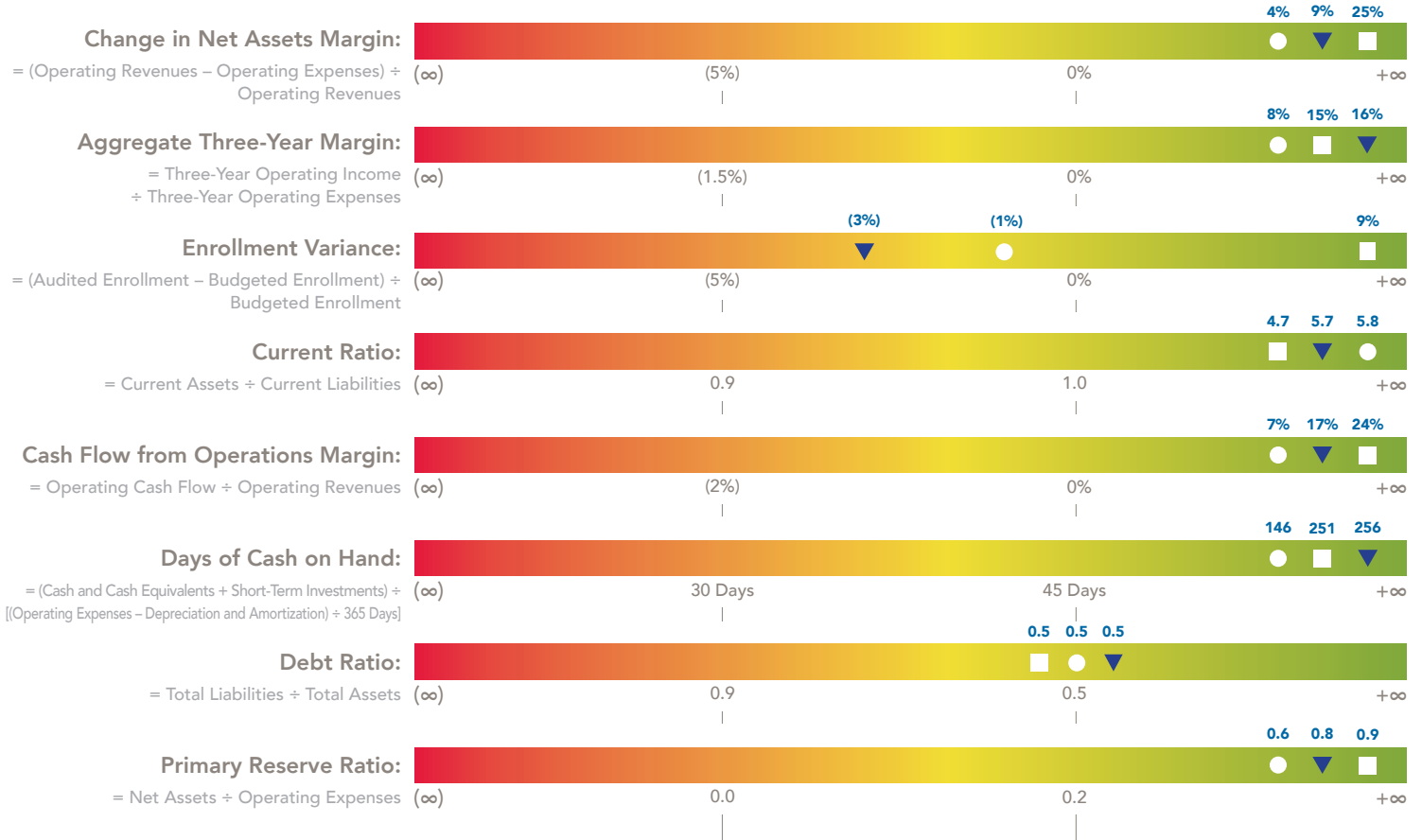
The LEA maintained its robust financial performance in FY 2022. The 2% change in net assets margin remained above target for the fifth consecutive year. The 0.6 debt ratio at FYE 2022 continued to improve for the third consecutive year but remained slightly above the 0.5 target. This is not a cause of concern, as the LEA can count on a robust \$28.7M in working capital and above-sector-median 219 days of cash on hand at FYE 2022 to service its debt and pay for its operations.

In FY 2022, the sublease agreement for the LEA's Anacostia Middle School facility expired and the LEA received DC PCSB's approval to relocate the Anacostia Middle School campus to a new facility at 2330 Pomeroy Road SE starting in FY 2023. The LEA projects the cost of the design and build of the new facility will total \$18.3M. The LEA has been funding the facility project and refinanced \$30.2M of its debt from the December 2021 issuance of \$52.0M in bonds, of which \$37.6M was outstanding at FYE 2022. The LEA believes its upcoming financial transactions will include refinancing its NMTC loans related to its 1409 V Street property and phase two of the construction project at 2330 Pomeroy Road SE.

Opened:
FY 2013

Audited Enrollment:
540

KEY FINANCIAL INDICATORS



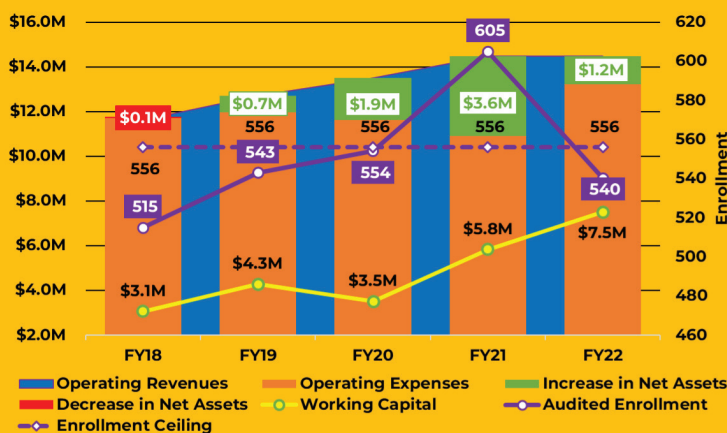
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

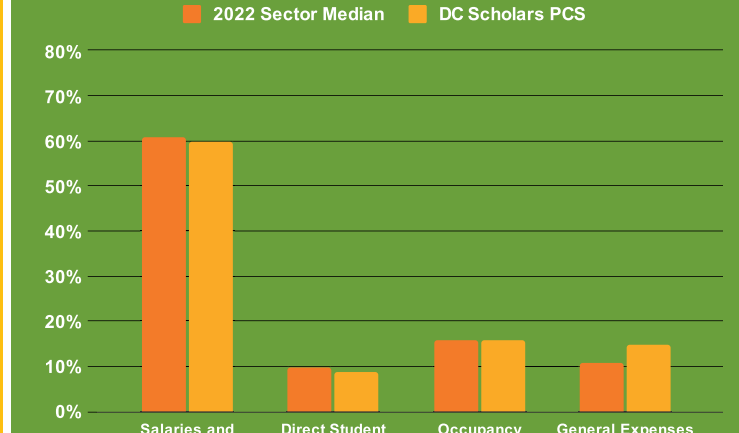
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



DC SCHOLARS PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$20,175	\$19,350	4%
Current Assets	\$9,142	\$7,419	23%
Total Liabilities	\$9,368	\$9,788	(4%)
Current Liabilities	\$1,617	\$1,586	2%
Working Capital	\$7,525	\$5,833	29%
Net Assets	\$10,807	\$9,561	13%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$14,463	\$14,480	(0%)
Operating Expenses	\$13,217	\$10,904	21%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$1,246	\$3,576	(65%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,246	\$3,576	(65%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,350	\$19,498	9%	\$22,259
Grants and Contributions	\$310	\$173	79%	\$874
Operating Revenues	\$26,784	\$23,933	12%	\$29,789
Operating Expenses	\$24,477	\$18,022	36%	\$28,225
Operating Income (Loss)	\$2,307	\$5,911	(61%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

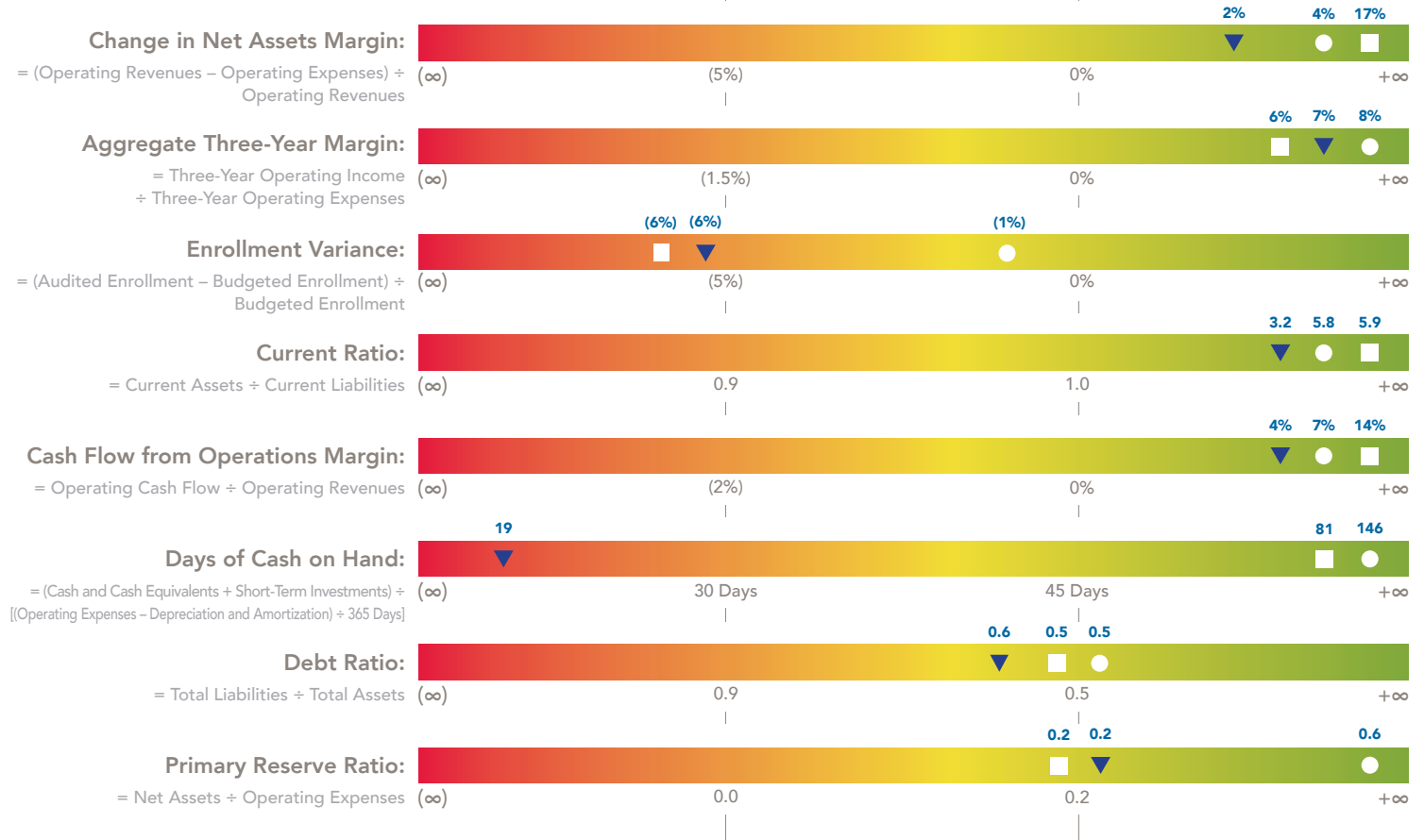
The LEA continued to demonstrate strong financial performance in FY 2022. The liquidity measures were above target, including days of cash on hand at 256 days (above the 45-days' target), current ratio at 5.7 (above the 1.0 target), and cash flow from operations margin at 17% (above the 0% target). The debt ratio at FYE 2022, which was at the 0.5 target, is not a cause for concern because the LEA can service its debt with its strong liquidity.

Although enrollment decreased by 65 students, or 11%, from 605 in FY 2021 to 540 in FY 2022, revenues from general education, categorical enhancements, and facilities allowance decreased in FY 2022 only \$0.3M, or 2%, reflecting a partially offsetting 3.6% UPSFF rate increase. Additional federal and local grants and increased student activities revenue returned operating revenues to the same level as in FY 2021. Changes in net assets decreased \$2.3M (65%) from increases in personnel salaries and benefits of \$1.3M (20%) due to the addition of 9 staff, direct student expenses of \$0.5M (81%) attributable to the return to classroom learning, occupancy expenses of \$0.3M (15%) including repairs and maintenance, janitorial services, and utilities, and general expenses of \$0.2M (13%) from increased staff recruitment and professional fees.

Opened:
FY 2019

Audited Enrollment:
451

KEY FINANCIAL INDICATORS



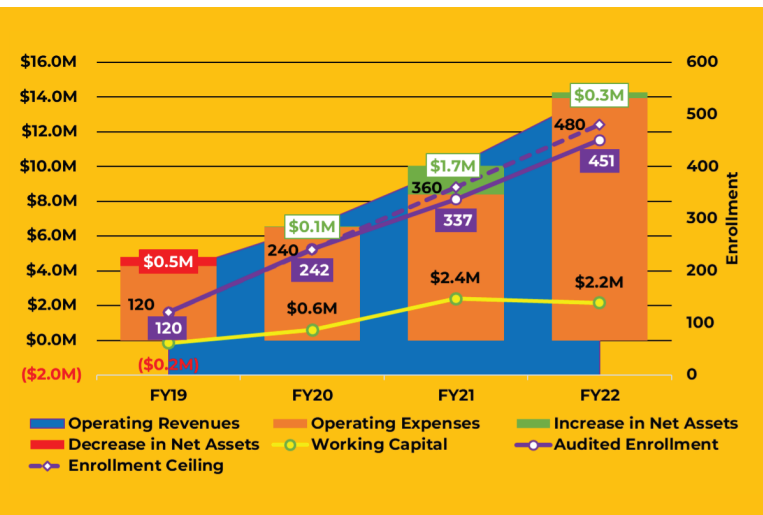
Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

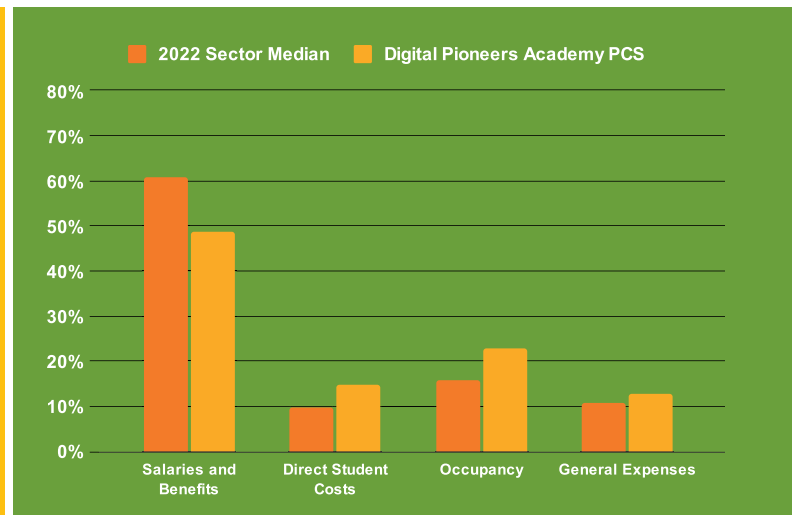
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



DIGITAL PIONEERS ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$4,946	\$4,127	20%
Current Assets	\$3,153	\$2,909	8%
Total Liabilities	\$2,749	\$2,265	21%
Current Liabilities	\$994	\$492	102%
Working Capital	\$2,159	\$2,417	(11%)
Net Assets	\$2,198	\$1,862	18%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$14,262	\$10,039	42%
Operating Expenses	\$13,926	\$8,370	66%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$336	\$1,669	(80%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$336	\$1,669	(80%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$22,089	\$20,374	8%	\$22,259
Grants and Contributions	\$3,246	\$5,362	(39%)	\$874
Operating Revenues	\$31,624	\$29,789	6%	\$29,789
Operating Expenses	\$30,879	\$24,838	24%	\$28,225
Operating Income (Loss)	\$745	\$4,951	(85%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, its fourth year of operations, the LEA continued its grade expansion to grade 9 and increased enrollment 34% from 337 to 451. In FY 2023, the LEA expanded to grade 10, increasing enrollment 12% to 505. After liquidity measures peaked in FY 2021, the LEA continued to maintain some of its key financial indicators above target in FY 2022, including the current ratio at 3.2 (1.0 target), cash flow from operations margin of 4% (0% target), and change in net assets margin of 2% (0% target).

At FYE 2022, although working capital was a healthy \$2.2M, the 0.6 debt ratio was unfavorably above the 0.5 target and the 19 days of cash on hand was significantly below the 45-days' target due primarily to delays in receipt of federal grants. This was not a cause of immediate concern due to the LEA's sufficient working capital and improvement in its FY 2023 liquidity measures based on the LEA's unaudited financial statements.

The change in net assets decreased \$1.3M (80%) due to:

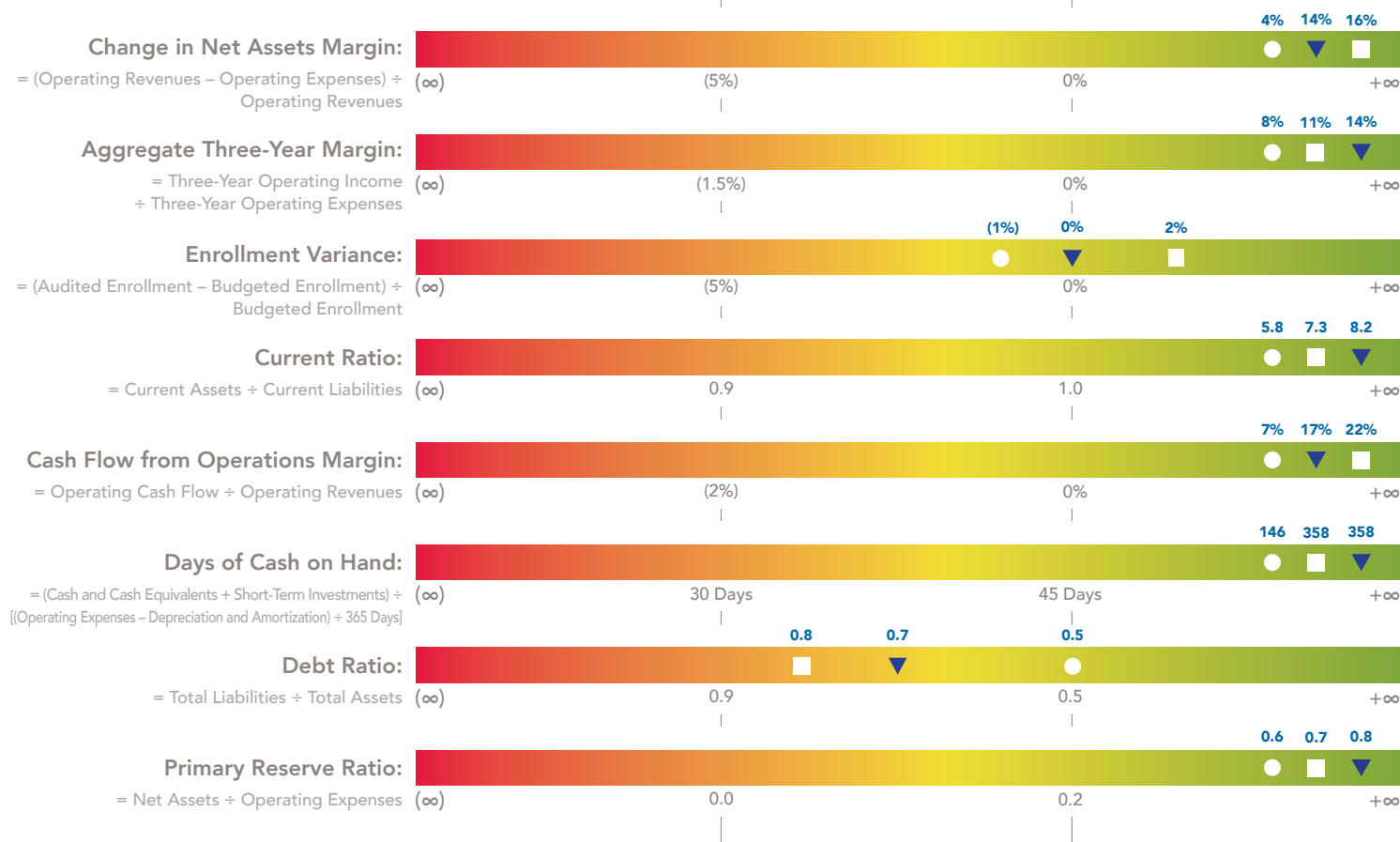
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$4.2M	42%	The increases in enrollment and UPSFF rate increased revenues from general education of \$1.8M (43%), categorical enhancements of \$0.9M (57%), and facilities allowance of \$0.4M (34%). Federal entitlements and other federal funds increased \$1.4M (99%) due to an increase in COVID-19 relief funding, which was partially offset by a decrease in private contributions of \$0.3M (21%).
Operating Expenses	E	\$5.6M	66%	Increases in personnel salaries and benefits of \$1.8M (36%) and direct student expenses of \$1.3M (163%) were applied to service the student population growth and reflected the added costs of returning to in person instruction. Occupancy expenses increased \$1.7M (115%) primarily due to increases in rent expense (\$0.4M, or 51%), contracted building services (\$0.3M, or 151%), and depreciation (\$0.7M, or 1,569%) on \$1.0M in additional leasehold improvements. Professional services in general expenses increased \$0.3M (78%) from investment in educational and instructional consulting services to fulfill the mission of the school.

Type: **A** (Asset), **E** (Expense), **L** (Liability), **N** (Net Assets), **R** (Revenue)

Opened:
FY 2015

Audited Enrollment:
1,523

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

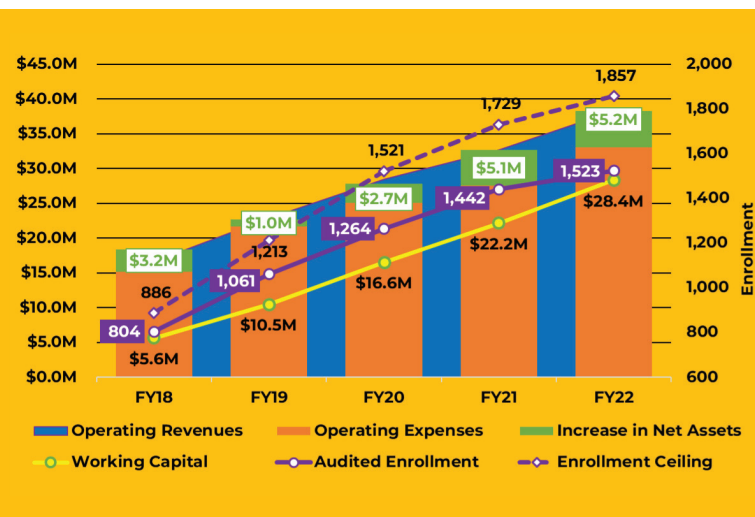
▼ = FY 2022 School Results

■ = FY 2021 School Results

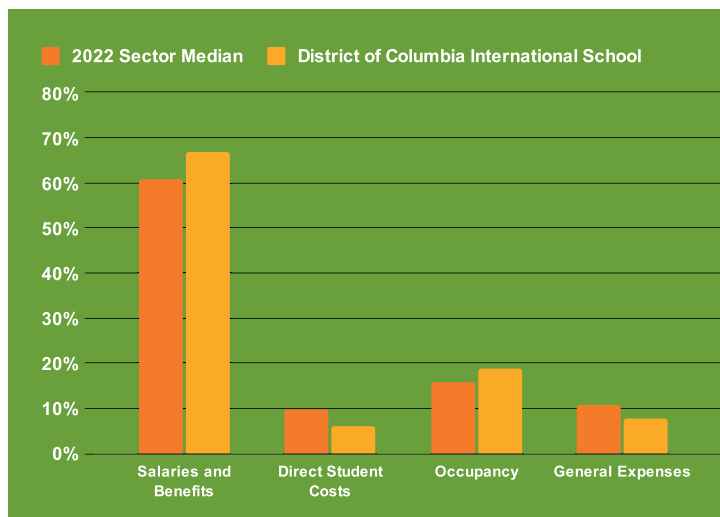
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



DISTRICT OF COLUMBIA INTERNATIONAL SCHOOL

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$84,724	\$79,951	6%
Current Assets	\$32,293	\$25,669	26%
Total Liabilities	\$59,896	\$60,327	(1%)
Current Liabilities	\$3,931	\$3,508	12%
Working Capital	\$28,362	\$22,161	28%
Net Assets	\$24,828	\$19,624	27%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$38,225	\$32,653	17%
Operating Expenses	\$33,021	\$27,549	20%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$5,203	\$5,104	2%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$5,203	\$5,104	2%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$22,430	\$20,703	8%	\$22,259
Grants and Contributions	\$112	\$320	(65%)	\$874
Operating Revenues	\$25,098	\$22,644	11%	\$29,789
Operating Expenses	\$21,682	\$19,105	13%	\$28,225
Operating Income (Loss)	\$3,417	\$3,539	(3%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA was able to continue operations during the global COVID-19 pandemic and improved upon its key financial indicators from FY 2021. The LEA continued to demonstrate strong financial performance in FY 2022. Most key financial indicators remained not only above their respective targets, but also above their respective FY 2022 sector medians. From FY 2021 to FY 2022, enrollment and change in net assets continued to increase from 1,442 to 1,523, or 6%, and from \$5.1M to \$5.2M, or 2%, respectively, as explained in the following table. The 0.7 debt ratio at FYE 2022, while unfavorably greater than the 0.5 target, is not a reason for concern because the LEA can easily service its debt with its strong liquidity.

At FYE 2022, the LEA reflected 358 days of cash on hand, significantly above the 45-days' target and 146-days' sector median, a 0.8 primary reserve ratio, above the 0.2 target and 0.6 sector median, and a cash flow from operations margin of 17%, above the 0% target and 7% sector median. In FY 2022, the LEA grew its working capital by \$6.2M (28%) to \$28.4M as of FYE 2022 and plans to use these funds primarily for increasing salaries and facility renovations over the next five years to better serve the students, including increasing the number of classrooms and small meeting rooms and upgrading the schoolwide entry and security system.

Change in net assets increased by \$0.1M (2%) from FY 2021 to FY 2022 mainly due to:

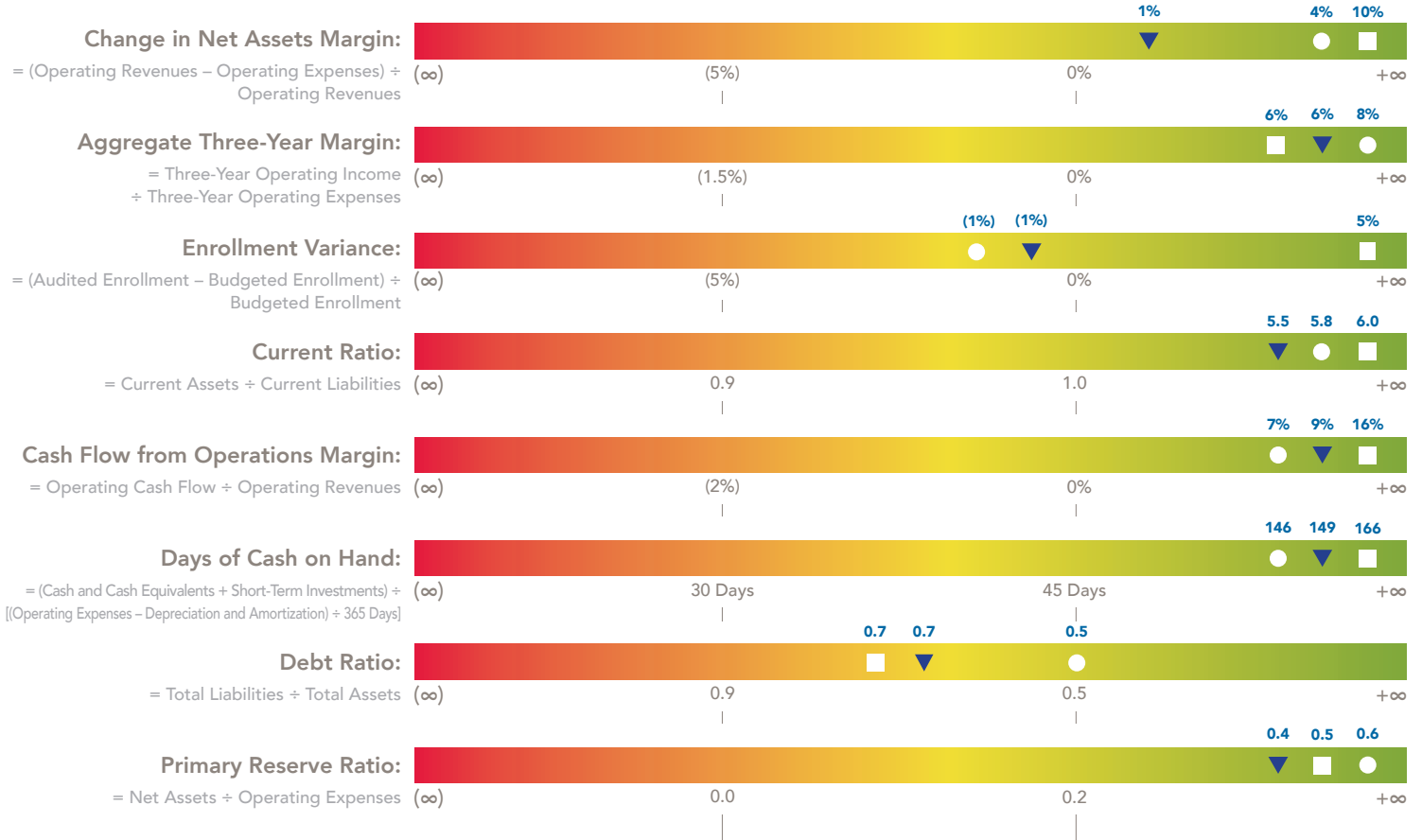
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$5.6M	17%	A 6% increase in enrollment, a 3.6% increase in the UPSFF rate, and an increase in special population students collectively generated increases in general education revenue of \$1.9M (10%), categorical enhancements of \$2.1M (34%), and facilities allowance of \$0.3M (6%). There was also an increase in federal entitlements of \$1.9M (88%) due to additional COVID-19 relief funding, which was partially offset by decreases in private contributions, donations, and grants of \$0.2M (69%) and other income of \$0.3M (142%) due to a loss on investments.
Operating Expenses	E	\$5.5M	20%	In concert with the 17% increase in operating revenues and students returning to in-person instruction, personnel salaries and benefits increased \$3.2M (17%), direct student expenses increased \$1.1M (128%), occupancy expenses increased \$0.2M (4%) due to increased maintenance and repairs and janitorial supplies, and general expenses increased \$1.0M (55%) primarily related to an increase in legal fees of \$0.8M (992%) to defend claims that did not find the LEA to be at fault.

Type: **A** (Asset), **E** (Expense), **L** (Liability), **N** (Net Assets), **R** (Revenue)

Opened:
FY 2005

Audited Enrollment:
1,150

KEY FINANCIAL INDICATORS



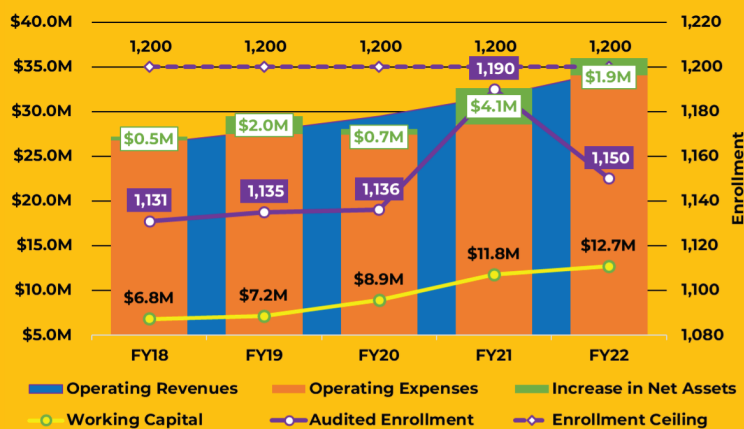
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

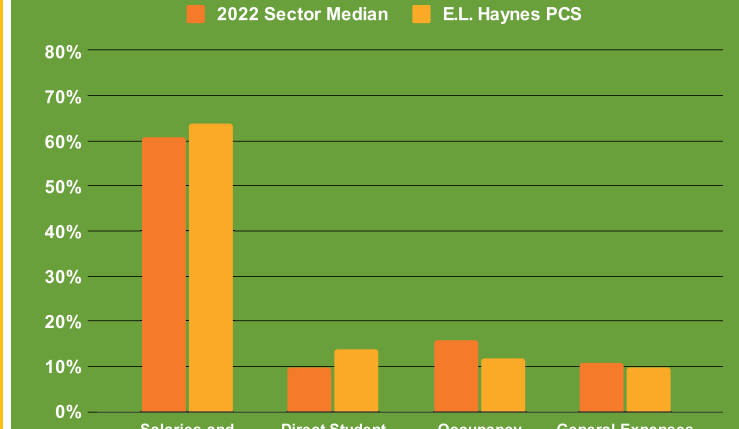
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



E.L. HAYNES PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$46,921	\$46,521	1%
Current Assets	\$15,550	\$14,117	10%
Total Liabilities	\$32,024	\$33,533	(5%)
Current Liabilities	\$2,818	\$2,342	20%
Working Capital	\$12,732	\$11,775	8%
Net Assets	\$14,897	\$12,988	15%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$34,446	\$31,724	9%
Operating Expenses	\$34,037	\$28,552	19%
Nonoperating Income (Loss)	\$1,501	\$922	63%
Surplus (Deficit)	\$1,909	\$4,093	(53%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,909	\$4,093	(53%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$25,131	\$23,475	7%	\$22,259
Grants and Contributions	\$985	\$1,218	(19%)	\$874
Operating Revenues	\$29,953	\$26,659	12%	\$29,789
Operating Expenses	\$29,597	\$23,994	23%	\$28,225
Operating Income (Loss)	\$355	\$2,665	(87%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

While peaking in FY 2021, the LEA continued to maintain strong liquidity and financial performance in FY 2022. Most financial measures remained above target, including 149 days of cash on hand (above the 45-days' target), 5.5 current ratio (above the 1.0 target), 9% cash flow from operations margin (above the 0% target), and 0.4 primary reserve ratio (above the 0.2 target).

The 0.7 debt ratio at FYE 2022, while unfavorably above the 0.5 target, is not a reason for concern due to the LEA's strong liquidity and \$12.7M in working capital that is more than sufficient to service the LEA's debt.

The change in net assets decreased \$2.2M (53%) due to:

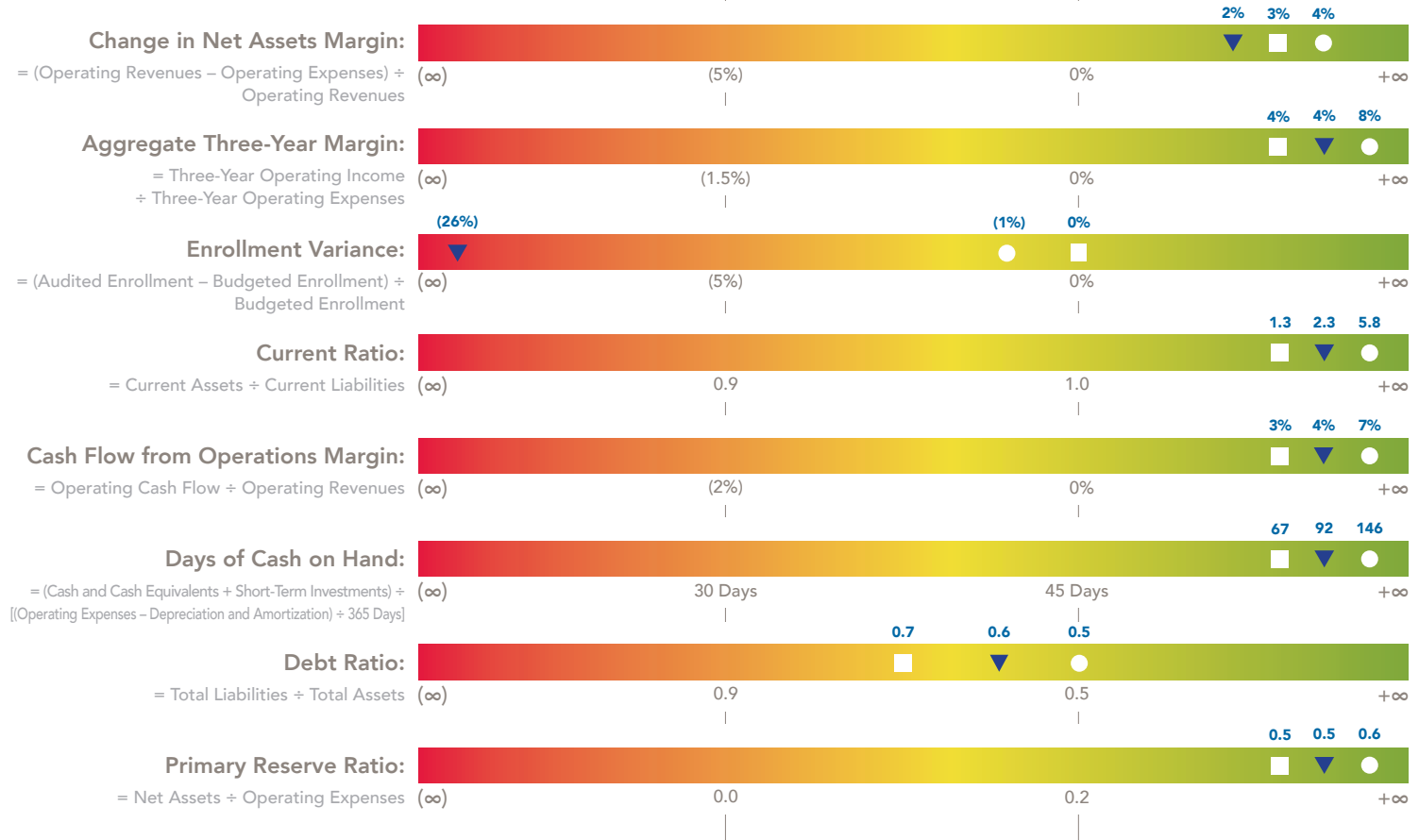
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$2.7M	9%	The \$0.2M (1%) decrease in revenue from general education reflected a 3% decrease in enrollment from 1,190 to 1,150 that was mostly offset by a 3.6% increase in the UPSFF rate. Revenue from categorical enhancements increased \$1.3M (16%). Federal entitlements and other federal funds increased by \$2.0M (85%) from additional COVID-19 relief funding. Private contributions, donations, and grants increased \$0.2M (40%), which were offset by a decrease of \$0.5M (44%) in state and local government contributions and grants.
Operating Expenses	E	\$5.5M	19%	The return to in classroom learning and the addition of staff to support learning loss generated increases in personnel salaries and benefits of \$2.1M (11%), direct student expenses of \$2.3M (102%), and general expenses of \$1.0M (41%).
Nonoperating Income (Loss)	R	\$0.6M	63%	This reflects an increase in the fair value adjustment gain on a \$17.4 interest rate swap agreement.

Type: **A** (Asset), **E** (Expense), **L** (Liability), **N** (Net Assets), **R** (Revenue)

Opened:
FY 2004

Audited Enrollment:
526

KEY FINANCIAL INDICATORS



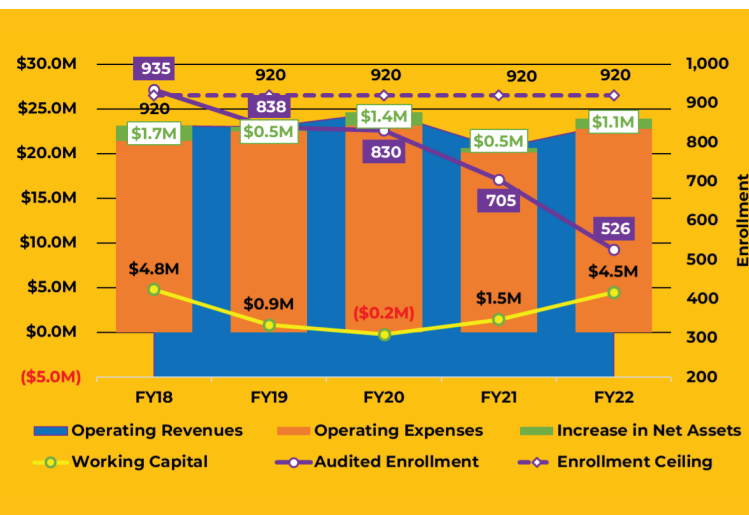
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

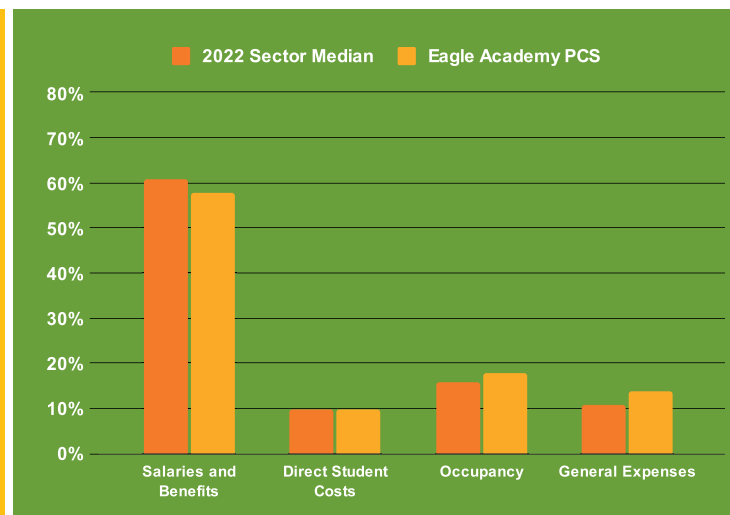
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



EAGLE ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$28,626	\$36,453	(21%)
Current Assets	\$7,973	\$5,635	41%
Total Liabilities	\$17,153	\$26,089	(34%)
Current Liabilities	\$3,471	\$4,176	(17%)
Working Capital	\$4,502	\$1,459	209%
Net Assets	\$11,474	\$10,365	11%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$23,348	\$20,635	13%
Operating Expenses	\$22,790	\$20,094	13%
Nonoperating Income (Loss)	\$550	\$0	
Surplus (Deficit)	\$1,109	\$541	105%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,109	\$541	105%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$31,289	\$21,942	43%	\$22,259
Grants and Contributions	\$4,789	\$1,716	179%	\$874
Operating Revenues	\$44,389	\$29,270	52%	\$29,789
Operating Expenses	\$43,326	\$28,502	52%	\$28,225
Operating Income (Loss)	\$1,062	\$768	38%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA's financial performance in FY 2022 was overall healthy. Almost all key financial indicators remained above the target floor. However, enrollment continued to decline in FY 2022, reflecting the fourth consecutive drop in the past five FYs. The decrease in DC Funding due to the 25% enrollment decrease was more than offset by the \$4.1M stabilization funds received in FY 2022. As the stabilization funds wind down in subsequent years, the LEA will need to continue focusing on rebuilding its enrollment and managing its expenses to maintain its financial sustainability.

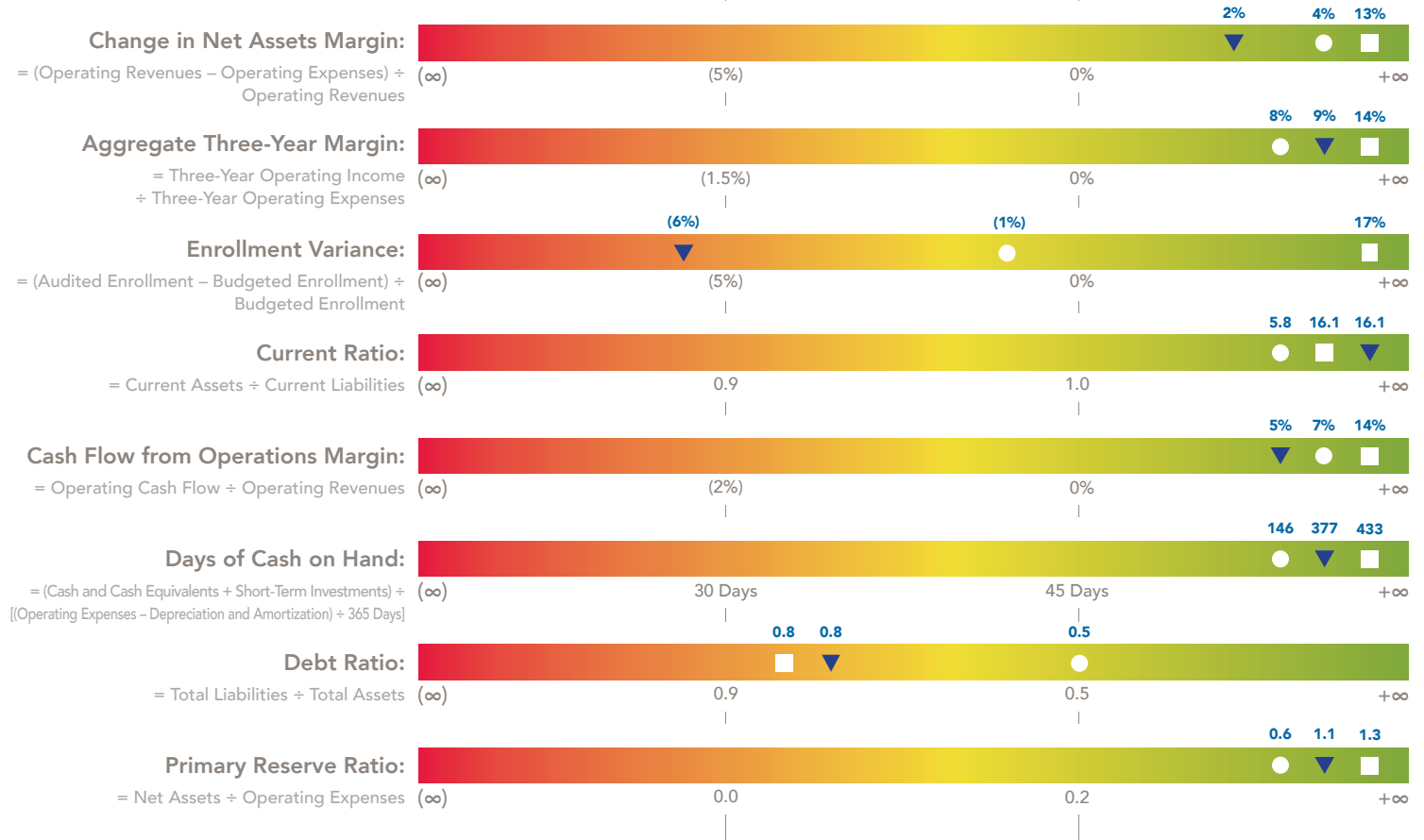
In FY 2022, the LEA sold its Naylor Road property to Lee Montessori PCS for \$11.0M, resulting in a gain that increased the FY 2022 change in net assets by \$0.6M. Through the proceeds of this sale, the LEA was able to pay off outstanding notes payable for a total of \$8.3M. Mainly because of the debt payoff, the LEA's debt ratio decreased from 0.7 at FYE 2021 to 0.6 at FYE 2022. The debt ratio at FYE 2022 is above the 0.5 target but this is not a cause for concern as at FYE 2022 the LEA was able to service its debt with its 92 days of cash on hand, above the 45-days target, and \$4.5M working capital, which reflected a three-fold increase from \$1.5M at FYE 2021.

However, by the third quarter of FY 2023, the LEA's days of cash on hand decreased to 12 days due to delays in the processing of ESSER reimbursements for expenses incurred in response to the pandemic, the repayment of its \$1.0M line of credit, and not refinancing a \$1.5M loan due to rising interest rates. During the fourth quarter of FY 2023, the LEA received some of the ESSER reimbursements, marginally boosting its days of cash on hand. We will continue to closely monitor the LEA's financial position to ensure it maintains sufficient liquidity.

Opened:
FY 2006

Audited Enrollment:
231

KEY FINANCIAL INDICATORS



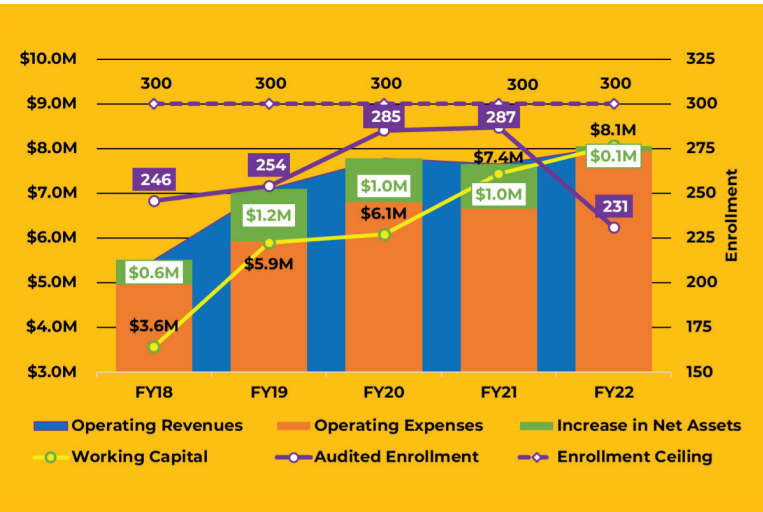
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

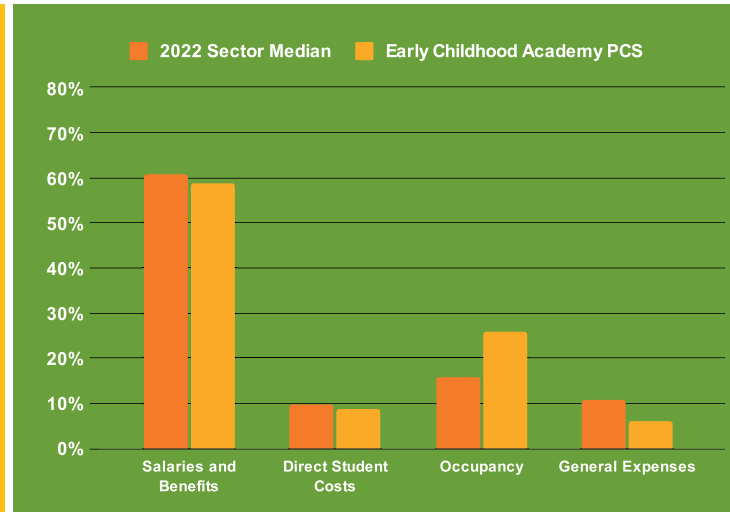
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



EARLY CHILDHOOD ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$36,104	\$35,894	1%
Current Assets	\$8,604	\$7,926	9%
Total Liabilities	\$27,266	\$27,179	0%
Current Liabilities	\$534	\$492	9%
Working Capital	\$8,070	\$7,433	9%
Net Assets	\$8,838	\$8,715	1%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$8,059	\$7,658	5%
Operating Expenses	\$7,935	\$6,658	19%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$124	\$1,000	(88%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$124	\$1,000	(88%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$23,946	\$21,372	12%	\$22,259
Grants and Contributions	\$916	\$226	305%	\$874
Operating Revenues	\$34,888	\$26,684	31%	\$29,789
Operating Expenses	\$34,352	\$23,200	48%	\$28,225
Operating Income (Loss)	\$536	\$3,485	(85%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

Despite the 20% decrease in enrollment from 287 in FY 2021 to 231 in FY 2022 (and partially rebounded to 250 in FY 2023), per pupil allocations decreased by only \$0.6M (10%) due to receiving a stabilization payment of \$0.3M in FY 2022. In contrast, federal entitlements and other federal funds increased \$0.7M (92%) due to an increase in COVID-19 relief funding. Operating expenses increased \$1.3M (19%) comprised of increases in:

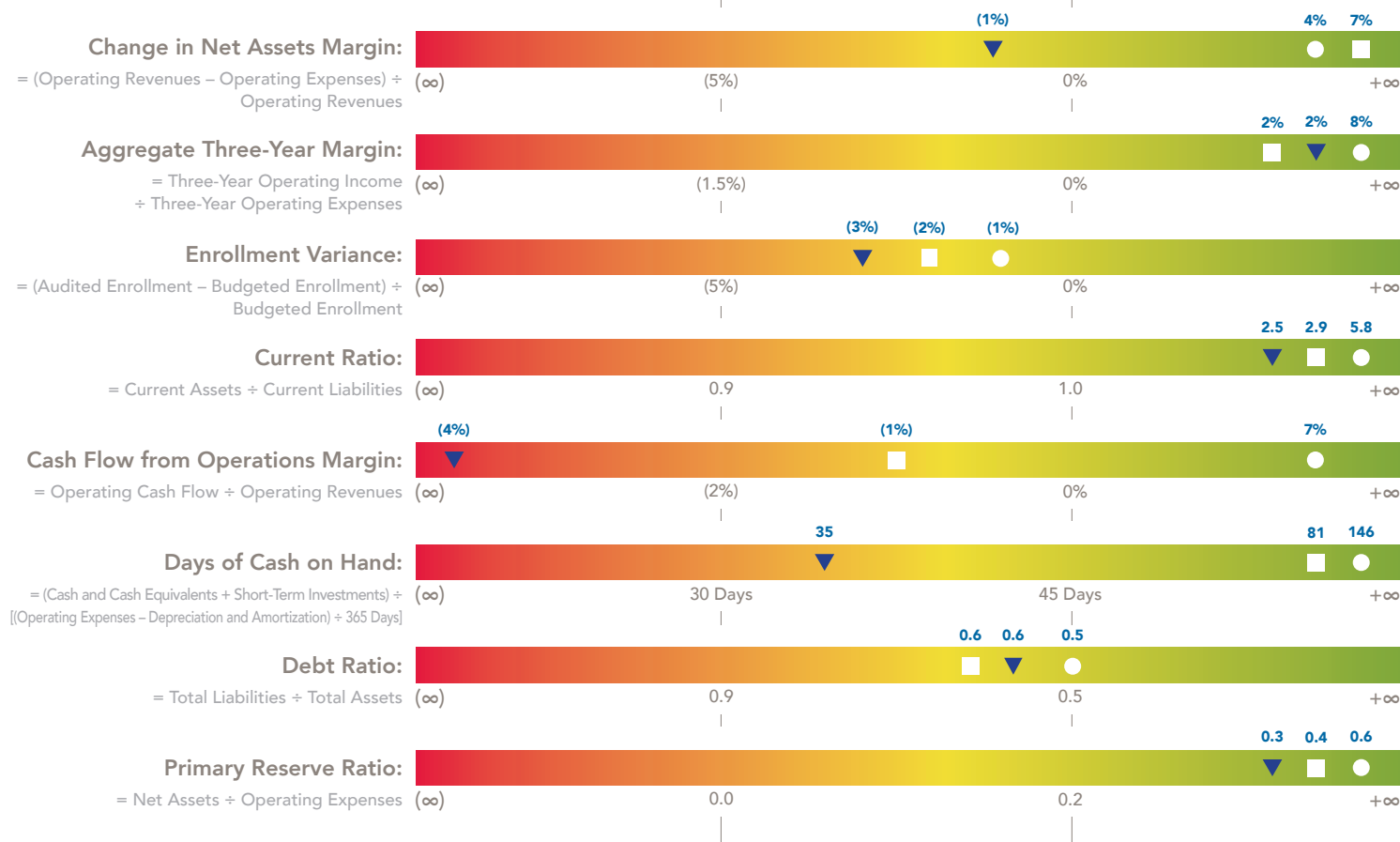
- personnel salaries and benefits of \$0.8M (21%) due to the addition of 18 positions primarily to serve students returning to in person instruction and before and aftercare,
- direct student expenses of \$0.2M (47%) due to increased in person therapeutic and food services, materials, and supplies,
- occupancy expenses of \$0.2M (8%) due to increased janitorial and utility usage, and
- general expenses of \$0.1M (16%).

The 0.8 debt ratio at FYE 2022, while greater than the 0.5 target, is not a reason for concern. This is because the LEA can easily service its debt with its strong liquidity, as at FYE 2022 the LEA reflected 377 days of cash on hand, significantly above the 45-days' target and 146-days' sector median, a 1.1 primary reserve ratio, above the 0.2 target and 0.6 sector median, and working capital of \$8.1M. The LEA has been saving cash to refinance its New Market Tax Credit debt upon its maturity in FY 2026.

Opened:
FY 1999

Audited Enrollment:
619

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

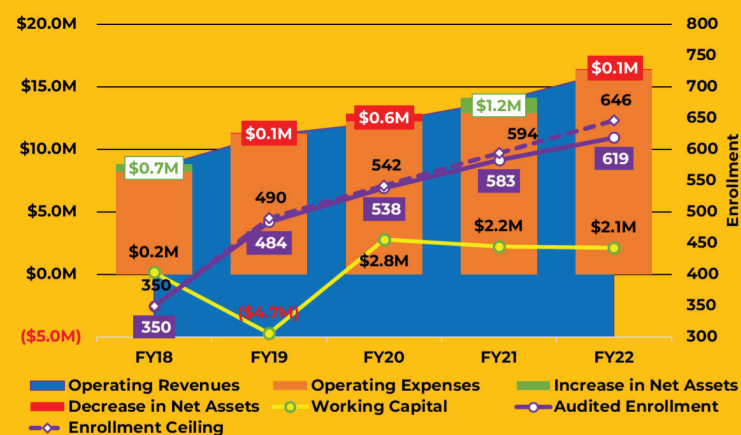
▼ = FY 2022 School Results

■ = FY 2021 School Results

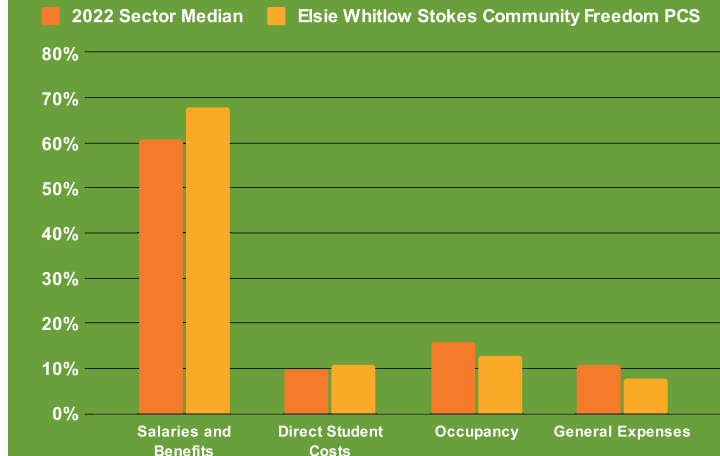
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



ELSIE WHITLOW STOKES COMMUNITY FREEDOM PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$12,250	\$12,475	(2%)
Current Assets	\$3,493	\$3,426	2%
Total Liabilities	\$7,607	\$7,769	(2%)
Current Liabilities	\$1,373	\$1,201	14%
Working Capital	\$2,120	\$2,225	(5%)
Net Assets	\$4,644	\$4,706	(1%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$16,244	\$13,880	17%
Operating Expenses	\$16,368	\$12,879	27%
Nonoperating Income (Loss)	\$62	\$240	(74%)
Surplus (Deficit)	(\$62)	\$1,241	(105%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$62)	\$1,241	(105%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$20,353	\$19,315	5%	\$22,259
Grants and Contributions	\$686	\$811	(15%)	\$874
Operating Revenues	\$26,242	\$23,808	10%	\$29,789
Operating Expenses	\$26,442	\$22,091	20%	\$28,225
Operating Income (Loss)	(\$200)	\$1,717	(112%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, there was a decrease in several of the LEA's financial indicators and a \$1.3M (105%) decrease in the change in net assets as discussed in the following table. In FY 2022, the -4% (below 0% target) cash flow from operations margin and at FYE 2022 the 35-days' of cash on hand and 0.6 debt ratio did not meet their targets of 45 days and 0.5, respectively. However, this is not a reason for concern because these liquidity measures recovered and met the targets based on the LEA's FY 2023 unaudited financial statements.

As a result of the Single Audit, the auditor identified a significant deficiency in internal controls over several key accounts. The LEA did not perform yearend reviews on cash, receivables, and payable accounts, and as result had a significant number of correcting adjustments to post at year end. The significant deficiency in internal controls over several key accounts is the first time in many years that a deficiency was noted, and it was the result of:

- the finance department was slow to increase needed staffing due to the growth of the school,
- grants that were part of FY 2022 were not approved until 5 months after FYE 2022 and when the audit was due, and
- there were issues with correcting items in the accounting system.

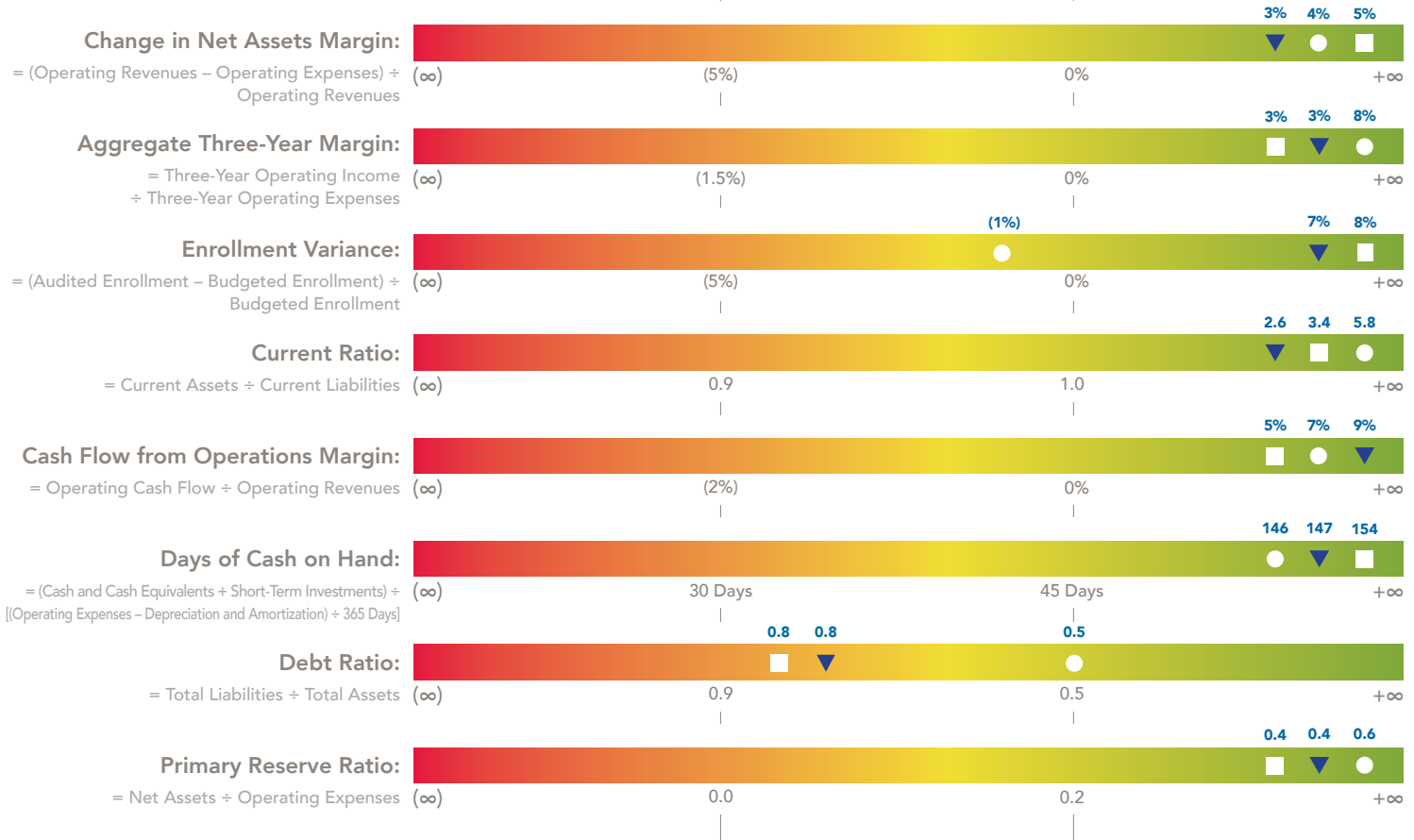
The LEA created a corrective action plan that would ensure compliance with US GAAP accounting in the future, including monthly and yearend financial reporting procedures and checklists. The LEA has informed us that staffing in the finance department is increasing, the issues with the accounting system have been resolved, and the issues with grants are not expected to be repeated.

The change in net assets decreased by \$1.3M (105%) due to:				
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$2.4M	17%	Enrollment continued to increase in FY 2022 by 36 students (6%) which, coupled with a greater increase in special population students, generated increases in revenue from general education of \$0.3M (4%), categorical enhancements of \$0.9M (63%), and facilities allowance of \$0.1M (6%). Federal entitlements and other federal funds increased \$0.4M (18%) due to increased COVID-19 relief funds in FY 2022 net of the nonrecurrence of PPP loan forgiveness in FY 2021. Other income increased \$0.7M (837%) primarily due to resumption of before and after care and an increase in food services.
Operating Expenses	E	\$3.5M	27%	The increase in enrollment, the return to in classroom learning, and the added COVID-19 safety protocols, generated increases in personnel salaries and benefits of \$1.9M (20%), direct student expenses of \$0.8M (82%), contracted building services of \$0.5M (593%), and general expenses of \$0.3M (26%).
Nonoperating Income (Loss)	R	(\$0.2M)	(74%)	Interest rate swap valuation gain in FY 2022 of \$0.1M decreased from the \$0.3M gain in FY 2021.
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 1999

Audited Enrollment:
4,854

KEY FINANCIAL INDICATORS



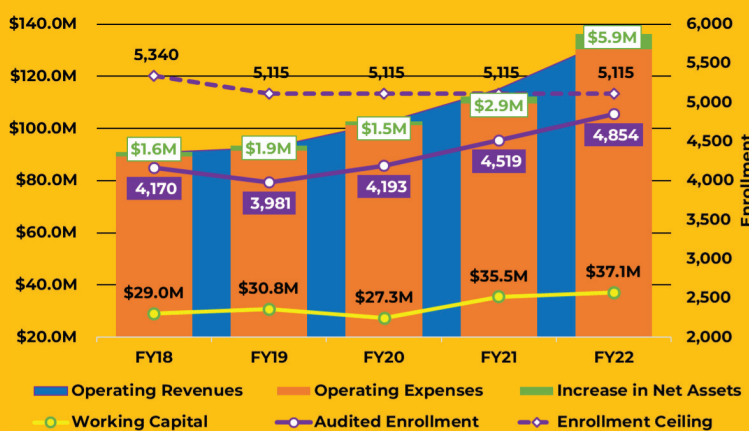
Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

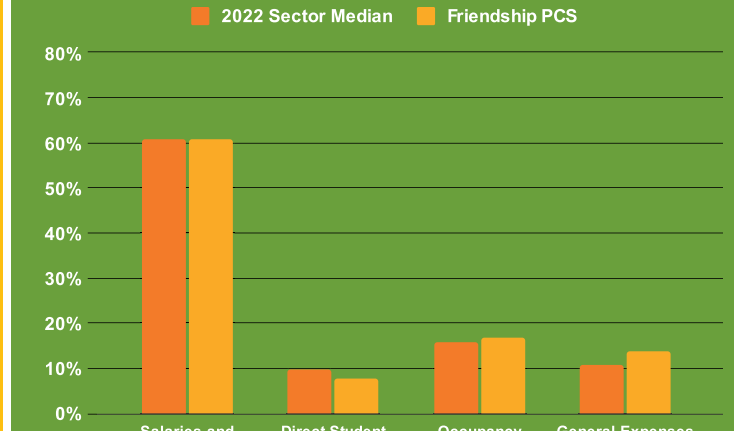
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



FRIENDSHIP PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$235,089	\$208,704	13%
Current Assets	\$59,864	\$50,235	19%
Total Liabilities	\$184,424	\$163,926	13%
Current Liabilities	\$22,772	\$14,722	55%
Working Capital	\$37,092	\$35,513	4%
Net Assets	\$50,665	\$44,779	13%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$134,478	\$115,226	17%
Operating Expenses	\$130,320	\$109,465	19%
Nonoperating Income (Loss)	\$1,729	(\$2,868)	N/M
Surplus (Deficit)	\$5,886	\$2,893	103%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$5,886	\$2,893	103%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$22,771	\$21,697	5%	\$22,259
Grants and Contributions	\$885	\$1,028	(14%)	\$874
Operating Revenues	\$27,705	\$25,498	9%	\$29,789
Operating Expenses	\$26,848	\$24,223	11%	\$28,225
Operating Income (Loss)	\$857	\$1,275	(33%)	\$1,472

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DC PCSB OBSERVATIONS

The LEA's financial indicators saw no significant change from FY 2021 to FY 2022. Most of its key financial indicators were above their target.

The 0.8 debt ratio at FYE 2022, while greater than the 0.5 target, is not a reason for concern because the LEA can easily service its debt with its strong liquidity. As of FYE 2022, the LEA reflected 147 days of cash on hand, above the 45-days' target, and a 0.4 primary reserve ratio, above the 0.2 target. The debt ratio and primary reserve ratio have remained consistent over the last 3 years.

In June 2022, the LEA acquired its Friendship Lamond Campus for \$19.4M and borrowed \$17.5M from City National Bank. The note is interest only with variable interest payments at 2.44% due quarterly through its December 2023 maturity when the entire \$17.5M balloon payment is due. The interest and balloon payments are not of concern due to \$37.1M in working capital as of FYE 2022.

From FY 2021 to FY 2022, change in net assets increased \$3.0M (103%) primarily due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$19.3M	17%	Enrollment increased from 4,519 to 4,854 (7%) which, together with the UPSFF increase, generated increases of \$6.3M (11%) in general education, \$5.0M (20%) in categorical enhancements, and \$1.1M (7%) in facilities allowance, and federal, other local, and other income increased \$7.6M (51%) mainly due to COVID-relief funding, and other private grants decreased by \$0.8M (35%)
Operating Expenses	E	\$20.9M	19%	In response to increased enrollment and the need for COVID-19 related support, the school increased personnel salaries and benefits \$8.6M (12%), direct student expense \$4.0M (57%) for food services (\$2.0M), contracted mental health support \$1.3M), and materials and supplies (\$0.7M), occupancy expenses \$4.1M (22%), and general expenses \$4.2M (31%), of which \$2.0M (79%) was an increase in management fees due to an increase in online enrollment of general education (77%) and special education (83%)
Nonoperating Income (Loss)	R	\$4.6M	N/M	In addition to the \$1.8M gain on interest rate swaps in FY 2022, the \$2.9M amortization in FY 2021 of the unamortized loan issuance costs and bond premium on a 2012 note payable was not applicable in FY 2022
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

FRIENDSHIP PCS

FY 2022 Management Organization (MO) / Related Party (RP)

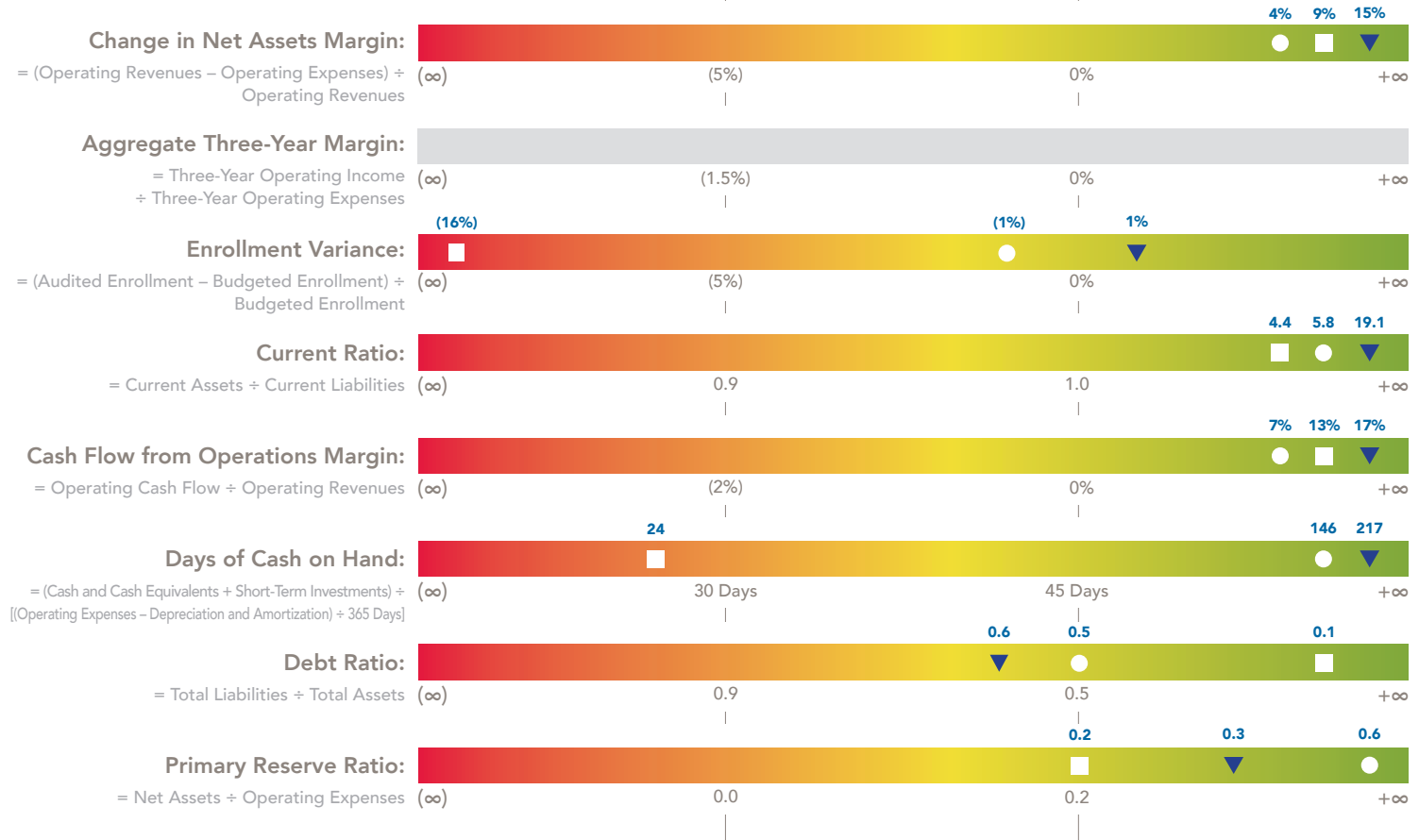
Organization (MO/RP, Tax Status) City, State	K-12, Inc. (MO, For-Profit) HERNDON, VIRGINIA
Relationship to LEA	The MO provides courses for LEA.
Agreement Start and Expiration Dates	06-30-2015 to 06-30-2022
Services	K-12 will provide FPCS with a variety of educational products and services in furtherance of the Program. These educational products and services include providing K-12 owned and licensed curriculum, online school and learning management systems; teacher support, training, recruitment, hiring and management; financial and school administration services; technology services for a student account management system and other administrative and technology support services.
How Fee is Determined	Audited District of Columbia October enrollment numbers.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$5,574,011 (4%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Nathaniel A. Davis, Executive Chairman, \$15,932,680

Organization (MO/RP, Tax Status) City, State	Edmentum (MO, For-Profit) BLOOMINGTON, MINNESOTA
Relationship to LEA	The MO provides courses for LEA.
Agreement Start and Expiration Dates	08-01-2018 to 07-31-2022
Services	Edmentum will be responsible for the following: 1) Provide the licensed courses to students using the program; 2) Provide qualified teachers for each course; 3) Provide live training and/or training through webinar(s) for selected individuals to facilitate the program in accordance with the services purchased; 4) Provide an online registration and course enrollment process; 5) Provide online access to student progress on an ongoing basis to appropriate identified personnel; 6) Provide access to the online courses licensed 24 hours 7 days a week for student and organization use, subject to normal downtime for updates and maintenance; 7) Provide reporting on student progress throughout each course and program; 8) Access to learning management system, which gives access to student information, student's official gradebook, and communications concerning student; 9) Printable access to an enrolled student's transcript; 10) Work cooperatively with FPCS to develop state specific required courses (i.e.; DC History) in order to meet graduation requirements.
How Fee is Determined	Annual amount per table in MO agreement based on growing number of students and course each year.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$183,924 (0%), \$183,924
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Jamie P. Candee, President, CEO and Board Director, \$518,000

Opened:
FY 2021

Audited Enrollment:
155

KEY FINANCIAL INDICATORS



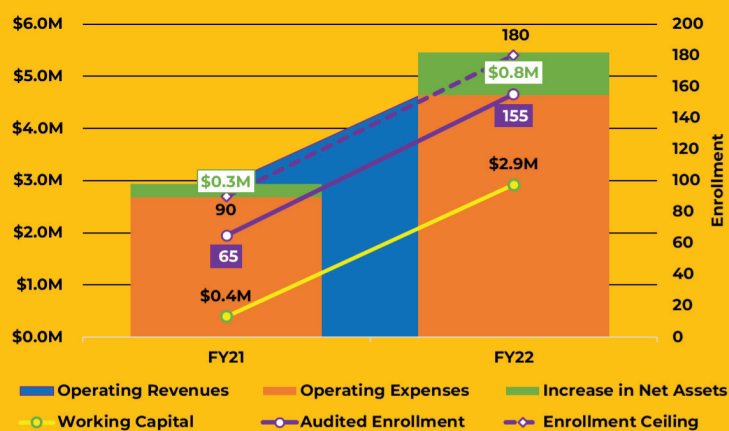
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

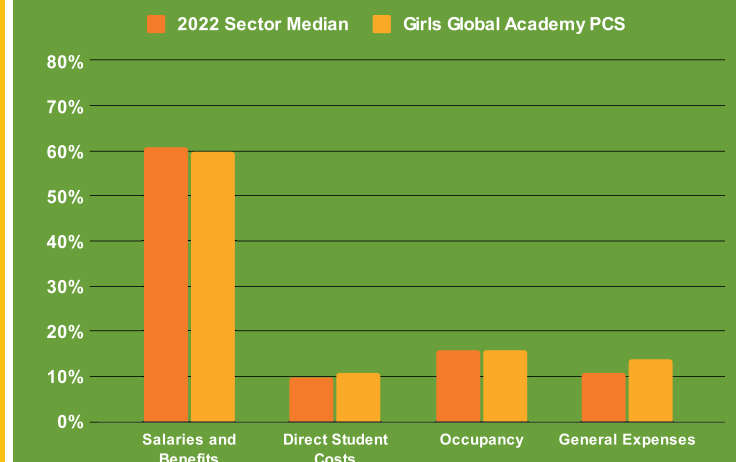
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



GIRLS GLOBAL ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$3,605	\$785	359%
Current Assets	\$3,086	\$512	503%
Total Liabilities	\$2,123	\$115	1,746%
Current Liabilities	\$161	\$115	40%
Working Capital	\$2,925	\$396	639%
Net Assets	\$1,483	\$669	122%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$5,456	\$2,937	86%
Operating Expenses	\$4,643	\$2,685	73%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$813	\$252	223%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$813	\$252	223%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$26,408	\$25,366	4%	\$22,259
Grants and Contributions	\$1,770	\$7,857	(77%)	\$874
Operating Revenues	\$35,202	\$45,180	(22%)	\$29,789
Operating Expenses	\$29,954	\$41,311	(27%)	\$28,225
Operating Income (Loss)	\$5,247	\$3,870	36%	\$1,472

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DC PCSB OBSERVATIONS

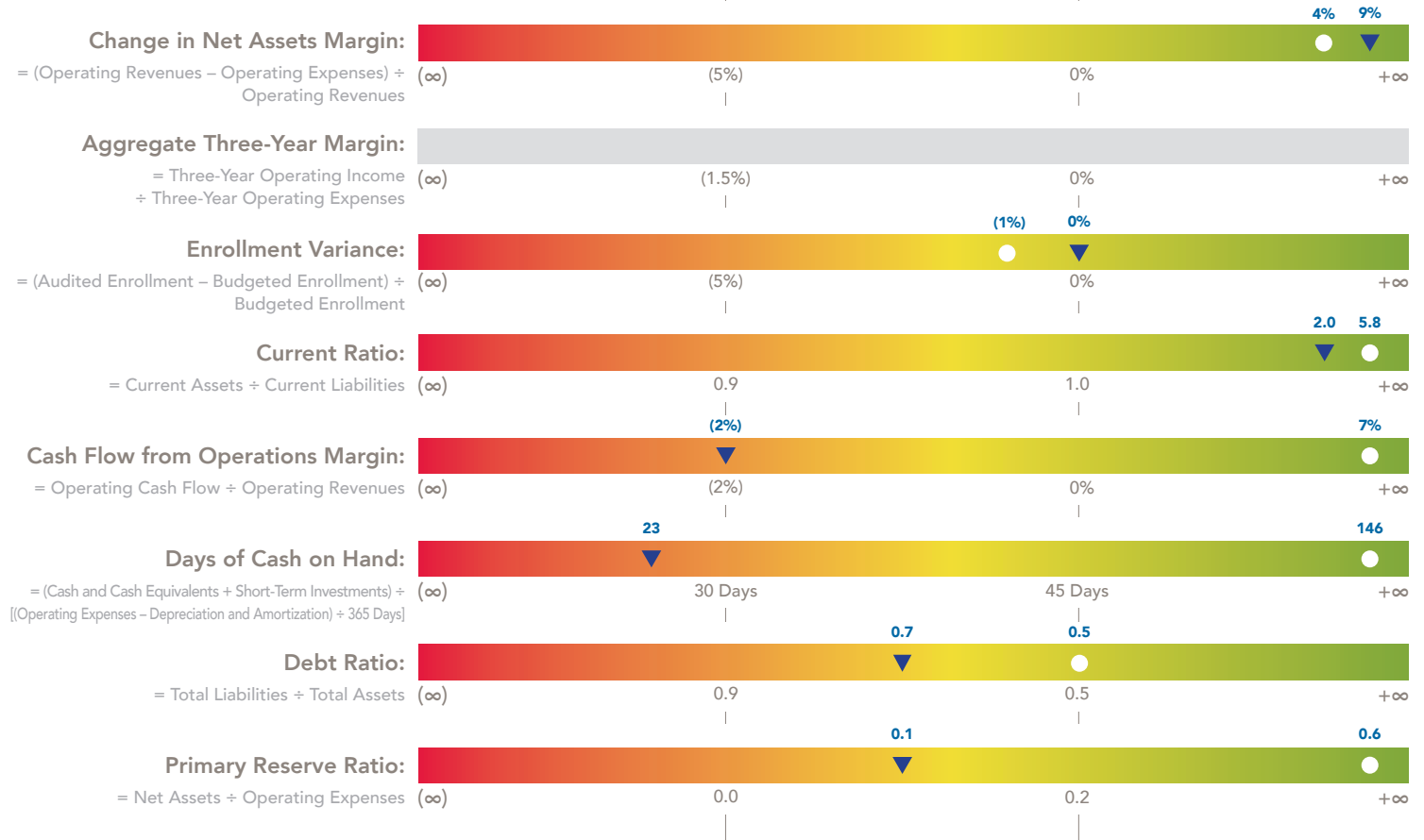
The financial performance of the LEA in FY 2022, its second year of operations, continued to be relatively healthy. Enrollment grew from 65 in FY 2021 to 155 in FY 2022, as the LEA opened a new grade. In FY 2022, the LEA achieved a \$0.8M change in net assets and \$0.9M net cash provided by operating activities, which resulted in robust 15% and 17% change in net assets margin and cash flow from operations margins, respectively, each above their respective 4% and 7% sector medians.

The LEA significantly increased its days of cash on hand from 24 days (below the 30-day floor) at FYE 2021 to 217 days at FYE 2022 mainly due to proceeds from a \$2.0M 1% annual interest OSSE loan in June 2022 to finance its facility renovation project. The loan is scheduled to balloon in FY 2028. The LEA will need to continue to increase its enrollment as it adds a grade each year to reach long-term sustainability and cover its fixed costs.

Opened:
FY 2022

Audited Enrollment:
60

KEY FINANCIAL INDICATORS



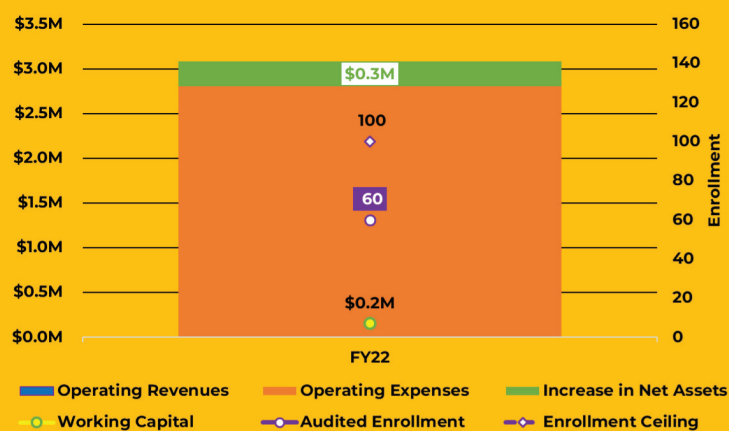
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

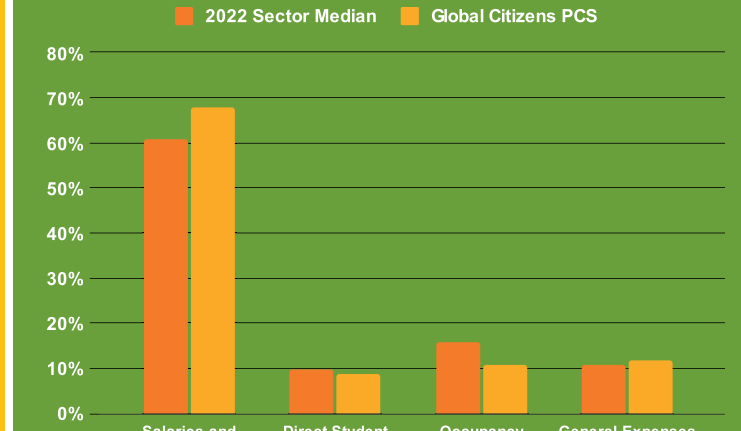
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



GLOBAL CITIZENS PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$1,079		
Current Assets	\$301		
Total Liabilities	\$799		
Current Liabilities	\$149		
Working Capital	\$152		
Net Assets	\$279		

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$3,083		
Operating Expenses	\$2,807		
Nonoperating Income (Loss)	\$0		
Surplus (Deficit)	\$276		
Other Changes in Net Assets	\$0		
Increase (Decrease) in Net Assets	\$276		

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	
Noncompliance Material to the Financial Statements (GAS)	No	
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	
Findings and Questioned Costs (Uniform Guidance)	N/A	
Going-Concern Issue	No	

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,892			\$22,259
Grants and Contributions	\$15,645			\$874
Operating Revenues	\$51,383			\$29,789
Operating Expenses	\$46,787			\$28,225
Operating Income (Loss)	\$4,595			\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

FY 2022 was the LEA's first year of operations and enrollment was at 60, or 60% of the 100 enrollment ceiling. In FY 2023, the LEA expanded into kindergarten, contributing to its enrollment increase of 50 to 110, or 73% of its 150 enrollment ceiling. The LEA expects to continue to expand one new grade annually within approved enrollment ceiling increases of 50 per year, reaching service of grades PK3 through 5 by FY 2028.

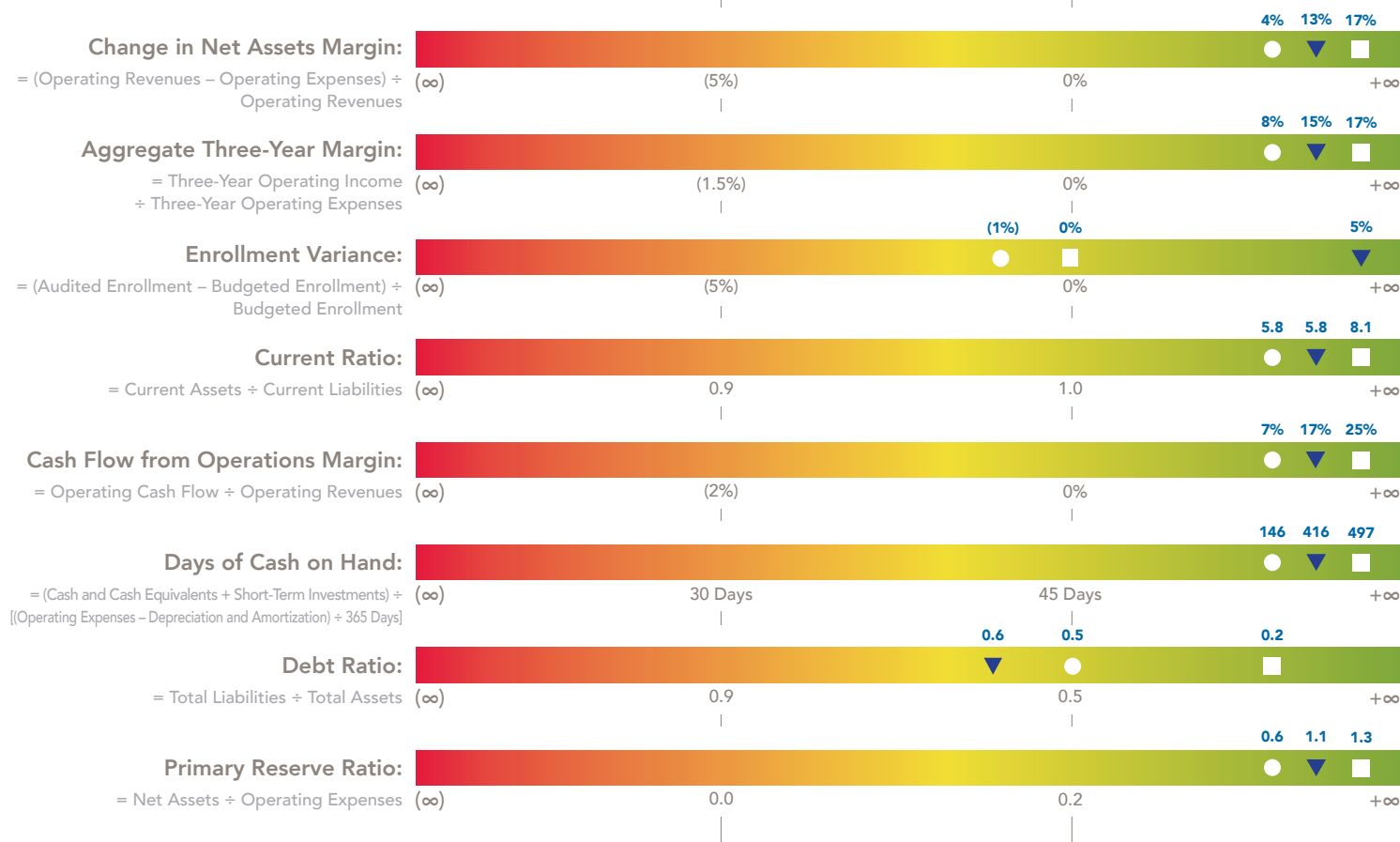
In May 2021, the LEA borrowed \$0.8M to fund leasehold improvements. The 1% per annum loan's quarterly principal and interest payments are based on a 25-year amortization schedule until the note matures in FY 2024.

As is common for the first year of operations, the LEA's liquidity measures as of FYE 2022 were below target, including 23 days of cash on hand, significantly below the 45-days' target, a 0.1 primary reserve ratio, below the 0.2 target, and a cash flow from operations margin of -2%, below the 0% target. However, based on the FY 2023 unaudited financial statements, all the key measures recovered and exceeded their targets except for the debt ratio reflecting the \$0.8M loan. This is not a reason for concern, given the improved and satisfactory liquidity measures.

Opened:
FY 2017

Audited Enrollment:
424

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

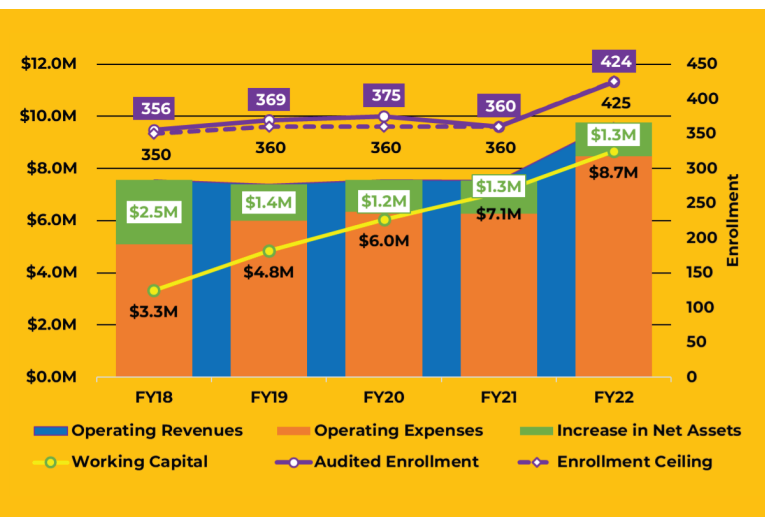
▼ = FY 2022 School Results

■ = FY 2021 School Results

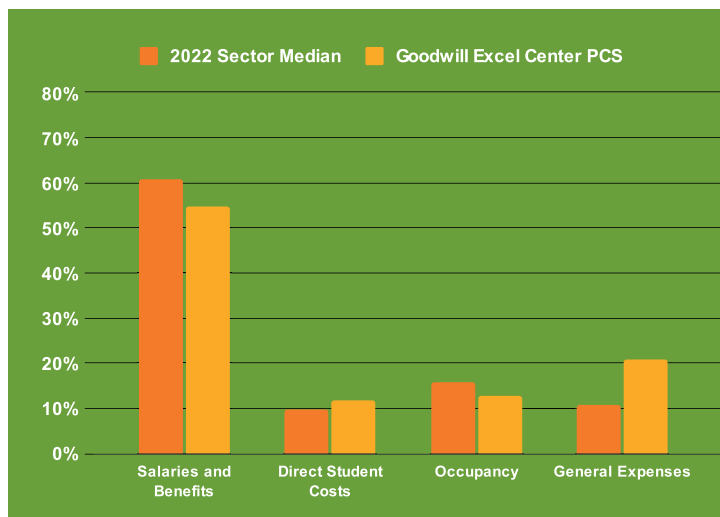
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



GOODWILL EXCEL CENTER PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$23,539	\$10,167	132%
Current Assets	\$10,475	\$8,069	30%
Total Liabilities	\$14,367	\$2,299	525%
Current Liabilities	\$1,808	\$995	82%
Working Capital	\$8,667	\$7,074	23%
Net Assets	\$9,173	\$7,868	17%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$9,768	\$7,550	29%
Operating Expenses	\$8,463	\$6,272	35%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$1,305	\$1,278	2%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,305	\$1,278	2%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,894	\$20,738	6%	\$22,259
Grants and Contributions	\$93	\$172	(46%)	\$874
Operating Revenues	\$23,038	\$20,972	10%	\$29,789
Operating Expenses	\$19,960	\$17,421	15%	\$28,225
Operating Income (Loss)	\$3,078	\$3,551	(13%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continued to demonstrate strong financial health in FY 2022. Liquidity and sustainability measures remained at or above their respective sector median. Working capital continued to increase by \$1.6M (23%) from \$7.1M at FYE 2021 to \$8.7M at FYE 2022, reflecting increases in each of the past four FYs. Enrollment reached its historical peak in FY 2022, with 424 enrolled students, or 64 (18%) more than in FY 2021.

The 0.6 debt ratio at FYE 2022 reflects a 0.4 increase from 0.2 at FYE 2021 due to the adoption of the new lease accounting standard. The LEA's very strong 416 days of cash on hand at FYE 2022 arose from temporary pandemic cost savings, staffing vacancies, and improved synergies with the LEA's management organization.

To further enable the underserved adult population in the District of Columbia to obtain high school diplomas, the LEA entered an operating lease to accommodate the enrollment growth and constructed a second facility at 1201 Maryland Ave SW and placed it in service in FY 2023. Cash from the LEA's accumulated reserves provides adequate capacity for investment in capital renovations, technology upgrades, and/or large repair and maintenance items, and to apply towards unexpected expenses, funding delays, fluctuations in student enrollment, and other unforeseen circumstances.

GOODWILL EXCEL CENTER PCS

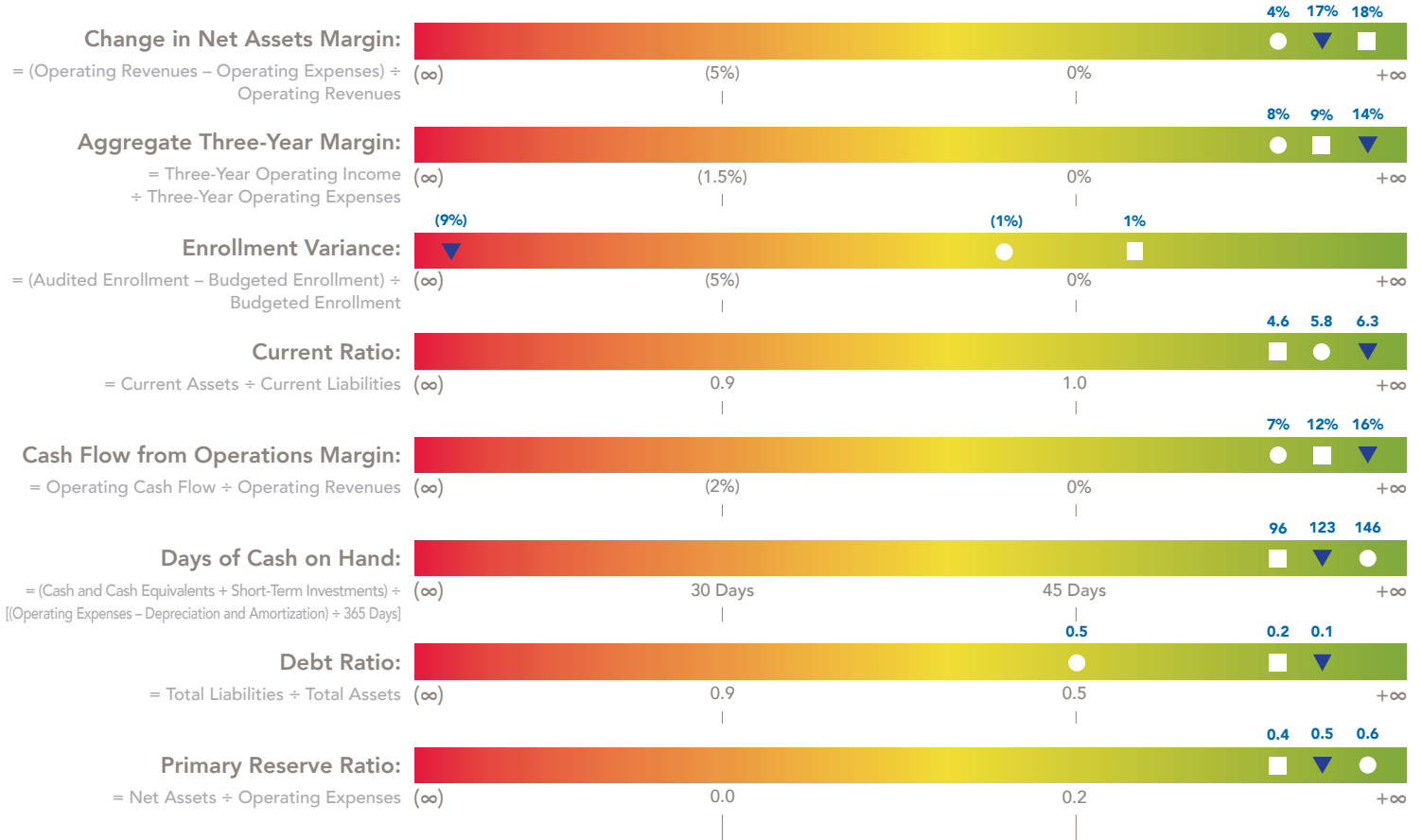
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	Goodwill of Greater Washington (MO & RP, Nonprofit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	The Goodwill Excel Center, Public Charter School (GEC) and Goodwill of Greater Washington (GGW) are affiliated through the following common management: Glen S. Howard (LEA Chair, MO Vice Chair and Director); Elizabeth Karmin (LEA and MO Secretary); Lisa Mallory, PH. D. (LEA and MO Director); Catherine A. Meloy (LEA and MO President & CEO); Jeffrey Rostand (LEA and MO Chief Financial Officer).
Agreement Start and Expiration Dates	05-01-2015. The Management Agreement shall begin as of the effective date as indicated and shall end on the date that GEC's charter to operate a Public Charter School in the District of Columbia ends, unless terminated earlier.
Services	MO provides executive management and administrative support services, including services provided by the president and CEO. However, LEA does not pay the salary of the president and CEO. MO-provided services include: A) Accounting & Finance; B) Information Technology; C) Facility Maintenance; D) Human Resources; E) Marketing; F) Development (Fundraising, Gift Solicitation, etc.); G) Executive Services; H) Work Force Development (Staff Related); I) Membership License. Total FY 2022 payment to MO comprised of \$1,153,900 management fee, plus \$36,000 membership fee, plus \$4,331,108 for reimbursable labor and other costs.
How Fee is Determined	Annual payments to the MO are a combination of the firm fixed management fee and reimbursement, at cost, for the wages and benefits of all full-time staff of LEA. The firm fixed management fee component is based on the cost of estimated staff time required to provide the specific services as outlined in the management agreement. The agreement is reviewed by the LEA Board annually and modified, if deemed necessary, based on changes in services provided under the management agreement and staff costs.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$1,153,900 (12%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Catherine A. Meloy, President and CEO, \$661,410

Opened:
FY 2015

Audited Enrollment:
140

KEY FINANCIAL INDICATORS

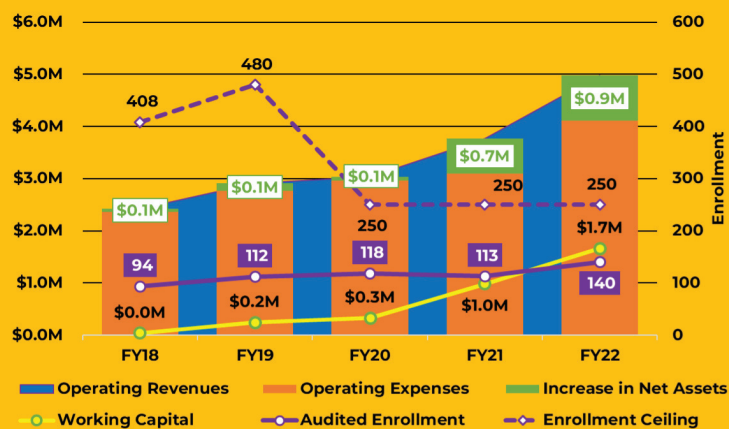


Unresolved Prior Year Audit Findings: 0

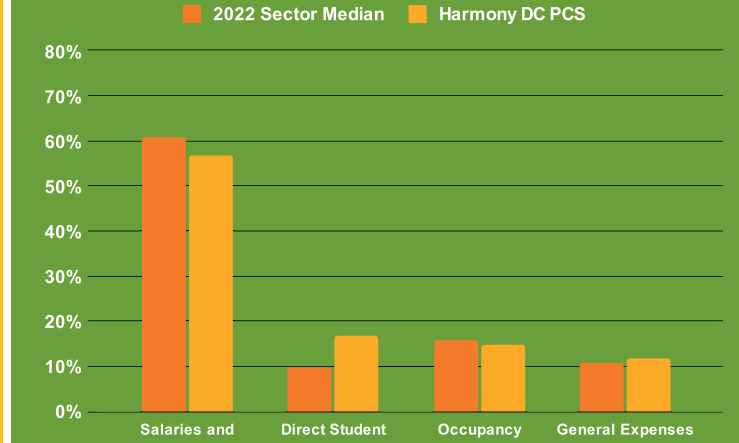
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



HARMONY DC PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$2,309	\$1,397	65%
Current Assets	\$1,981	\$1,251	58%
Total Liabilities	\$314	\$269	17%
Current Liabilities	\$314	\$269	17%
Working Capital	\$1,667	\$981	70%
Net Assets	\$1,995	\$1,127	77%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$4,975	\$3,774	32%
Operating Expenses	\$4,108	\$3,098	33%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$867	\$676	28%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$867	\$676	28%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$24,819	\$22,652	10%	\$22,259
Grants and Contributions	\$3,233	\$5,707	(43%)	\$874
Operating Revenues	\$35,534	\$33,398	6%	\$29,789
Operating Expenses	\$29,340	\$27,416	7%	\$28,225
Operating Income (Loss)	\$6,194	\$5,982	4%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA demonstrated strong financial performance in FY 2022. Most key financial indicators were not only above their respective targets, but also above their respective FY 2023 sector medians. In FY 2022, enrollment continued to increase above projections, reflecting a 27 (24%) growth from FY 2021 to FY 2022 mostly due to the opening of new grades PK3 and PK4. The primary reserve ratio continued to increase from 0.4 at FYE 2021 to 0.5 at FYE 2022 mainly due to the \$0.9M (36%) increase in DC funding, the \$0.5M (83%) increase in federal entitlements and other federal funds, and effective cost management which kept operating expenses increases to \$1.0M, below the total \$1.2M operating revenues increase.

The LEA reflected 123 days of cash on hand at FYE 2022, reflecting a steady yearly growth since FYE 2017, when it was 38 days and below the 45-day target. In FY 2022, to supplement its cash, the LEA received the final \$0.4M of a \$0.9M private grant commitment. The LEA's increase in enrollment and the increased liquidity financial indicators in FY 2022 are indicative that the LEA is on a path to strengthen its liquidity and financial sustainability if it continues to effectively manage costs.

HARMONY DC PCS

FY 2022 Management Organization (MO) / Related Party (RP)

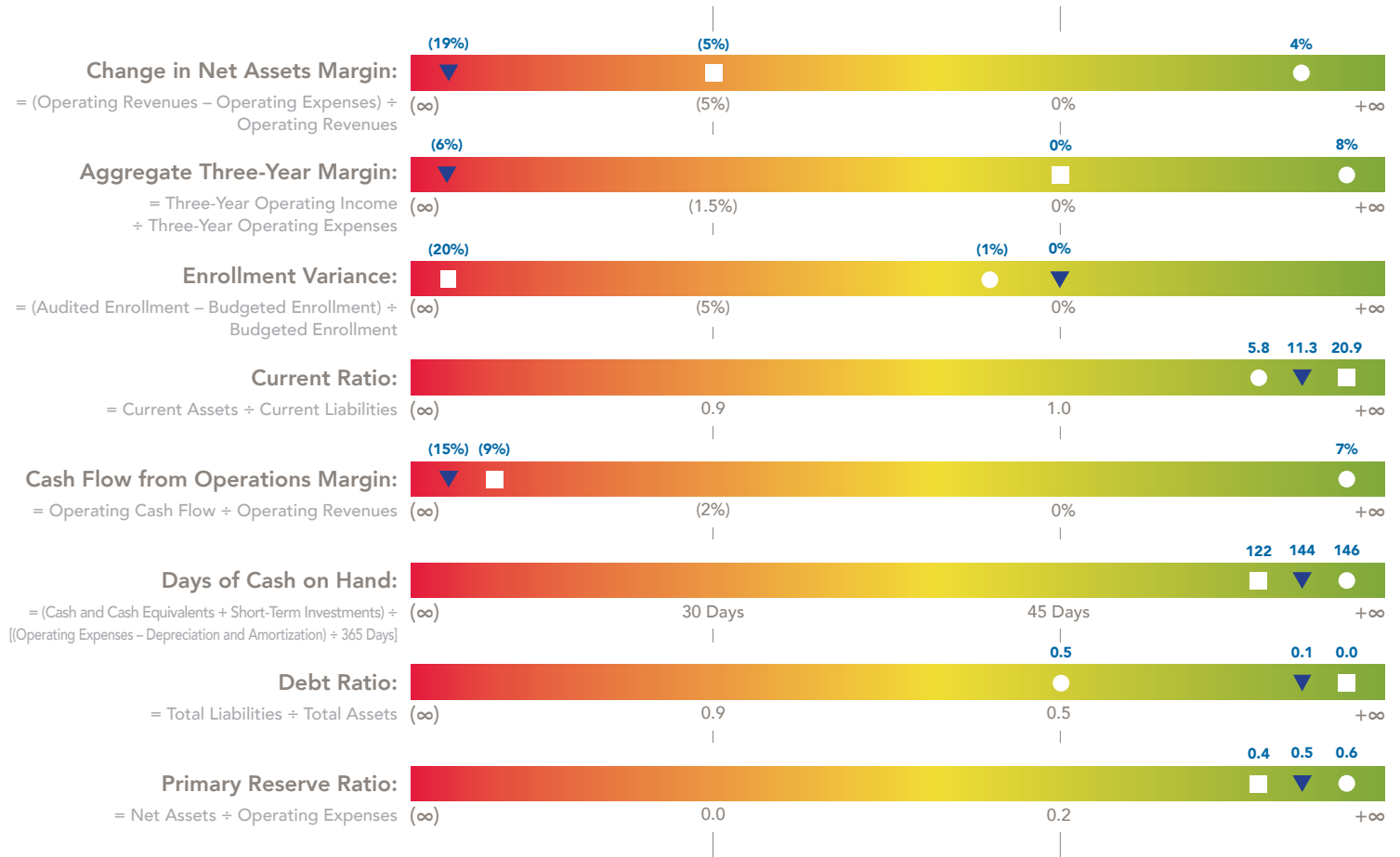
Organization (MO/RP, Tax Status) City, State	Harmony Public Schools (MO & RP, Non-Profit) HOUSTON, TEXAS
Relationship to LEA	MO is the sole member of the LEA. Chief Advancement Officer of MO is the Board Member of the LEA. He has also served as Board Chair of the LEA since January 2020.
Agreement Start and Expiration Dates	07-01-2019 to 06-30-2024
Services	Licensing, Facilities, Curriculum, Response to Intervention, Financial, HR, Employees, Operations, IT.
How Fee is Determined	5% of the Per Pupil Local Funding (not including facilities funding, at-risk funding, special education funding, and etc.)
Fee Payments (% of Revenues), Fiscal Year End Payable	\$65,395 (1%), \$587
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Fatih Ay, CEO, \$230,588

Organization (MO/RP, Tax Status) City, State	AppleTree Institute for Education Innovation (MO, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	AppleTree manages Harmony DC PCS PK3 and PK4 educational program.
Agreement Start and Expiration Dates	07-01-2021 to 06-30-2026
Services	Hiring, training, and coaching teachers and other staff. Implementation of early childhood program.
How Fee is Determined	\$150,000 annually.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$150,000 (3%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Jack McCarthy, President/CEO, \$284,011

Opened:
FY 2006

Audited Enrollment:
281

KEY FINANCIAL INDICATORS



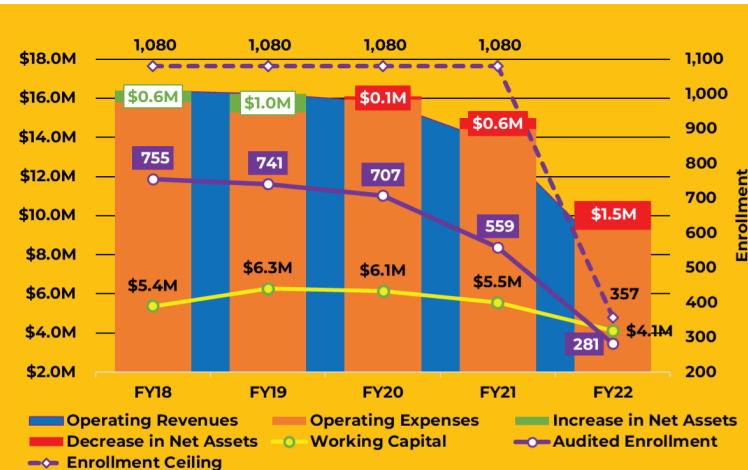
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

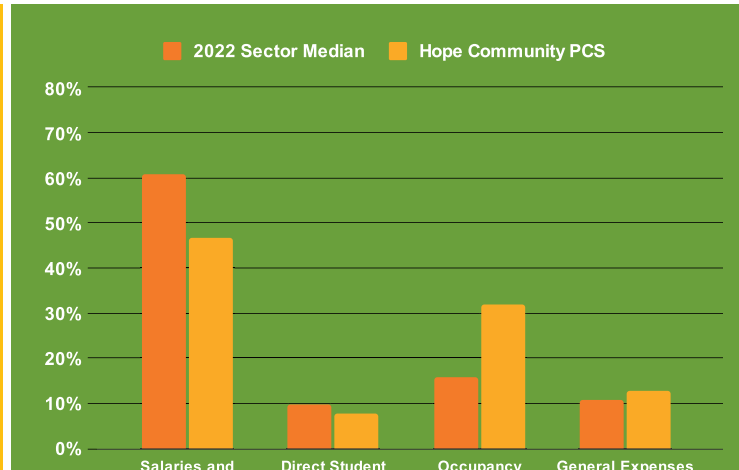
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



HOPE COMMUNITY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$4,631	\$5,978	(23%)
Current Assets	\$4,510	\$5,825	(23%)
Total Liabilities	\$401	\$279	44%
Current Liabilities	\$401	\$279	44%
Working Capital	\$4,109	\$5,546	(26%)
Net Assets	\$4,231	\$5,699	(26%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$7,815	\$13,680	(43%)
Operating Expenses	\$9,284	\$14,425	(36%)
Nonoperating Income (Loss)	\$0	\$171	(100%)
Surplus (Deficit)	(\$1,469)	(\$574)	156%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$1,469)	(\$574)	156%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,719	\$21,449	1%	\$22,259
Grants and Contributions	\$100	\$457	(78%)	\$874
Operating Revenues	\$27,811	\$24,473	14%	\$29,789
Operating Expenses	\$33,038	\$25,804	28%	\$28,225
Operating Income (Loss)	(\$5,227)	(\$1,332)	292%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA's financial situation deteriorated in FY 2022 due mainly to a 278 (50%) decrease in enrollment that drove a \$5.9M (49%) decrease in DC funding that was offset only partially by a \$5.1M (36%) reduction in operating expenses. Also, from 9% in FY 2021 to -15% in FY 2022, the cash flow from operations margin continued to decline along with a 13% continued decrease in change in net assets, resulting in a -19% change in net assets margin. These below-target measures and trends are not causes for short-term concern, with a healthy \$4.1M in working capital at FYE 2022 and partial mitigation from decreases in operating expenses. From FYE 2021 to FYE 2022, the LEA increased its primary reserve ratio and days of cash on hand from 0.4 and 122 days to 0.5 and 144 days, respectively, exceeding their 0.2 and 45-day targets. Additionally, the LEA reflects a significantly low 0.1 debt ratio at FYE 2022, demonstrating low reliance on borrowed funds to carry out its operations.

Facing increasing enrollment declines since FY 2017, the LEA relinquished its right to operate its Lamond campus in FY 2021, with Friendship PCS acquiring that campus. With the elimination of Lamond's occupancy expense, the FY 2022 total occupancy expense were reduced by approximately 50% to \$1.6M for the remaining Tolson campus, in addition to a \$1.1M one off termination fee for its Lamond lease. In recognition of its enrollment and performance declines, the LEA replaced its management organization, Imagine Schools, Inc., with turnaround operator Entrepreneurial Ventures in Education (dba Phalen Leadership Academies) effective FY 2022. Although enrollment decreased from 281 in FY 2022 to 202 in FY 2023, early FY 2024 enrollment indicators show a partial recovery. It is important for the LEA to quickly rebuild its Tolson campus enrollment and bring its operating expenses in line with its revenues to ensure financial stability in the future.

HOPE COMMUNITY PCS

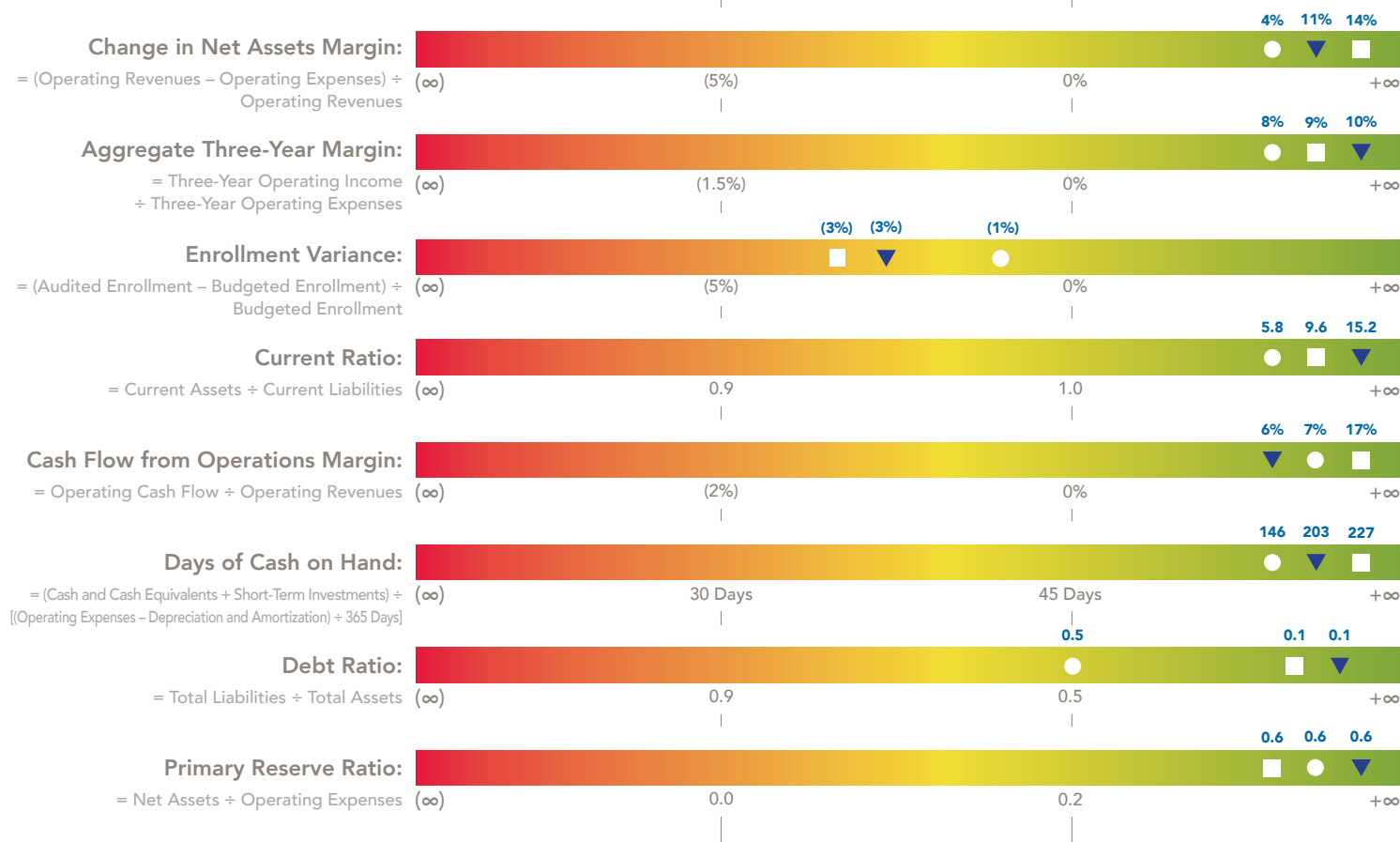
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	Entrepreneurial Ventures in Education (MO & RP, Non-Profit) QUINCY, MASSACHUSETTS
Relationship to LEA	Education Service Provider.
Agreement Start and Expiration Dates	07-01-2021 to 06-30-2026
Services	Education service provider and school management.
How Fee is Determined	Contracted amount, consisting in 11% of the sum of per pupil funding plus other revenue sources, excluding the facilities allowance.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$737,360 (9%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Earl Phalen, CEO, \$369,399

Opened:
FY 2006

Audited Enrollment:
282

KEY FINANCIAL INDICATORS



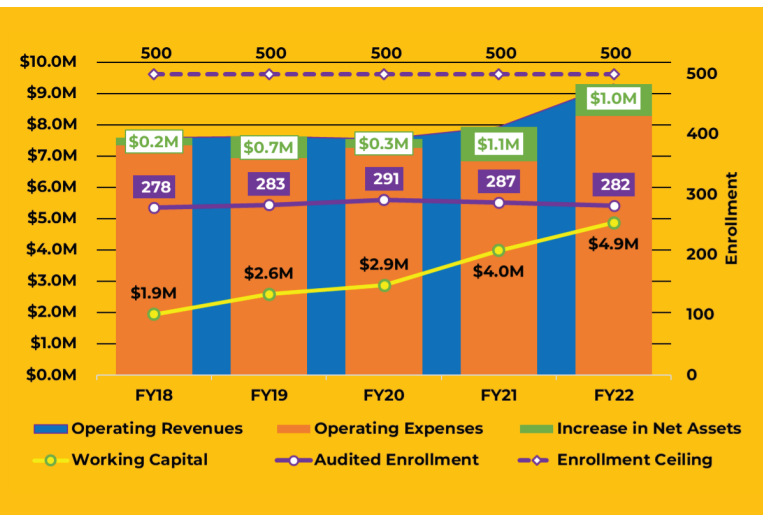
Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

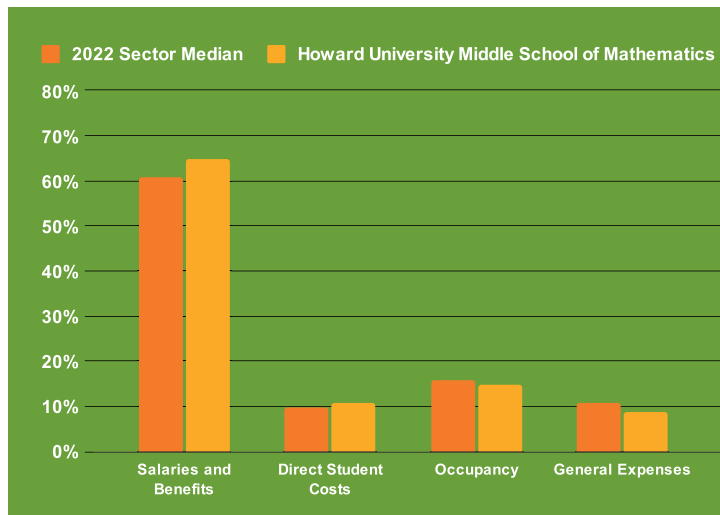
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



HOWARD UNIVERSITY MIDDLE SCHOOL OF MATHEMATICS AND SCIENCE PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$5,417	\$4,523	20%
Current Assets	\$5,217	\$4,449	17%
Total Liabilities	\$343	\$465	(26%)
Current Liabilities	\$343	\$465	(26%)
Working Capital	\$4,875	\$3,984	22%
Net Assets	\$5,074	\$4,059	25%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$9,302	\$7,941	17%
Operating Expenses	\$8,287	\$6,831	21%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$1,015	\$1,110	(9%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,015	\$1,110	(9%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$20,234	\$18,880	7%	\$22,259
Grants and Contributions	\$7,410	\$6,342	17%	\$874
Operating Revenues	\$32,986	\$27,669	19%	\$29,789
Operating Expenses	\$29,387	\$23,801	23%	\$28,225
Operating Income (Loss)	\$3,599	\$3,868	(7%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA continued to demonstrate strong financial performance. Most key financial indicators remained above target, including days of cash on hand at 203 days (above the 45-days' target), current ratio at 15.2 (above the 1.0 target), and the primary reserve ratio at 0.6 (above the 0.2 target). In FY 2022, although enrollment declined by 5 students, or 2%, cash flow from operations margin remained above the 0% target, at 6% and change in net assets margin remained above the 0% target at 11%.

In both FY 2022 and 2021, the LEA received a \$0.5M contribution and a \$1.0M in-kind rent donation from Howard University, comprising 16% and 19%, respectively, of total operating revenue. This concentration risk is not a cause for concern if the LEA continues to maintain or grow its enrollment and continues implementing effective cost management to become less reliant on private donations.

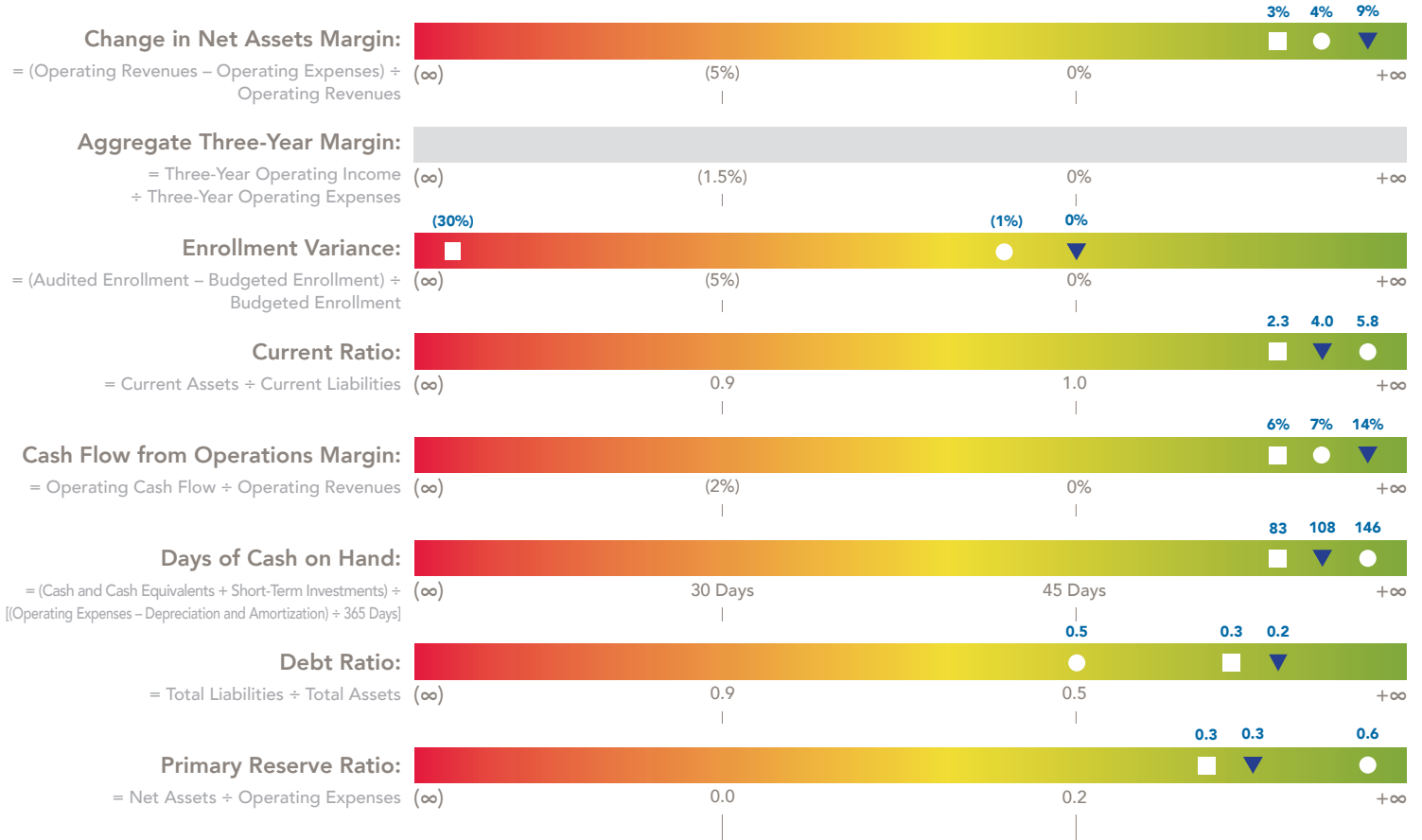
From FY 2021 to FY 2022, change in net assets decreased \$0.1M (9%) primarily due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$1.4M	17%	Revenues from general education increased \$0.1M (3%) due to the 3.6% increase in the UPSFF rate partially offset by the 2% decline in enrollment. Categorical enhancements increased \$0.2M (22%) reflecting a special population increase. Federal entitlements and other federal funds increased \$0.8M (117%) due to a \$0.9M (16%) increase in COVID-19 relief funding, \$0.1M (77%) state and local government funding, and \$0.2M (11%) private contributions, donations, and grants.
Operating Expenses	E	\$1.5M	21%	Personnel salaries and benefits increased \$0.9M (21%) attributable to the addition of the executive director position and other staff positions, and an across the board salary increase. Direct student expenses increased \$0.3M (57%) from an investment in laptops and tablets to support virtual learning, and general expenses increased \$0.2M (33%) from increases in depreciation, computer related expense, and other office expense.
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 2021

Audited Enrollment:
68

KEY FINANCIAL INDICATORS



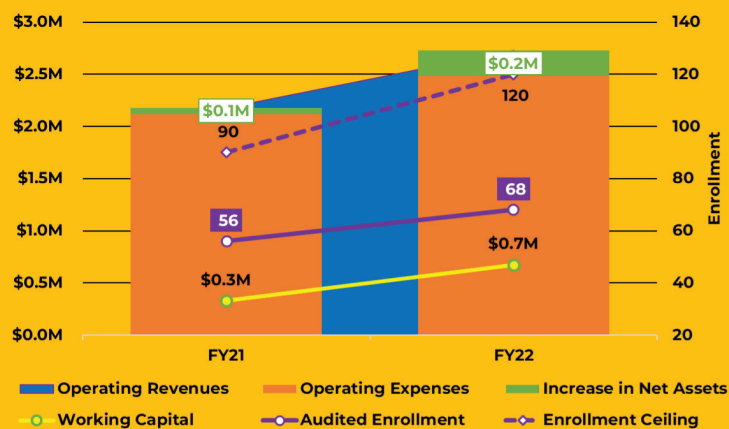
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

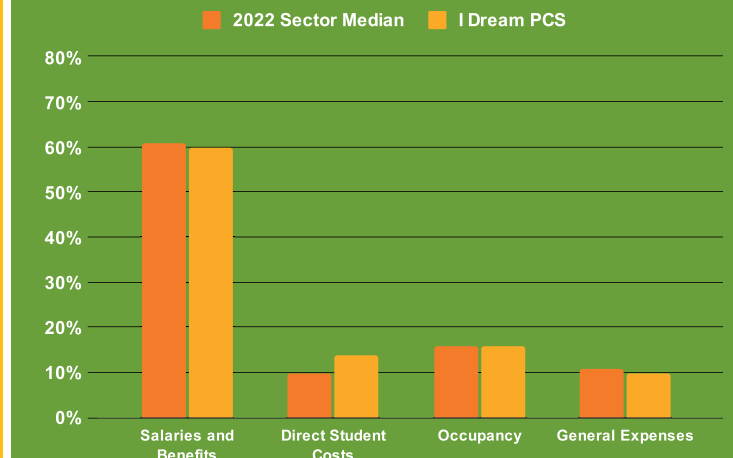
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



I DREAM PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$1,018	\$807	26%
Current Assets	\$901	\$583	55%
Total Liabilities	\$225	\$256	(12%)
Current Liabilities	\$225	\$254	(11%)
Working Capital	\$676	\$329	105%
Net Assets	\$793	\$550	44%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$2,727	\$2,180	25%
Operating Expenses	\$2,484	\$2,120	17%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$243	\$60	305%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$243	\$60	305%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$24,370	\$23,241	5%	\$22,259
Grants and Contributions	\$5,518	\$6,872	(20%)	\$874
Operating Revenues	\$40,108	\$38,933	3%	\$29,789
Operating Expenses	\$36,536	\$37,856	(3%)	\$28,225
Operating Income (Loss)	\$3,572	\$1,077	232%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

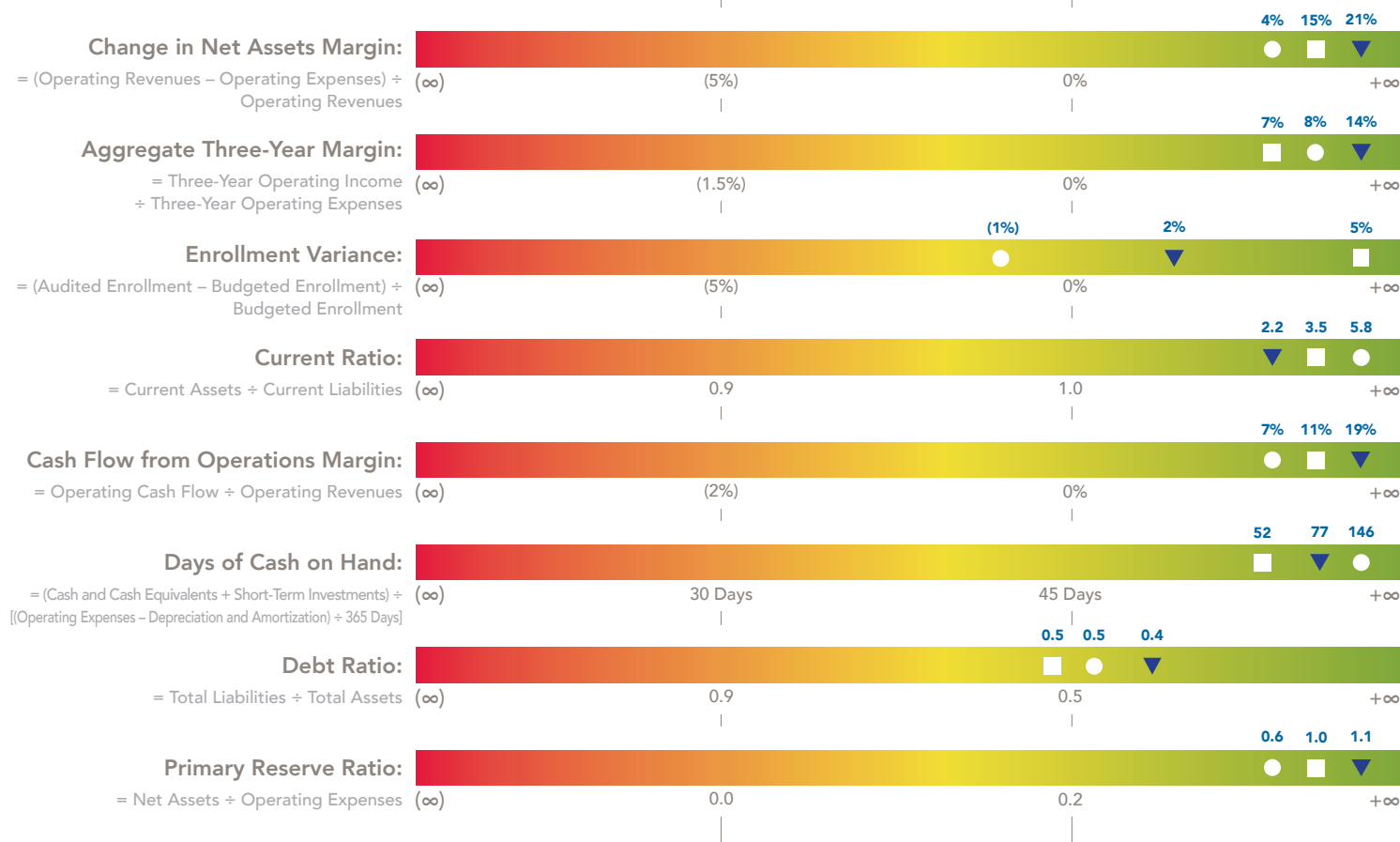
The LEA continued to demonstrate strong financial performance in its second year of operations. In FY 2022, most key financial indicators increased, including days of cash on hand from 83 days to 108 days, current ratio from 2.3 to 4.0, cash flow from operations margin from 6% to 14%, and working capital from \$0.3M to \$0.7M. The debt ratio favorably decreased from 0.3 to 0.2 as a result of a \$71K (48%) decrease in its loan balance. The 8% interest loan was set to mature on April 30, 2022, but was extended and paid off in December 2022.

Enrollment increased 21% from 56 in FY 2021 to 68 in FY 2022. Operating revenues increased \$0.5M (25%), and the increase was attributable to \$0.2M (19%) from general education reflecting increases in enrollment and a 3.6% increase in the UPSFF rate, categorical enhancements of \$0.2M (51%) due to an increase in the special education population, and federal entitlements and other federal funds of \$0.2M (44%) due to an increase in COVID-19 relief funding. Operating expenses increased \$0.4M (17%) comprised of personnel salaries and benefits of \$0.3M (24%) supporting the increase in enrollment, and occupancy expenses of \$0.1M (39%) due to an increase in contracted building services.

Opened:
FY 1999

Audited Enrollment:
334

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

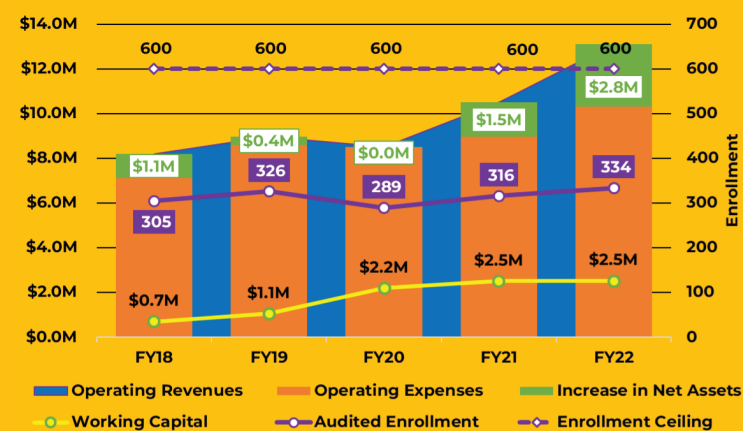
▼ = FY 2022 School Results

■ = FY 2021 School Results

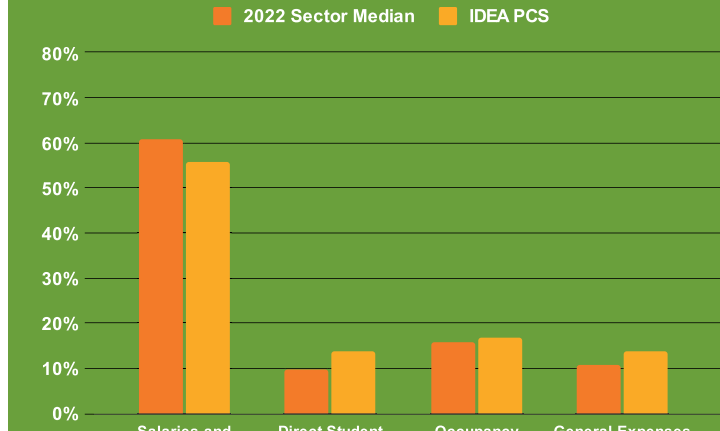
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



IDEA PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$19,586	\$16,030	22%
Current Assets	\$4,555	\$3,501	30%
Total Liabilities	\$8,253	\$7,505	10%
Current Liabilities	\$2,026	\$996	103%
Working Capital	\$2,528	\$2,505	1%
Net Assets	\$11,334	\$8,525	33%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$13,115	\$10,493	25%
Operating Expenses	\$10,306	\$8,971	15%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$2,809	\$1,523	84%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$2,809	\$1,523	84%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$26,752	\$26,041	3%	\$22,259
Grants and Contributions	\$2,527	\$101	2,402%	\$874
Operating Revenues	\$39,266	\$33,207	18%	\$29,789
Operating Expenses	\$30,856	\$28,388	9%	\$28,225
Operating Income (Loss)	\$8,410	\$4,818	75%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

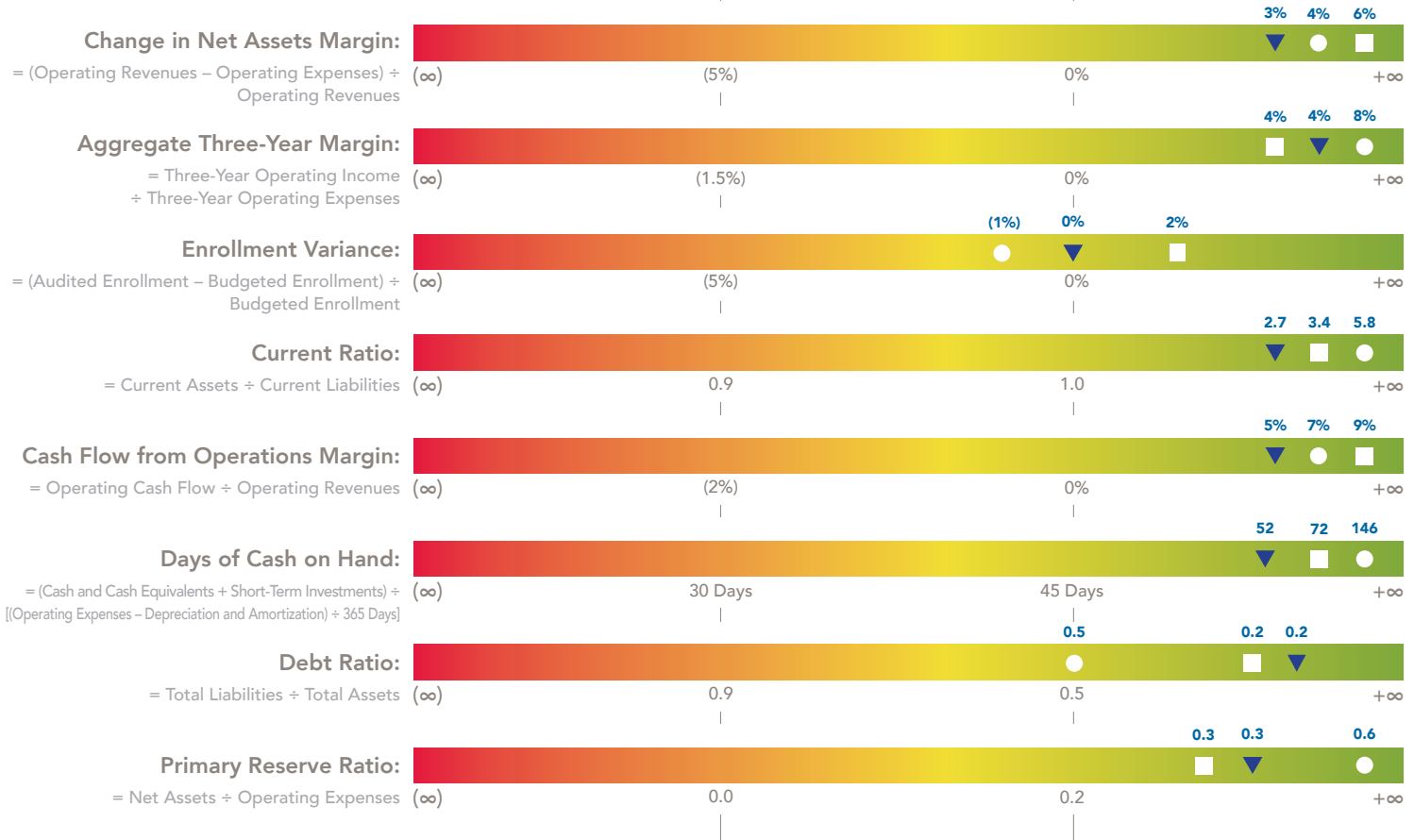
The LEA continued to demonstrate healthy financial performance in FY 2022, with all key financial indicators remaining above their respective targets. Change in net assets increased 84% from \$1.3M in FY 2021 to \$2.8M in FY 2022, while change in net assets margin continued to increase from 15% to 21% over the same period. Days of cash on hand increased from 52 days at FYE 2021 to 77 days at FYE 2022, above the 45-day target. These increases are due mainly to increases of \$0.7M (9%) in DC funding from a 6% enrollment increase and \$1.0M (51%) in pandemic-related federal funds, and effective cost management.

In FY 2022, the LEA used \$3.1M of cash in investing activities mostly for building improvements, of which \$0.5M were from private contributions and cash reserves. By FYE 2023, the LEA's liquidity worsened considerably to below the 30-day floor target in part due to delays in OSSE's grant reimbursement process and decreased enrollment. The LEA has applied for an OSSE loan to boost its liquidity. We are more closely monitoring the LEA's financial situation.

Opened:
FY 2014

Audited Enrollment:
792

KEY FINANCIAL INDICATORS

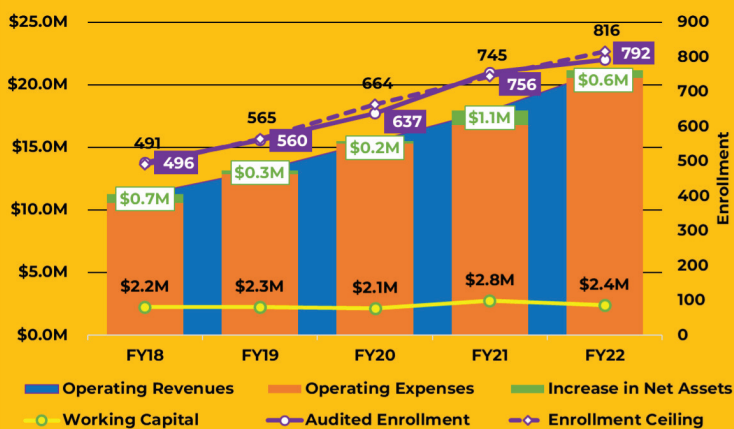


Unresolved Prior Year Audit Findings: 0

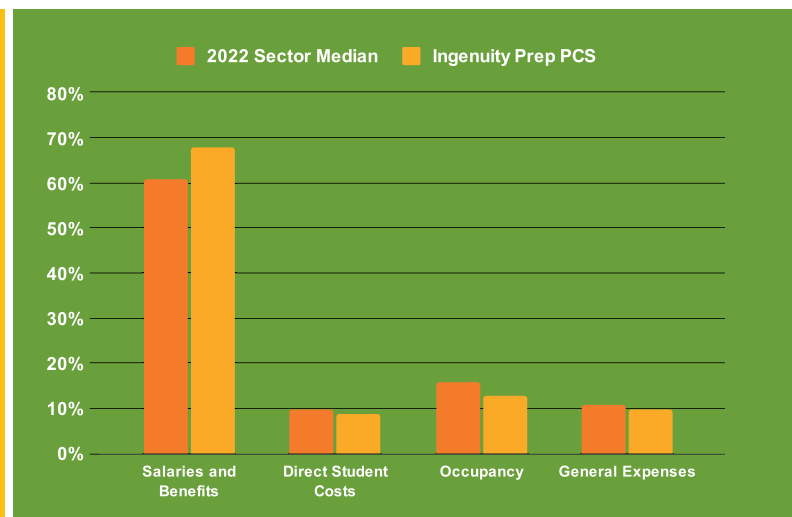
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



INGENUITY PREP PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$7,017	\$6,190	13%
Current Assets	\$3,793	\$3,925	(3%)
Total Liabilities	\$1,421	\$1,180	20%
Current Liabilities	\$1,416	\$1,170	21%
Working Capital	\$2,378	\$2,754	(14%)
Net Assets	\$5,596	\$5,009	12%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$21,155	\$17,939	18%
Operating Expenses	\$20,568	\$16,799	22%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$587	\$1,140	(49%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$587	\$1,140	(49%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	Yes
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	2
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,586	\$20,978	3%	\$22,259
Grants and Contributions	\$215	\$630	(66%)	\$874
Operating Revenues	\$26,711	\$23,729	13%	\$29,789
Operating Expenses	\$25,970	\$22,221	17%	\$28,225
Operating Income (Loss)	\$741	\$1,508	(51%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

After peaking in FY 2021, the LEA continued to demonstrate healthy financial performance in FY 2022. Most key financial indicators remained above their respective targets, despite their decrease. A FY 2022 \$1.5M investment in leasehold improvements, classroom furnishings, and computer and office equipment reduced days of cash on hand from 72 days to 52 days (above the 45-days' target) and current ratio from 3.4 to 2.7 (above the 1.0 target). Despite the 5% increase in enrollment from 756 to 792 in line with the expansion into grade 8, a \$0.5M (49%) decrease in change in net assets contributed to decreases in cash flow from operations margin from 9% to 5% and change in net assets margin from 6% to 3%.

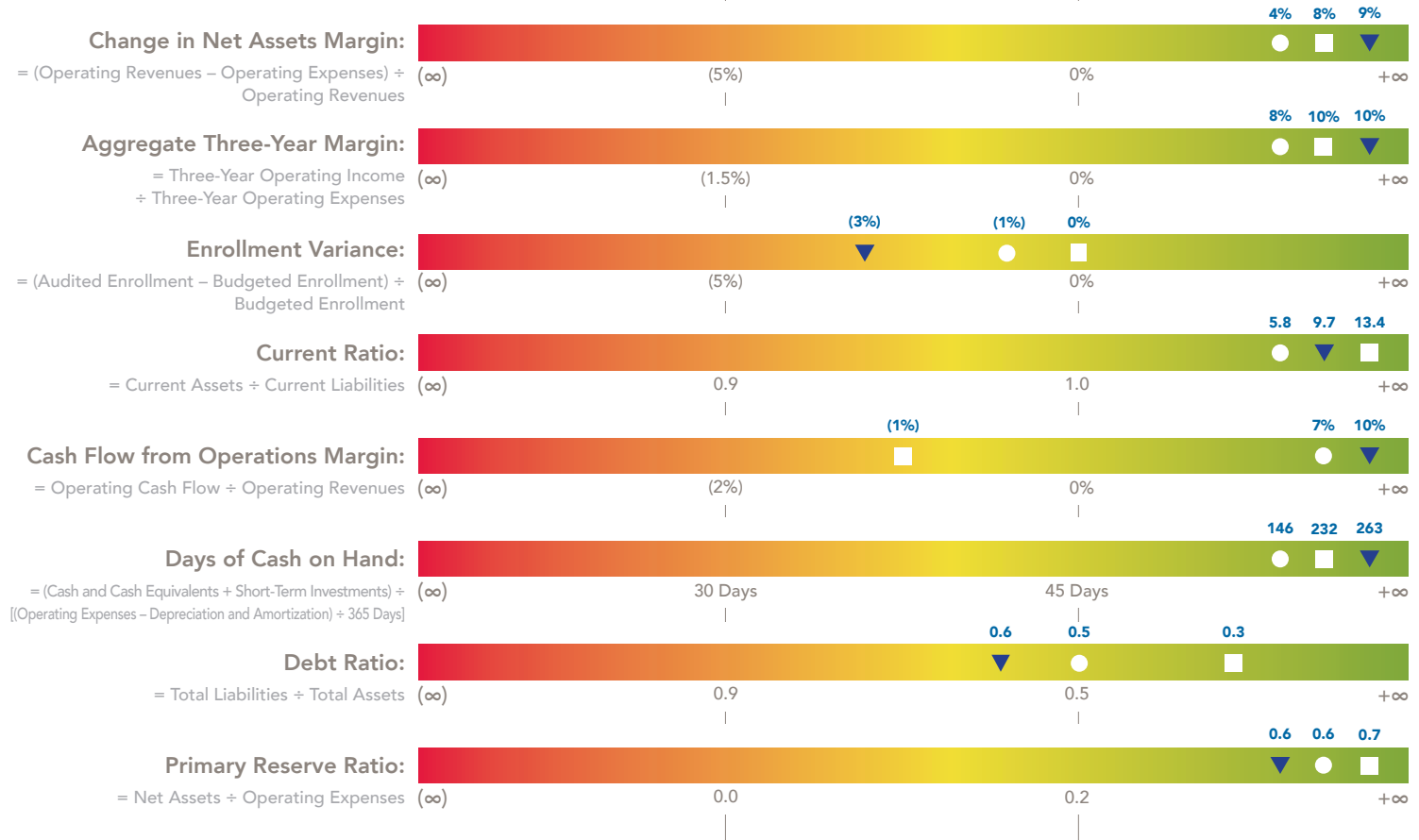
The 5% enrollment increase coupled with the 3.6% increase in the UPSFF foundation rate increased per pupil funding allocations of \$1.2M (8%). In addition, federal entitlements and other federal funds increased \$2.3M (151%) due to COVID-19 relief funding. These were partially offset by decreases in state and local government contributions and grants of \$0.1M (77%) and private contributions, donations, and grants of \$0.2M. In support of the 5% enrollment increase and return to in-person learning, operating expenses increased \$3.8M (22%) from increases in personnel salaries and benefits of \$2.2M (19%), direct student expenses of \$1.0M (124%), occupancy expenses of \$0.3M (11%), and general expenses of \$0.3M (17%).

The LEA shares with Statesmen College Preparatory Academy PCS the month-to-month rental of a building occupied by its school facility. Their in-common lessor, Building Pathways, is in negotiations with its landlord, Department of General Services, to surrender control of the building to the LEA, at which time the LEA will sublet a portion of the building to Statesmen College Preparatory Academy PCS per their mutual understanding.

Opened:
FY 2012

Audited Enrollment:
505

KEY FINANCIAL INDICATORS

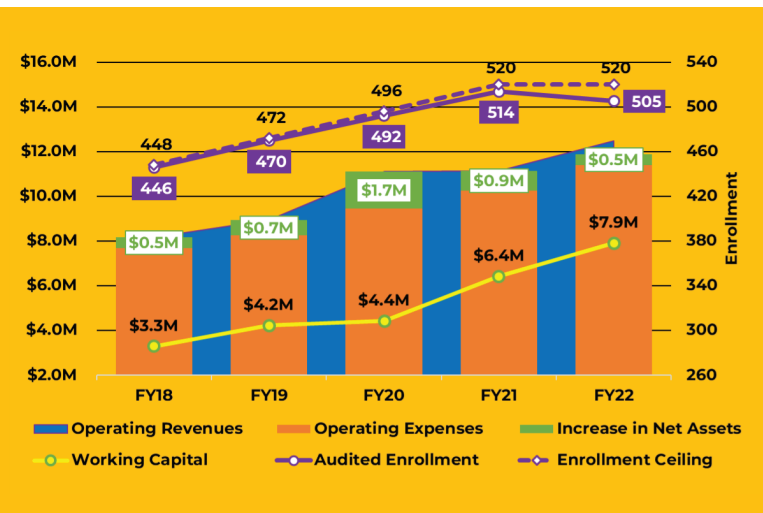


Unresolved Prior Year Audit Findings: 0

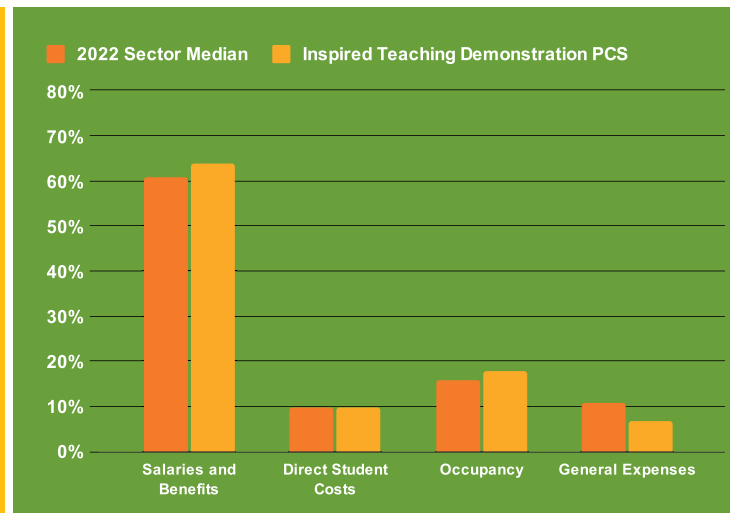
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



INSPIRED TEACHING DEMONSTRATION PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$19,751	\$9,106	117%
Current Assets	\$8,820	\$6,942	27%
Total Liabilities	\$12,554	\$2,397	424%
Current Liabilities	\$912	\$518	76%
Working Capital	\$7,908	\$6,424	23%
Net Assets	\$7,198	\$6,709	7%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$12,472	\$11,149	12%
Operating Expenses	\$11,395	\$10,241	11%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$1,076	\$908	19%
Other Changes in Net Assets	(\$588)	\$0	
Increase (Decrease) in Net Assets	\$489	\$908	(46%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT

Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,763	\$19,838	10%	\$22,259
Grants and Contributions	\$600	\$415	45%	\$874
Operating Revenues	\$24,696	\$21,692	14%	\$29,789
Operating Expenses	\$22,565	\$19,924	13%	\$28,225
Operating Income (Loss)	\$2,132	\$1,767	21%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continued to demonstrate strong financial performance, despite the 9 student (2%) enrollment decrease. From FY 2021 to FY 2022, operating revenues increased \$1.3M (12%) primarily from increases in categorical enhancements of \$0.7M (35%) reflecting increases in special populations, especially Special Ed Level 4 from 7 to 23 students) and federal entitlements and other federal funds of \$0.4M (74%) due to COVID 19 relief funding. Due to the return to in-person learning, a cross-the-board salary increase, the addition of six staff positions, and added COVID-19 safety protocols, operating expenses increased \$1.2M (11%) from increases in personnel salaries and benefits of \$0.6M (9%), direct student expenses of \$0.3M (35%), occupancy expenses of \$0.2M (8%), and general expenses of \$0.1M (11%). In addition, a \$0.6M loss on redemption of the controlling member in Shaed School LLC decreased other changes in net assets.

In May and June 2022, the LEA purchased from Shaed School LLC equipment and leasehold improvements at a \$8.2M net book value. The LEA borrowed \$10.5M to fund this acquisition under a 5% note. The 0.6 debt ratio at FYE 2022, while greater than the 0.5 target, is not a reason for concern. This is because the LEA can easily service its debt with its strong liquidity. As of FYE 2022, the LEA had 263 days of cash on hand (significantly above the 45-days' target), a 0.6 primary reserve ratio (above the 0.2 target), and a current ratio of 9.7 (above the 1.0 target).

The 263 days of cash on hand, corresponding with an \$8.0M unrestricted cash balance, is the result of intentional planning over the past 5 years for several financial contingencies.

- The lease was due to expire in 2019 and was not extended until April 2022. During the intervening period, the LEA began to reserve funds in case an acquisition and/or renovation of a new school building was needed, as it was unclear if DC would extend the lease.
- The HVAC system in the leased building has caused problems since it was installed in 2014 and the LEA has been reserving funds for increased maintenance and repair costs.
- The LEA began renovating the building basement prior to the COVID-19 pandemic, then paused construction during the pandemic. The LEA has been reserving funds to complete the renovation.

The LEA plans to spend down these reserves over the next 3 years and return to the sector median in the following ways.

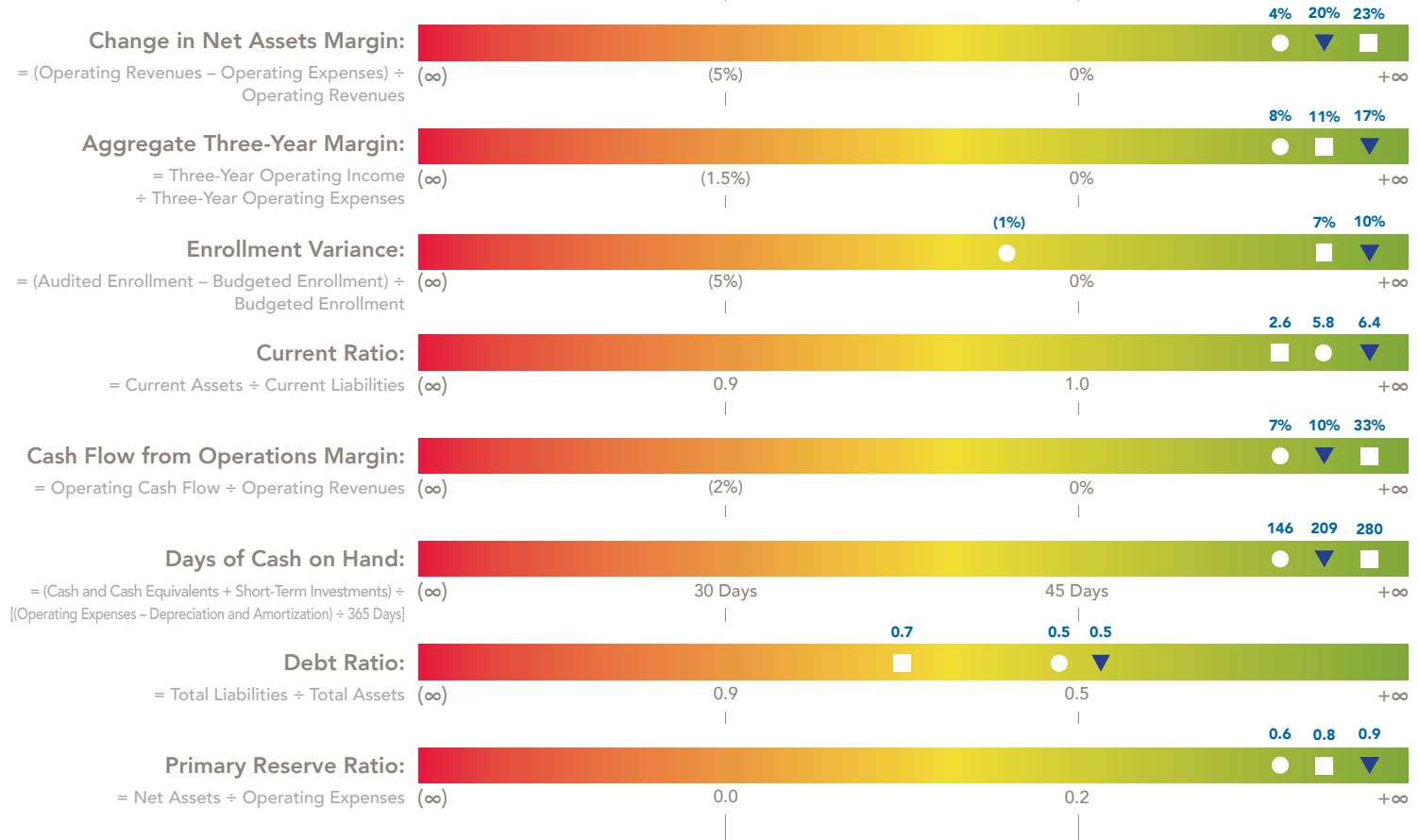
- The LEA's OSSE construction loan of \$1.8M will need to be repaid in full in April 2026 via balloon payment. This will decrease the LEA's cash balance by nearly \$1.8M at that time.
- The LEA plans to complete the renovation of the basement which is now estimated to cost approximately \$4 million.
- The LEA expects to spend about \$0.9M on an HVAC overhaul and other energy enhancements.

The above represents cash outflows of \$6.7M over the next 3 years, absent any new financing. This would decrease the LEA's unrestricted cash balance to approximately \$1.4M. The LEA will manage those expenses and/or obtain additional financing to ensure continued compliance with DC PCSB's days of cash on hand target.

Opened:
FY 2016

Audited Enrollment:
280

KEY FINANCIAL INDICATORS

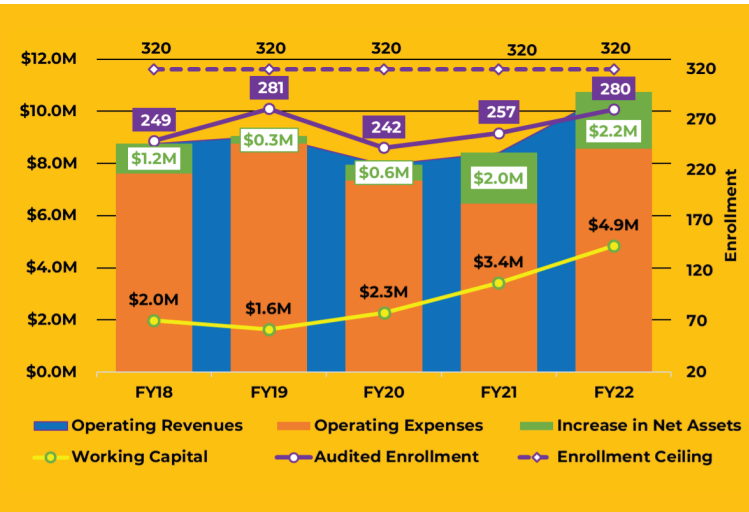


Unresolved Prior Year Audit Findings: 0

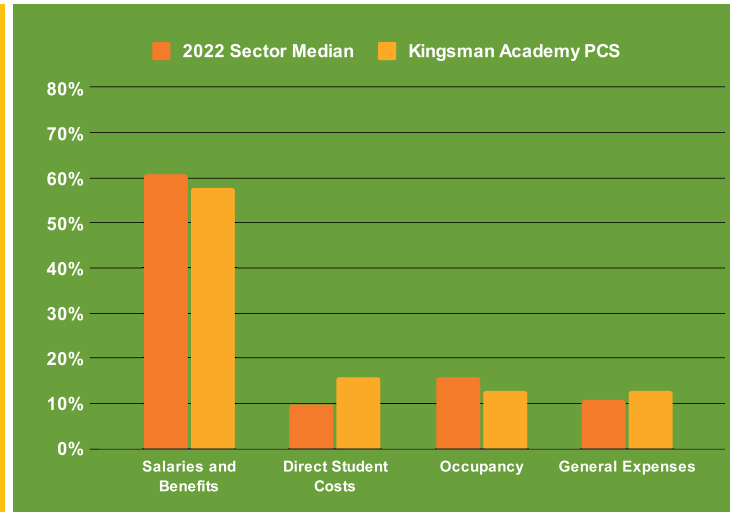
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



KINGSMAN ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$15,724	\$15,173	4%
Current Assets	\$5,751	\$5,494	5%
Total Liabilities	\$8,306	\$9,916	(16%)
Current Liabilities	\$896	\$2,077	(57%)
Working Capital	\$4,855	\$3,418	42%
Net Assets	\$7,418	\$5,257	41%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$10,735	\$8,430	27%
Operating Expenses	\$8,574	\$6,457	33%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$2,161	\$1,973	10%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$2,161	\$1,973	10%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$30,834	\$28,959	6%	\$22,259
Grants and Contributions	\$262	\$72	264%	\$874
Operating Revenues	\$38,339	\$32,803	17%	\$29,789
Operating Expenses	\$30,622	\$25,125	22%	\$28,225
Operating Income (Loss)	\$7,718	\$7,678	1%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

After peaking in FY 2021, the LEA continued to demonstrate strong financial performance in FY 2022. Most liquidity measures remained well above target, including days of cash on hand of 209 days (above the 45-days' target and 146-days' sector median), primary reserve ratio of 0.9 (above the 0.2 target and 0.6 sector median). The 0.5 debt ratio is at target but is not a cause for concern due to the robust liquidity.

Cash flow from operations margin decreased from 33% in FY 2021 to 10% in FY 2022, still well above the -2% target floor and above the 7% sector median. During the same period, the change in net assets margin decreased from 23% to 20%, still well above the -5% target floor and above the 4% sector median.

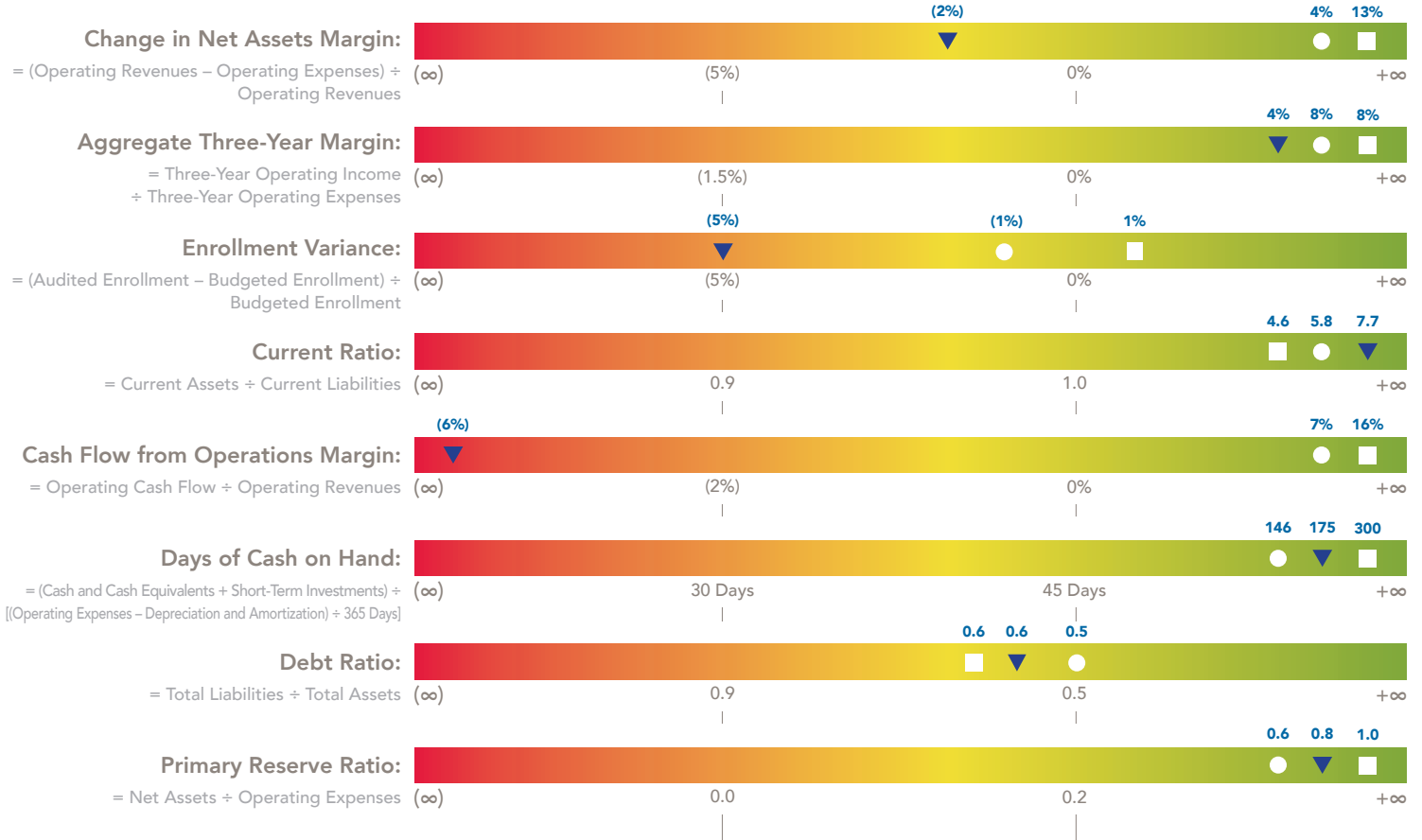
The change in net assets increased \$0.2M (10%) due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$2.3M	27%	The 23 student (9%) increase in enrollment coupled with the 3.6% increase in the UPSFF foundation rate generated increases in revenues from general education of \$0.6M (14%), categorical enhancements of \$0.6M (23%), and facilities allowance of \$0.1M (9%). In addition, federal entitlements and other federal funds increased by \$1.0M (114%) due to COVID-19 relief funding and PPP loan forgiveness recorded as revenue in FY 2022.
Operating Expenses	E	\$2.1M	33%	The increases in enrollment, student-facing staff, and the return to in person learning led to increases in personnel salaries and benefits of \$1.2M (34%), direct student expenses of \$0.6M (85%), occupancy expenses of \$0.1M (10%), and general expenses of \$0.1M (13%).
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 2002

Audited Enrollment:
6,996

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

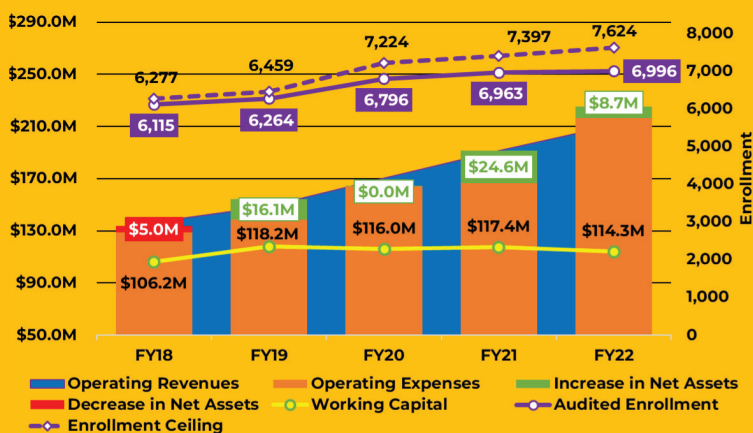
▼ = FY 2022 School Results

■ = FY 2021 School Results

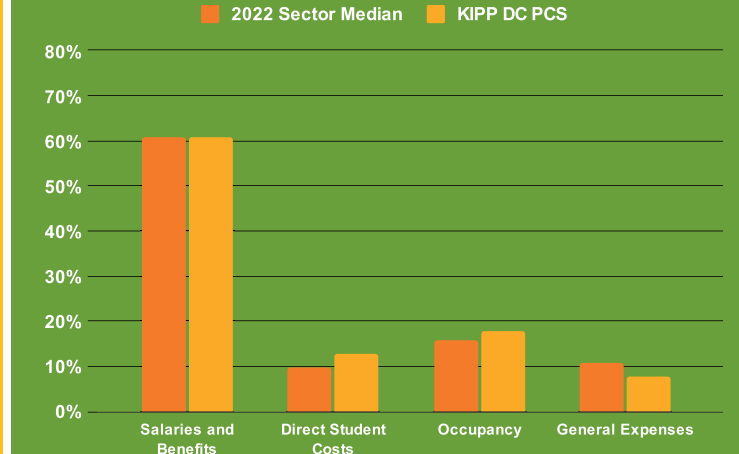
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



KIPP DC PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$479,445	\$454,641	5%
Current Assets	\$131,224	\$149,885	(12%)
Total Liabilities	\$296,670	\$280,595	6%
Current Liabilities	\$16,936	\$32,472	(48%)
Working Capital	\$114,289	\$117,414	(3%)
Net Assets	\$182,775	\$174,046	5%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$211,258	\$191,287	10%
Operating Expenses	\$216,266	\$166,730	30%
Nonoperating Income (Loss)	\$16,506	\$0	
Surplus (Deficit)	\$11,498	\$24,557	(53%)
Other Changes in Net Assets	(\$2,769)	\$0	
Increase (Decrease) in Net Assets	\$8,729	\$24,557	(64%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	Yes
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$22,050	\$21,381	3%	\$22,259
Grants and Contributions	\$1,146	\$3,545	(68%)	\$874
Operating Revenues	\$30,197	\$27,472	10%	\$29,789
Operating Expenses	\$30,913	\$23,945	29%	\$28,225
Operating Income (Loss)	(\$716)	\$3,527	(120%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA maintained its strong financial condition with an \$8.7M (5%) increase in net assets but narrowed its cash flow from operations margin from 16% in FY 2021 to -6% in FY 2022 and fell 5% short of its budgeted enrollment by 339 students in FY 2022. All its other key financial indicators remained above their respective floors. Despite the LEA's increase in net assets in FY 2022, its FY 2022 change in net assets decreased \$15.8M (64%), but increased \$3.6M (25%) without donor restrictions, from its FY 2021 change in net assets as described in the table below, which was one of a number of contributing factors to the 42% decrease in the LEA's days of cash on hand from 300 days to 175 days, still above both the 45-days target and 146-days sector median at FYE 2022. In FY 2022, the LEA obtained a \$11.8M New Market Tax Credit loan to invest in the development and construction of its Highlands campus leased facility. The LEA drew down \$28.6M on its \$50M Series 2020 bond proceeds to continue investing in the renovation and expansion of its Highlands campus.

The FY 2021 significant deficiency in internal controls surrounding the review of construction contracts and commitments financial reporting was resolved in FY 2022. During FY 2022, the LEA found that a former employee committed fraud through \$2.2M in deceitful technology equipment and software invoices issued in FY 2020 and FY 2021. In FY 2022, the LEA recovered \$1.0M of this loss from its insurer and the LEA stands to possibly recover additional funds from a federal civil forfeiture action against assets purchased with proceeds from the fraudulent payments. The FY 2022 audit report identified as a significant deficiency in internal controls that the LEA did not have adequate procurement controls for the review and approval of invoices and acceptance of receiving reports. Since the discovery of the fraud, management has taken steps under its corrective action plan and in a financial corrective action plan imposed by DC PCSB to implement changes and added controls to reduce the risk of future fraud, including the creation of an audit committee.

Item	Type	In(De)crease		Explanation
		Amount	%	
Cash and Cash Equivalents and Restricted Cash	A	\$10.8M	8%	(\$12.8M) used in operating activities (see below), (\$51.3M) purchases of property and equipment \$39.2M investment sales net of purchases, \$10.9M decrease in restricted investments \$39.8M net proceeds from long-term debt, (\$15.0M) used in other financing activities
Operating Revenues	R	\$20.0M	10%	\$31.4M net increase from federal funds, \$ 5.4M increase UPSFF revenues, (\$17.4M) decrease in private contributions
Operating Expenses	E	\$49.6M	30%	\$19.9M, 18% increase in personnel salaries and benefits <ul style="list-style-type: none"> Added 235 staff to support growth and new initiatives Increased employee benefit offerings and costs Instructional compensation updates \$15.5M, 129% increase in direct student expenses <ul style="list-style-type: none"> Opened 1 new campus and 2 new schools Returned to in-person learning, operating, and meal service Purchased supplies and furniture for social distancing Tutored, and purchased technology for summer enrichment \$9.8M, 33% increase in occupancy expenses <ul style="list-style-type: none"> Opened and expanded campuses Increased in-person learning, operations, and security Expanded air quality measures and cleaning for COVID \$4.4M, 35% increase in general expenses from in-person increase <ul style="list-style-type: none"> COVID support including equipment, nurses, and testing Staff computers, software, and furniture Outreach to families and communities Business insurance and printing from growth and in-person
Nonoperating Income and Other Changes in Net Assets	N	\$13.8M		\$16.6M net gain from unwinding FY 2014 NMTC loan structure (\$2.8M) related party contribution
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

KIPP DC PCS

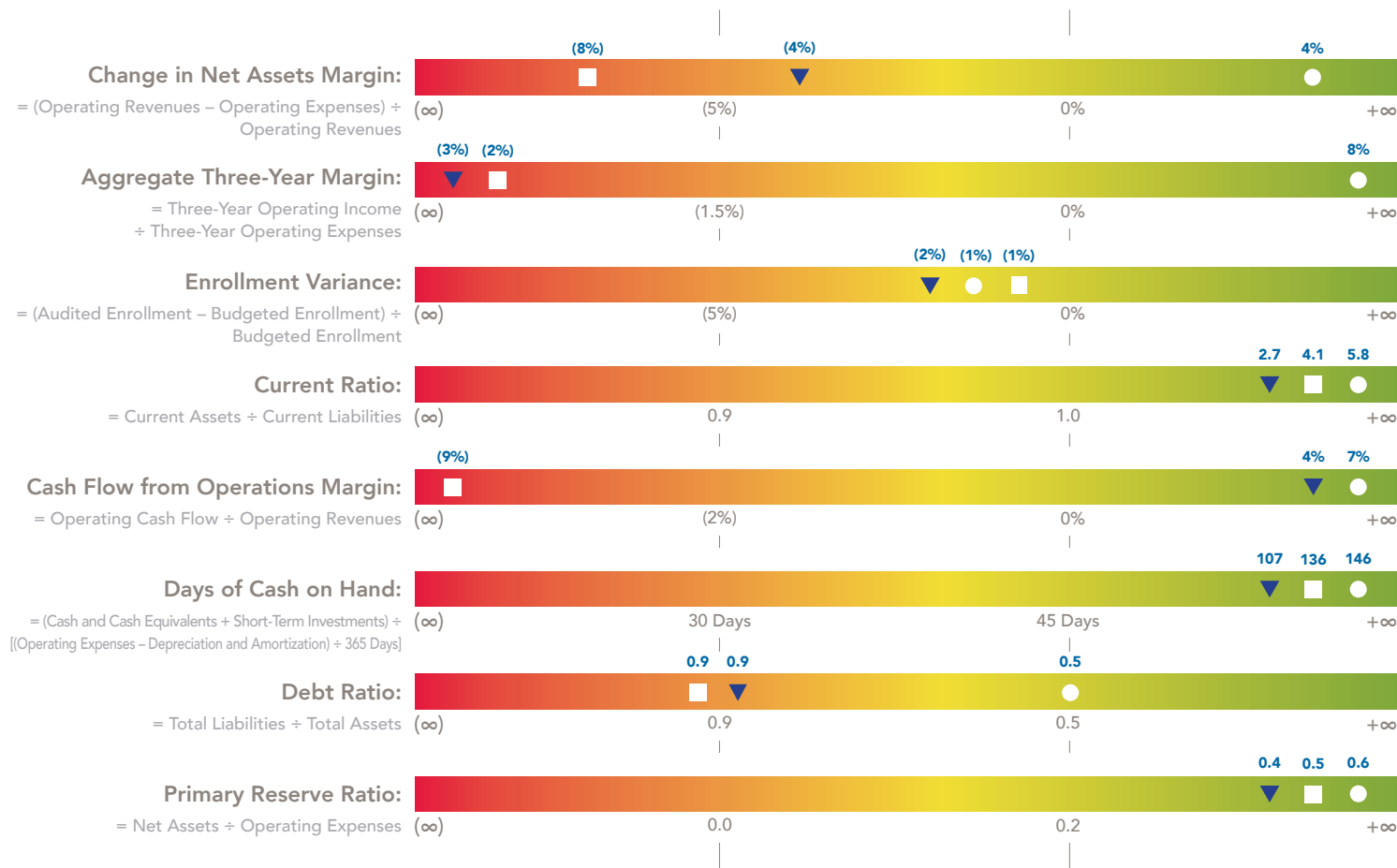
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	KIPP DC Supporting Corp (RP, Nonprofit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	KIPP DC Supporting Corp ("Support Corp") is a related party of KIPP DC. By design, KIPP DC does not control a majority of the board of directors of Support Corp, but does share one person (John Duff) who is a member of both boards of directors. As such, Support Corp and KIPP DC are considered related parties, but are not consolidated for financial reporting purposes. Dane Anderson, COO of KIPP DC, serves as Treasurer of KIPP DC Supporting Corp. Shannon Hodge, President of KIPP DC, serves as President of Support Corp.
Agreement Start and Expiration Dates	09-17-2014. There is no expiration date.
Services	The Support Corp was formed for charitable, educational and literary purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code. Its primary mission is to provide support to KIPP DC and its affiliates, specifically for providing funds for the benefit of, and to support all aspects of the mission of KIPP DC. The total fiscal year expenses relating to the RP reflect a related party contribution made to Support Corp in connection with New Market Tax Credit (NMTC) financing in FY 2022.
How Fee is Determined	There is not a RP Fee.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$2,769,142 (1%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	The RP does not have employees

Opened:
FY 2004

Audited Enrollment:
533

KEY FINANCIAL INDICATORS

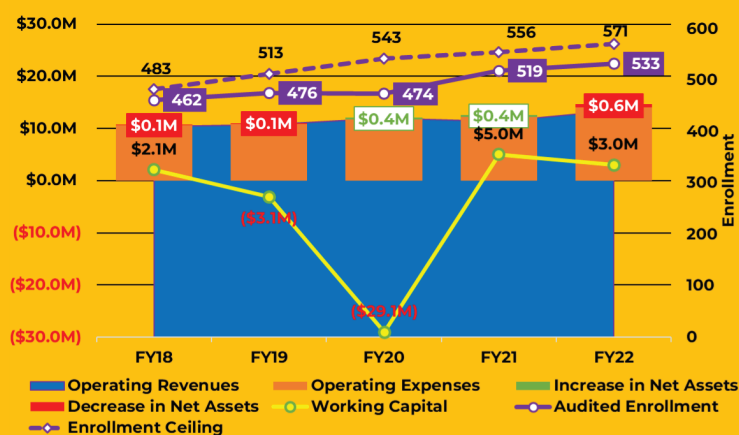


Unresolved Prior Year Audit Findings: 0

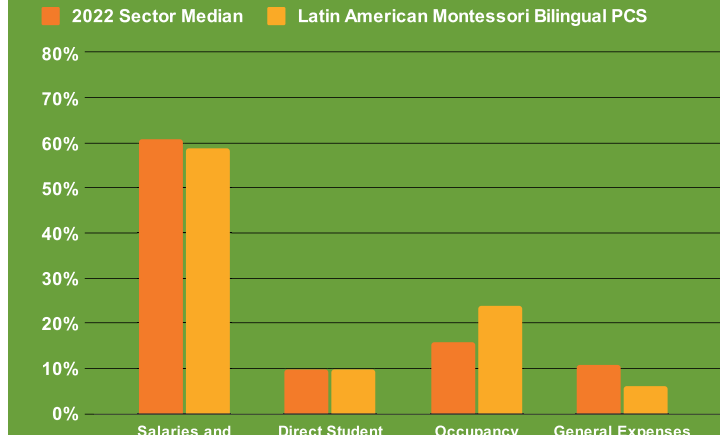
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



LATIN AMERICAN MONTESSORI BILINGUAL PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$44,241	\$44,779	(1%)
Current Assets	\$4,772	\$6,663	(28%)
Total Liabilities	\$38,327	\$38,281	0%
Current Liabilities	\$1,760	\$1,624	8%
Working Capital	\$3,012	\$5,039	(40%)
Net Assets	\$5,915	\$6,498	(9%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$13,468	\$11,370	18%
Operating Expenses	\$14,052	\$12,236	15%
Nonoperating Income (Loss)	\$0	\$1,217	(100%)
Surplus (Deficit)	(\$584)	\$351	(266%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$584)	\$351	(266%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$20,276	\$19,979	1%	\$22,259
Grants and Contributions	\$637	\$783	(19%)	\$874
Operating Revenues	\$25,268	\$21,908	15%	\$29,789
Operating Expenses	\$26,363	\$23,576	12%	\$28,225
Operating Income (Loss)	(\$1,095)	(\$1,668)	(34%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

After peaking in FY 2021, the LEA continued to demonstrate adequate financial performance. At FYE 2022, days of cash on hand decreased from 136 days to 107 days (above the 45-days' target), current ratio decreased from 4.1 to 2.7 (above the 1.0 target), and the primary reserve ratio decreased from 0.5 to 0.4 (above the 0.2 target). The 0.9 debt ratio at FYE 2022, while unfavorably above the 0.5 target, is not of concern if the LEA continues to maintain strong liquidity that can sufficiently service its debt. As described in the table, the LEA's change in net assets decreased from \$0.3M in FY 2021 to -\$0.6M in FY 2022.

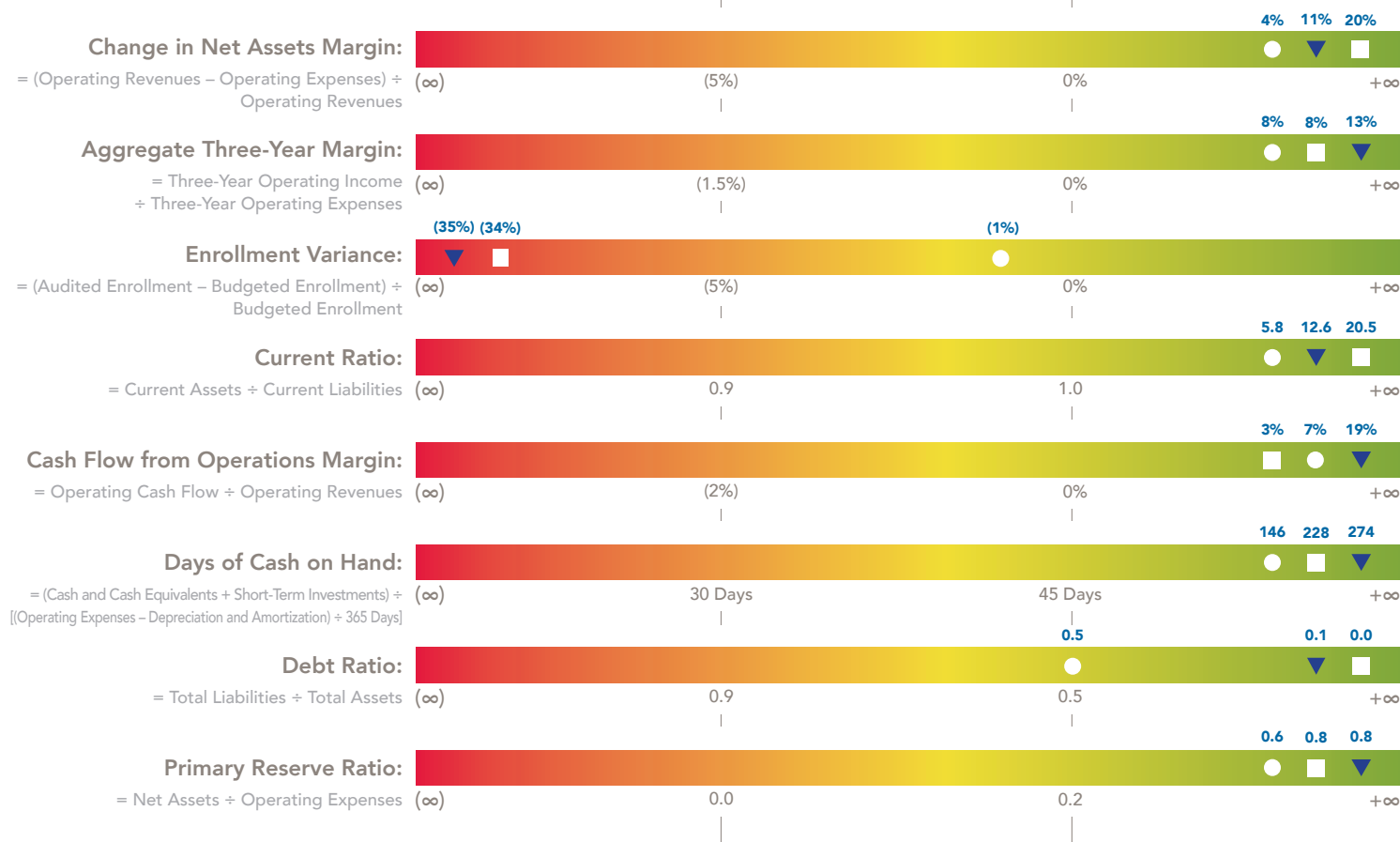
In FY 2022, the LEA invested \$2.5M in added construction of its new 5000 14th Street, NW facility to add capacity and provide more space for social distancing as students returned to in-person learning. The funding sources of the \$2.5M were \$1.0M in remaining bond proceeds, \$0.4M in ESSER II COVID-19 relief funds, and \$1.1M from proceeds of the FY 2021 sale of its Missouri Avenue property. In June 2023, when the LEA's \$0.3M annual sublease with The Sojourner Truth PCS expired, the LEA canceled its 3825 18th Street, NW facility lease to consolidate to its 14th Street facility, saving approximately \$1.8M in cumulative net rent through June 2028.

From FY 2021 to FY 2022, there was a \$0.9M (266%) decrease in the change in net assets primarily due to:				
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Loss	R & E	(\$0.3M)	(33%)	As described in more detail below, the financial improvement from the increase in operating revenues over the increase in operating expenses, resulted in a 33% decrease in the operating loss from \$0.9M to \$0.6M.
Operating Revenues	R	\$2.1M	18%	Revenues from general education increased \$0.4M (6%) due to the 14 student (3%) increase in enrollment and the 3.6% increase in UPSFF rate. Federal entitlements and other federal funds increased \$0.7M (113%) from COVID-19 relief funding and the National School Lunch Program. Other income increased \$1.1M (9,967%) due to the resumption of the extended learning day and summer programs.
Operating Expenses	E	\$1.8M	15%	The increase in enrollment coupled with the return to in-person learning led to increases in personnel salaries and benefits of \$0.8M (11%), direct student expenses of \$0.9M (144%), and general expenses of \$0.2M (31%).
Nonoperating Income	R	(\$1.2M)	(100%)	Gain on the FY 2021 sale of the 1375 Missouri Avenue facility.
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 2013

Audited Enrollment:
91

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

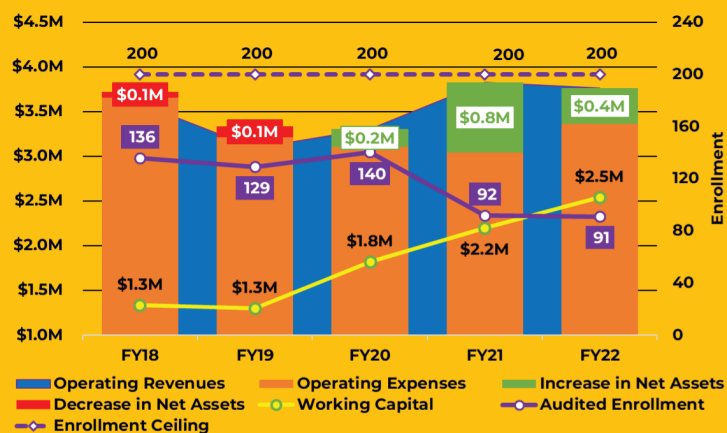
▼ = FY 2022 School Results

■ = FY 2021 School Results

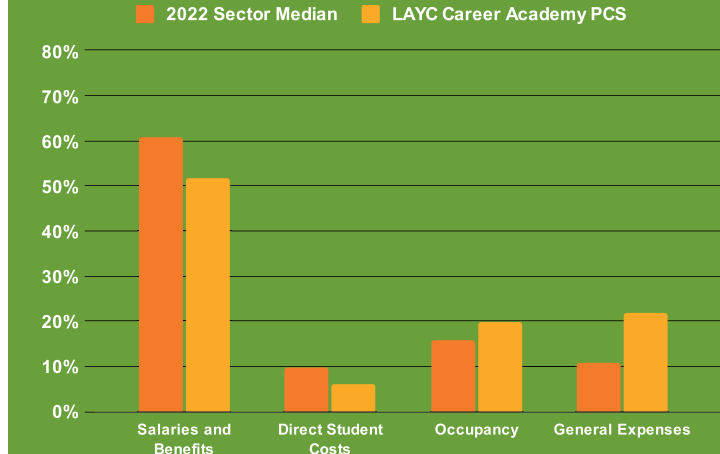
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



LAYC CAREER ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$2,972	\$2,464	21%
Current Assets	\$2,758	\$2,309	19%
Total Liabilities	\$220	\$113	95%
Current Liabilities	\$220	\$113	95%
Working Capital	\$2,539	\$2,196	16%
Net Assets	\$2,753	\$2,352	17%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$3,763	\$3,824	(2%)
Operating Expenses	\$3,362	\$3,045	10%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$401	\$779	(49%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$401	\$779	(49%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$30,501	\$28,061	9%	\$22,259
Grants and Contributions	\$6,304	\$5,844	8%	\$874
Operating Revenues	\$41,351	\$41,560	(1%)	\$29,789
Operating Expenses	\$36,946	\$33,095	12%	\$28,225
Operating Income (Loss)	\$4,405	\$8,465	(48%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA's financial health continued to strengthen in FY 2022. Most key financial indicators remained above their respective targets and sector medians. The current ratio decreased from 20.5 to 12.6 but remained significantly above the sector median of 5.8, and the debt ratio increased from 0.0 to 0.1. Both changes were driven by an increase in accounts payable and accrued expenses of \$0.1M (220%). Cashflow provided by operating activities of \$0.6M in FY 2022 increased working capital 16% from \$2.2M to \$2.5M and days of cash on hand 20% from 228 days to 274 days

Enrollment decreased 1% from 92 to 91 in FY 2022, compared to the 34% (48 student) decrease in FY 2021 which was due to the COVID-19 pandemic. The decrease in enrollment from FY 2021 to FY 2022 coupled with other effects of the COVID-19 pandemic resulted in a decrease in the change in net assets which is explained in the following table.

From FY 2021 to FY 2022, change in net assets decreased \$0.4M (49%) primarily due to:				
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenue	R	(\$0.1M)	(2%)	The \$0.5M (25%) net increase in general education revenue bolstered from \$1.2M in hold harmless funding received in FY 2022 was offset by decreases in nonrecurring PPP loan forgiveness of \$0.3M in FY 2021, categorical enhancement revenue of \$0.1M (37%), and facilities allowance revenue of \$0.2M (35%) due to FY 2021 allocations based on 49 (35%) higher FY 2020 projected enrollment in FY 2020 than audited enrollment in FY 2022.
Personnel Salaries and Benefits	E	\$0.2M	11%	Increased due to the addition of a data manager position, salary increases, and staff bonuses.
Direct Student Expense and Occupancy Expense	E	\$0.1M	16%	Increased due to inflation and the return to in-person learning.
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

LAYC CAREER ACADEMY PCS

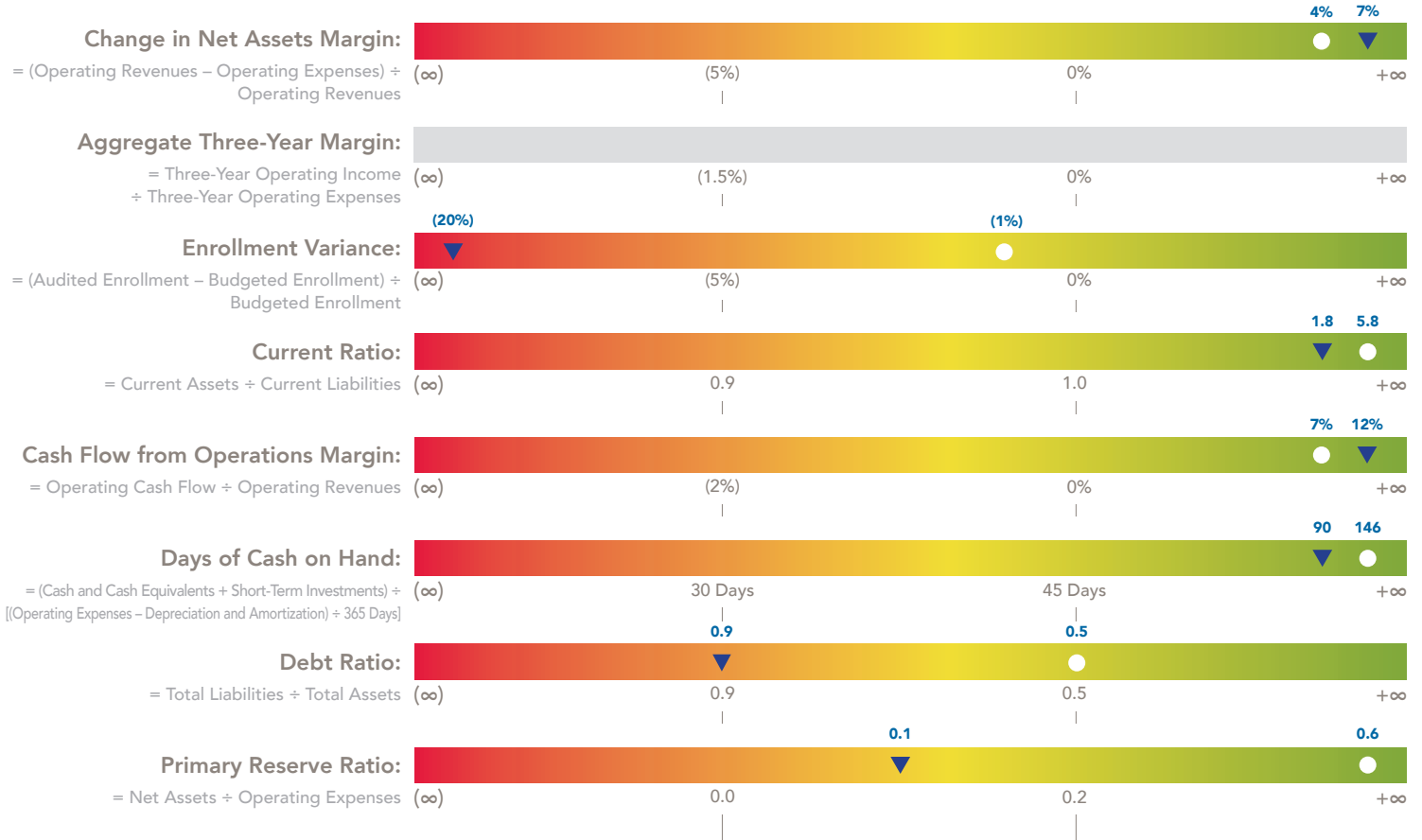
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	Latin American Youth Center (MO & RP, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	The MO founded the LEA. The MO shares one board member with the LEA.
Agreement Start and Expiration Dates	07-01-2021. Either party may terminate this agreement by providing written notice of its intention to do so to the other party at least six months before the end of any academic year. Such termination shall become effective at the end of such academic year.
Services	Human Resources, Payroll Processing, Information Technology, Development, Insurance and Benefits, Reports to the Client.
How Fee is Determined	A set fee is paid for each service provided. Additional funds are often paid to cover expenses like benefit premiums, fees to ADP, and IT expenses.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$185,000 (5%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Mirna Quinteros-Grady, President/CEO, \$180,000

Opened:
FY 2022

Audited Enrollment:
160

KEY FINANCIAL INDICATORS



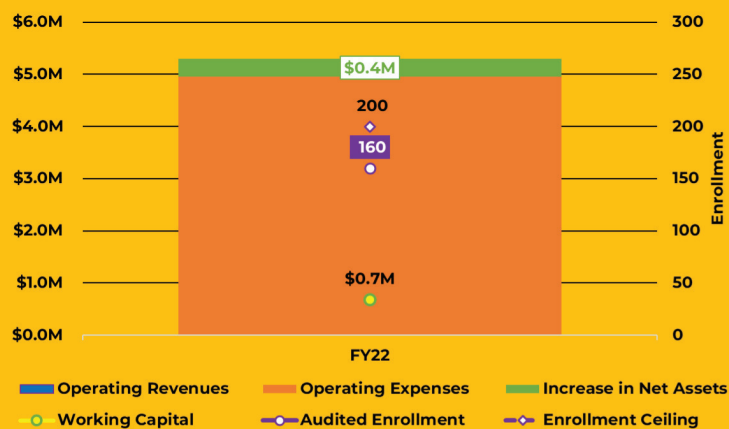
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

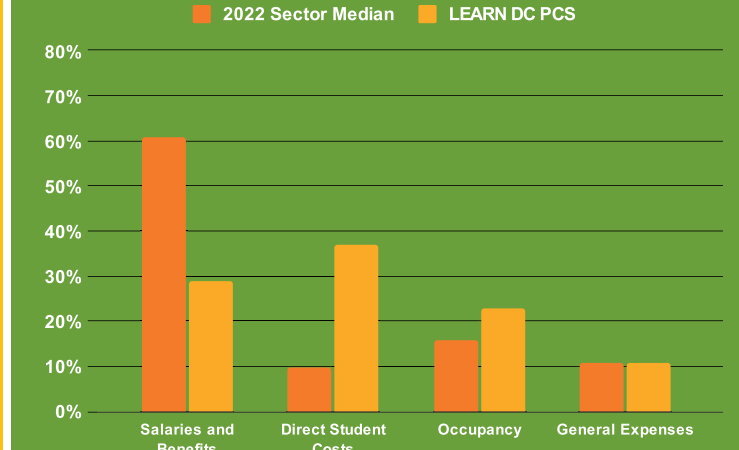
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



LEARN DC PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$4,680		
Current Assets	\$1,492		
Total Liabilities	\$4,327		
Current Liabilities	\$808		
Working Capital	\$685		
Net Assets	\$352		

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$5,304		
Operating Expenses	\$4,952		
Nonoperating Income (Loss)	\$0		
Surplus (Deficit)	\$352		
Other Changes in Net Assets	\$0		
Increase (Decrease) in Net Assets	\$352		

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	
Noncompliance Material to the Financial Statements (GAS)	No	
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	
Findings and Questioned Costs (Uniform Guidance)	N/A	
Going-Concern Issue	No	

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$19,379			\$22,259
Grants and Contributions	\$10,370			\$874
Operating Revenues	\$33,151			\$29,789
Operating Expenses	\$30,948			\$28,225
Operating Income (Loss)	\$2,203			\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In its first year of operations, the LEA demonstrated a mostly healthy financial performance. The LEA's liquidity and performance indicators were above their respective targets for FY 2022. However, the LEA reflected a marginally high 0.9 debt ratio, equal to the floor for this measure, and a 0.1 primary reserve ratio, slightly below the 0.2 target. These were not considered causes for concern, as the LEA reflected 90 days of cash on hand and \$0.7M working capital at FYE 2022, which would allow the LEA to face unexpected expenses, and it is not uncommon for first year LEAs to not have reached scale by their first year to build stronger long-term financial sustainability. Additionally, \$1.5M of the \$4.3M long-term liabilities at FYE 2022 were due to a related party, LEARN IL, which agreed to defer the repayments of this loan until FYE 2025.

In FY 2022, the LEA entered into a \$2.0M loan agreement with OSSE to finance leasehold improvements and renovations for a facility located on Joint Base Anacostia-Bolling military installation at 100 Duncan St SW. The LEA has incurred significant delays in accessing the OSSE's construction loan amount because the DC Office of Tax Revenue (OTR) did not have a lot created for the parcel leased by LEARN DC, and therefore the LEA, could not start the development of the leased ground. OTR recorded the security instruments for LEARN's loan on June 1, 2023, thus removing that construction barrier going forward. Additionally, the FY 2022 cost estimates for building the facility on the leased ground were \$13.0M (53%) higher than the original \$25.0M estimate.

LEARN DC PCS

FY 2022 Management Organization (MO) / Related Party (RP)

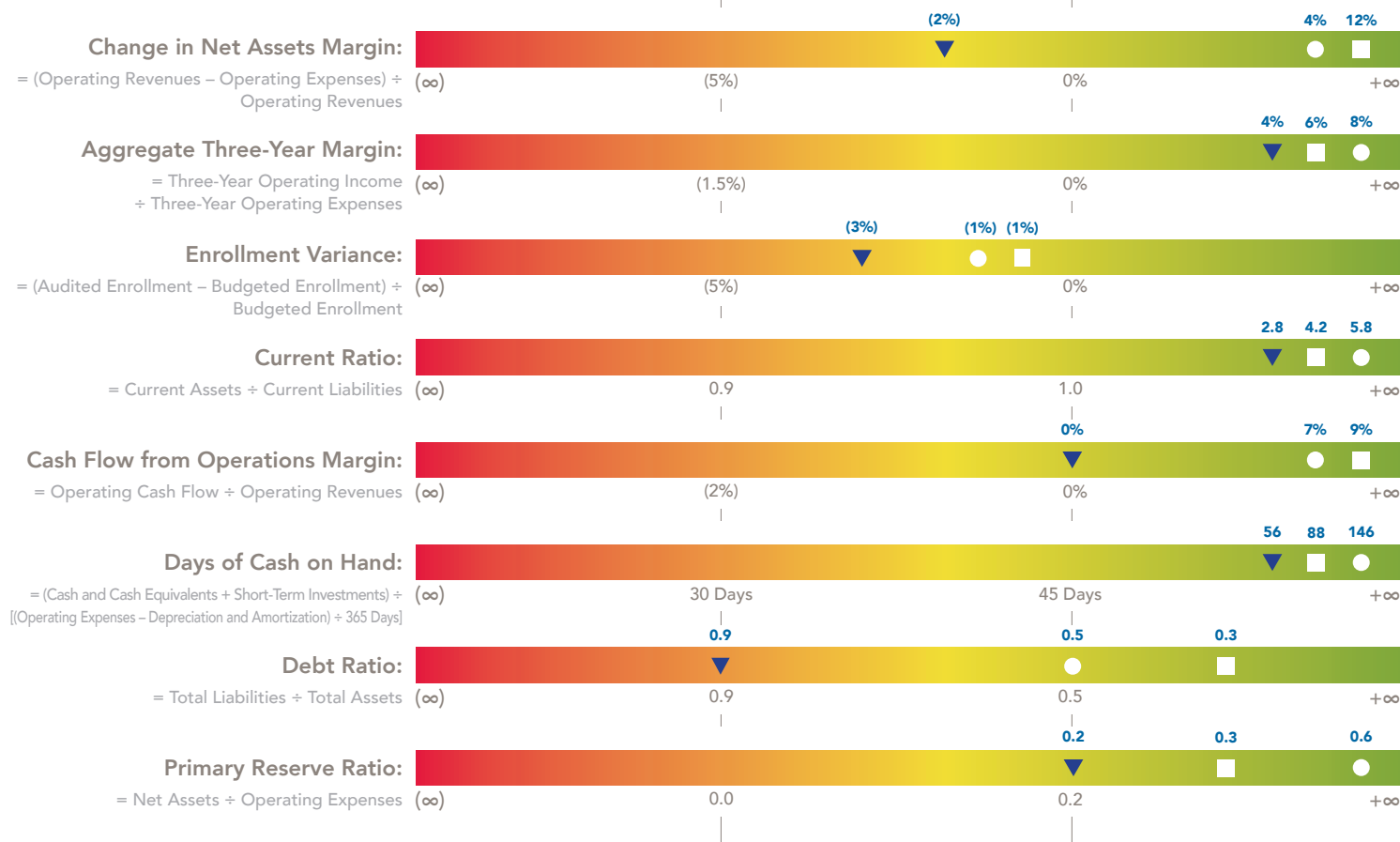
Organization (MO/RP, Tax Status) City, State	LEARN Charter School Network (MO & RP, Non-Profit) CHICAGO, ILLINOIS
Relationship to LEA	LEARN Charter School Network provides management support to LEARN-DC. Katie MacCarthy and Vineeta Raketich serve on both the LEARN Network and LEARN DC Board.
Agreement Start and Expiration Dates	01-11-2021 to 06-30-2026
Services	LEARN Network provides the following management organization support to LEARN DC: student support services; accounting and finance; payroll; audit; procurement; staff recruitment; teaching and learning (curriculum development, instructional training); operations; student data; enrollment; compliance; information technology and human resources. LEARN Network also subleased a facility to the LEA and assisted the LEA in acquiring leasehold improvements.
How Fee is Determined	Management fee (\$208,677) is calculated as 15% of all receipts and revenues of LEA excluding certain revenue items, such as per pupil facility allowance, contributed non-financial assets and services, private grants, and payments made to AppleTree. The base rent (\$681,600) is calculated based on enrollment per charter agreement multiplied by the facility allotment per pupil. Construction costs (\$629,521) amount to the total leasehold improvements acquired by LEARN Network on behalf of the LEA, net of contributed non-financial assets.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$208,677 (4%), \$208,677
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Greg White, CEO, \$361,643

Organization (MO/RP, Tax Status) City, State	AppleTree Institute for Education Innovation (MO & RP, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	Management agreement.
Agreement Start and Expiration Dates	07-01-2021 to 06-30-2026
Services	AppleTree manages and operates the Pre-School and Pre-Kindergarten (Pre-K3 and Pre-K4) children for LEARN-DC.
How Fee is Determined	AppleTree shall receive a management fee in an amount equal to the per-pupil funding that LEARN DC receives for Pre-K3 and Pre-K4 student population and other fees such as Special Education, ELL, At Risk and less PCSB administrative fee.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$1,374,887 (26%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Jack McCarthy, President/CEO, \$284,011

Opened:
FY 2015

Audited Enrollment:
424

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

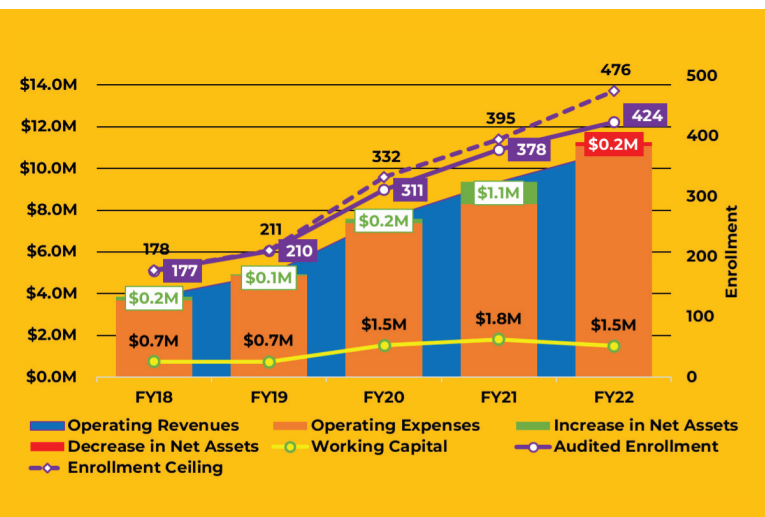
▼ = FY 2022 School Results

■ = FY 2021 School Results

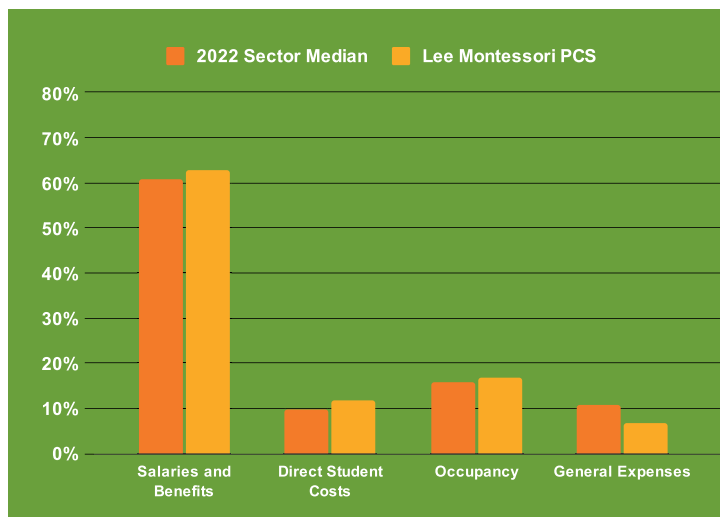
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



LEE MONTESSORI PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$14,659	\$3,397	332%
Current Assets	\$2,343	\$2,389	(2%)
Total Liabilities	\$12,610	\$1,143	1,003%
Current Liabilities	\$842	\$572	47%
Working Capital	\$1,501	\$1,817	(17%)
Net Assets	\$2,049	\$2,254	(9%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$10,862	\$9,371	16%
Operating Expenses	\$11,067	\$8,285	34%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	(\$204)	\$1,086	(119%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$204)	\$1,086	(119%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,054	\$20,562	2%	\$22,259
Grants and Contributions	\$918	\$632	45%	\$874
Operating Revenues	\$25,619	\$24,792	3%	\$29,789
Operating Expenses	\$26,101	\$21,918	19%	\$28,225
Operating Income (Loss)	(\$482)	\$2,874	(117%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA's FY 2022 financial performance was adequate. The LEA's days of cash on hand decreased in FY 2022 by 32 days (37%) to 56 days, its 5-year historical minimum, mainly a result of a \$0.8M (97%) decrease in cash provided by operating activities and a \$2.8M (34%) increase in operating expenses. The debt ratio increased to the 0.9 floor for this measure at FYE 2022, mainly due to loans totaling \$11.6M used in acquiring its previously leased facility at 2345 R St SE from Eagle Academy PCS. A trend like this increases the LEA's risk for long-term sustainability, as liquidity measures worsened in FY 2022.

In FY 2023, the LEA secured \$24.2M from three lenders to pay off its outstanding loans and finance the construction and development of the LEA's newly acquired facility. However, because of delays in the building permit, the LEA had to delay construction and could not submit requests for loan withdrawals. The LEA expects to complete construction and occupy the new addition in August 2024, and loan withdrawals are expected to continue beyond August 2024 as the project and site work is finalized. Per the FY 2023 unaudited financial statements, the LEA's days of cash on hand declined below the 30-day target floor primarily due to the delays in the construction loan withdrawals. The LEA expects to meet the lender's debt service coverage ratio covenant but remain below the DC PCSB target 45 days of cash on hand for FY 2023 and FY 2024. DC PCSB will monitor the situation during interim financial statements reviews.

From FY 2021 to FY 2022, change in net assets worsened \$1.3M (119%) from operating expenses increasing more rapidly than revenues primarily due to:

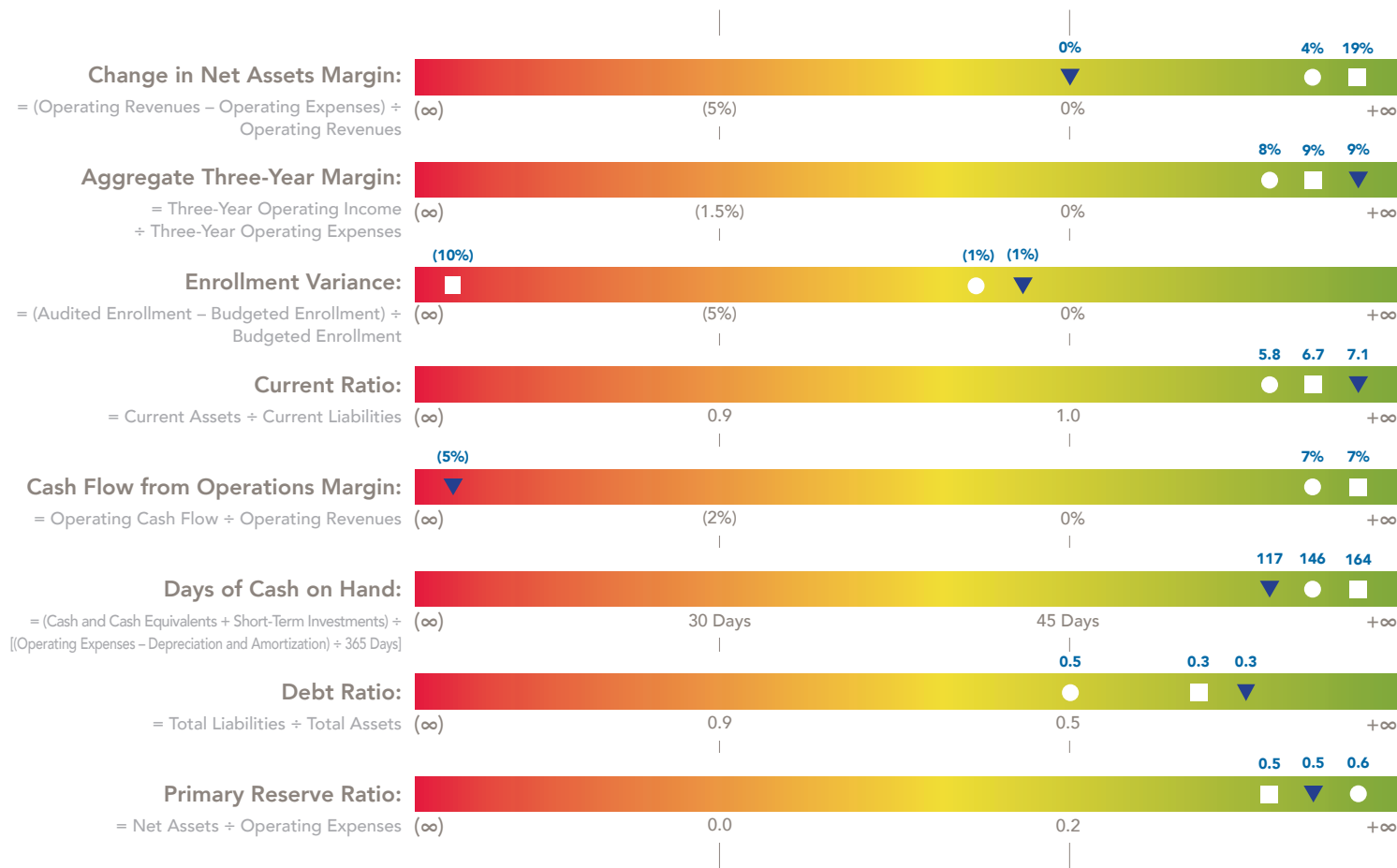
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$1.5M	16%	12% enrollment increase, which drove DC funding to grow \$1.2M (15%), coupled with increased other income from student activities with return to in-person learning and overreliance on outsourced staff
Operating Expenses	E	\$2.8M	34%	\$1.5M (27%) increase in personnel salaries and benefits and \$1.0M (241%) increase in direct student expenses to accommodate the increasing enrollment and return to in-person learning

Type: **A** (Asset), **E** (Expense), **L** (Liability), **N** (Net Assets), **R** (Revenue)

Opened:
FY 2005

Audited Enrollment:
338

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

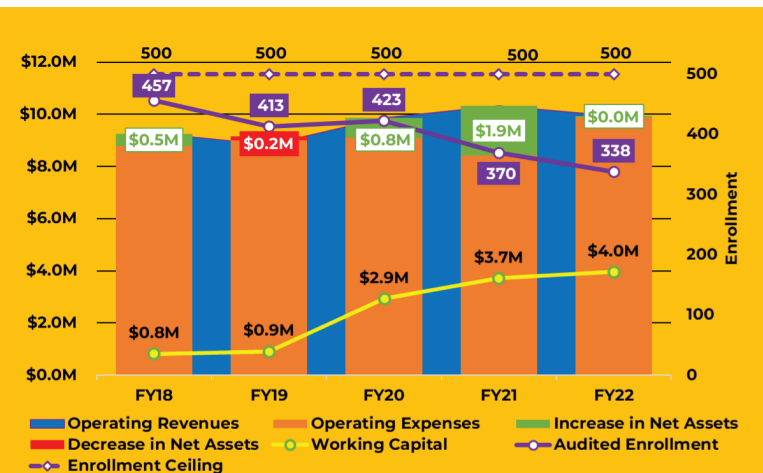
▼ = FY 2022 School Results

■ = FY 2021 School Results

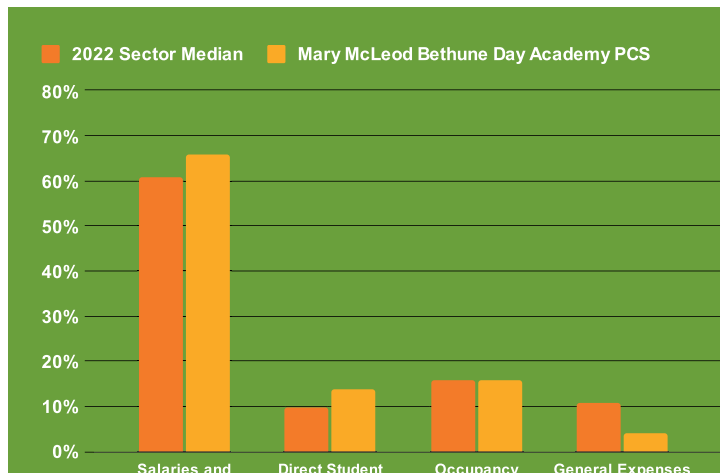
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



MARY MCLEOD BETHUNE DAY ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$6,555	\$6,401	2%
Current Assets	\$4,621	\$4,366	6%
Total Liabilities	\$1,933	\$1,822	6%
Current Liabilities	\$651	\$648	0%
Working Capital	\$3,970	\$3,718	7%
Net Assets	\$4,622	\$4,579	1%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$9,937	\$10,335	(4%)
Operating Expenses	\$9,893	\$8,412	18%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$43	\$1,923	(98%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$43	\$1,923	(98%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT

Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$23,280	\$22,158	5%	\$22,259
Grants and Contributions	\$281	\$4	6,925%	\$874
Operating Revenues	\$29,399	\$27,932	5%	\$29,789
Operating Expenses	\$29,270	\$22,734	29%	\$28,225
Operating Income (Loss)	\$129	\$5,197	(98%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

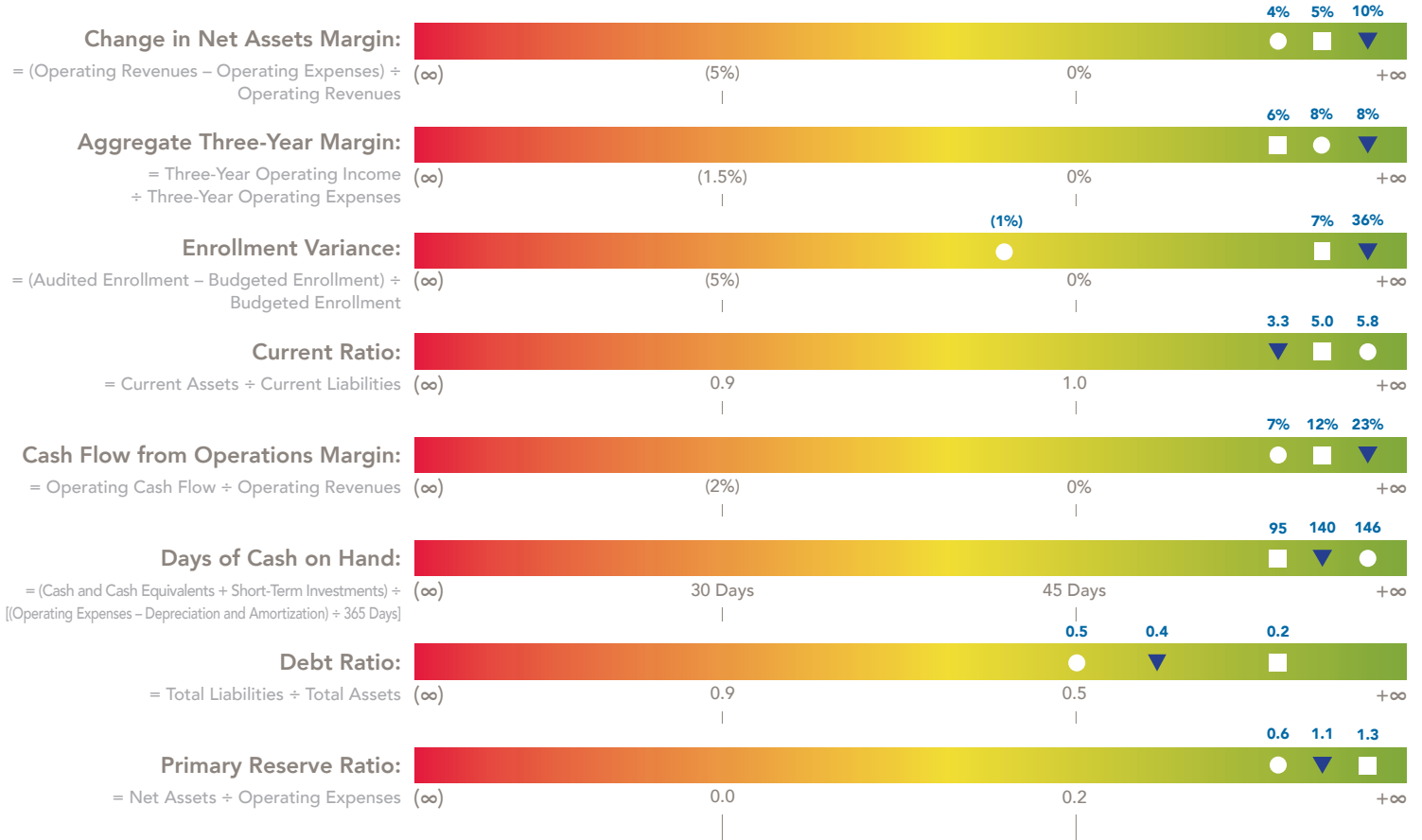
The LEA's enrollment was 423 in FY 2020, decreasing 13%, 9%, and 7% in FY 2021, FY 2022, and FY 2023 to 370, 338, and 314, respectively. The enrollment fluctuations are attributable to the impact of the COVID-19 pandemic which caused a decline in early childhood enrollment and public housing closures and displacement. FY 2024 pre-audit enrollment reflects a 15% increase to 360. The \$1.9M (98%) decrease in change in net assets from \$1.9M in FY 2021 to \$0.0M in FY 2022 was comprised of \$0.4M (4%) in operating revenues from decreased enrollment and \$1.5M (18%) in operating expenses from increased direct student expenses of \$0.9M (171%) and occupancy expenses of \$0.4M (38%) due to the return to in-person learning.

In FY 2022, most financial indicators remained at or above target, including days of cash on hand of 117 days, above the 45-days' target ceiling, current ratio of 7.1, above the 1.0 target ceiling, and change in net assets margin of 0%, equal to the 0% target ceiling. Working capital increased 7% to \$4.0M. However, cash flow from operations margin decreased from 7% to -5%, below the -2% target floor, primarily due to the enrollment decline. The LEA will need to continue to increase its enrollment and/or effectively manage its costs to maintain its financial health and improve its financial indicators.

Opened:
FY 1999

Audited Enrollment:
470

KEY FINANCIAL INDICATORS



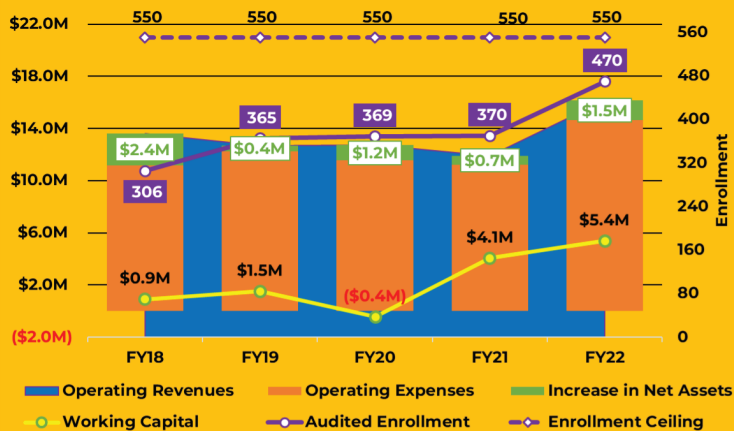
Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

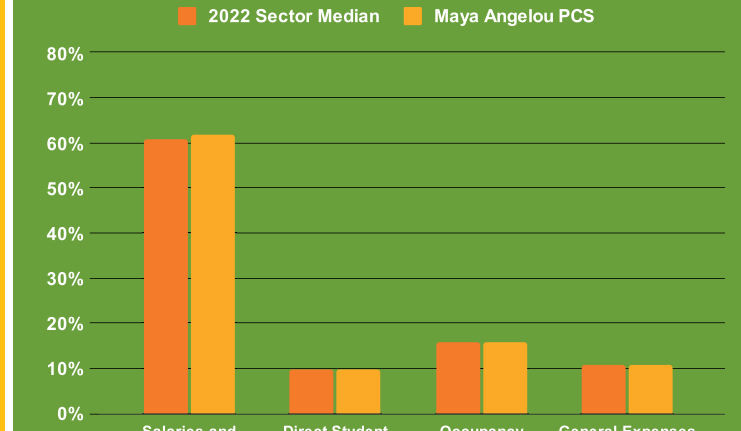
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



MAYA ANGELOU PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$26,484	\$19,243	38%
Current Assets	\$7,762	\$5,078	53%
Total Liabilities	\$10,364	\$4,659	122%
Current Liabilities	\$2,369	\$1,009	135%
Working Capital	\$5,393	\$4,069	33%
Net Assets	\$16,120	\$14,584	11%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$16,157	\$11,882	36%
Operating Expenses	\$14,622	\$11,231	30%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$1,536	\$651	136%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,536	\$651	136%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$25,229	\$24,946	1%	\$22,259
Grants and Contributions	\$3,716	\$3,887	(4%)	\$874
Operating Revenues	\$34,377	\$32,115	7%	\$29,789
Operating Expenses	\$31,110	\$30,354	2%	\$28,225
Operating Income (Loss)	\$3,267	\$1,760	86%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continued to demonstrate strong financial performance in FY 2022. Many of its key financial indicators remained above their respective targets, including days of cash on hand of 140 days (above the 45-days' target), change in net assets margin of 10% (above the 0% target), and a primary reserve ratio of 1.1 (above the 0.2 target). In addition, enrollment continued to increase from FY 2021 to FY 2022, reflecting a 100-student increase, or 27% growth.

From FYE 2021 to FYE 2022, the debt ratio increased from 0.2 to 0.4 due to the LEA borrowing an additional \$4.4M from City First Bank to fund renovations at the leased facility located at 5600 East Capitol Street, NE, Washington, DC. Monthly interest only payments are required for the first 24 months (construction period) of the 12-year loan term, with monthly principal and interest payments required for the remaining 10 years.

From FY 2021 to FY 2022, change in net assets increased \$0.9M (136%) primarily due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$4.3M	36%	The increase in enrollment coupled with a 3.6% Increase in the UPSFF rate generated increases in general education of \$1.9M (34%), categorical enhancements of \$0.1M (4%), and facilities allowance of \$0.6M (56%). In addition, there were increases in federal entitlements and other federal funds of \$0.5M (65%) due to COVID-19 relief funding, state and local government grants of \$0.2M (301%), private contributions of \$0.1M (8%), and other income of \$0.8M (211%) due to service revenue generated from serving as the temporary education provider for DC Department of Corrections.
Operating Expenses	E	\$3.4M	30%	The increase in enrollment, the return to in-person learning, and serving as the education provider for DC Department of Corrections, contributed to the increases in personnel salaries and benefits of \$1.8M (25%), direct student expenses of \$0.8M (115%), occupancy expenses of \$0.4M (19%), and general expenses of \$0.4M (33%).

Type: **A** (Asset), **E** (Expense), **L** (Liability), **N** (Net Assets), **R** (Revenue)

MAYA ANGELOU PCS

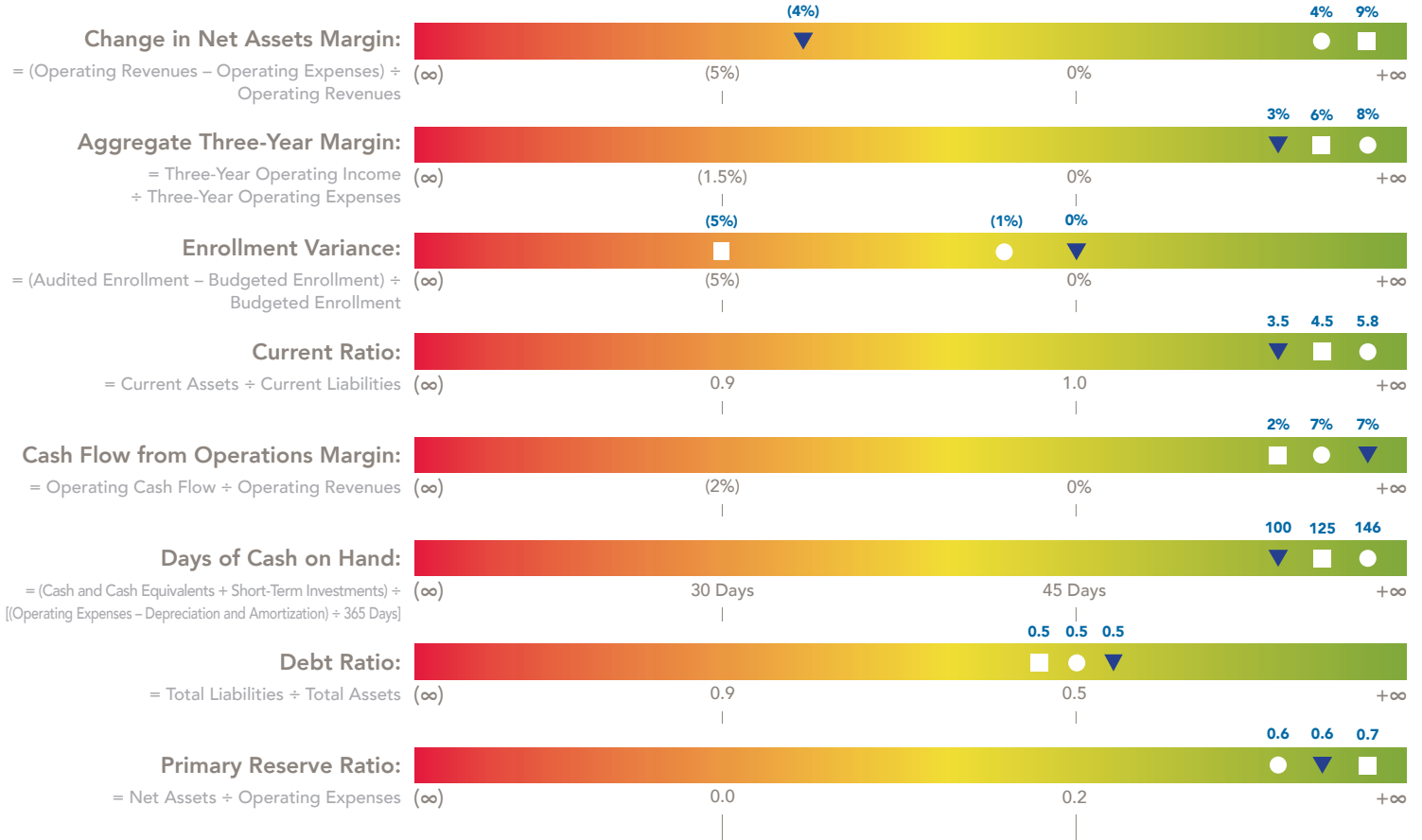
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	See Forever Foundation (MO & RP, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	The MO is sole member of LEA and is co-borrower and co-guarantor of loan from City First Bank collateralized by all property and equipment of both MO and LEA. Board members and officers in common with both MO and LEA are: David Domenici, James Forman, Jr., Cheryl Mills, Leah Lamb (Chief Development), Clarisse Mendoza (CEO), Marvin Harden (COO).
Agreement Start and Expiration Dates	07-01-2019 to 06-30-2022
Services	MO provides support for student transition and alumni, fundraising and development, communications, executive leadership services, human resources management, network and technology, contracting with third-party vendors (including human resource services, instructional and special education, rent and fees for office and non-school based space, copiers, and other administrative and operational), and construction loan financing.
How Fee is Determined	Cost reimbursement pursuant to written policies for Time-Use Surveys and Third-Party Vendor Surveys updated every six months. During FY 2022 the LEA incurred \$638,387 in administrative costs reimbursed to the MO, and at FYE 2022 the LEA owed \$450,461 to the MO.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$0 (0%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Clarisse Mendoza, CEO, \$234,894

Opened:
FY 2000

Audited Enrollment:
621

KEY FINANCIAL INDICATORS



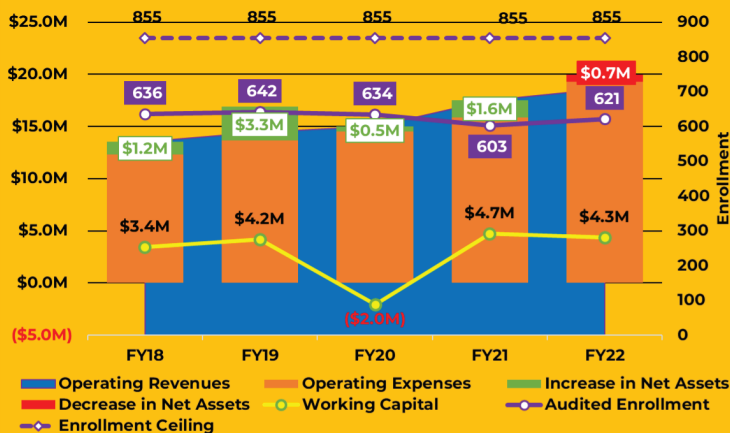
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

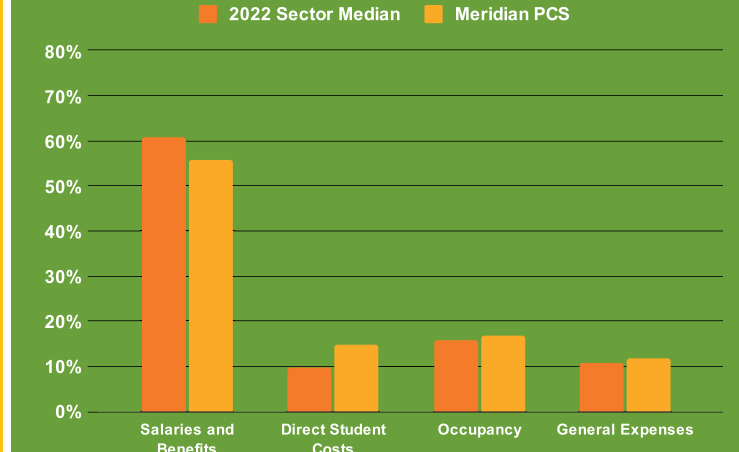
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



MERIDIAN PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$24,680	\$25,836	(4%)
Current Assets	\$6,088	\$6,091	(0%)
Total Liabilities	\$13,518	\$13,990	(3%)
Current Liabilities	\$1,741	\$1,362	28%
Working Capital	\$4,347	\$4,728	(8%)
Net Assets	\$11,162	\$11,845	(6%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$18,643	\$17,497	7%
Operating Expenses	\$19,308	\$15,890	22%
Nonoperating Income (Loss)	(\$18)	\$0	
Surplus (Deficit)	(\$683)	\$1,607	(143%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$683)	\$1,607	(143%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$23,847	\$22,600	6%	\$22,259
Grants and Contributions	\$215	\$836	(74%)	\$874
Operating Revenues	\$30,020	\$29,016	3%	\$29,789
Operating Expenses	\$31,091	\$26,352	18%	\$28,225
Operating Income (Loss)	(\$1,071)	\$2,664	(140%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA's financial performance was fair. Most financial indicators remained above target, including days of cash on hand of 100 days (above the 45-days' target), the current ratio at 3.5 (above the 1.0 target), and the primary reserve ratio of 0.6 (above the 0.2 target). At FYE 2022, the debt ratio remained at the 0.5 target but is not a cause for concern due to the currently healthy liquidity measures.

Operating income (loss) was \$1.2M in FY 2018, \$0.8M in FY 2019, \$0.5M in FY 2020, \$1.6M in FY 2021, and -\$0.7M in FY 2022. While this FY 2022 operating loss is of concern, FY 2023 operating income was positive based on the unaudited financial statements. The LEA will need to effectively manage its costs to reverse its downward trend, maintain its financial health, and improve its other financial indicators.

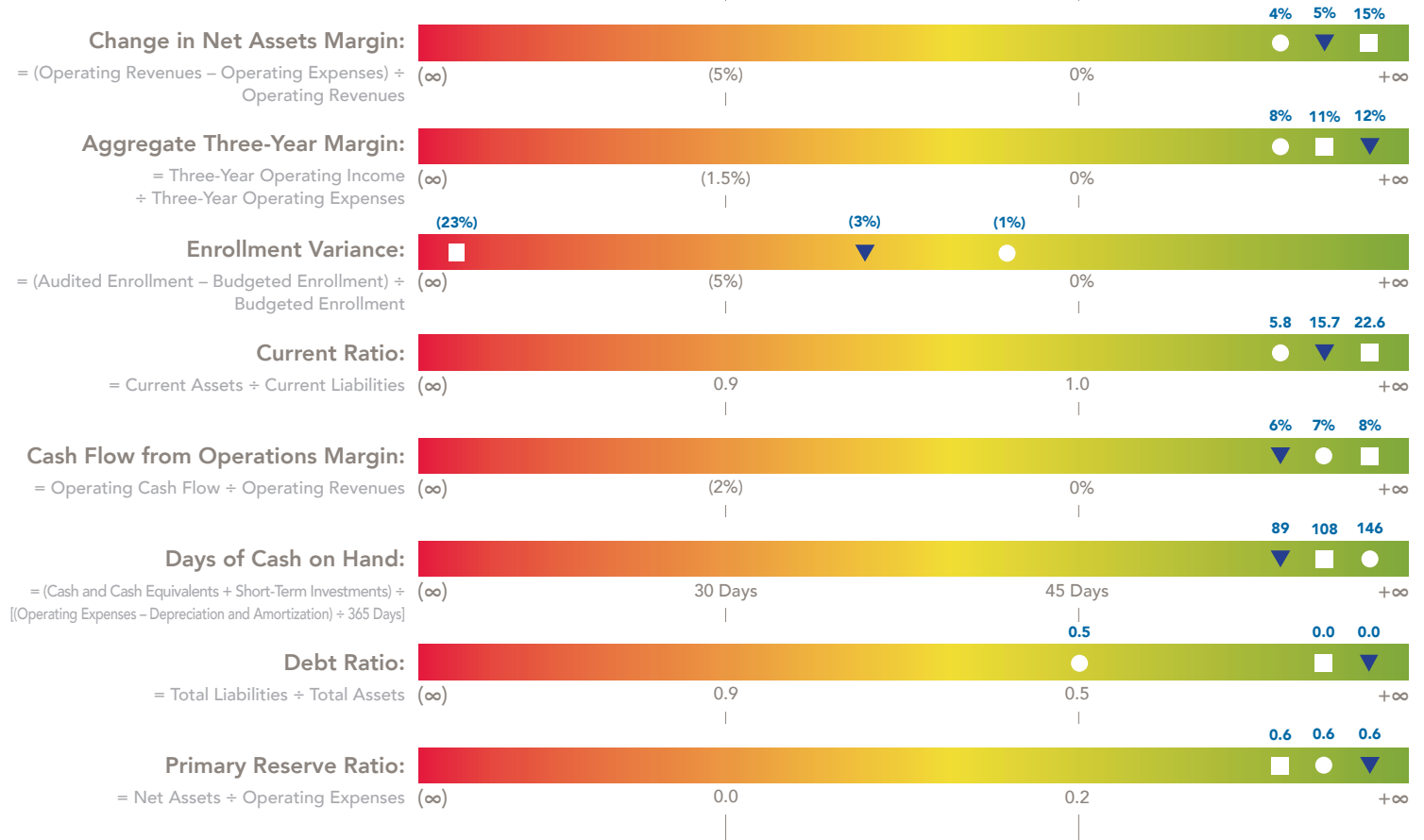
From FY 2021 to FY 2022, change in net assets decreased by \$2.3M (142%) due mainly to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$1.1M	7%	The 3% increase in enrollment coupled with the increases in the UPSFF foundation rate and special populations generated an increase in the per pupil funding of \$1.2M (9%). Federal entitlements and other federal funds increased by \$0.3M (10%) due to an increase in COVID-19 relief but was partially offset by a \$0.4M (74%) decrease in state and local government contributions.
Operating Expenses	E	\$3.4M	22%	The increase in enrollment coupled with the return to in-person learning led to increases in personnel salaries and benefits of \$0.7M (7%), direct student expenses of \$2.1M (229%), and occupancy expenses of \$0.6M (22%).
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 2016

Audited Enrollment:
111

KEY FINANCIAL INDICATORS



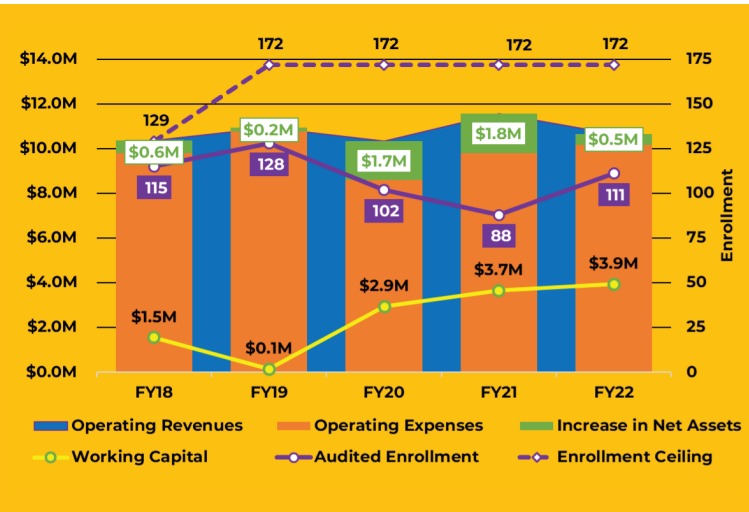
Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

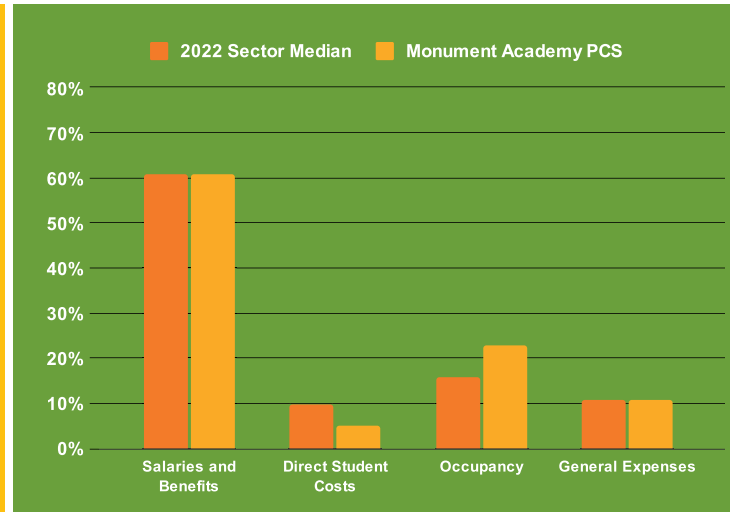
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



MONUMENT ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$6,530	\$5,933	10%
Current Assets	\$4,217	\$3,821	10%
Total Liabilities	\$295	\$185	59%
Current Liabilities	\$269	\$169	59%
Working Capital	\$3,948	\$3,653	8%
Net Assets	\$6,235	\$5,748	8%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$10,651	\$11,562	(8%)
Operating Expenses	\$10,164	\$9,793	4%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$487	\$1,769	(72%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$487	\$1,769	(72%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$72,464	\$90,424	(20%)	\$22,259
Grants and Contributions	\$13,590	\$23,017	(41%)	\$874
Operating Revenues	\$95,957	\$131,383	(27%)	\$29,789
Operating Expenses	\$91,568	\$111,285	(18%)	\$28,225
Operating Income (Loss)	\$4,389	\$20,099	(78%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continued to demonstrate strong financial performance in FY 2022. Most key financial indicators remained above target, including days of cash on hand at 89 days, current ratio at 15.7, and cash flow from operations margin at 6%, each above its respective target of 45 days, 1.0, and 0%.

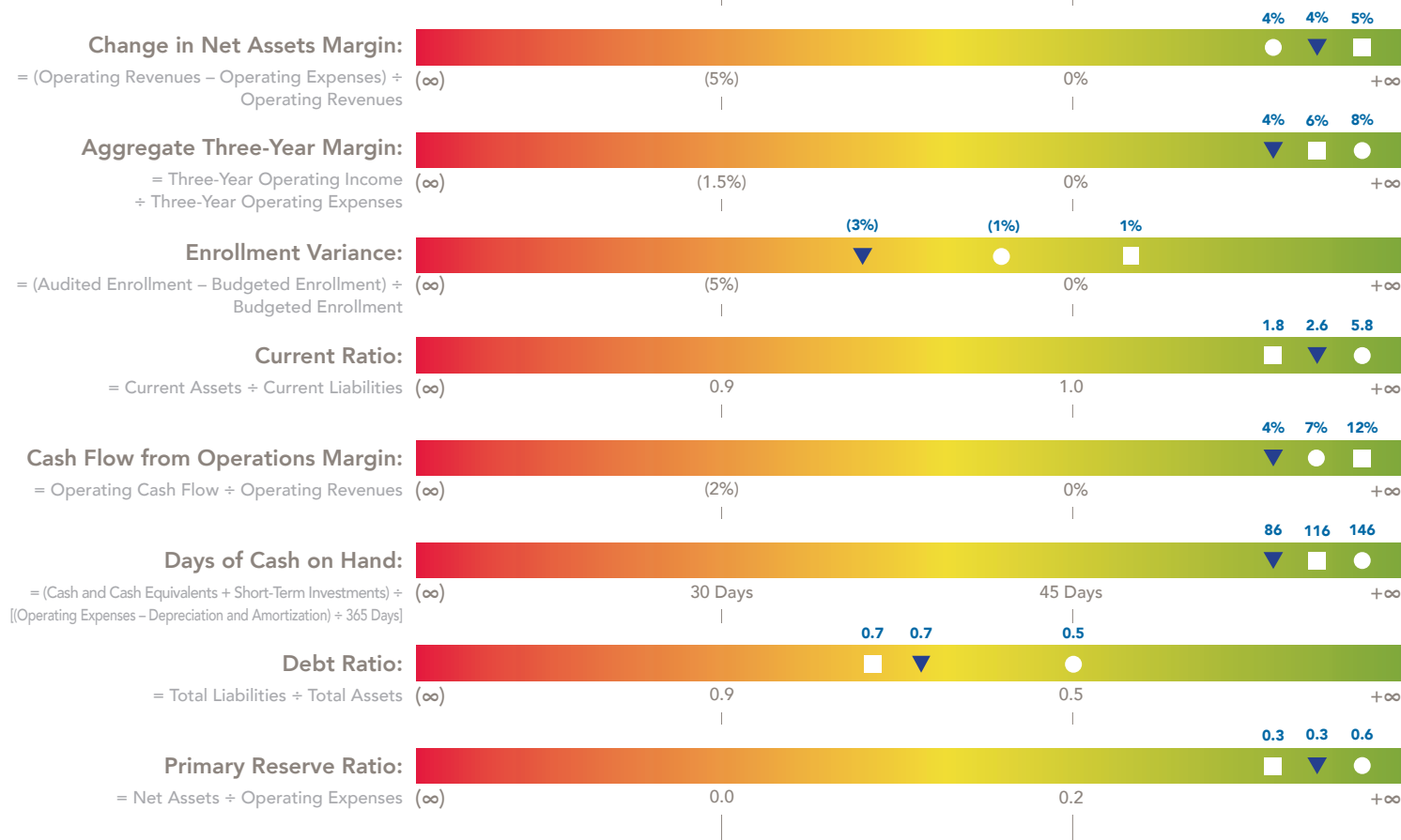
Although enrollment increased 26%, per pupil funding only increased \$0.1M (1%) due to the Stabilization Amendment Act of 2020 which provided funding in FY 2021 to adult and residential schools based on their pre-COVID-19 enrollment projections. Additionally, federal entitlements and other federal funding decreased \$0.5M (34%) due mainly to the recognition of nonrecurring \$0.9M PPP loan forgiveness in FY 2021. Operating expenses increased \$0.4M (4%) due in part to the \$0.2M (61%) increase in direct student expenses as students returned to in-person learning.

In July 2022, the LEA assumed and amended the prime lease for the ground and facility improvements to expire June 2046 with an option to extended for an additional 25 years. As consideration for the above transaction, the LEA borrowed \$15.6M and used \$1.1M in donor-restricted funds to repay the former lessor's debt.

Opened:
FY 2012

Audited Enrollment:
978

KEY FINANCIAL INDICATORS



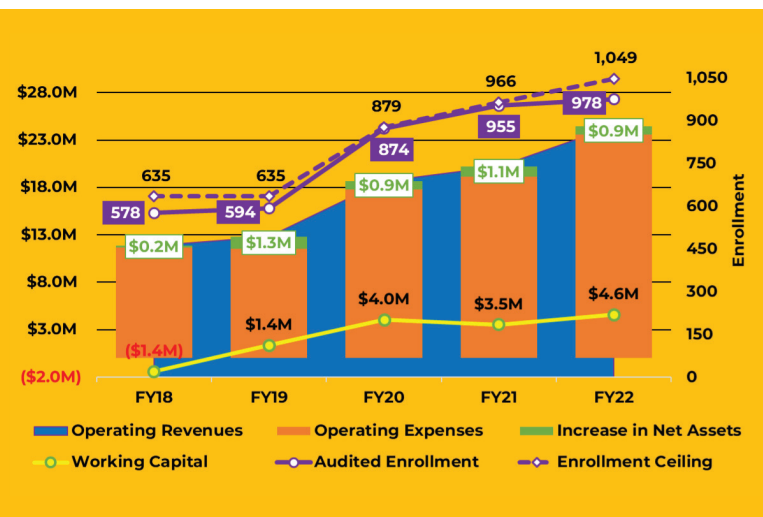
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

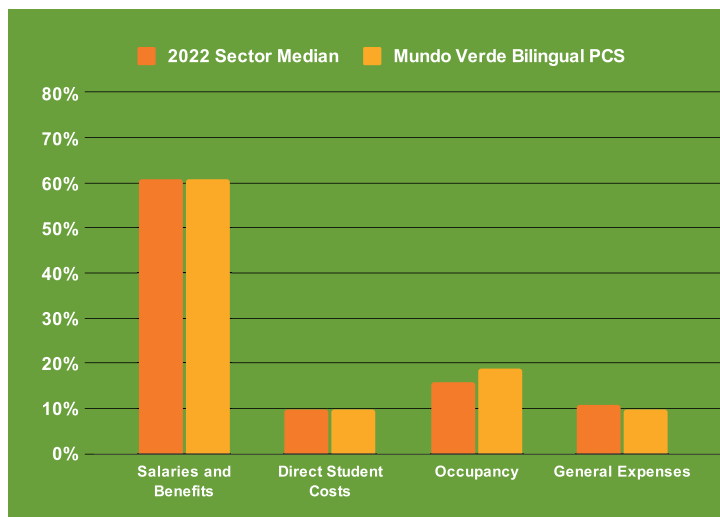
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



MUNDO VERDE BILINGUAL PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$21,495	\$22,213	(3%)
Current Assets	\$7,415	\$7,814	(5%)
Total Liabilities	\$14,288	\$15,897	(10%)
Current Liabilities	\$2,835	\$4,287	(34%)
Working Capital	\$4,581	\$3,527	30%
Net Assets	\$7,207	\$6,316	14%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$24,438	\$20,213	21%
Operating Expenses	\$23,547	\$19,162	23%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$891	\$1,051	(15%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$891	\$1,051	(15%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT

Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$20,044	\$19,263	4%	\$22,259
Grants and Contributions	\$377	\$606	(38%)	\$874
Operating Revenues	\$24,988	\$21,165	18%	\$29,789
Operating Expenses	\$24,077	\$20,065	20%	\$28,225
Operating Income (Loss)	\$911	\$1,101	(17%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

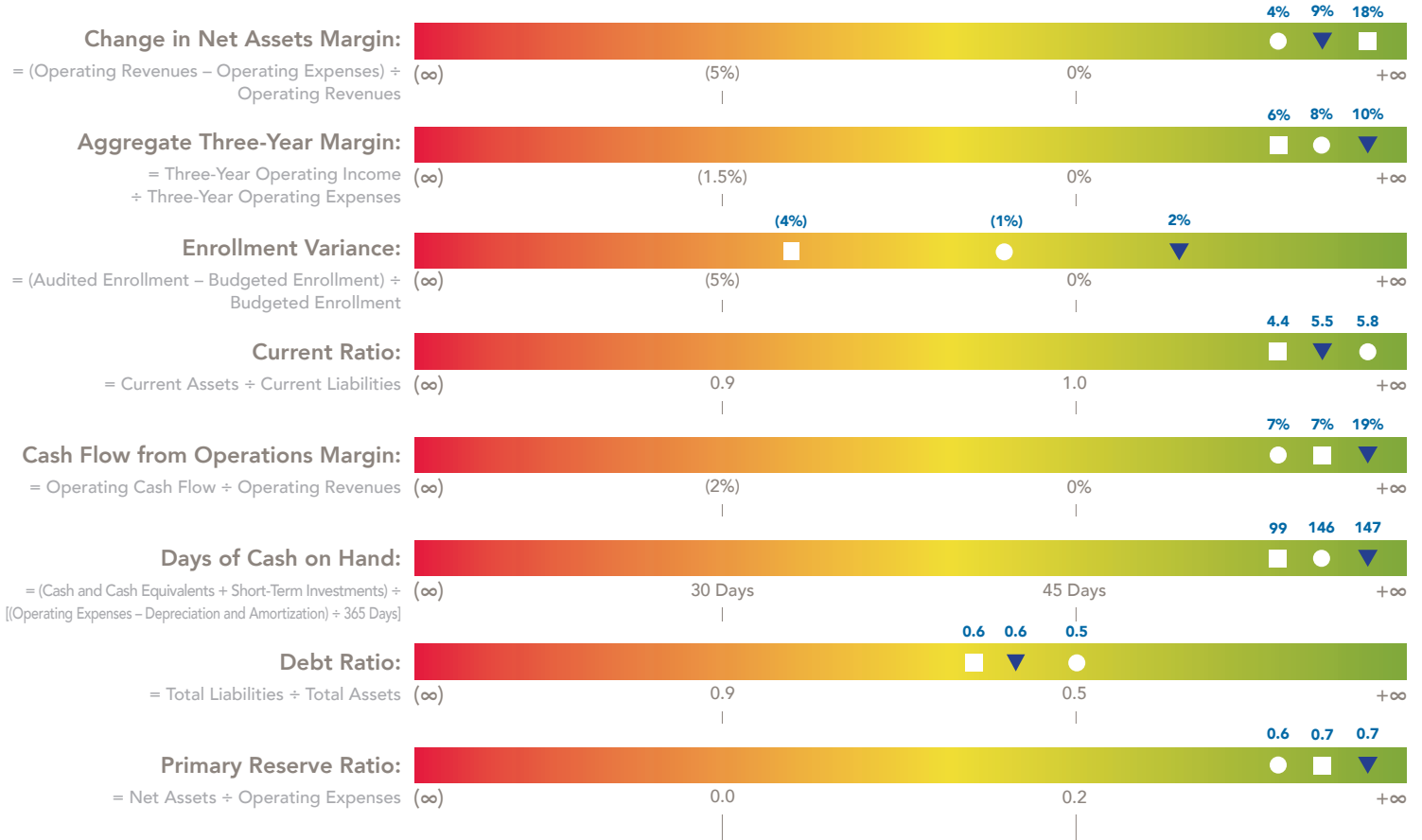
DC PCSB OBSERVATIONS

The LEA continued to demonstrate healthy financial performance in FY 2022, reflecting almost all above-target key financial indicators. The strong liquidity measures ensure that the marginally high 0.7 debt ratio is not a current cause for concern. However, since the first payments (averaging \$0.6M annually) for the Cook Campus lease, expiring in FY 2045, are due in FY 2030 when the associated leasehold improvement rent abatements have been fully applied, deferred rent for the Cook Campus is projected to climb from \$2.6M at FYE 2022 to \$4.9M at FYE 2030. The higher deferred rent would negatively increase the debt ratio if assets do not increase proportionately. Beginning in FY 2030, scheduled rent payments greater than the straight-line rent expense are projected to decrease deferred rent through the remaining lease term.

In FY 2022, the LEA's federal entitlements and other federal funds, including \$1.6M in PPP loan forgiveness, contributed \$2.6M to the \$4.2M (21%) increase in operating revenues. The LEA's \$4.4M (23%) increase in operating expenses was mainly driven by increases of \$2.7M (24%) in personnel salaries and benefits, reflecting hourly staff increases due to the return to full-time operations, retention bonuses, collective bargaining agreement increases, and temporary positions to support COVID recovery, and \$0.7M (44%) in direct student expenses for staff salaries and benefits increases and the return to in-person learning. Additionally, the LEA incurred \$0.3M (39%) higher professional fees, reflecting new vendors and increased usage of vendors for COVID-related funding, inflationary increases, and growth and deepening specialized instruction needs.

In March 2023, DC PCSB approved the LEA's proposal to operate a second facility for its Calle Ocho campus beginning in FY 2025. The LEA plans to purchase land with an existing building for approximately \$6.0M at 817 Varnum St NE for \$22.2M. This purchase is part of a comprehensive, long-term finance and facilities plan that the school has financed through a bond-backed loan with a financial institution. The loan, secured in FY 2023, consists of revenue bonds authorized to be issued for up to \$55.0M and a \$2.0M loan from OSSE to be used to refinance the \$8.2M debt outstanding at FYE 2022, acquiring and financing renovations to the facility at 4401 8th St NE, and acquiring and developing the new facility at 817 Varnum St NE.

KEY FINANCIAL INDICATORS



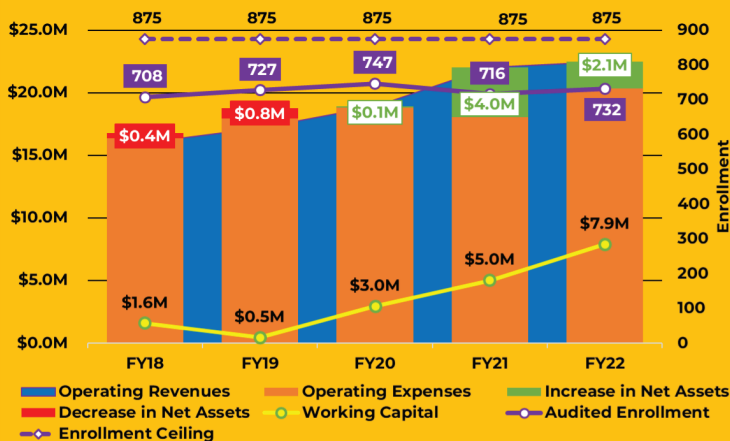
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

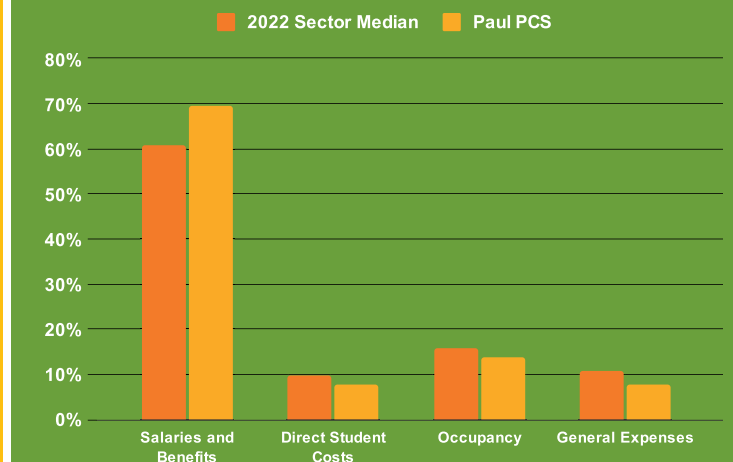
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



PAUL PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$32,340	\$30,304	7%
Current Assets	\$9,666	\$6,486	49%
Total Liabilities	\$18,246	\$18,336	(0%)
Current Liabilities	\$1,756	\$1,468	20%
Working Capital	\$7,910	\$5,018	58%
Net Assets	\$14,094	\$11,968	18%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$22,465	\$22,046	2%
Operating Expenses	\$20,339	\$18,038	13%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$2,126	\$4,008	(47%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$2,126	\$4,008	(47%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$26,185	\$23,594	11%	\$22,259
Grants and Contributions	\$171	\$598	(71%)	\$874
Operating Revenues	\$30,690	\$30,791	(0%)	\$29,789
Operating Expenses	\$27,786	\$25,193	10%	\$28,225
Operating Income (Loss)	\$2,904	\$5,598	(48%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

performance in FY 2022. As at FYE 2022, the LEA's financial measures included 147 days of cash on hand, significantly above the 45-days' target, a 0.7 primary reserve ratio, above the 0.2 target, and working capital of \$7.9M, which increased 58% from \$5.0M in FY 2021. The 0.6 debt ratio at FYE 2022, while unfavorably above the 0.5 target, is not a reason for concern because the LEA can easily service its debt with its healthy liquidity.

From FY 2021 to FY 2022, enrollment increased by 16, or 2%. The increased expenses associated with the enrollment increase and the return to in classroom learning, were the primary drivers of a \$1.9M (47%) decrease in change in net assets and a decrease in change in net assets margin from 18% to 9%, as further explained in the following table. Conversely, the cash flow from operations margin increased from 7% to 19% due to the recognition of nonrecurring PPP loan forgiveness revenue in FY 2021 and the timing of the related cash flow.

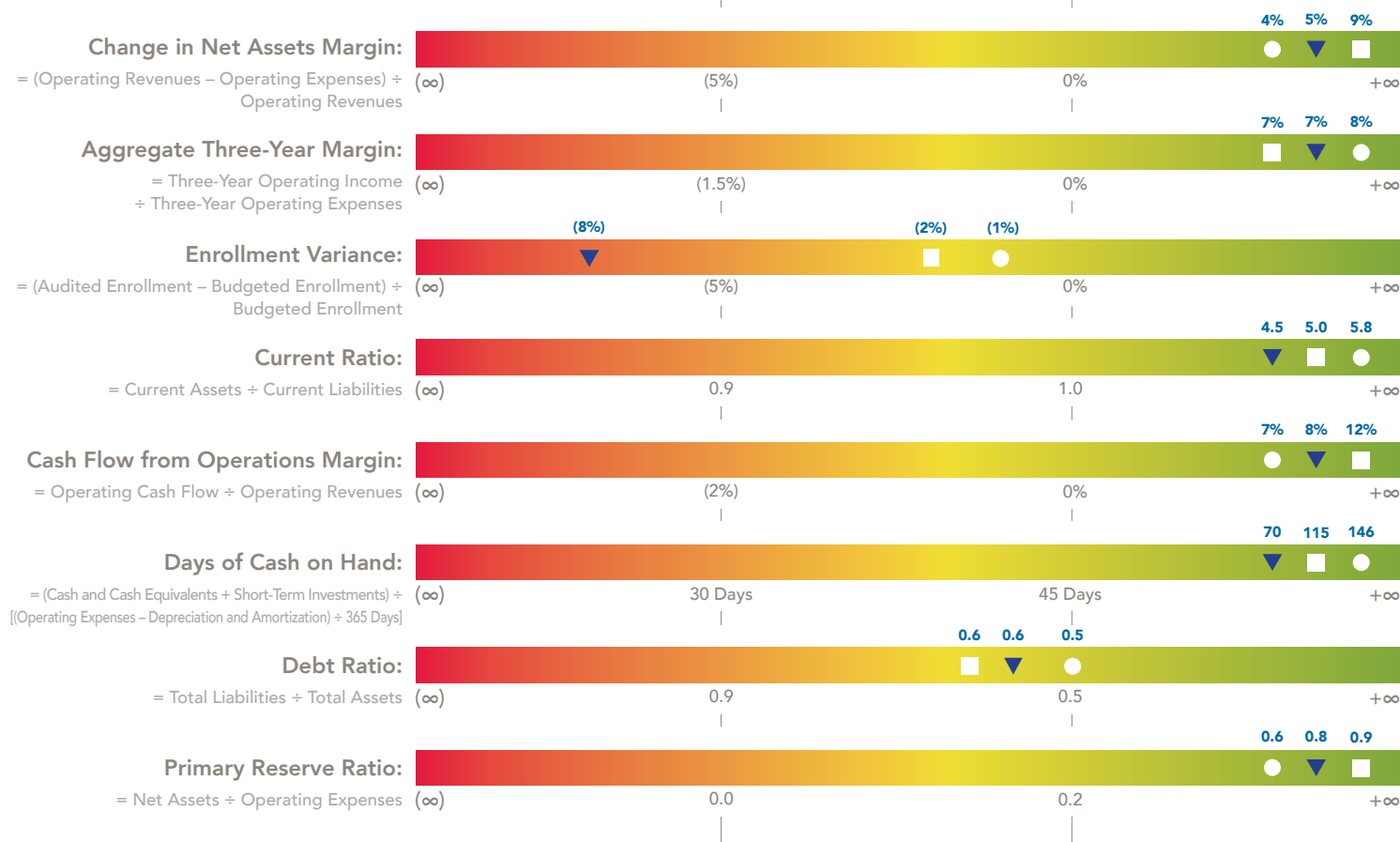
From FY 2021 to FY 2022, change in net assets decreased \$1.9M (47%) primarily due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$0.4M	2%	The increases in enrollment and the 3.6% UPSFF rate, coupled with the change in special populations generated an increase of \$2.3M (13%) in per pupil funding. This was partially offset by a \$0.9M (136%) decrease in other income from the fair value of the interest rate swap, a \$0.6M (16%) decrease in federal entitlements and other federal funding attributable to a decrease in COVID-19 relief, and a \$0.3M (72%) decrease in state and local government funding.
Operating Expenses	E	\$2.3M	13%	The enrollment increase and the return to in-person learning generated increases in personnel salaries and benefits of \$1.1M (8%), direct student expenses of \$0.7M (81%), occupancy expenses of \$0.2M (6%), and general expenses of \$0.3M (26%).
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 1999

Audited Enrollment:
447

KEY FINANCIAL INDICATORS

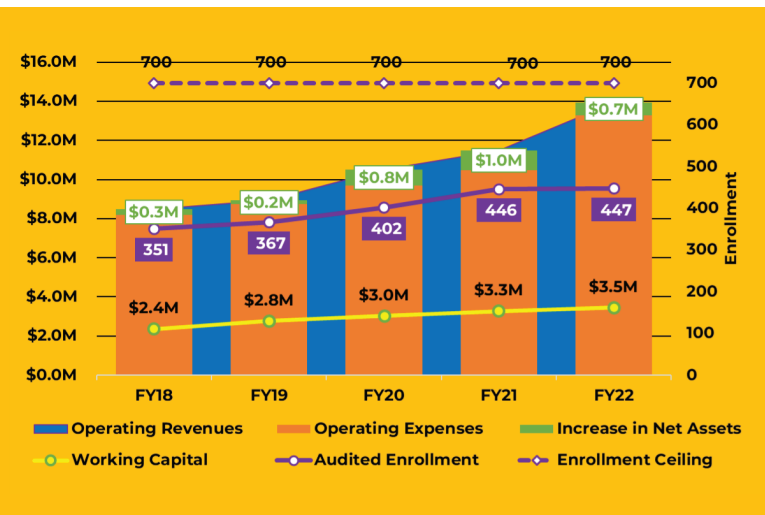


Unresolved Prior Year Audit Findings: 0

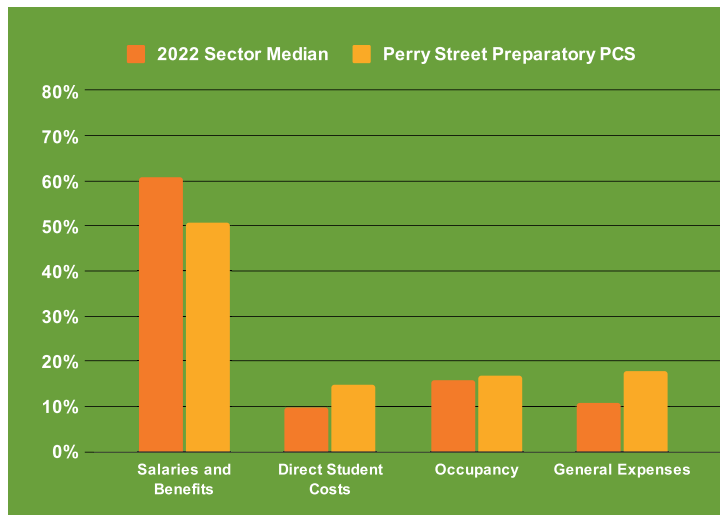
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



PERRY STREET PREPARATORY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$26,905	\$25,776	4%
Current Assets	\$4,457	\$4,106	9%
Total Liabilities	\$16,927	\$16,457	3%
Current Liabilities	\$1,000	\$829	21%
Working Capital	\$3,457	\$3,278	5%
Net Assets	\$9,977	\$9,319	7%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$13,933	\$11,501	21%
Operating Expenses	\$13,275	\$10,472	27%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$658	\$1,029	(36%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$658	\$1,029	(36%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT

Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,728	\$20,923	4%	\$22,259
Grants and Contributions	\$387	\$342	13%	\$874
Operating Revenues	\$31,170	\$25,787	21%	\$29,789
Operating Expenses	\$29,698	\$23,480	26%	\$28,225
Operating Income (Loss)	\$1,472	\$2,306	(36%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continued to demonstrate strong financial performance. Enrollment remained relatively unchanged, but operating revenue increased by \$2.4M (21%), primarily generated by a \$1.9M (112%) increase in federal entitlements due to COVID-19 relief funding. The return to in-person learning and the addition of support staff funded with COVID-19 relief funds for intervention, academic acceleration, and the early childhood program generated an increase in operating expenses of \$2.8M (27%), with the largest increases in personnel salaries and benefits of \$1.4M (25%) and direct student expenses of \$0.8M (77%).

From FY 2021 to FY 2022, the cash flow from operations margin decreased from 12% to 8% and the change in net assets margin decreased from 9% to 5%, each still well above the 0% target ceilings. At FYE 2022, the LEA reflected 70 days of cash on hand, above the 45-days' target, and a 0.8 primary reserve ratio, above the 0.2 target. The 0.6 debt ratio at FYE 2022, while unfavorably above the 0.5 target, is not a reason for concern because the LEA can easily service its debt with its healthy liquidity and margins. There was also a delay in the collection of federal funding in FY 2022, generating a \$1.0M (100%) increase in accounts receivable.

PERRY STREET PREPARATORY PCS

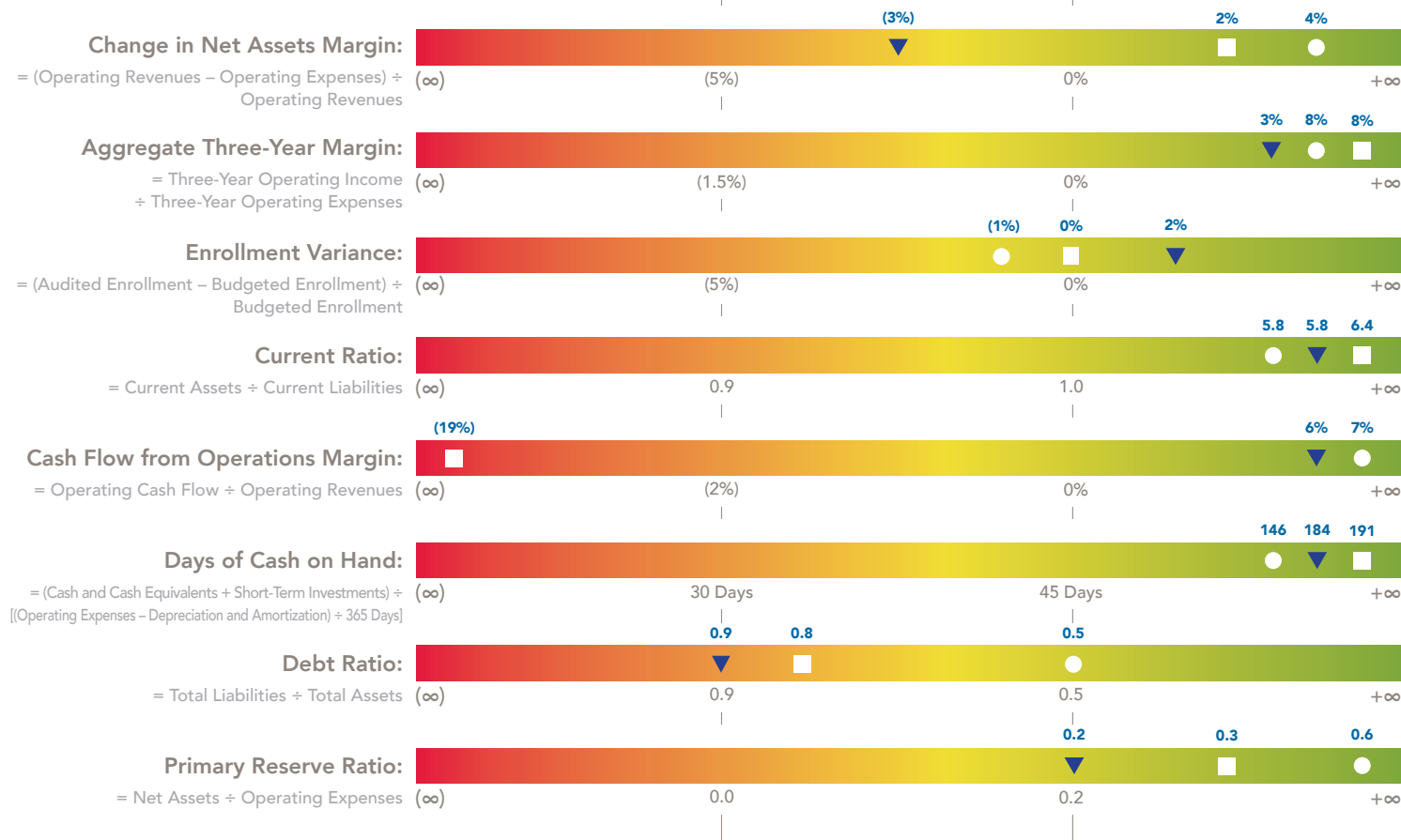
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	AppleTree Institute for Education Innovation (MO, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	The agreement contracts the MO to fully manage and operate the early education program for pre-school and pre-kindergarten children under the LEA's charter.
Agreement Start and Expiration Dates	07-01-2020 to 06-30-2022
Services	Operating, marketing, and staffing the early childhood education program.
How Fee is Determined	Early childhood per pupil funding and other fees received by the LEA specifically for the early education program.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$1,560,735 (11%), \$12,000
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Jack McCarthy, President/CEO, \$284,011

Opened:
FY 2012

Audited Enrollment:
295

KEY FINANCIAL INDICATORS

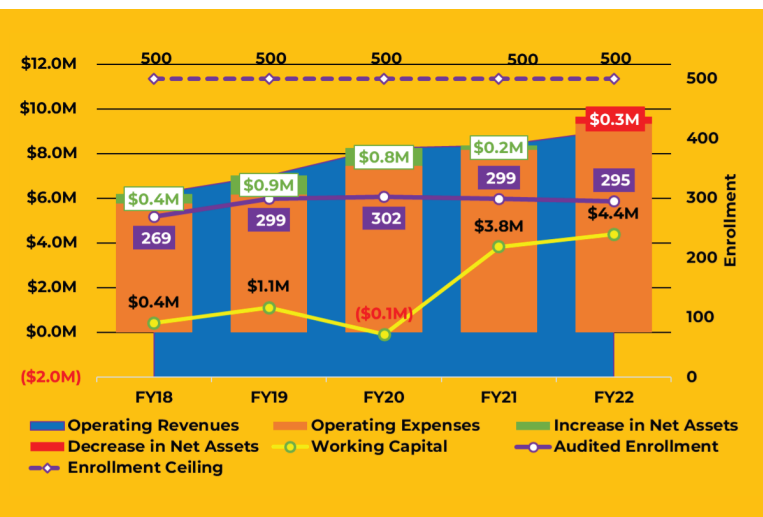


Unresolved Prior Year Audit Findings: 0

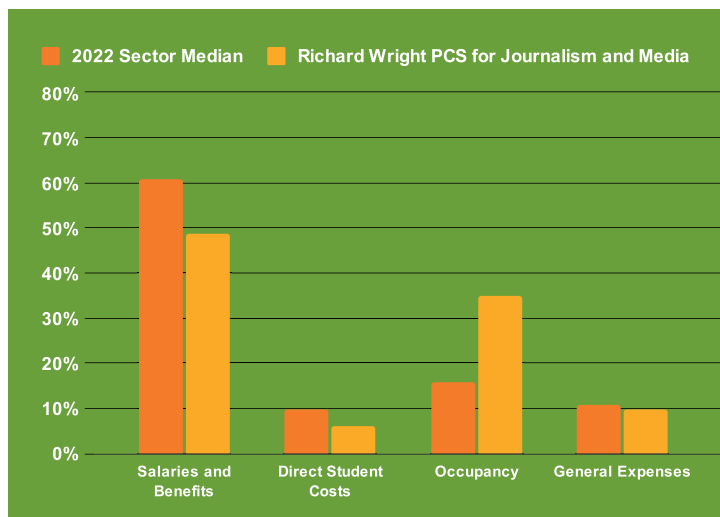
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



RICHARD WRIGHT PCS FOR JOURNALISM AND MEDIA ARTS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$15,875	\$15,850	0%
Current Assets	\$5,321	\$4,549	17%
Total Liabilities	\$13,739	\$13,415	2%
Current Liabilities	\$916	\$716	28%
Working Capital	\$4,405	\$3,833	15%
Net Assets	\$2,136	\$2,435	(12%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$9,038	\$8,377	8%
Operating Expenses	\$9,337	\$8,170	14%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	(\$299)	\$207	(244%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$299)	\$207	(244%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT

Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$23,958	\$23,046	4%	\$22,259
Grants and Contributions	\$735	\$647	14%	\$874
Operating Revenues	\$30,636	\$28,016	9%	\$29,789
Operating Expenses	\$31,651	\$27,325	16%	\$28,225
Operating Income (Loss)	(\$1,014)	\$691	(247%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA demonstrated adequate financial performance. Most key financial indicators remained above their respective targets, including days of cash on hand at 184 days, above the 45-days' target, cash flow from operations margin of 6%, above the 0% target, and current ratio of 5.8, above the 1.0 target. The 0.9 debt ratio at FYE 2022, while unfavorably greater than the 0.5 target, is not a reason for concern because the LEA can easily service its debt with its \$4.4M of working capital and strong liquidity.

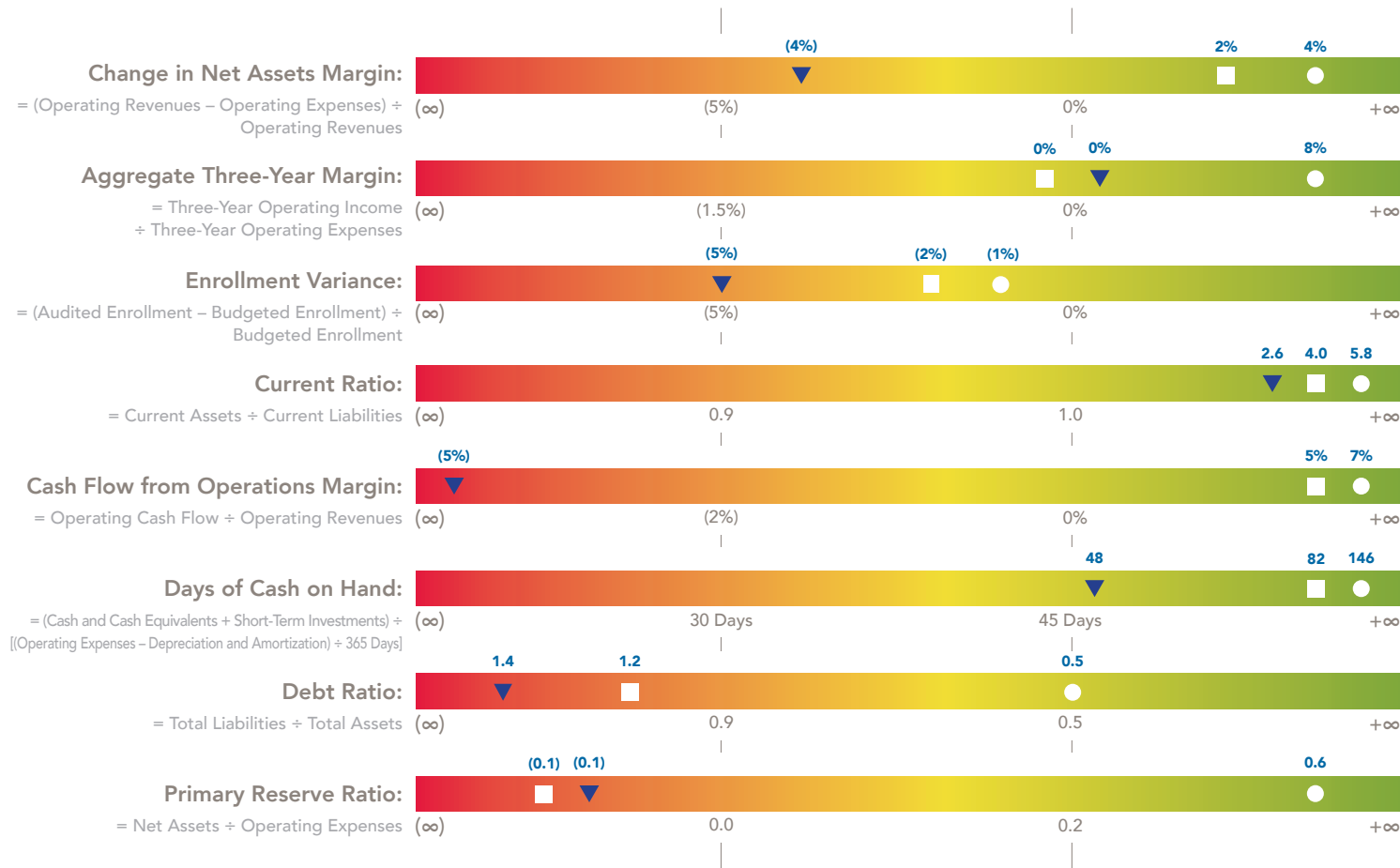
In FY 2022, enrollment remained relatively unchanged at 295, with only a 1% decrease of 4 students. Despite the decline in enrollment, operating revenue increased \$0.7M (8%) from per pupil funding of \$0.2M, or 3%, due to the 3.6% UPSFF rate increase, and federal entitlements and other federal funds of \$0.5M (61%), from the increase in COVID-19 relief funding. The addition of special education and specials staff generated an increase in personnel salaries and benefits of \$0.7M (17%) and a decrease in direct student expenses of \$0.1 (15%) due to the decrease in outsourced special education support.

In addition, occupancy expenses increased \$0.5M (20%) attributable to increased cleaning costs because of COVID-19. The LEA leases the entire 62,254 square foot building. As a percentage of facilities revenue, occupancy expenses, net of rental income from AppleTree Early Learning Public Charter School for approximately 11,000 square feet of first floor space, increased from 224% in FY 2021 to 281% in FY 2022. The excess of occupancy expenses over facilities revenue could possibly shift funding away from other aspects of the LEA's academic programs. FY 2022 salaries and benefits represent 49% of operating expenses, under the 61% sector median but reflecting an increase from 48% in FY 2021. In future years, occupancy expenses as a percentage of the facility allowance would be more closely aligned with the LEA's historical average and/or the sector median if the LEA were to enroll additional students as originally budgeted in the five-year budget presented with the facility amendment application (e.g., 100 students could be added to the existing space without the need for further construction). The finished space has the capacity to hold up to 350 students, and there is approximately 20,000 square feet of unfinished space available for future expansion.

Opened:
FY 2017

Audited Enrollment:
1,553

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

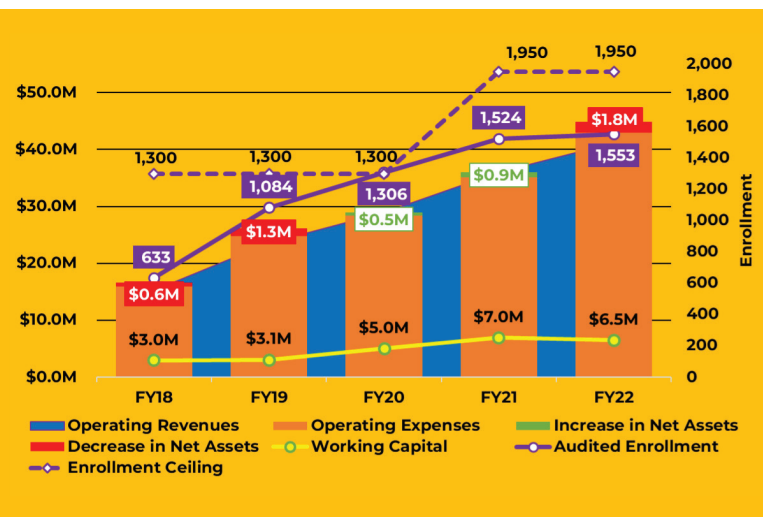
▼ = FY 2022 School Results

■ = FY 2021 School Results

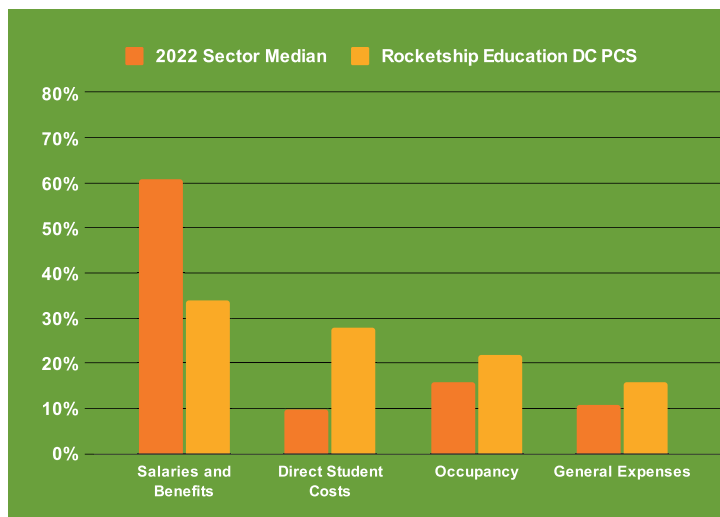
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



ROCKETSHIP EDUCATION DC PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$10,515	\$9,274	13%
Current Assets	\$10,493	\$9,250	13%
Total Liabilities	\$14,212	\$11,140	28%
Current Liabilities	\$4,010	\$2,299	74%
Working Capital	\$6,483	\$6,951	(7%)
Net Assets	(\$3,696)	(\$1,865)	98%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$41,166	\$35,972	14%
Operating Expenses	\$42,997	\$35,098	23%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	(\$1,831)	\$875	(309%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$1,831)	\$875	(309%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$20,877	\$20,190	3%	\$22,259
Grants and Contributions	\$820	\$576	42%	\$874
Operating Revenues	\$26,507	\$23,604	12%	\$29,789
Operating Expenses	\$27,687	\$23,030	20%	\$28,225
Operating Income (Loss)	(\$1,179)	\$574	(305%)	\$1,472

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DC PCSB OBSERVATIONS

As described in the following table, the LEA's increase in revenues from federal entitlements and other federal funds decreased its cash flow from operations margin from 5% to -5% (below the 0% target), attributable to the collection after FYE 2022 of receivables, which increased \$3.6M from FYE 2021 to FYE 2022. At FYE 2022, the LEA reflected 48 days of cash on hand, above the 45-days' target. Total liabilities increased 28% from \$11.1M at FYE 2021 to \$14.2M at FYE 2022, which includes deferred rent of \$8.0M (56%). During that period, deferred rent increased \$1.4M (22%). Since \$7.8M of deferred rent is noncurrent, the LEA can easily service its current liabilities with its \$6.5M in working capital. The increase in deferred rent resulted in the debt ratio increasing from 1.2 to 1.4 at FYE 2022, which is significantly above the 0.5 target, and the primary reserve ratio remained at -0.1, below the 0.2 target.

Although the debt ratio and primary reserve ratio continue to not meet their targets, they are not a cause for concern as the LEA expects to grow its operating margin and build sufficient reserves to meet its targets once the new campus realizes full enrollment. Additionally, a significant portion of the LEA's total liabilities at FYE 2022 are payable only out of surplus cash to the LEA's parent entity for management fees, start up, and other costs accrued during the LEA's ramp up to full scale. These long-term liabilities are intercompany and do not have defined repayment schedules. The parent entity is also expected to continue to support the LEA, if needed, during the ramp-up phase of the new campus and will not seek repayment on the intercompany loans until the LEA has sufficient funds to begin repayment. Enrollment steadily increased each year from FY 2018 through FY 2022. From FY 2021 to FY 2022, enrollment increased 2% from 1,524 to 1,553, but decreased 4% to 1,493 in FY 2023. Except for enrollment, the other measures improved according to the LEA's FY 2023 unaudited financial statements.

Change in net assets decreased by \$2.7M (309%) and change in net assets margin decreased from 2% to -4% due to:				
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$5.2M	14%	The 29-student (2%) increase in enrollment coupled with the 3.6% UPSFF rate increase generated increases in per pupil funding of \$1.7M (5%). Increases in federal entitlements and other federal funds of \$2.7M (65%) reflect COVID-19 relief funding. There were increases in state and local government contributions of \$0.6M (3,374%) from an after-school subsidy program that began in FY 2022 and other income of \$0.5M (226%) due to an increase in rental income on a facility sublease and aftercare tuition, partially offset by a \$0.2M (25%) decrease in private contributions.
Operating Expenses	E	\$7.9M	23%	The return to in-classroom learning led to increases in personnel salaries and benefits of \$3.4M (30%) and direct student expenses of \$2.5M (26%). In addition, occupancy expenses increased \$1.0M (12%) primarily from increases in other contracted building services (\$0.6M, 71%) and utilities (\$0.4M, 124%), and general expenses increased \$1.0M (18%) primarily from a \$0.7M (17%) increase in management fees.
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

¹ Deferred rent is a liability that is the difference between rent expense (total minimum rent net of leasehold improvements credit divided ratably over the remaining lease term), and cash paid from the lease inception. As such, this liability is satisfied by making rent payments in excess of the rent expense over the remaining lease term.

ROCKETSHIP EDUCATION DC PCS

FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	AppleTree Institute for Education Innovation (MO, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	PK3 and PK4 educational operations, including selection, management, and termination of curriculum, staff, and program marketing, and corresponding equipment, furniture, and classroom design.
Agreement Start and Expiration Dates	10-31-2015 to 06-30-2025
Services	PK3 and PK4 educational operations, including selection, management, and termination of curriculum, staff, and program marketing, and corresponding equipment, furniture, and classroom design.
How Fee is Determined	For the PK3 and PK4 students, per pupil funding excluding the facilities allotment and PCSB fees thereon, plus associated Grants, Special Educational, Summer School, and related funding.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$6,641,858 (16%), \$88,220
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Jack McCarthy, President/CEO, \$284,011

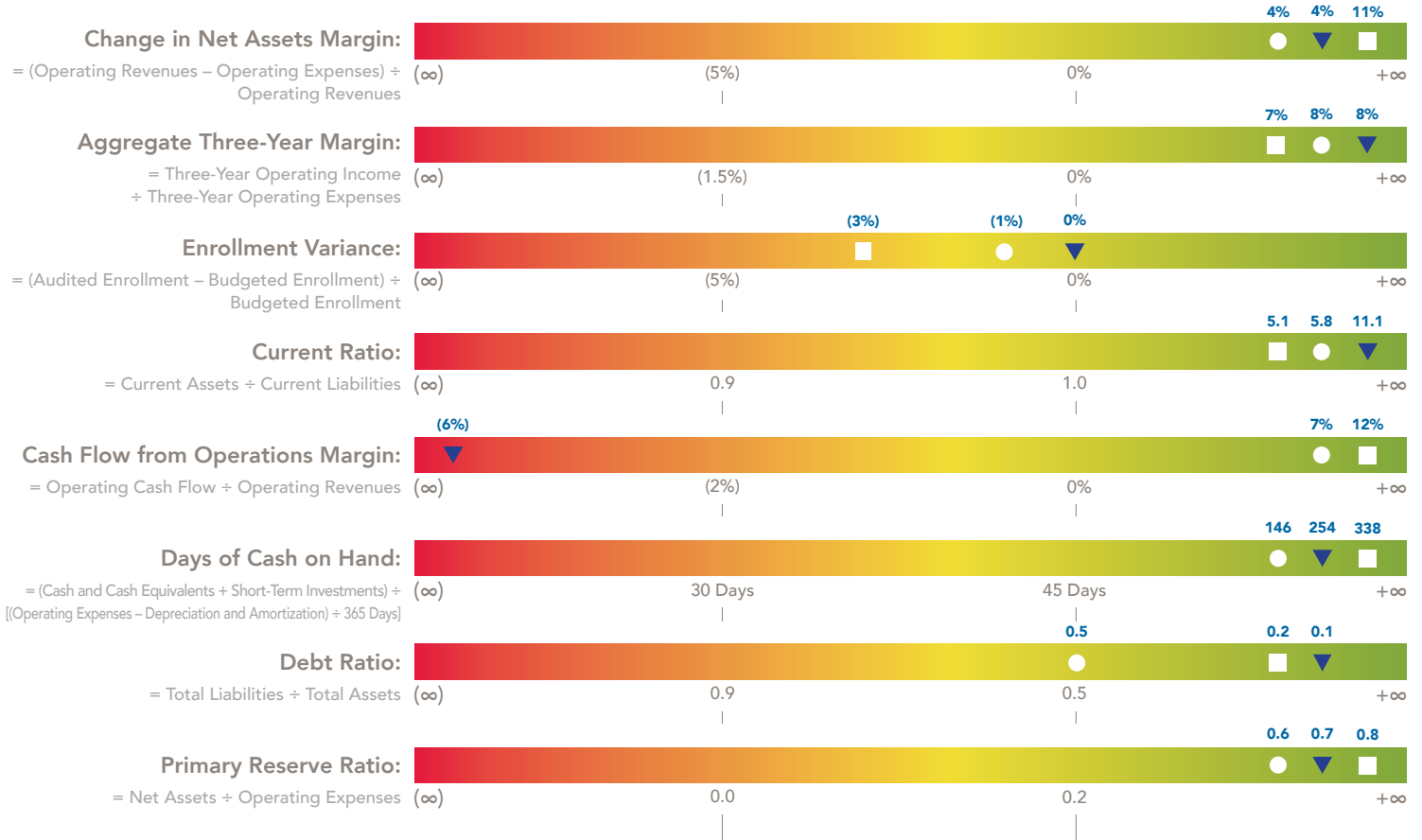
Organization (MO/RP, Tax Status) City, State	Rocketship Education (MO & RP, Non-Profit) REDWOOD CITY, CALIFORNIA
Relationship to LEA	The MO is the sole member of the LEA and provides comprehensive management and network services to the LEA.
Agreement Start and Expiration Dates	07-01-2016 to 06-30-2022
Services	Curriculum and assessment, instructional leadership, recruitment, lottery management, student data analysis, parent and community engagement, payroll, accounting and financial reporting, procurement, human resources, legal support, IT support, operational policy support, authorizer relations.
How Fee is Determined	15% of revenue, excluding child nutrition, fundraising, and outsourced programs (AppleTree PK). If the LEA does not have sufficient cash to pay all or a portion of the fee, then such fees shall be deferred until there is sufficient cash.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$4,699,107 (11%), \$4,184,973
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Preston Smith, CEO, \$308,725

Organization (MO/RP, Tax Status) City, State	Launchpad Development Company (RP, Non-Profit) REDWOOD CITY, CALIFORNIA
Relationship to LEA	Launchpad Development Company is the sole member of Launchpad Development One DC, LLC, Launchpad Development Two, LLC, and Launchpad Development Three, LLC. These three entities are related parties to the LEA and lease to the LEA its facilities.
Agreement Start and Expiration Dates	07-01-2018 to 06-30-2061
Services	LEA leases its RISE, RLP and RIC facilities from RP. Under those leases, LEA's FY 2022 rent expense was \$6,901,803 and future minimum lease payments as of FYE 2022 totaled \$230,394,586.
How Fee is Determined	Per rent schedule in lease agreement.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$6,901,803 (17%), \$24,137
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Keysha Bailry, CFO/Board Chair, \$212,259

Opened:
FY 2000

Audited Enrollment:
101

KEY FINANCIAL INDICATORS



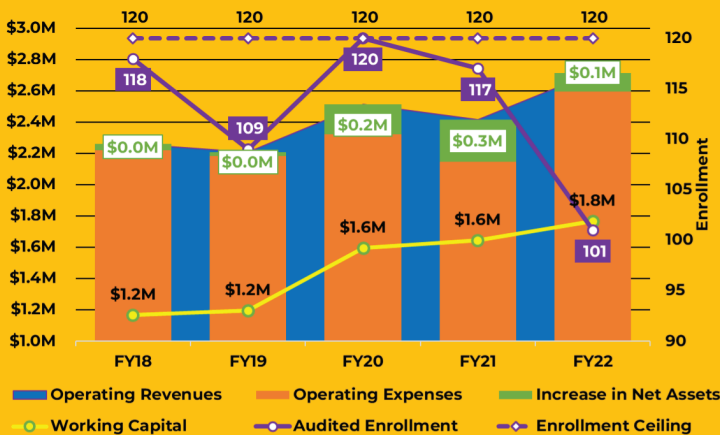
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

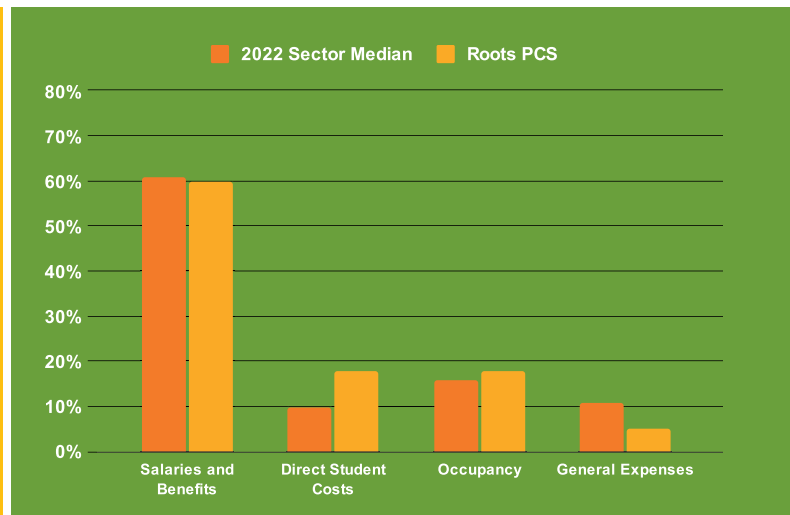
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



ROOTS PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$1,998	\$2,110	(5%)
Current Assets	\$1,940	\$2,049	(5%)
Total Liabilities	\$174	\$405	(57%)
Current Liabilities	\$174	\$405	(57%)
Working Capital	\$1,766	\$1,645	7%
Net Assets	\$1,824	\$1,706	7%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$2,712	\$2,415	12%
Operating Expenses	\$2,594	\$2,145	21%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$119	\$271	(56%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$119	\$271	(56%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$20,284	\$19,001	7%	\$22,259
Grants and Contributions	\$148	\$256	(42%)	\$874
Operating Revenues	\$26,854	\$20,642	30%	\$29,789
Operating Expenses	\$25,679	\$18,330	40%	\$28,225
Operating Income (Loss)	\$1,175	\$2,312	(49%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continued to demonstrate healthy financial performance in FY 2022. Most key financial indicators remained above their respective targets, including days of cash on hand at 254 days (target 45 days), current ratio of 11.1 (target 1.0), and a primary reserve ratio of 0.7 (target 0.2). In addition, relative to its size, the LEA's \$1.8M in working capital was at a healthy level, and its 0.1 debt ratio was favorably below the 0.5 target. Cash flow from operations margin decreased from 12% in FY 2021 to -6% in FY 2022, below the 0% target, attributable to \$0.2M in decreased change in net assets from decreased enrollment and \$0.2M in COVID-19 PPP loan forgiveness recognized in FY 2022 revenue but received in FY 2020.

Enrollment decreased 3% from 120 in FY 2021 to 117 in FY 2022 and further decreased 14% to 101 in FY 2023 and 21% to 80 in FY 2024 based on the October 2023 certified pre-audit count. The decrease in enrollment from FY 2021 to FY 2022 was offset partially by the 3.6% increase in the UPSFF rate and increase in special populations to net to a \$0.2M (8%) decrease in per pupil funding allocations. Federal entitlements and other federal funds increased by \$0.5M (337%) due to increased COVID-19 relief funding. The return to in person learning led to a \$0.4M (21%) increase in operating expenses mostly from a \$0.3M (180%) increase in direct student expenses. The 33% cumulative downward trend in enrollment from FY 2021 to FY 2024 is a cause for concern. The LEA will need to increase its enrollment to maintain its reserves. We will monitor the LEA closely.

ROOTS PCS

FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	15 Kennedy Street Associates, LP (RP, For-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	Owned 95% by Bernida Thompson, LEA Principal.
Agreement Start and Expiration Dates	06-01-2018 to 05-31-2023
Services	Space rental/lease.
How Fee is Determined	Fair market value.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$243,184 (9%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Bernida Thompson, Partner, \$140,222

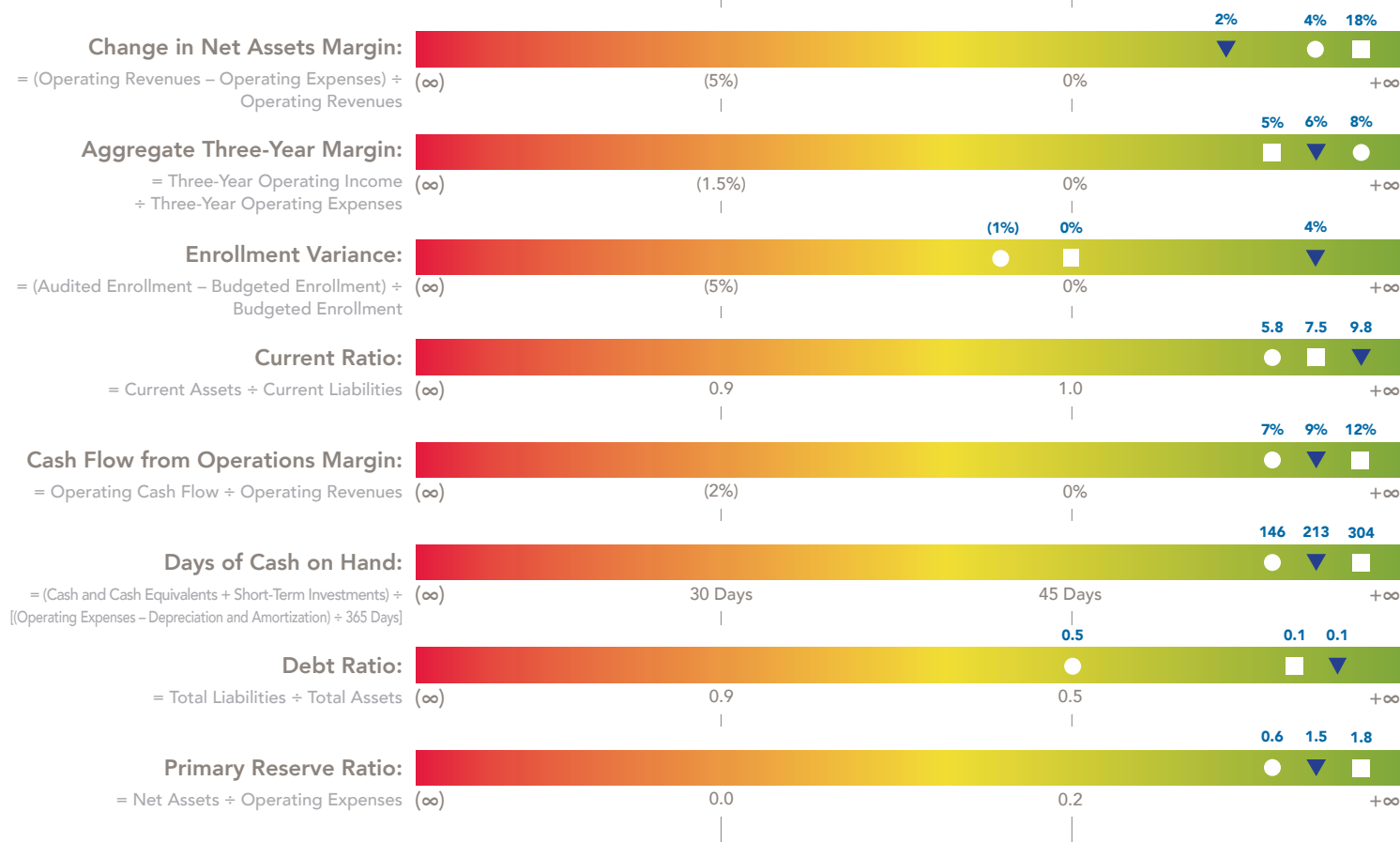
Organization (MO/RP, Tax Status) City, State	Roots Activity Learning Center (Lease) (RP, For-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	Owned 100% by Bernida Thompson, LEA Principal.
Agreement Start and Expiration Dates	06-01-2018 to 05-31-2023
Services	Space rental/lease.
How Fee is Determined	Fair market value.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$169,223 (6%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Bernida Thompson, Owner, \$140,222

Organization (MO/RP, Tax Status) City, State	Roots Activity Learning Center (Summer School Program) (RP, For-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	Owned 100% by Bernida Thompson, LEA Principal.
Agreement Start and Expiration Dates	06-01-2019 to 08-23-2024
Services	Operation and administration of Summer School Program.
How Fee is Determined	Fair market value.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$79,164 (3%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Bernida Thompson, Owner, \$140,222

Opened:
FY 1999

Audited Enrollment:
239

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

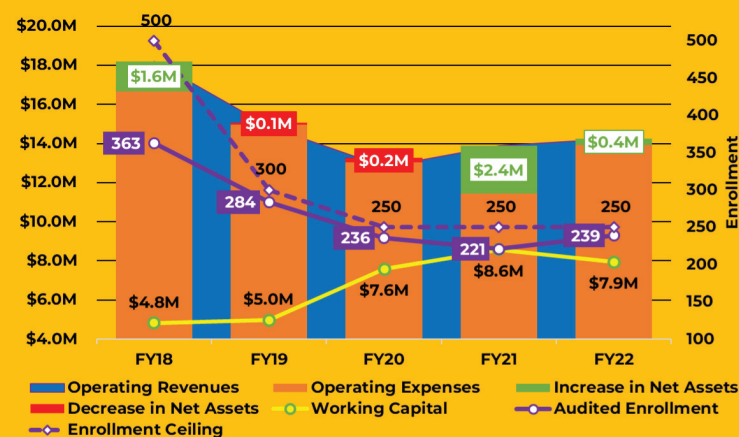
▼ = FY 2022 School Results

■ = FY 2021 School Results

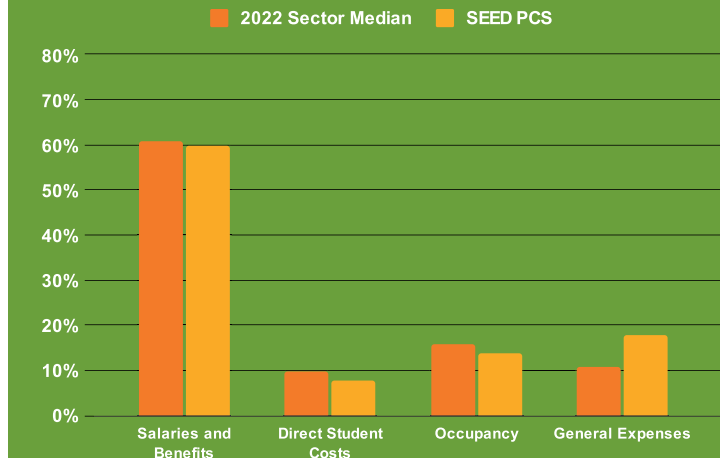
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



SEED PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$22,822	\$24,078	(5%)
Current Assets	\$8,854	\$9,893	(11%)
Total Liabilities	\$1,333	\$2,940	(55%)
Current Liabilities	\$908	\$1,315	(31%)
Working Capital	\$7,947	\$8,578	(7%)
Net Assets	\$21,490	\$21,138	2%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$14,261	\$13,877	3%
Operating Expenses	\$13,909	\$11,435	22%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$352	\$2,442	(86%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$352	\$2,442	(86%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT

Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$52,110	\$50,190	4%	\$22,259
Grants and Contributions	\$39	\$119	(67%)	\$874
Operating Revenues	\$59,670	\$62,793	(5%)	\$29,789
Operating Expenses	\$58,198	\$51,741	12%	\$28,225
Operating Income (Loss)	\$1,472	\$11,052	(87%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continued to demonstrate strong financial performance, with most key financial indicators remaining above their respective targets. The LEA maintained strong liquidity measures, including days of cash on hand of 213 days (target 45 days), cash flow from operations margin of 9% (target 0%), and a primary reserve ratio of 1.5 (target 0.2). The 0.1 debt ratio remained favorably below the 0.5 target, and working capital remained strong at \$7.9M.

After enrollment steadily decreased from 363 in FY 2018 to 221 in FY 2021, it increased to 239 in FY 2022, 247 in FY 2023, and 250 in FY 2024 based on the October 2023 certified pre-audit count. The 8% increase in enrollment in FY 2022, especially in special populations, generated a \$1.4M (12%) increase in per pupil funding allocations.

Conversely, there were decreases in investment income of \$0.6M (146%), federal entitlements and other federal funds of \$0.4M (18%) due to the recognition of nonrecurring PPP loan forgiveness revenue in FY 2021, offset in part by an increase in COVID-19 relief funding. The increase in enrollment coupled with the return to in-person learning generated increases in:

- personnel salaries and benefits of \$1.2M (17%),
- direct student expenses of \$0.4M (51%) due to an increase in food services,
- occupancy expenses of \$0.3M (16%), and
- general expenses of \$0.6M (32%) due partially to a \$0.3M (54%) increase in management fees and \$0.2M (129%) increase in legal, accounting, and payroll services.

SEED PCS

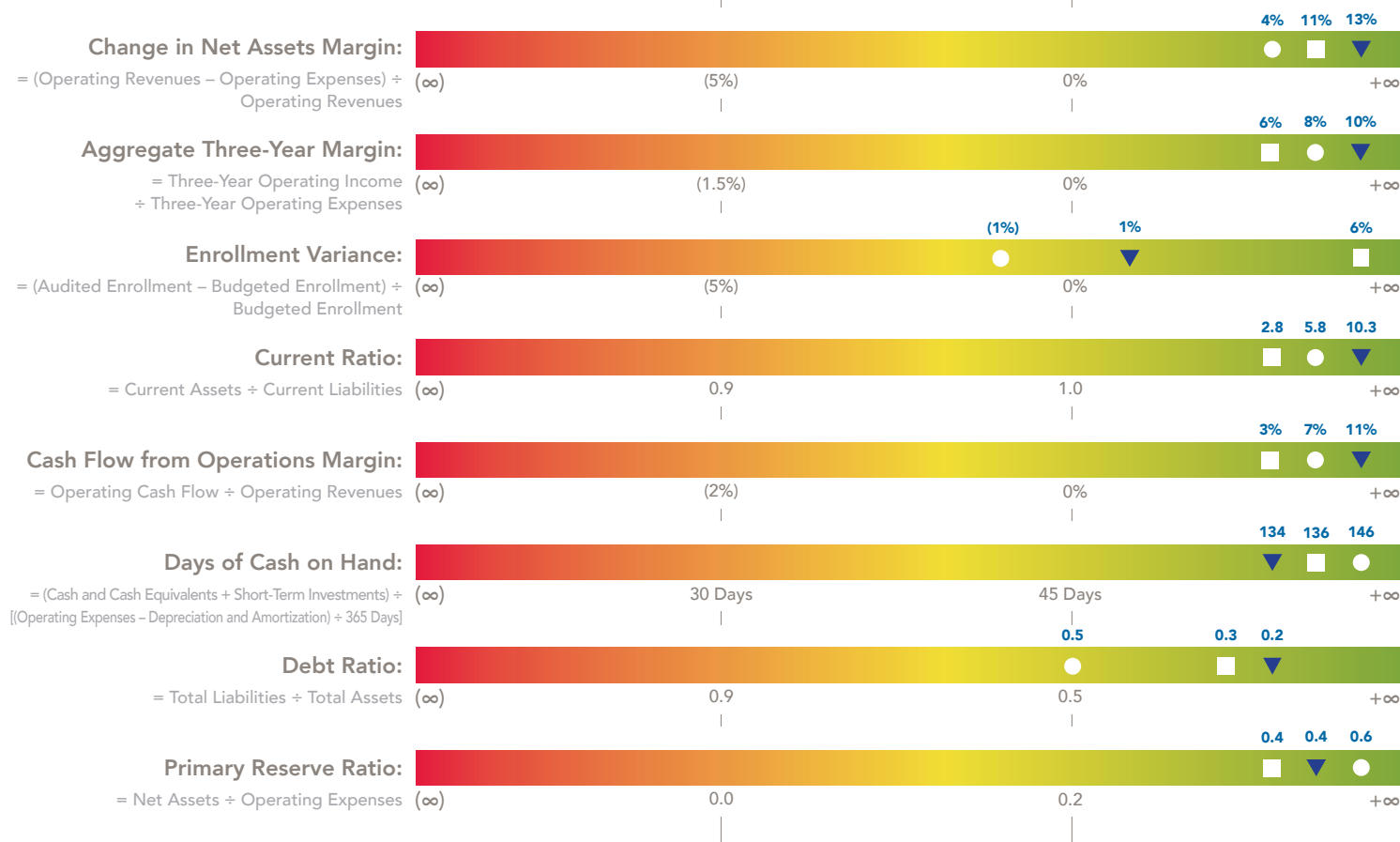
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	The SEED Foundation, Inc. (MO & RP, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	The SEED Foundation provides the model for schools academic and boarding programs.
Agreement Start and Expiration Dates	07-01-2009. There is no expiration date to contract due to nature of related parties
Services	Management and educational services in support of, and to ensure compliance with, the residential boarding program, including legal and regulatory, finance, operational, networking, professional development, and fundraising (including more than \$25M previously raised on behalf of the LEA).
How Fee is Determined	5% of budgeted expenses for the fiscal year. Amount is calculated before management fee expenses.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$726,000 (5%), \$37,543
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Lesley Poole, CEO, \$313,087

Opened:
FY 2014

Audited Enrollment:
263

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

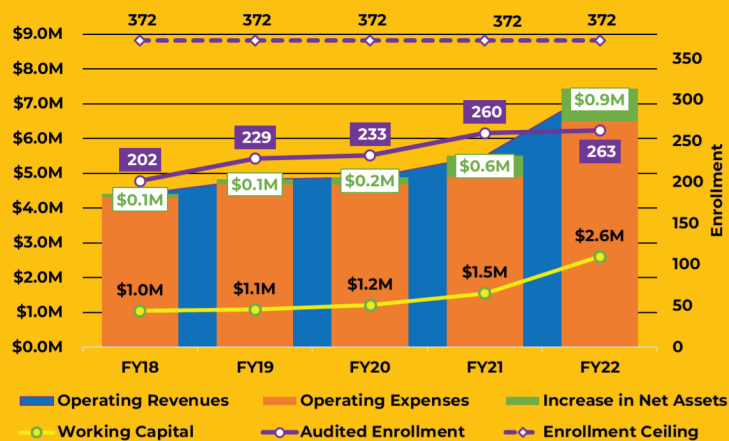
▼ = FY 2022 School Results

■ = FY 2021 School Results

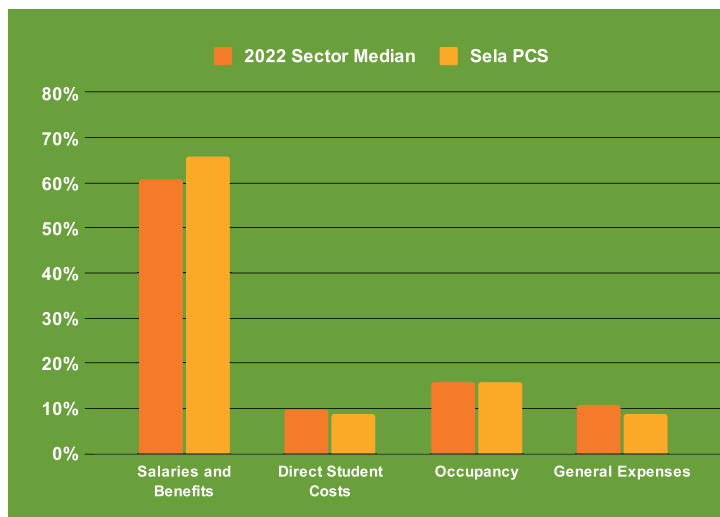
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



SELA PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$3,185	\$2,565	24%
Current Assets	\$2,881	\$2,391	20%
Total Liabilities	\$515	\$841	(39%)
Current Liabilities	\$279	\$841	(67%)
Working Capital	\$2,601	\$1,550	68%
Net Assets	\$2,670	\$1,724	55%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$7,442	\$5,498	35%
Operating Expenses	\$6,496	\$4,903	32%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$946	\$595	59%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$946	\$595	59%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT

Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$20,382	\$19,076	7%	\$22,259
Grants and Contributions	\$1,506	\$633	138%	\$874
Operating Revenues	\$28,297	\$21,147	34%	\$29,789
Operating Expenses	\$24,700	\$18,859	31%	\$28,225
Operating Income (Loss)	\$3,596	\$2,287	57%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continued to demonstrate strong financial performance in FY 2022. Many financial indicators were above target and their respective sector medians. While the days of cash on hand decreased slightly from 136 days to 134 days, above the 45-days' target, working capital increased 68% from \$1.6M to \$2.6M, current ratio increased from 2.8 to 10.3, above the 1.0 target and 5.8 sector median, cash flow from operations margin increased from 3% to 11%, above the 0% target and 7% sector median, and the change in net assets margin increased from 11% to 13%, above the 0% target and 4% sector median.

The FY 2022 increases in enrollment (1%), UPSFF rate (3.6%), and special populations generated a \$0.4M (8%) increase in per pupil allocations. In addition, there were increases in:

- federal entitlements and other funds of \$1.0M (277%) attributable to COVID-19 relief and Title I funding,
- private contributions of \$0.2M (304%), and
- student fees of \$0.3M.

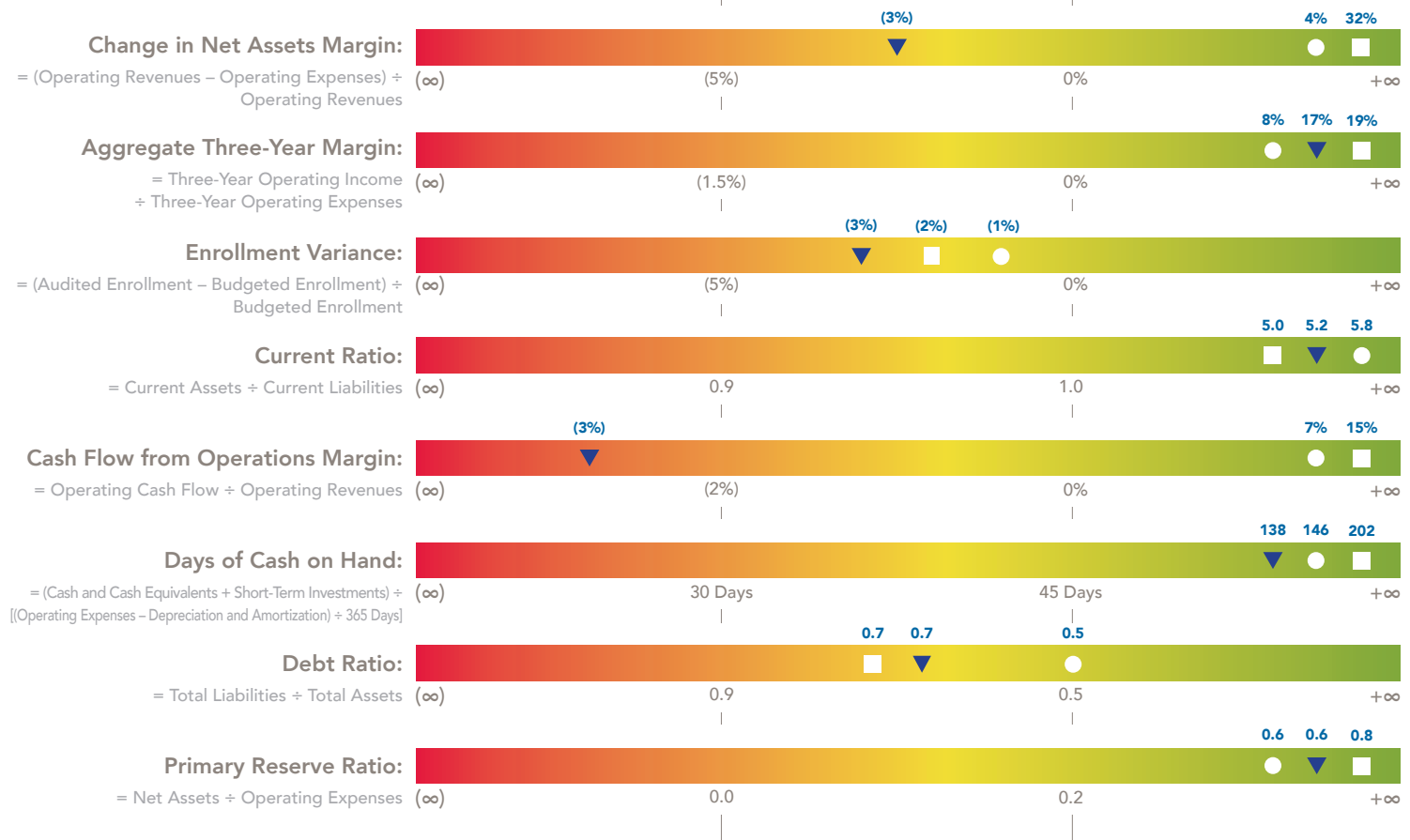
The increase in enrollment coupled with the return to in-person learning led to increases in:

- personnel salaries and benefits of \$0.9M (27%),
- direct student expenses of \$0.3M (72%),
- occupancy expenses of \$0.2M (25%), and
- general expenses of \$0.2M (59%).

Opened:
FY 2012

Audited Enrollment:
237

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

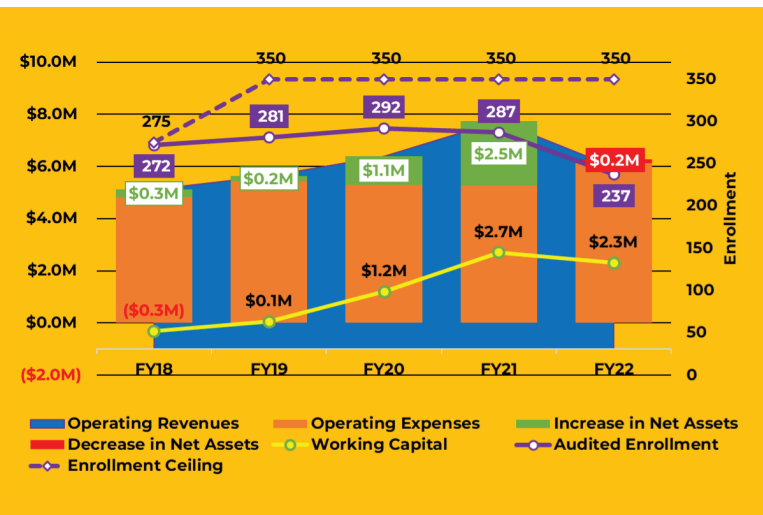
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median

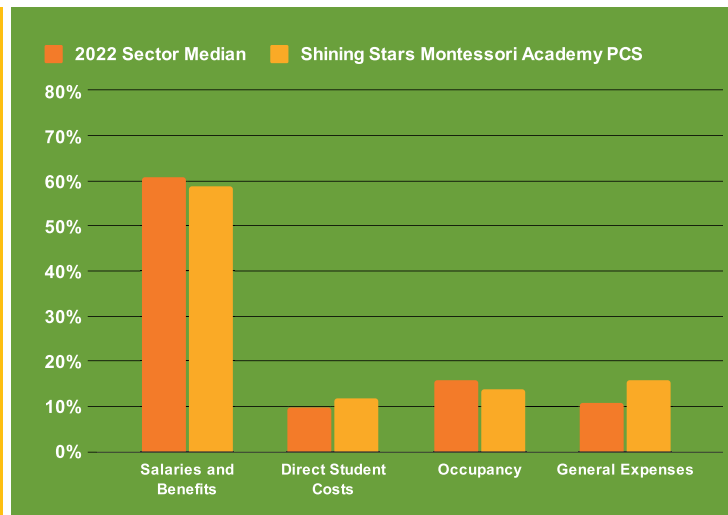
▼ = FY 2022 School Results

■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



SHINING STARS MONTESSORI ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$14,476	\$14,997	(3%)
Current Assets	\$2,847	\$3,384	(16%)
Total Liabilities	\$10,670	\$11,040	(3%)
Current Liabilities	\$545	\$676	(19%)
Working Capital	\$2,302	\$2,708	(15%)
Net Assets	\$3,805	\$3,957	(4%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$5,971	\$7,728	(23%)
Operating Expenses	\$6,123	\$5,268	16%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	(\$152)	\$2,460	(106%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$152)	\$2,460	(106%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,149	\$20,546	3%	\$22,259
Grants and Contributions	\$297	\$548	(46%)	\$874
Operating Revenues	\$25,194	\$26,926	(6%)	\$29,789
Operating Expenses	\$25,834	\$18,355	41%	\$28,225
Operating Income (Loss)	(\$641)	\$8,571	(107%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA demonstrated mixed financial performance in FY 2022. Most key financial indicators remained above their respective targets but some indicators decreased. At FYE 2022, the LEA reflected:

- days of cash on hand of 138 days (above the 45-days' target but a decrease from 202 days at FYE 2021),
- primary reserve ratio of 0.6 (above the 0.2 target but a decrease from 0.8 at FYE 2021),
- current ratio of 5.2 (above the 1.0 target), and
- working capital of \$2.3M compared to \$2.7M at FYE 2021.

The 0.7 debt ratio at FYE 2022, while unfavorably above the 0.5 target, is not a cause for concern due to the healthy liquidity that can easily service the LEA's debt.

From FY 2021 to FY 2022, enrollment decreased 17% from 287 to 237 but rebounded 11% to 262 in FY 2023 and then decreased 18% to 214 in FY 2024 based on the October 2023 certified pre-audit count. The cumulative 25% enrollment decrease from FY 2021 to FY 2024 is of concern. The LEA will need to increase its enrollment to maintain its reserves.

From FY 2021 to FY 2022, cash flow from operations margin and change in net assets margin decreased respectively from 15% and 32% to -3%, below their 0% target. The resulting decrease in the change in net assets is explained in the following table.

The change in net assets decreased by \$2.6M (106%) primarily due to:

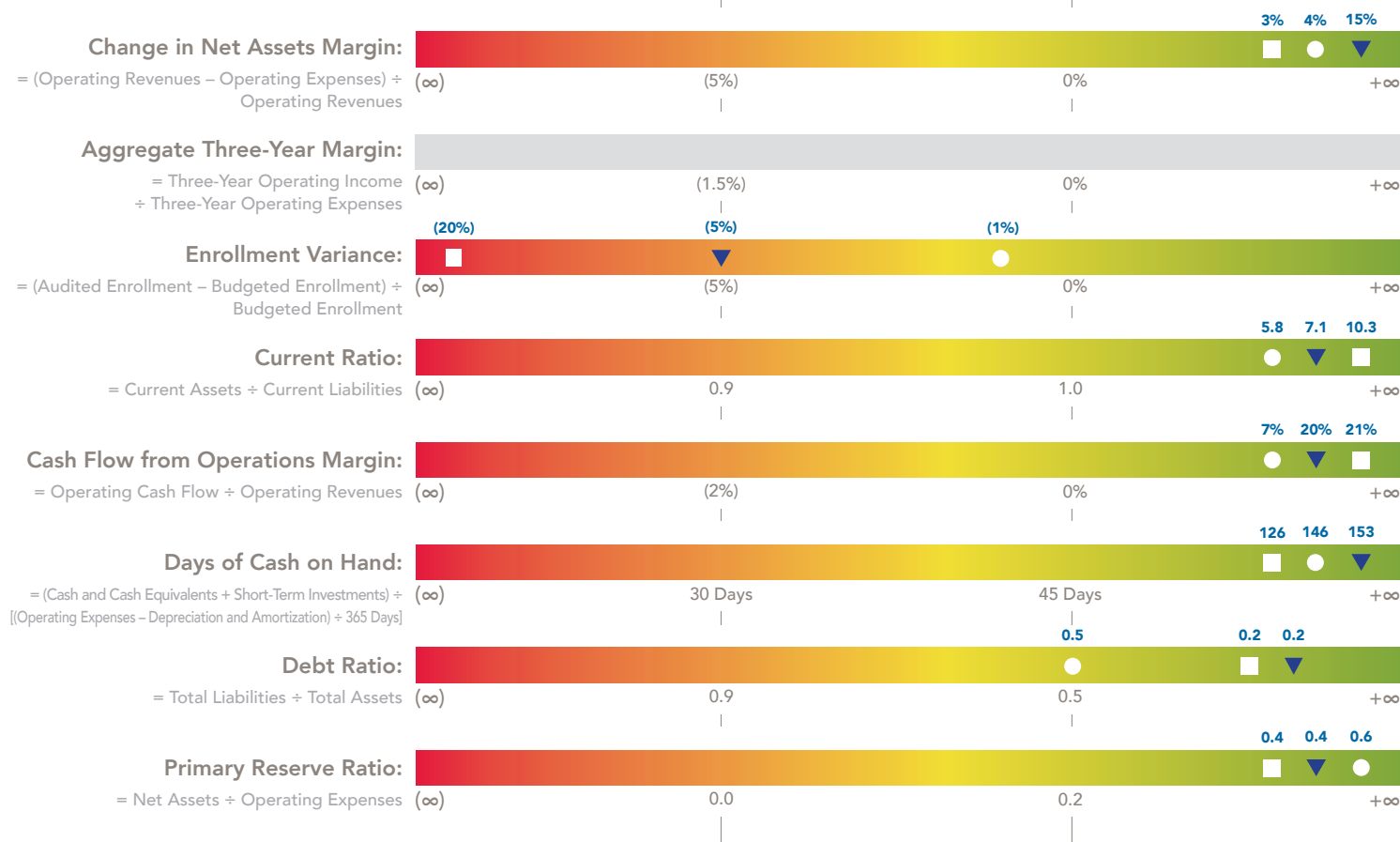
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	(\$1.8M)	(23%)	Per pupil funding allocations decreased \$0.9M (15%) with enrollment. In addition, other income decreased by \$0.5M (76%) attributable to rent forgiveness recorded as revenue in FY 2021, and federal entitlements decreased \$0.3M (30%) due to the recognition of \$0.6M in nonrecurring PPP loan forgiveness revenue in FY 2021, offset partially by an increase in COVID-19 relief funding.
Operating Expenses	E	\$0.9M	16%	Personnel salaries and benefits increased \$0.4M (13%) attributable to the addition of 5 staff and payment of staff stipends, direct student expenses increased \$0.3M (72%) due to the return to classroom learning, and general expenses increased \$0.2M (18%) due mainly to the increase in professional fees.

Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)

Opened:
FY 2021

Audited Enrollment:
102

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

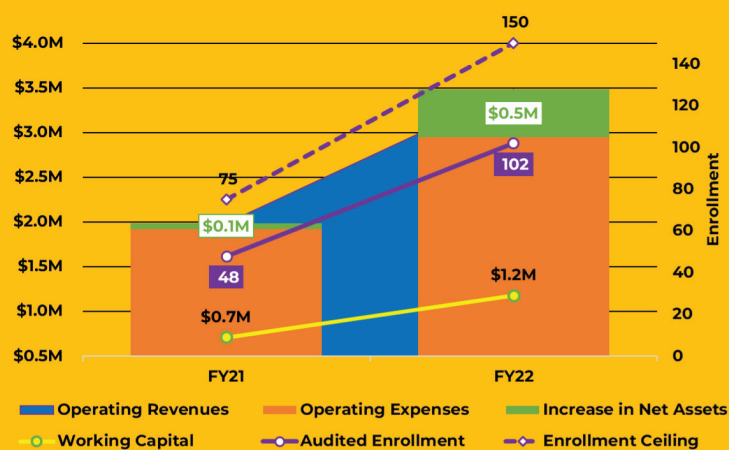
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median

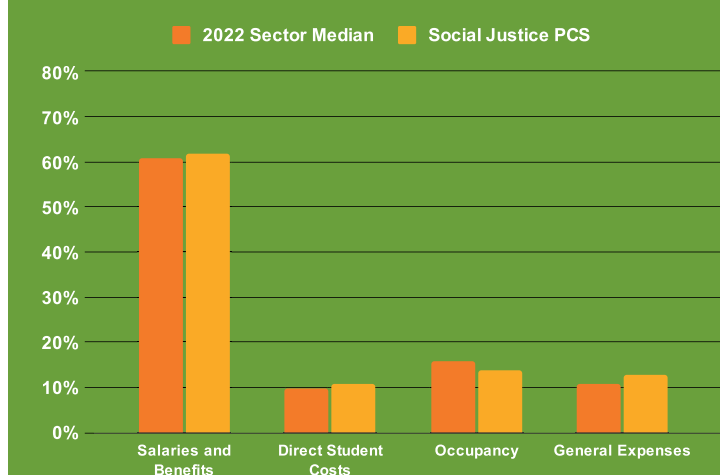
▼ = FY 2022 School Results

■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



SOCIAL JUSTICE PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$1,555	\$892	74%
Current Assets	\$1,371	\$787	74%
Total Liabilities	\$342	\$213	61%
Current Liabilities	\$194	\$77	152%
Working Capital	\$1,178	\$710	66%
Net Assets	\$1,213	\$679	79%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$3,486	\$1,988	75%
Operating Expenses	\$2,951	\$1,923	53%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$535	\$65	721%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$535	\$65	721%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$23,630	\$21,982	7%	\$22,259
Grants and Contributions	\$3,759	\$8,136	(54%)	\$874
Operating Revenues	\$34,175	\$41,424	(17%)	\$29,789
Operating Expenses	\$28,930	\$40,066	(28%)	\$28,225
Operating Income (Loss)	\$5,244	\$1,357	286%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

Despite the LEA being in only its second year of operations in FY 2022, it continued to grow and strengthen its financial performance. The LEA maintained its robust liquidity measures, including days cash on hand of 153 days, above the 45-day target and 146-day sector median, the current ratio at 7.1, above the 1.0 target and 5.8 sector median, and cash flow from operations margin of 20%, above the 0% target and 7% sector median. At FYE 2022, the LEA was well leveraged with a debt ratio of 0.2, which is below the 0.5 target.

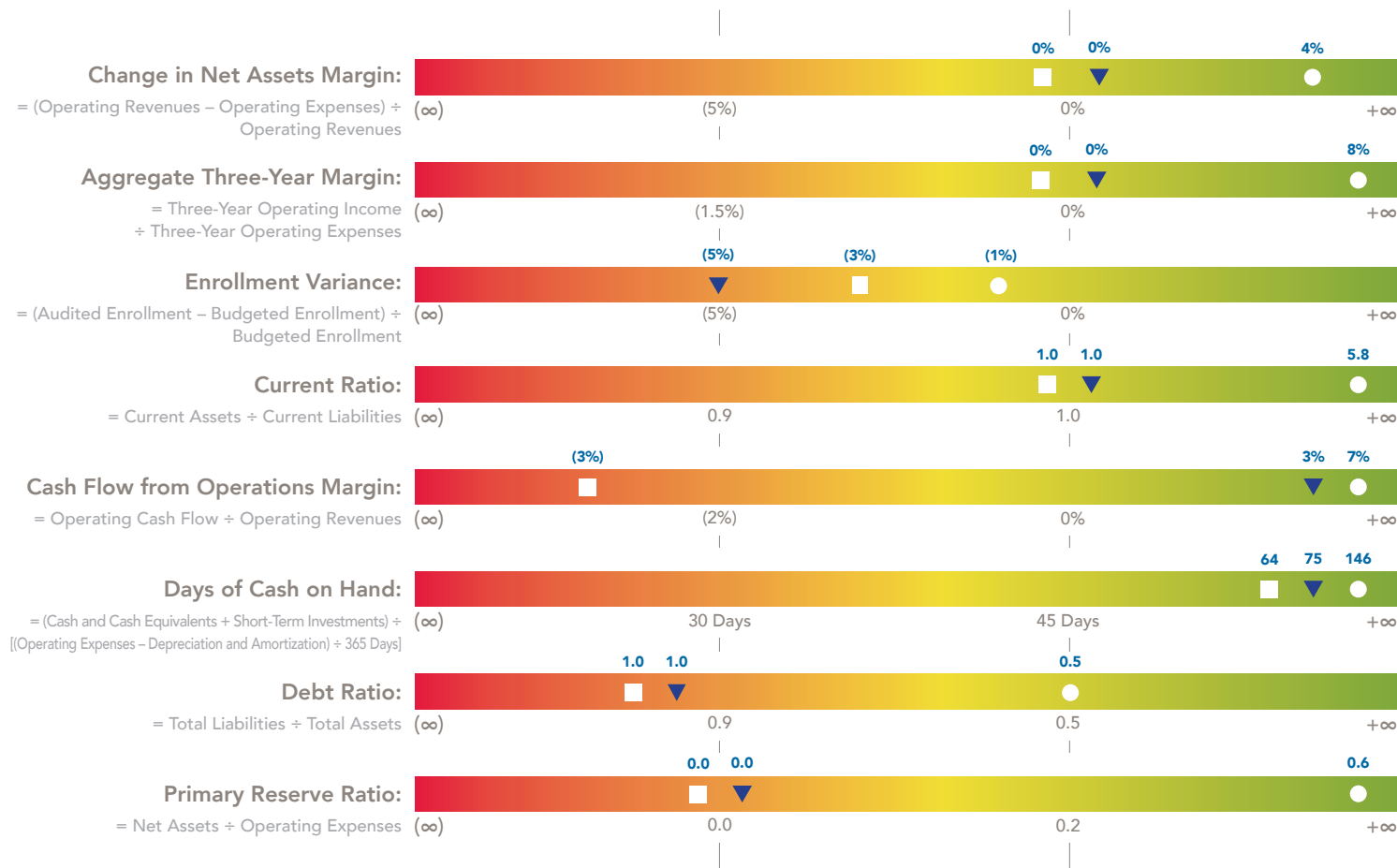
Enrollment continued to grow in FY 2022 from 48 to 102, or 113%, with expansion into Grade 7. In FY 2023, the LEA continued to expand to Grade 8, which boosted enrollment 47% to 150.

The \$0.5M (721%) increase in change in net assets is attributable to the \$1.5M (75%) increase in operating revenues that was partially offset by a \$1.0M (53%) increase in operating expenses. The most significant increases in operating revenues were generated by the 113% enrollment increase and the 3.6% UPSFF rate increase, which drove increases in general education of \$0.7M (123%), categorical enhancements of \$0.4M (149%), and facilities allowance of \$0.2M (113%). The increase in operating expenses in support of increased enrollment is comprised of increases in personnel salaries and benefits of \$0.7M (57%), direct student expenses of \$0.1M (74%), rent expense of \$0.1M (23%), and general expenses of \$0.2M (67%).

Opened:
FY 2007

Audited Enrollment:
238

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

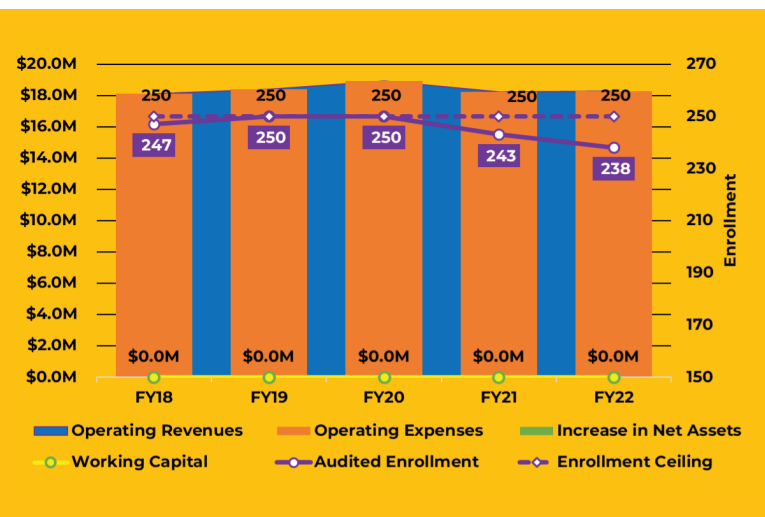
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median

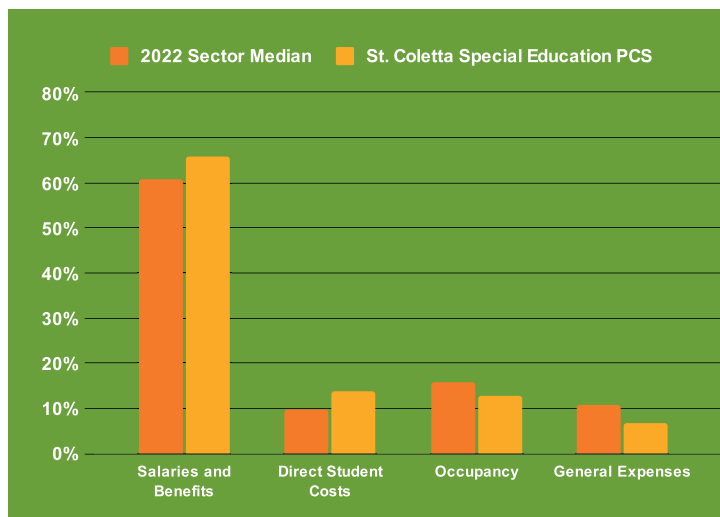
▼ = FY 2022 School Results

■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



ST. COLETTA SPECIAL EDUCATION PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$6,435	\$5,594	15%
Current Assets	\$6,435	\$5,594	15%
Total Liabilities	\$6,435	\$5,594	15%
Current Liabilities	\$6,435	\$5,594	15%
Working Capital	\$0	\$0	
Net Assets	\$0	\$0	

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$18,262	\$18,248	0%
Operating Expenses	\$18,262	\$18,248	0%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$0	\$0	
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$0	\$0	

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$66,694	\$62,192	7%	\$22,259
Grants and Contributions	\$4,268	\$8,568	(50%)	\$874
Operating Revenues	\$76,733	\$75,094	2%	\$29,789
Operating Expenses	\$76,733	\$75,094	2%	\$28,225
Operating Income (Loss)	\$0	\$0		\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

St. Coletta of Greater Washington, Inc. (SCGW), the LEA's management organization, manages and provides operational assistance to the LEA's educational program. All funds received by the LEA are transferred to SCGW to pay all the LEA's operating expenses. Per the management agreement between the LEA and SCGW, SCGW is entitled to receive as its management fee any funds remaining following the payment of all expenses of the program. In FY 2018, FY 2019, and FY 2020, the LEA paid SCGW a management fee equal to the LEA's operating income of \$1.0M, \$0.3M, and \$0.8M, respectively. In FY 2021 and FY 2022, SCGW contributed to the LEA amounts equal to the LEA's operating losses of \$2.1M and \$1.0M, respectively. For FY 2018 through FY 2022, the LEA received cumulatively \$1.0M in contributions from SCGW, net of the management fees paid to SCGW. The SCGW management agreement renews automatically for successive one-year terms unless either party cancels at least 90 days before the next anniversary date. The LEA expects the agreement to continue for the upcoming year.

Since the LEA's net assets and the annual change in net assets are zero, many financial performance metrics are not applicable (e.g., the LEA has no debt or other obligations and all liabilities consisted of payables to SCGW). Days of cash on hand increased from 64 days in FY 2021 to 75 days in FY 2022, above the 45-days target. In FY 2023, DC Council approved a special subsidy contribution of \$1.0M to be made by DC PCSB to the LEA in FY 2024 in response to the LEA's FY 2021 and FY 2022 operating losses and anticipated losses in FY 2023 and FY 2024. While discussions are underway among UPSFF working group members that may lead to UPSFF weight reformulation that potentially could become a sustainable funding source for the LEA to cover its costs in the future, the outcome is uncertain and alternative funding sources may be needed to sustain the LEA's operations.

From FY 2021 to FY 2022, changes in operating revenues (excluding the SCGW contributions) and operating expenses are primarily due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$0.0M	0%	The net change of zero is comprised of \$0.6M (16%) general education extended school year, \$0.1M (1%) categorical enhancements, and \$0.3M (46%) Medicaid other income, which was offset by a \$1.1M decrease in SCGW contribution.
Operating Expenses	E	\$0.0M	0%	Personnel salaries and benefits decreased \$0.8M (6%), offset by increases in direct student expenses (\$0.1M, or 6%), occupancy expenses (\$0.4M, or 21%), and general expenses (\$0.3M, or 26%).

Type: **A** (Asset), **E** (Expense), **L** (Liability), **N** (Net Assets), **R** (Revenue)

ST. COLETTA SPECIAL EDUCATION PCS

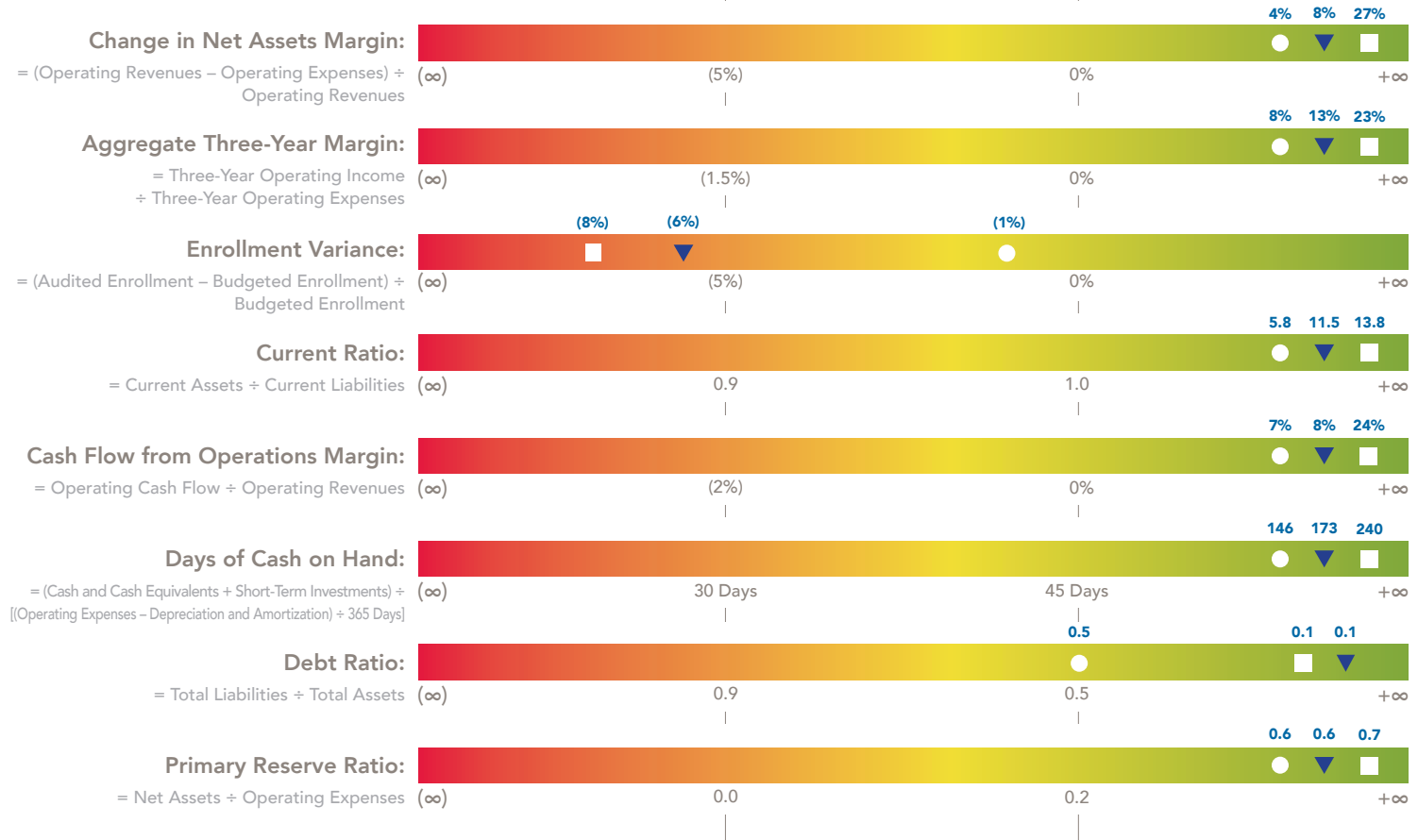
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	Saint Coletta of Greater Washington, Inc. (MO & RP, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	The MO has exclusive authority over the management responsibilities, accounting, bank accounts, financial reporting, and recordkeeping of the LEA. None of the LEA's trustees are directors, officers, or employees of the MO. The LEA's CEO, CFO, and Principal are also the CEO, CFO, and Principal of the MO.
Agreement Start and Expiration Dates	05-22-2006 to 06-30-2023
Services	HR and all staff, IT, Facilities, Administration, Compliance, Purchasing, Collections, Construction, Repairs, Maintenance, Payment of Operating Expenses, and Budgeting, Financial, and Tax Reporting.
How Fee is Determined	All funds remaining following the payment of expenses. In FY 2022, the LEA's expenses exceeded its revenues, net of MO contributions from the MO, therefore the LEA did not incur management fee expenses above the \$18,262,369 FY 2022 operating expenses.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$0 (0%), \$0
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Kaiheem Mason, COO, \$203,557

Opened:
FY 2019

Audited Enrollment:
221

KEY FINANCIAL INDICATORS

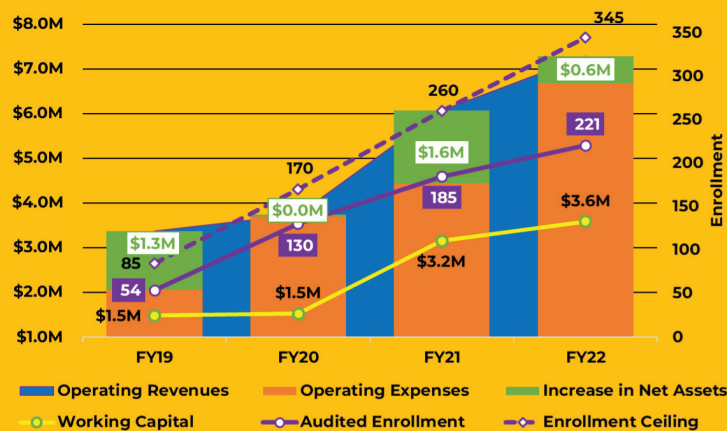


Unresolved Prior Year Audit Findings: 0

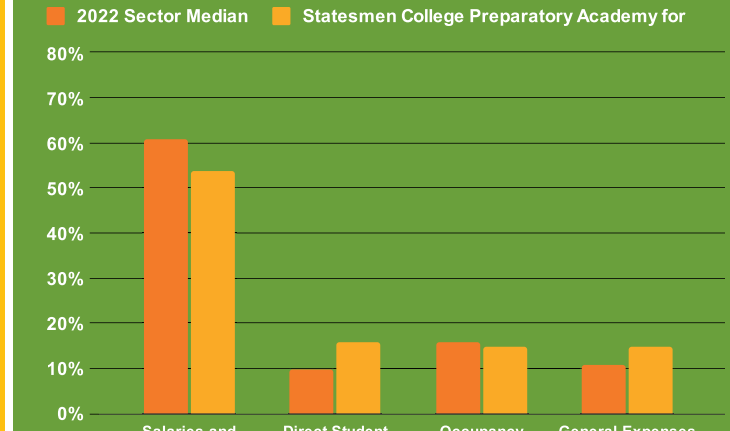
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



STATESMEN COLLEGE PREPARATORY ACADEMY FOR BOYS PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$4,261	\$3,563	20%
Current Assets	\$3,932	\$3,407	15%
Total Liabilities	\$343	\$247	39%
Current Liabilities	\$343	\$247	39%
Working Capital	\$3,589	\$3,160	14%
Net Assets	\$3,918	\$3,316	18%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$7,285	\$6,066	20%
Operating Expenses	\$6,683	\$4,435	51%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$602	\$1,631	(63%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$602	\$1,631	(63%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT

Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$24,774	\$23,484	5%	\$22,259
Grants and Contributions	\$3,219	\$4,969	(35%)	\$874
Operating Revenues	\$32,964	\$32,789	1%	\$29,789
Operating Expenses	\$30,240	\$23,972	26%	\$28,225
Operating Income (Loss)	\$2,724	\$8,818	(69%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA's fourth year of operations, enrollment increased 19% from 185 to 221, continuing the trending enrollment increase since FY 2019. In line with the enrollment increase and the 3.6% UPSFF rate increase, operating revenues increased \$1.2M (20%), primarily attributable to the \$1.1M (26%) increase in per pupil funding. The LEA is relatively new and expanding. Coupled with the enrollment increase, full resumption of international student travel, and increased furniture replacement, operating expenses increased \$2.2M (51%) comprised of increases in personnel salaries and benefits of \$0.9M (35%), direct student expenses of \$0.6M (109%), rent expense of \$0.2M (38%), and general expenses of \$0.5M (83%).

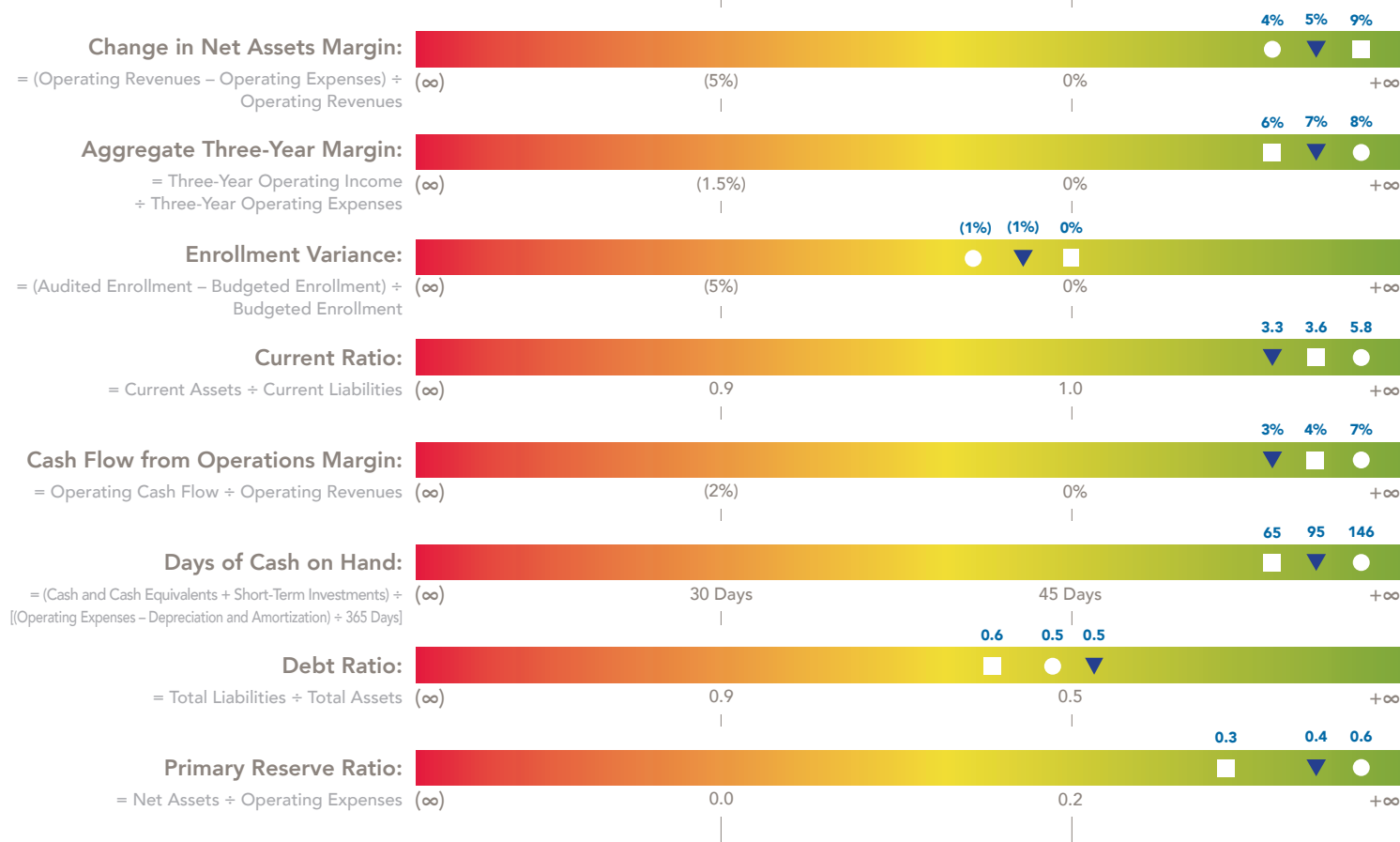
The LEA continued to demonstrate strong financial performance despite a decrease in many financial indicators. Cash flow from operations margin and change in net assets margin decreased from 24% and 27% in FY 2021, respectively, to 8% in FY 2022, both above their 0% target. From FY 2021 to FY 2022, the days of cash on hand decreased from 240 days to 173 days, still well above the 45-days' target. The current ratio decreased from 13.8 to 11.5, surpassing the 1.0 target. The 0.1 debt ratio remained favorably below the 0.5 target, and the 0.6 primary reserve ratio remained above the 0.2 target.

The LEA shares with Ingenuity Prep PCS the month-to-month rental of a building occupied by its school facility. Their in-common lessor, Building Pathways, is in negotiations with its landlord, Department of General Services, to surrender control of the building to Ingenuity Prep PCS, at which time the LEA will sublet its portion of the building from Ingenuity Prep PCS per their mutual understanding.

Opened:
FY 2016

Audited Enrollment:
214

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

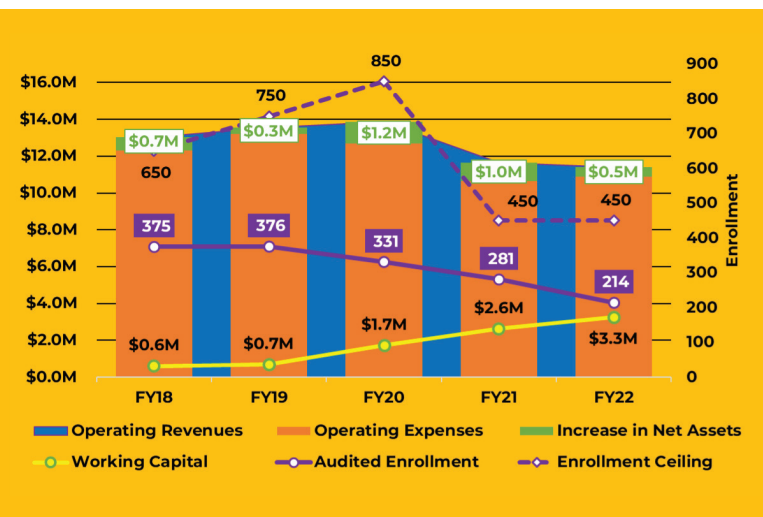
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median

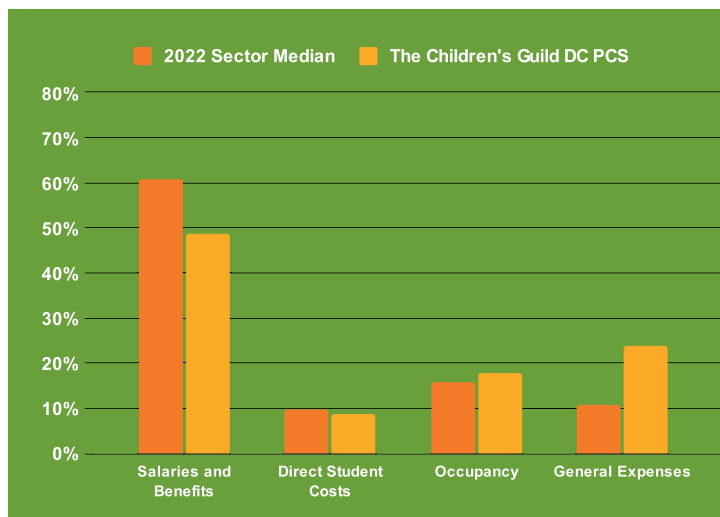
▼ = FY 2022 School Results

■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



THE CHILDREN'S GUILD DC PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$8,219	\$7,590	8%
Current Assets	\$4,666	\$3,642	28%
Total Liabilities	\$4,400	\$4,320	2%
Current Liabilities	\$1,410	\$1,011	39%
Working Capital	\$3,256	\$2,630	24%
Net Assets	\$3,819	\$3,270	17%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$11,423	\$11,665	(2%)
Operating Expenses	\$10,873	\$10,657	2%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$549	\$1,008	(46%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$549	\$1,008	(46%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	Yes
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$38,954	\$37,176	5%	\$22,259
Grants and Contributions	\$0	\$0		\$874
Operating Revenues	\$53,377	\$41,513	29%	\$29,789
Operating Expenses	\$50,811	\$37,927	34%	\$28,225
Operating Income (Loss)	\$2,567	\$3,586	(28%)	\$1,472

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DC PCSB OBSERVATIONS

The LEA continued to demonstrate adequate financial performance, despite the 24% enrollment decrease from 281 in FY 2021 to 214 in FY 2022 and the 45% decrease in change in net assets from \$1.0M to \$0.5M. The decrease in enrollment, partially offset by a 3.6% UPSFF rate increase, generated a decrease in per pupil funding of \$2.1M (20%). In addition, federal entitlements and other federal funds increased \$1.8M (173%) from greater COVID-19 relief funding. In contrast to the enrollment decline, operating expenses increased \$0.2M (2%), comprised of a \$0.1M (8%) increase in direct student expenses due to the return to in classroom learning and a \$0.6M (28%) increase in general expenses primarily due to return to in-classroom learning and the write-off of uncollectible property taxes, partially offset by a \$0.6M (10%) decrease in personnel salaries and benefits reflective of the enrollment decrease and lower health insurance and retirement benefits costs.

The 0.5 debt ratio at FYE 2022 was at target and is not a reason for concern because the LEA can service its debt with its current liquidity. As of FYE 2022, the LEA reflected 95 days of cash on hand, above the 45 days' target, a 0.4 primary reserve ratio, above the 0.2 target, and a healthy working capital of \$3.3M that increased from \$2.6M as of FYE 2021. From FY 2021 to FY 2022, cash flow from operations margin and change in net assets margin decreased from 4% to 3% and 9% to 5% but remained healthy at 3% and 5%, respectively, above their 0% target.

THE CHILDREN'S GUILD DC PCS

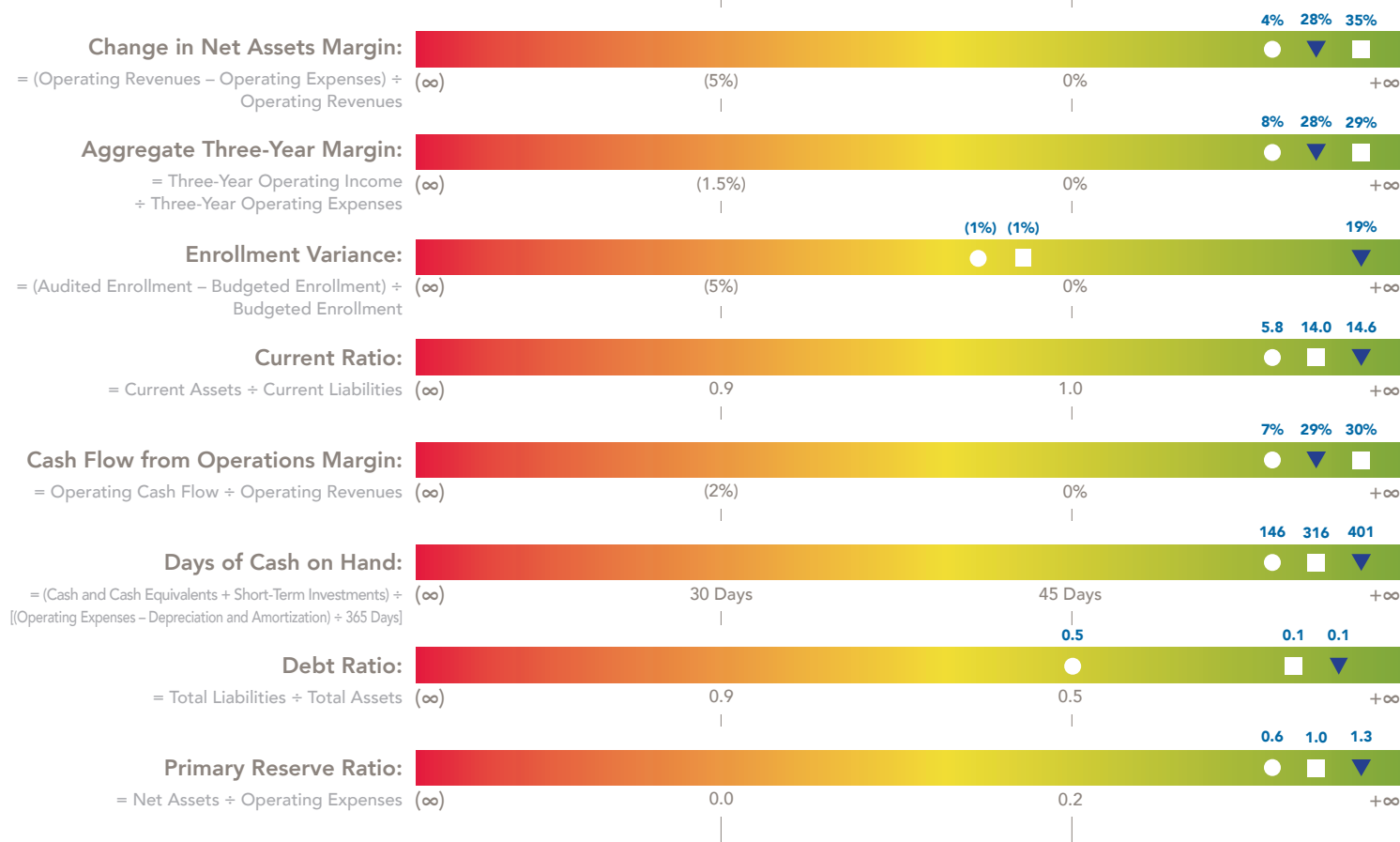
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	The Children's Guild, Inc. (MO & RP, Non-Profit) BALTIMORE, MARYLAND
Relationship to LEA	The MO serves as third-party management company for the LEA and has also provided a \$2M line of credit to the LEA, with a \$639,644 outstanding balance as of FYE 2022.
Agreement Start and Expiration Dates	12-15-2014 to 12-14-2024
Services	Provide management administrative services that include the full authority to take control of the Executive and day-to-day operations. Specific duties include: 1) Accounting; 2) Human Resources; 3) Facility Management and Operations; 4) Marketing; 5) Information Technology; 6) Purchasing and Operations; 7) Staff Planning and Training; and 8) Special Education Management. MO will also hire, supervise and assess the LEA's Principal.
How Fee is Determined	12% of revenue and 6% annualized interest on line of credit balances.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$1,370,726 (12%), \$639,644
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Andrew Ross, Former CEO, \$660,729

Opened:
FY 2019

Audited Enrollment:
175

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

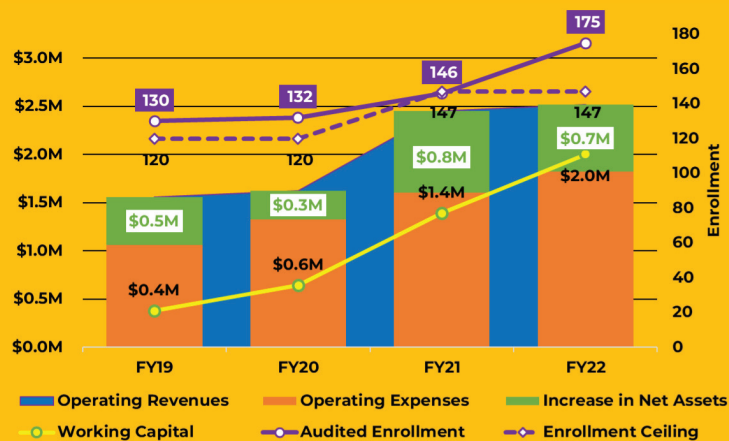
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median

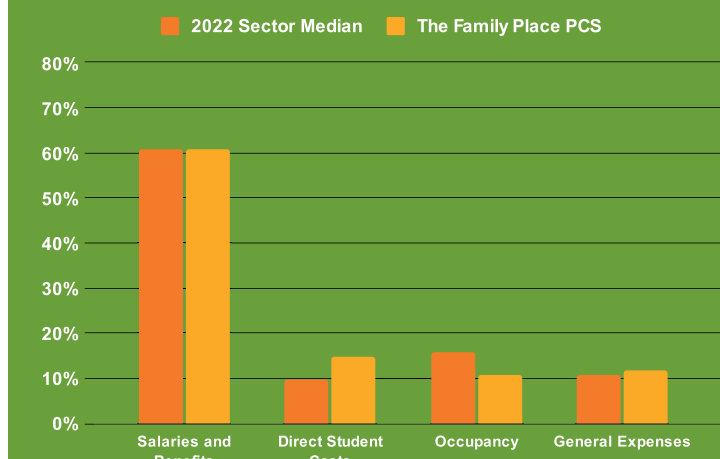
▼ = FY 2022 School Results

■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



THE FAMILY PLACE PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$2,452	\$1,724	42%
Current Assets	\$2,150	\$1,500	43%
Total Liabilities	\$148	\$113	31%
Current Liabilities	\$148	\$107	38%
Working Capital	\$2,003	\$1,393	44%
Net Assets	\$2,304	\$1,610	43%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$2,516	\$2,450	3%
Operating Expenses	\$1,822	\$1,602	14%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$694	\$848	(18%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$694	\$848	(18%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$11,632	\$13,756	(15%)	\$22,259
Grants and Contributions	\$687	\$805	(15%)	\$874
Operating Revenues	\$14,377	\$16,782	(14%)	\$29,789
Operating Expenses	\$10,411	\$10,973	(5%)	\$28,225
Operating Income (Loss)	\$3,967	\$5,809	(32%)	\$1,472

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DC PCSB OBSERVATIONS

In FY 2022, the LEA continued to improve its already strong financial health and financial viability. At FYE 2022, the LEA reflected 401 days of cash on hand, significantly above the 45-days' target and 146-days' sector median, a 1.3 primary reserve ratio, above the 0.2 target and 0.6 sector median, and a cash flow from operations margin of 29%, above the 0% target and 7% sector median. The LEA has grown its working capital to \$2.0M as of FYE 2022 and plans to use these funds primarily for purchasing and renovating a new facility over the next years to better serve the students in a space that is more suitable for the LEA's enrollment trends.

Although the LEA's enrollment increased by 20% from FY 2021 to FY 2022, the LEA's change in net assets decreased by \$0.2M, or 18% in the same period. This is not a cause for concern, as the LEA in FY 2022 enrolled 28 students above its enrollment ceiling. The students above enrollment ceiling are not eligible for DC funding but contribute to increased program cost. In August 2023, DC PCSB voted to increase the LEA's previous enrollment ceiling starting in FY 2025 to meet its increasing enrollment trend.

THE FAMILY PLACE PCS

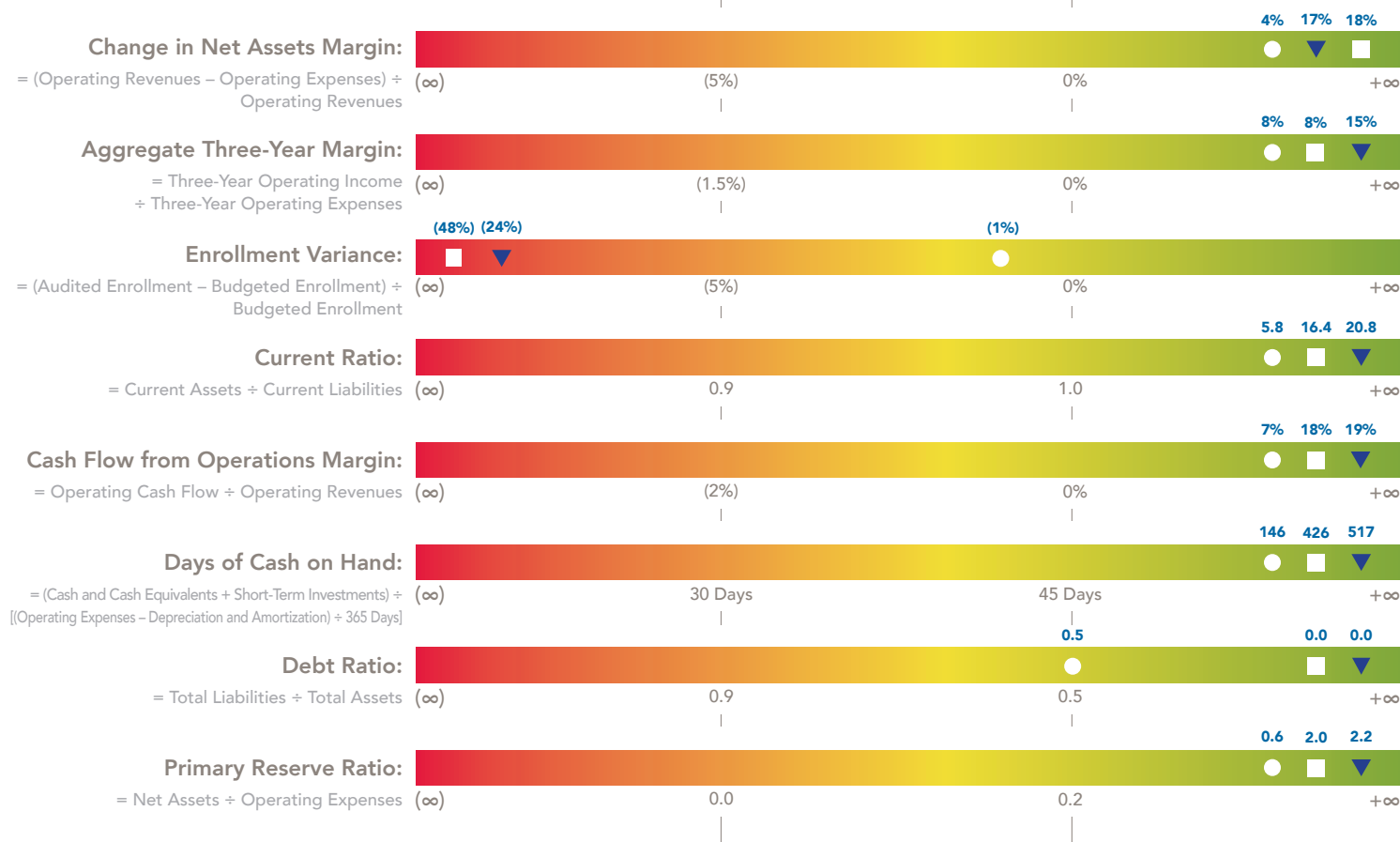
FY 2022 Management Organization (MO) / Related Party (RP)

Organization (MO/RP, Tax Status) City, State	The Family Place, Inc. (MO & RP, Non-Profit) WASHINGTON, DISTRICT OF COLUMBIA
Relationship to LEA	The PCS rents space from The Family Place and contracts with it to provide payroll processing, case management, childcare, and housekeeping/foodservice. The Executive Director and the Director of Operations work directly for both agencies. The two individuals who serve on both Boards are Natalia Isaza and Elaine Weiss (3 overlapping members are allowed per the bylaws).
Agreement Start and Expiration Dates	06-15-2018 to 06-30-2023
Services	The Family Place provides childcare for students enrolled in PCS, case management support for students, housekeeping and food service to school, and payroll processing services.
How Fee is Determined	The Services Fee is determined in the contract. Rent payments total \$102,642 which includes a 3% annual escalation from lease start. Additional rent is 75% of the costs of customary building services.
Fee Payments (% of Revenues), Fiscal Year End Payable	\$373,162 (15%), \$23,583
Name, Title, and Latest Annual Compensation of Highest Paid MO/RP Employee	Haley Wiggins, Executive Director, \$126,981

Opened:
FY 1999

Audited Enrollment:
320

KEY FINANCIAL INDICATORS

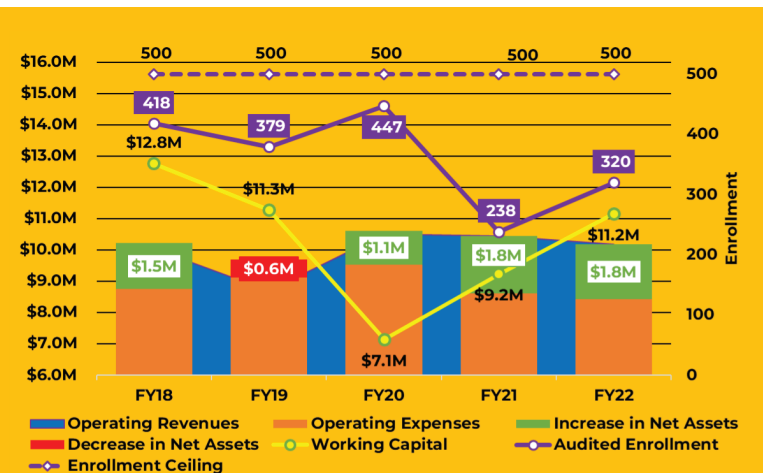


Unresolved Prior Year Audit Findings: 0

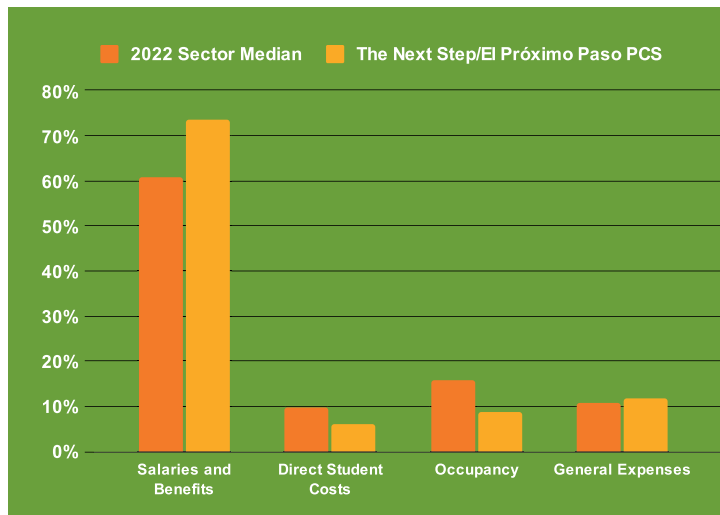
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



THE NEXT STEP PCS/EL PRÓXIMO PASO PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$19,226	\$17,497	10%
Current Assets	\$11,723	\$9,827	19%
Total Liabilities	\$564	\$598	(6%)
Current Liabilities	\$564	\$598	(6%)
Working Capital	\$11,159	\$9,228	21%
Net Assets	\$18,661	\$16,898	10%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$10,189	\$10,454	(3%)
Operating Expenses	\$8,425	\$8,621	(2%)
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$1,763	\$1,833	(4%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,763	\$1,833	(4%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT

Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$29,001	\$41,369	(30%)	\$22,259
Grants and Contributions	\$708	\$509	39%	\$874
Operating Revenues	\$31,839	\$43,924	(28%)	\$29,789
Operating Expenses	\$26,329	\$36,223	(27%)	\$28,225
Operating Income (Loss)	\$5,510	\$7,700	(28%)	\$1,472

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DC PCSB OBSERVATIONS

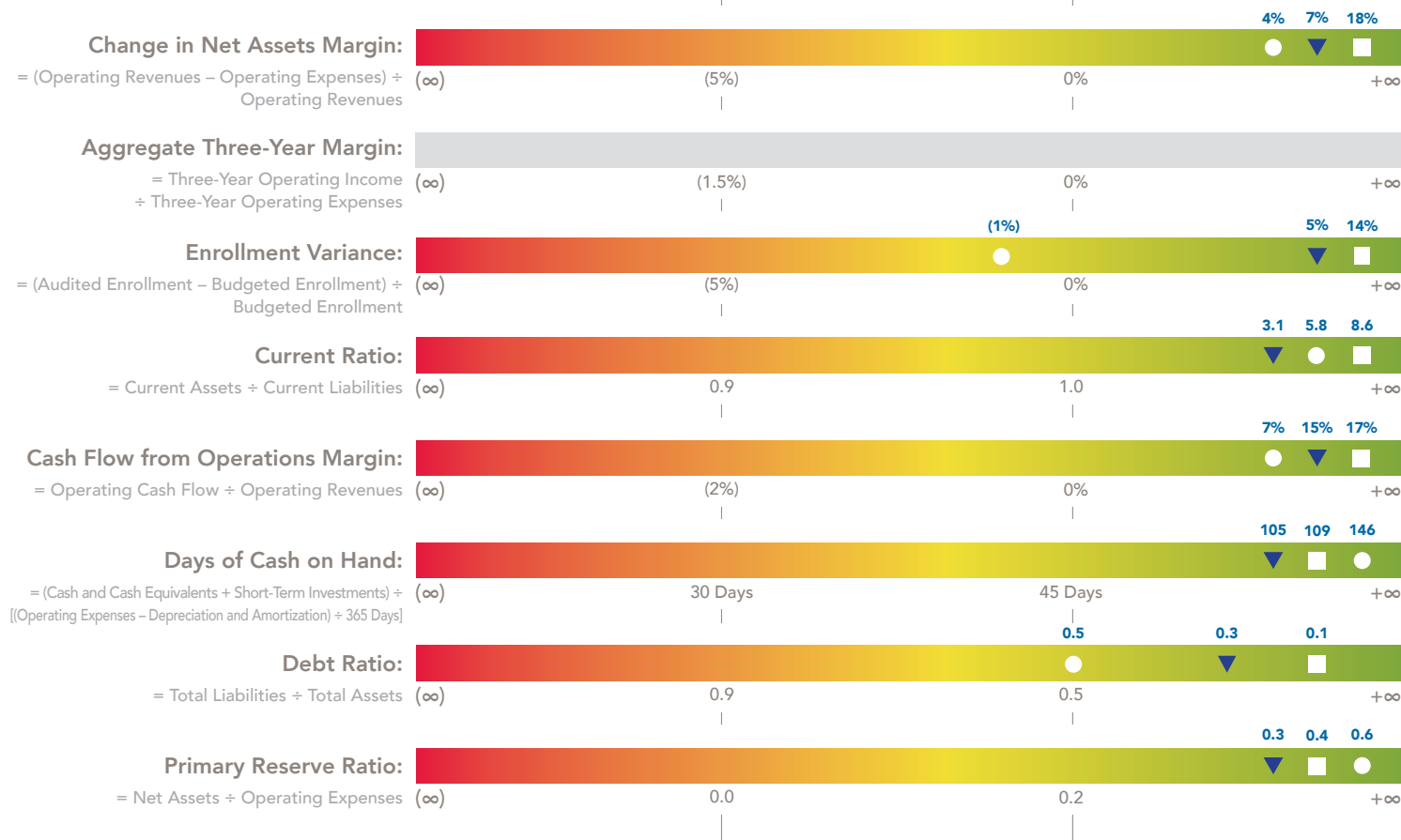
The LEA maintained its robust financial health in FY 2022. As in FY 2021, all the LEA's FY 2022 key financial indicators, except enrollment variance, are above sector median. At FYE 2022, the LEA reflected 517 days of cash on hand, significantly above the 45 days' target and 146-days' sector median, a 2.2 primary reserve ratio, above the 0.2 target and 0.6 sector median, and a cash flow from operations margin of 19%, above the 0% target and 7% sector median. The LEA has increased its working capital to \$11.2M as of FYE 2022 and plans over the next years to use these funds primarily for purchasing a space suitable to better serve its students while achieving the lowest interest rates on the market.

FY 2022 enrollment at 320, while still below the pre COVID-19 pandemic enrollment peak of 447, rebounded 34% from the adult student pandemic low of 238 in FY 2021. The \$1.6M additional funding received by the LEA in FY 2022 from the Stabilization Amendment Act of 2021 helped offset unfavorable effects caused by the COVID-19 pandemic on FY 2022 enrollment, thus maintaining operating revenues substantially consistent with FY 2021 and FY 2020. The LEA incurred \$0.2M, or 2% lower operating expenses in FY 2022. The \$0.6M (9%) savings in personnel salaries and benefits, due to staff turnover, were mostly offset by a \$0.2M (53%) increase in direct student expenses with the return to in-person learning and \$0.3M (43%) increase in general expenses due to a higher number of contracted professional service providers than in FY 2021.

Opened:
FY 2021

Audited Enrollment:
157

KEY FINANCIAL INDICATORS

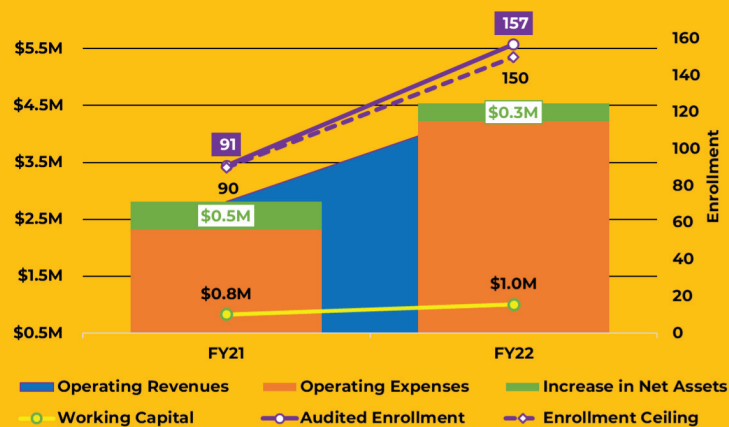


Unresolved Prior Year Audit Findings: 0

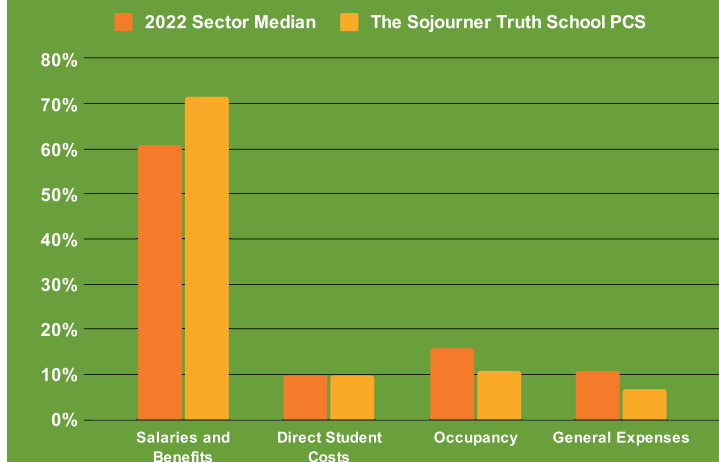
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



THE SOJOURNER TRUTH SCHOOL PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$1,744	\$1,062	64%
Current Assets	\$1,494	\$937	59%
Total Liabilities	\$485	\$109	345%
Current Liabilities	\$485	\$109	345%
Working Capital	\$1,009	\$829	22%
Net Assets	\$1,259	\$953	32%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$4,533	\$2,813	61%
Operating Expenses	\$4,227	\$2,318	82%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$306	\$495	(38%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$306	\$495	(38%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$20,666	\$20,422	1%	\$22,259
Grants and Contributions	\$3,307	\$5,968	(45%)	\$874
Operating Revenues	\$28,874	\$30,909	(7%)	\$29,789
Operating Expenses	\$26,925	\$25,473	6%	\$28,225
Operating Income (Loss)	\$1,949	\$5,436	(64%)	\$1,472

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DC PCSB OBSERVATIONS

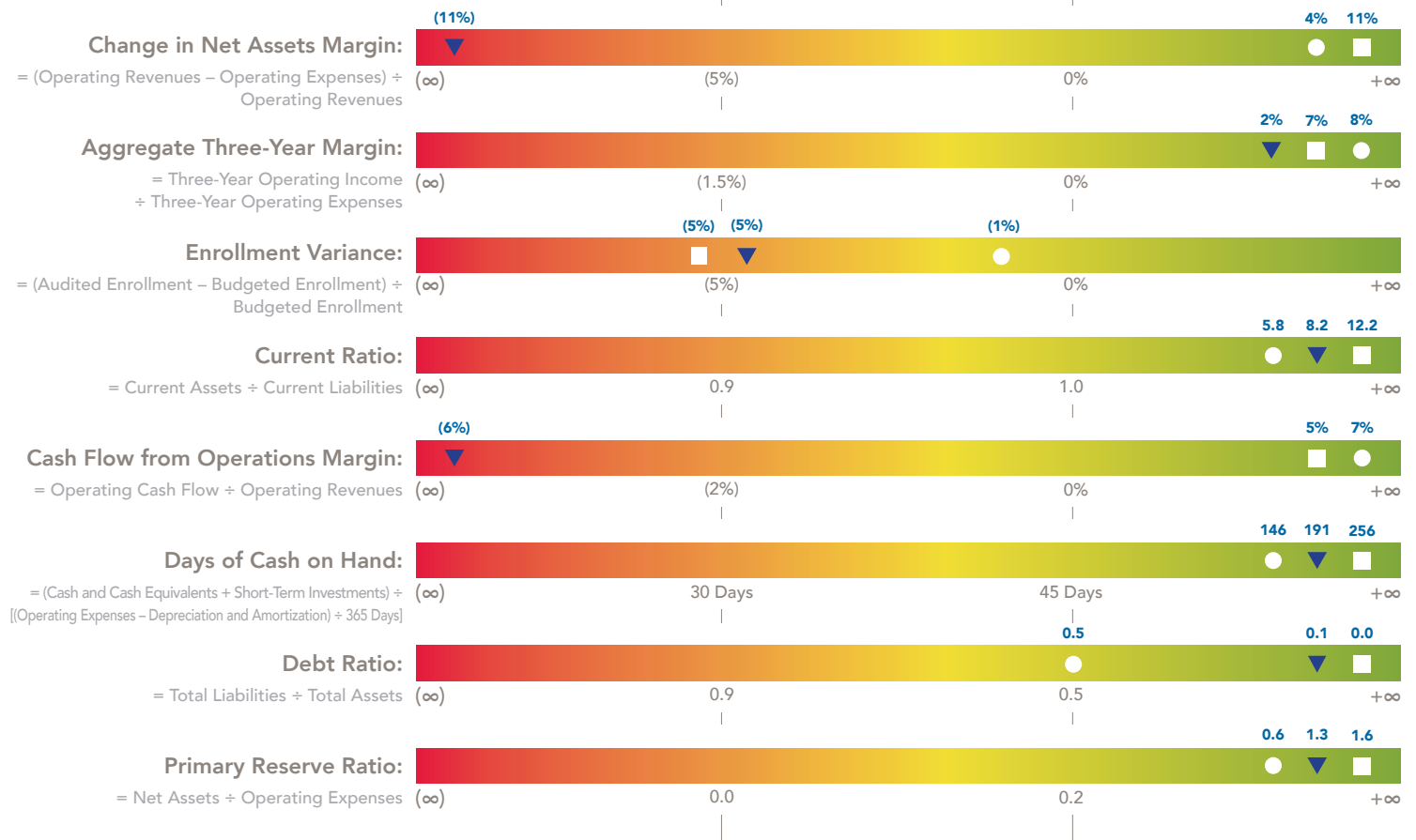
The LEA continued to demonstrate strong financial performance in its second operating year, with all key financial indicators above target. From FY 2021 to FY 2022, enrollment increased 73% from 91 to 157, above the LEA's FY 2022 enrollment ceiling of 150, reflecting the addition of grade level 8 to its existing grade levels 6 and 7. At FYE 2022, working capital increased 22% to \$1.0M while the current ratio decreased from 8.6 to 3.1 (target 1.0), days of cash on hand was substantially unchanged at 105 days (target 45 days), the debt ratio increased from 0.1 to 0.3 (still favorably below the 0.5 target), and the primary reserve ratio decreased from 0.4 to 0.3 (still above the 0.2 target). As the LEA is scaling up its operations with the addition of new grades, it is also incurring increased operating expenses, which lowered its changes in net assets, from \$0.5M in FY 2021 to \$0.3M in FY 2022 (38%). This also contributed to the change in net assets margin and cash flow from operations margin decreases from 18% to 7% and from 17% to 15%, respectively (target 0%).

At FYE 2022, the LEA's 18th Street NE facility lease was set to expire June 2023. In FY 2023, that lease was extended to July 2034, and the additional leased space at 1800 Perry Street NE was extended to June 2024. To support the growing enrollment, the LEA began constructing leasehold improvements in FY 2022 at 18th Street NE, adding over \$0.1M in its property and equipment in FY 2022 with an additional \$0.3M in FY 2023 based on the LEA's unaudited financial statements.

Opened:
FY 2002

Audited Enrollment:
347

KEY FINANCIAL INDICATORS



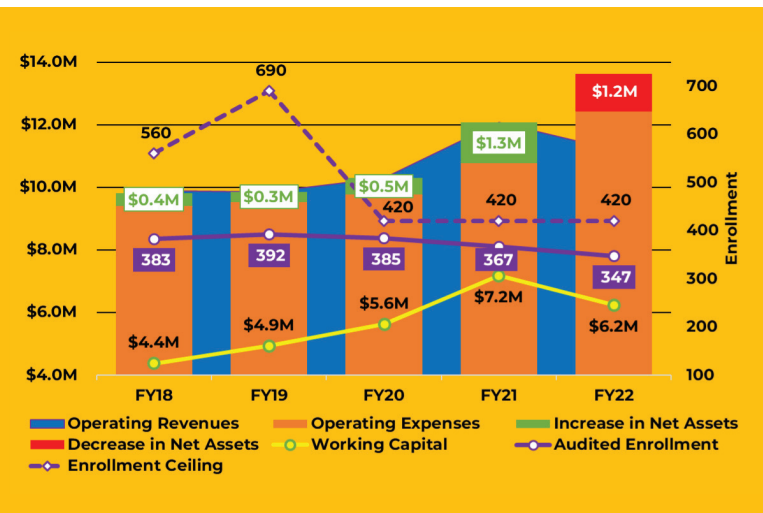
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

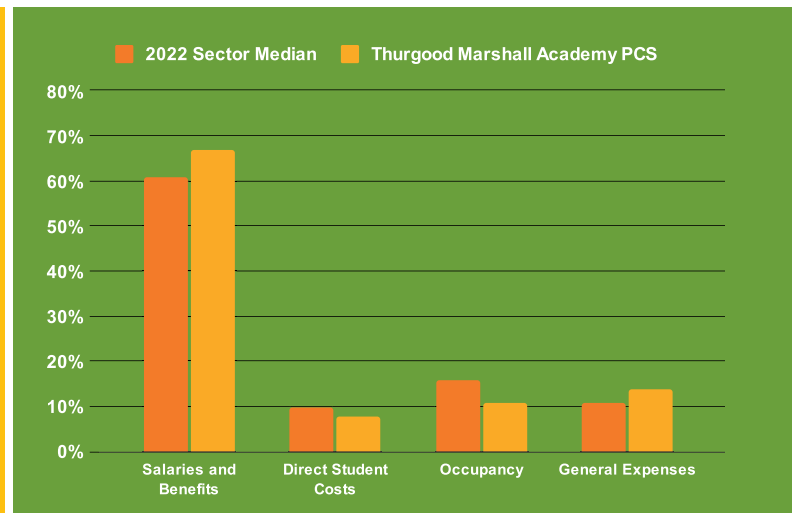
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



THURGOOD MARSHALL ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$16,889	\$17,879	(6%)
Current Assets	\$7,108	\$7,823	(9%)
Total Liabilities	\$866	\$642	35%
Current Liabilities	\$866	\$642	35%
Working Capital	\$6,243	\$7,181	(13%)
Net Assets	\$16,023	\$17,238	(7%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$11,204	\$12,077	(7%)
Operating Expenses	\$12,419	\$10,781	15%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	(\$1,215)	\$1,296	(194%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$1,215)	\$1,296	(194%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$23,531	\$22,346	5%	\$22,259
Grants and Contributions	\$3,719	\$3,656	2%	\$874
Operating Revenues	\$32,288	\$32,906	(2%)	\$29,789
Operating Expenses	\$35,788	\$29,376	22%	\$28,225
Operating Income (Loss)	(\$3,501)	\$3,531	(199%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA maintained a healthy financial performance. Most key financial indicators remained above their respective targets, including days of cash on hand of 191 days (target 45 days), current ratio of 8.2 (target 1.0), and a primary reserve ratio of 1.3 (target 0.2). In addition, the 0.1 debt ratio remained favorably below the 0.5 target, and working capital remained strong at \$6.2M.

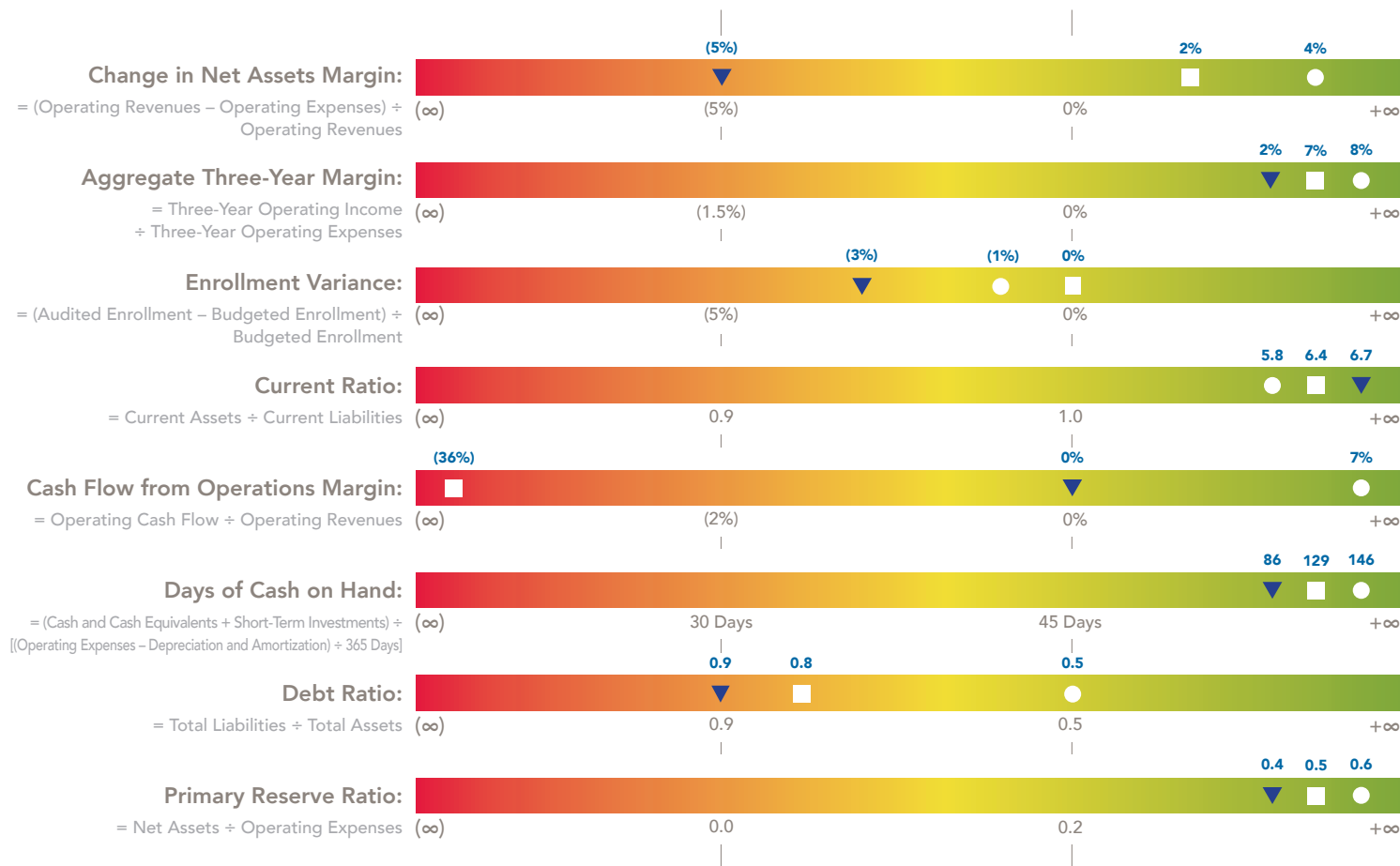
From FY 2021 to FY 2022, enrollment decreased by 20 (5%) while per pupil funding allocations remained relatively unchanged due to the 3.6% UPSFF rate increase. The change in net assets margin and cash flow from operations margin decreased from 11% and 5% in FY 2021 to -11% and -6% in FY 2022, falling below their respective 0% targets, reflecting operating expenses that were \$1.2M higher than operating revenues in FY 2022, in large part due to the COVID-19 pandemic response. The LEA will need to effectively manage its operating costs and/or increase its enrollment to maintain its cash reserves in future years.

From FY 2021 to FY 2022, change in net assets decreased by \$2.5M (194%) due to:				
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	(\$0.9M)	(7%)	Federal entitlements and other federal funds decreased \$0.8M (31%) due to PPP loan forgiveness nonrecurring revenue recognized in FY 2021, offset in part by an increase in COVID-19 relief funding. Private contributions decreased \$0.5M (39%), offset by a \$0.5M increase in state and local government contributions and grants.
Operating Expenses	E	\$1.6M	15%	Personnel salaries and benefits increased \$1.3M (19%) due to across-the-board salary increases, return to in classroom learning, and increase in special education services. Direct student expenses increased \$0.2M (20%) due to the resumption of student travel (\$0.3M), net of a decrease in food service (\$0.1M). Occupancy expenses increased \$0.3M (22%) from increased utilities and contracted building services (many related to COVID-19 pandemic response), offset in part by decreased general expenses of \$0.1M (6%).
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 2005

Audited Enrollment:
997

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

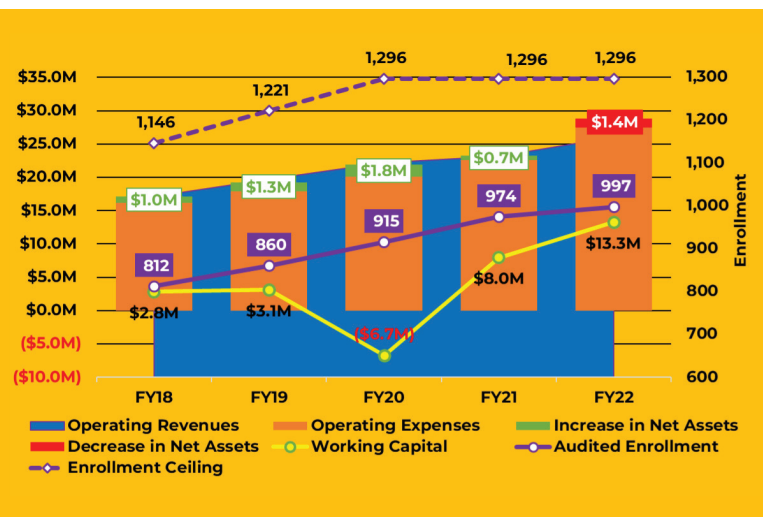
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median

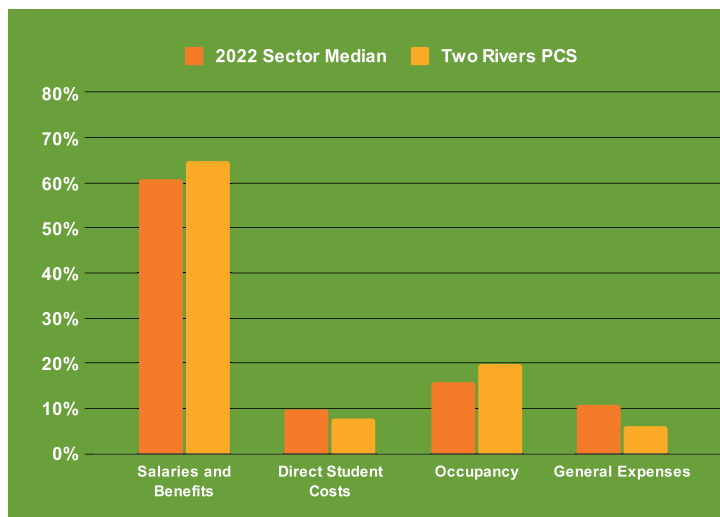
▼ = FY 2022 School Results

■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



TWO RIVERS PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$68,756	\$70,128	(2%)
Current Assets	\$15,585	\$9,461	65%
Total Liabilities	\$58,703	\$58,703	-
Current Liabilities	\$2,326	\$1,490	56%
Working Capital	\$13,260	\$7,972	66%
Net Assets	\$10,052	\$11,425	(12%)

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$26,069	\$23,157	13%
Operating Expenses	\$27,442	\$22,590	21%
Nonoperating Income (Loss)	\$0	\$92	(100%)
Surplus (Deficit)	(\$1,373)	\$659	(308%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	(\$1,373)	\$659	(308%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	No
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	No
Findings and Questioned Costs (Uniform Guidance)	0	0
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$21,165	\$20,730	2%	\$22,259
Grants and Contributions	\$477	\$794	(40%)	\$874
Operating Revenues	\$26,148	\$23,775	10%	\$29,789
Operating Expenses	\$27,525	\$23,193	19%	\$28,225
Operating Income (Loss)	(\$1,377)	\$582	(337%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA maintained its overall financial health in FY 2022. Enrollment continued to steadily increase over the last 5 years increasing from 812 in FY 2018 to 997 in FY 2022. This trend continued in FY 2023 with enrollment increasing by 55, or 6%. Despite the increase in enrollment, the change in net assets margin decreased from 2% in FY 2021 to -5% in FY 2022, which is explained in the table below.

The 0.9 debt ratio at FYE 2022, while unfavorably greater than the 0.5 target, is not currently a reason for concern, as the LEA reflects strong liquidity measures with 86 days of cash on hand, above the 45-days' target, a 6.7 current ratio, above the 1.0 target, and working capital of \$13.3M at FYE 2022. Working capital and the current ratio increased due to the current portion of a loan receivable from Two Rivers Supporting Corp for \$6.2M. \$4.1M of the proceeds from this receivable was applied to a December 2022 balloon loan payment.

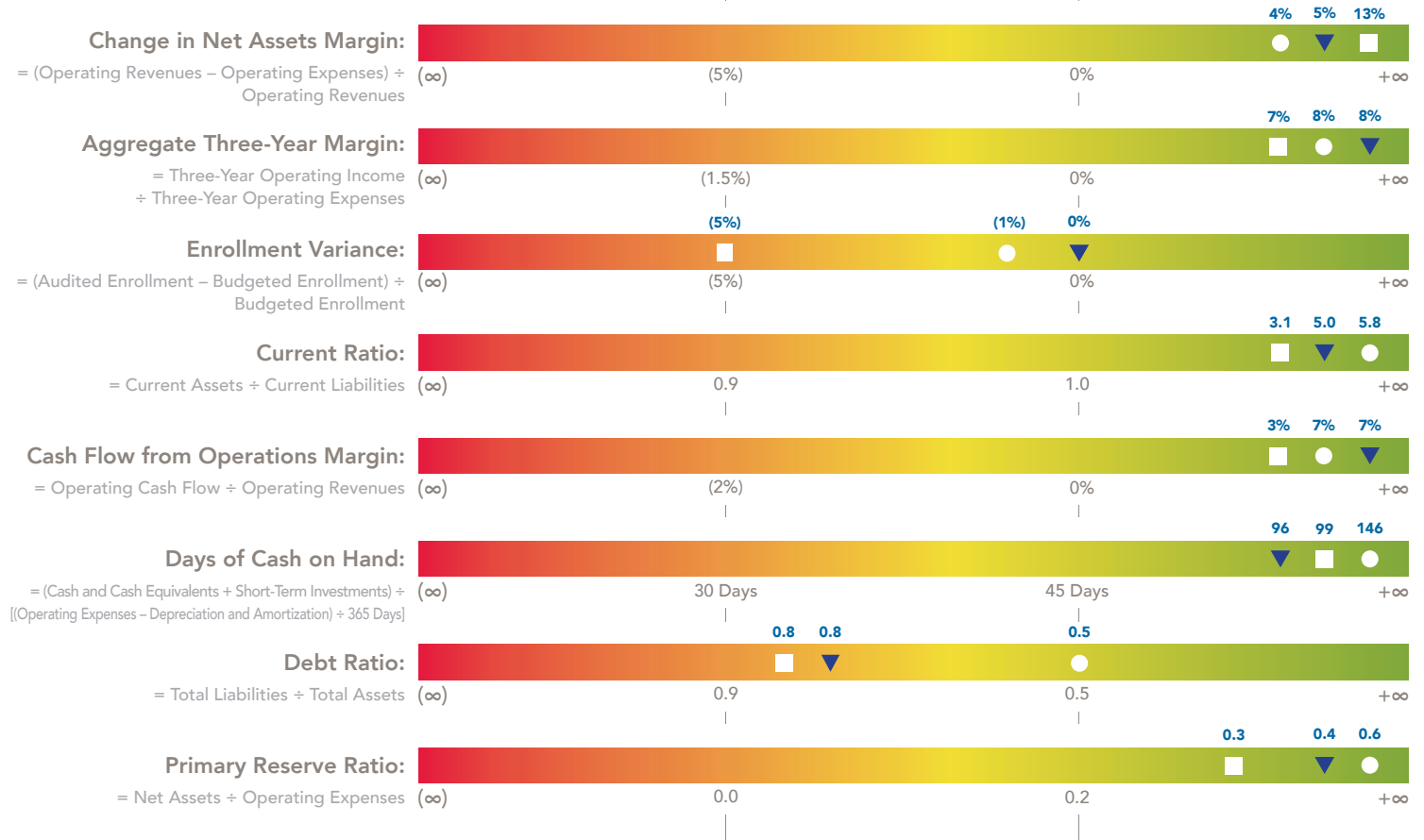
From FY 2021 to FY 2022, change in net assets decreased \$2.0M (308%) primarily due to:

Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$2.9M	13%	The increase in operating revenues was comprised of increases in federal entitlements and other federal funds of \$2.3M (130%) from COVID-19 relief funding and per pupil student allocations of \$0.9M (5%) from increased enrollment and the UPSFF foundation rate (3.6%), net of a decrease in state and local grants of \$0.3M (85%) due to the nonrecurring PCS Reopening Grant received in FY 2021.
Operating Expenses	E	\$4.9M	21%	In FY 2022, the return to in-person learning and the increased safety measures generated an increase in operating expenses, including increases in personnel salaries and benefits of \$2.8M (19%) and direct student expenses of \$1.3M (127%) related to contracted instruction fees of \$0.7M (121%) and food service/catering of \$0.3M (829%). In addition, occupancy expenses increased \$0.8M (17%) primarily from an increase in depreciation and amortization of \$0.3M (22%) and contracted building services of \$0.4M (76%).
Type: A (Asset), E (Expense), L (Liability), N (Net Assets), R (Revenue)				

Opened:
FY 2016

Audited Enrollment:
209

KEY FINANCIAL INDICATORS

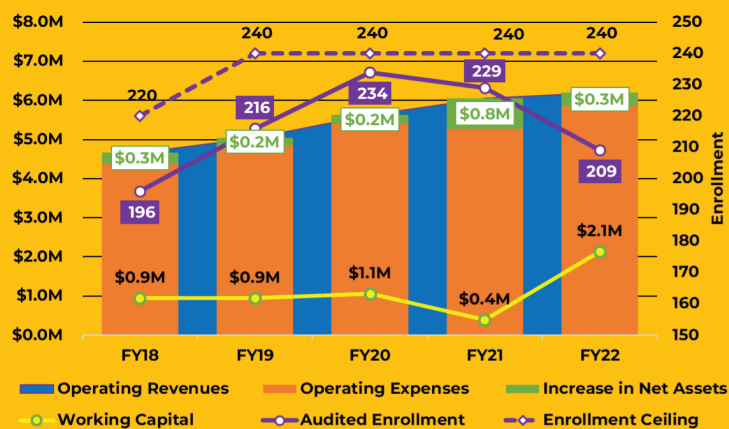


Unresolved Prior Year Audit Findings: 0

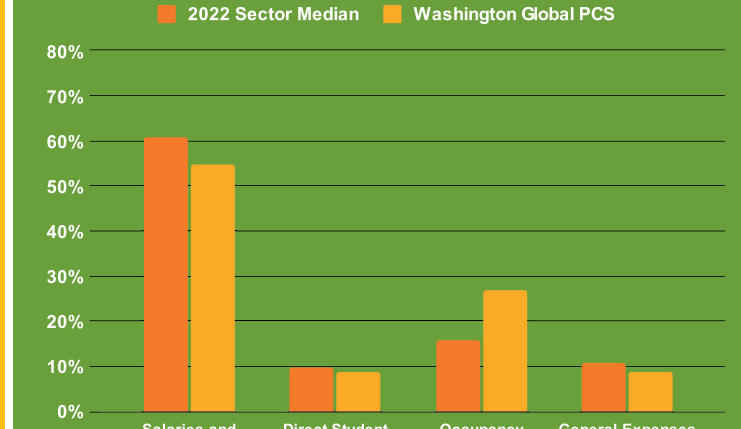
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



WASHINGTON GLOBAL PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$8,474	\$8,189	3%
Current Assets	\$2,676	\$2,179	23%
Total Liabilities	\$6,394	\$6,443	(1%)
Current Liabilities	\$534	\$1,791	(70%)
Working Capital	\$2,142	\$388	452%
Net Assets	\$2,079	\$1,746	19%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$6,198	\$6,054	2%
Operating Expenses	\$5,864	\$5,274	11%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$334	\$779	(57%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$334	\$779	(57%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$22,784	\$21,413	6%	\$22,259
Grants and Contributions	\$547	\$331	65%	\$874
Operating Revenues	\$29,655	\$26,436	12%	\$29,789
Operating Expenses	\$28,059	\$23,032	22%	\$28,225
Operating Income (Loss)	\$1,596	\$3,404	(53%)	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

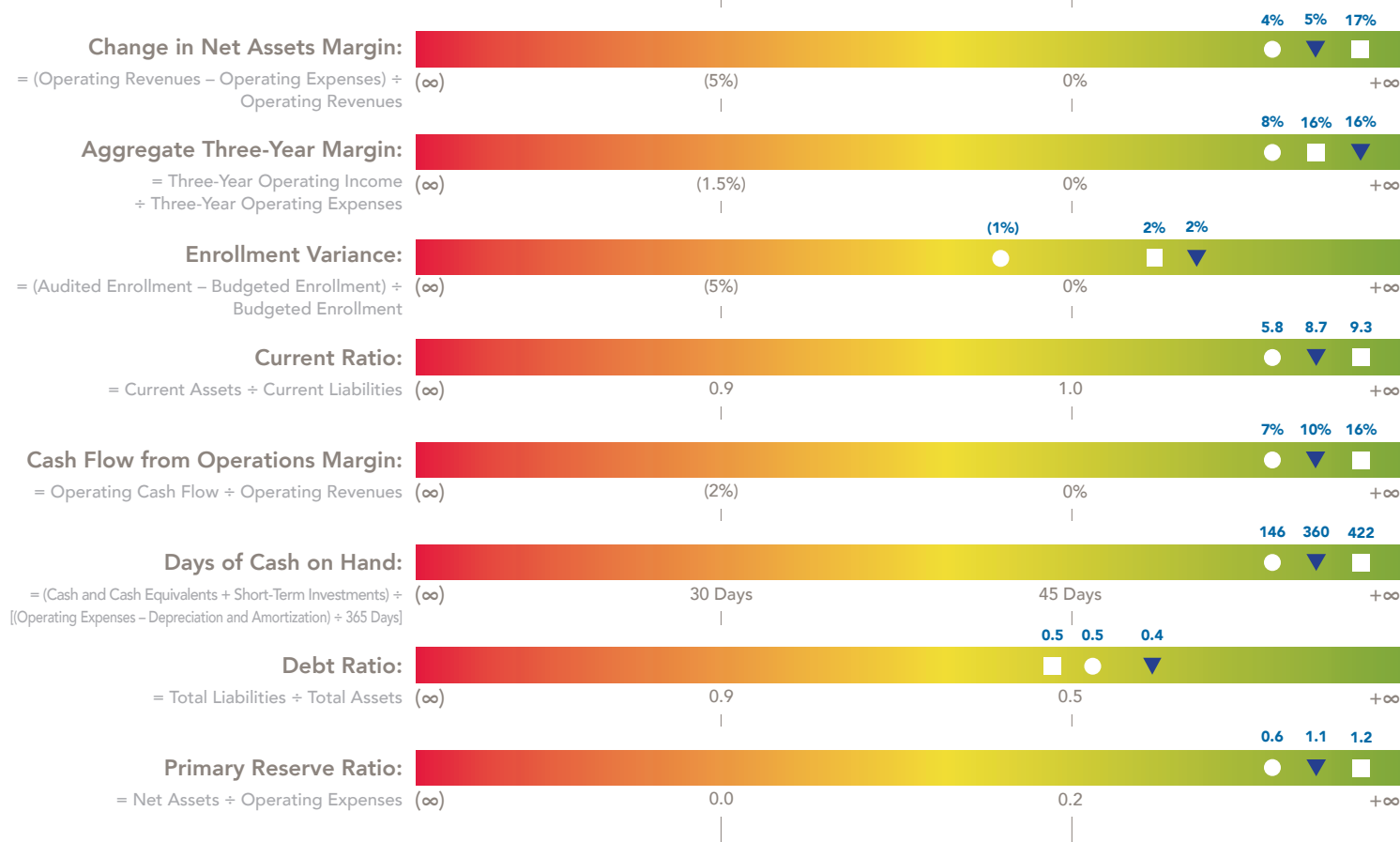
The LEA continued to show good financial health in FY 2022. Most key financial indicators remained above their respective targets. Consistent with the debt ratio at FYE 2021, the LEA's 0.8 debt ratio at FYE 2022 was unfavorably above the 0.5 target but below the 0.9 threshold and is not currently a cause of concern since the LEA generates sufficient liquidity to pay its current obligations. The LEA had 96 days of cash on hand at FYE 2022 and a 7% cash flow from operations margin in FY 2022. Working capital improved by \$1.7M (453%) from \$0.4M at FYE 2021 to \$2.1M at FYE 2022. These liquidity improvements resulted from the LEA's November 2021 refinancing at more favorable terms of some of its debt that matured in September 2021 and October 2022.

In FY 2022, the school's \$1.6M in occupancy expenses were 220% of its facilities allowance, well above the 131% sector median, due to COVID-19 compliance requirements and necessary building repairs after being open for eight years. In addition to increasing its enrollment from 209, or 87% of the LEA's 240 ceiling, increasing operating margins and paying down debt should strengthen the LEA's financial position, improve its debt ratio, and provide additional funds to further its academic programs.

Opened:
FY 2007

Audited Enrollment:
754

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

● = FY 2022 Sector Median

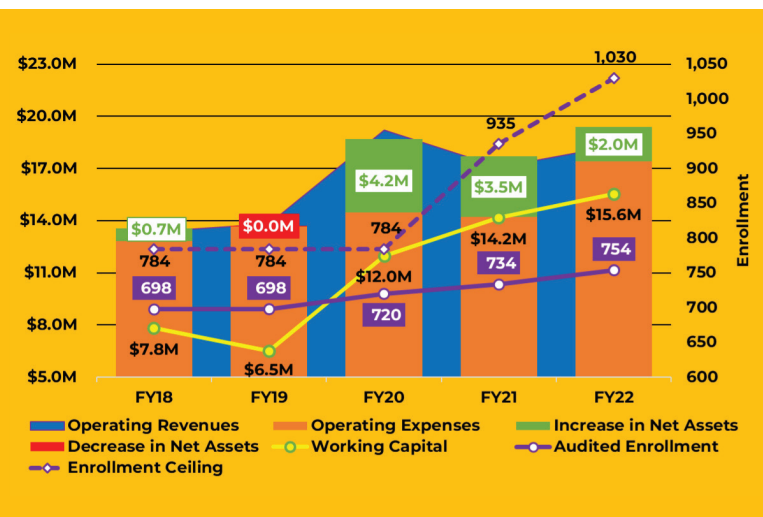
▼ = FY 2022 School Results

■ = FY 2021 School Results

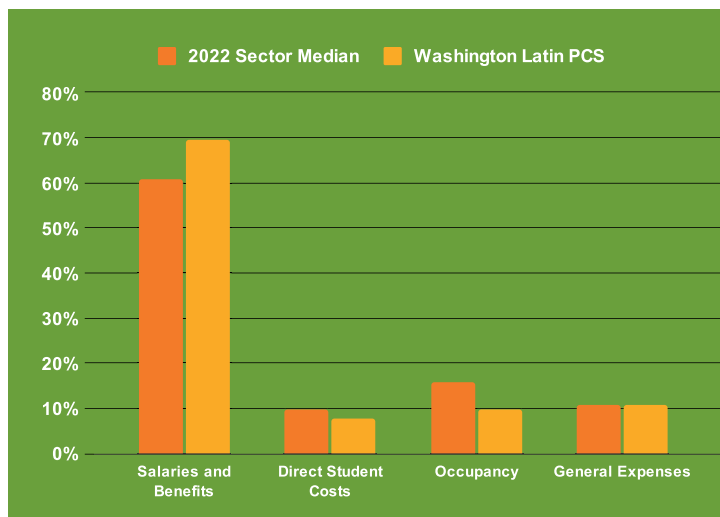
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



WASHINGTON LATIN PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$33,346	\$31,566	6%
Current Assets	\$17,573	\$15,866	11%
Total Liabilities	\$14,842	\$15,019	(1%)
Current Liabilities	\$2,023	\$1,704	19%
Working Capital	\$15,550	\$14,163	10%
Net Assets	\$18,504	\$16,546	12%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$18,285	\$17,084	7%
Operating Expenses	\$17,414	\$14,199	23%
Nonoperating Income (Loss)	\$1,087	\$600	81%
Surplus (Deficit)	\$1,958	\$3,484	(44%)
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,958	\$3,484	(44%)

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$19,424	\$18,761	4%	\$22,259
Grants and Contributions	\$2,632	\$3,795	(31%)	\$874
Operating Revenues	\$24,250	\$23,275	4%	\$29,789
Operating Expenses	\$23,095	\$19,345	19%	\$28,225
Operating Income (Loss)	\$1,155	\$3,930	(71%)	\$1,472

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DC PCSB OBSERVATIONS

The LEA's enrollment continued to increase in FY 2022, reflecting a 3% growth of 20 students from FY 2021 to FY 2022. From FY 2021 to FY 2022, as described in the following table, increases in operating expenses exceeded increases in operating revenues and reduced the change in net assets margin from 17% to 5%, still well above the -5% floor and above the 4% sector median. While the LEA's financial performance eroded with its cash flow from operations margin decreasing from 16% in FY 2021 to 10% in FY 2022, it remained well above the -2% floor and above the 7% sector median.

The LEA's above sector-median financial viability, with a 1.1 primary reserve ratio at FYE 2022, \$15.6M in working capital, 360 days of cash on hand, and an 8.7 current ratio at FYE 2022, enabled the LEA to purchase in September 2022 a permanent site for a potential second campus at 4301 Harewood Rd NE for \$23.3M. The LEA used its own cash reserves and new debt to proceed with the purchase. The LEA plans to renovate the facility and, if DC PCSB votes favorably on its anticipated facility charter amendment, start operating this new facility in FY 2025.

Operating income worsened by \$2.0M (70%) from FY 2021 to FY 2022 primarily due to the return to pre-COVID-19 pandemic in-person learning and additional expenses toward the school expansion:

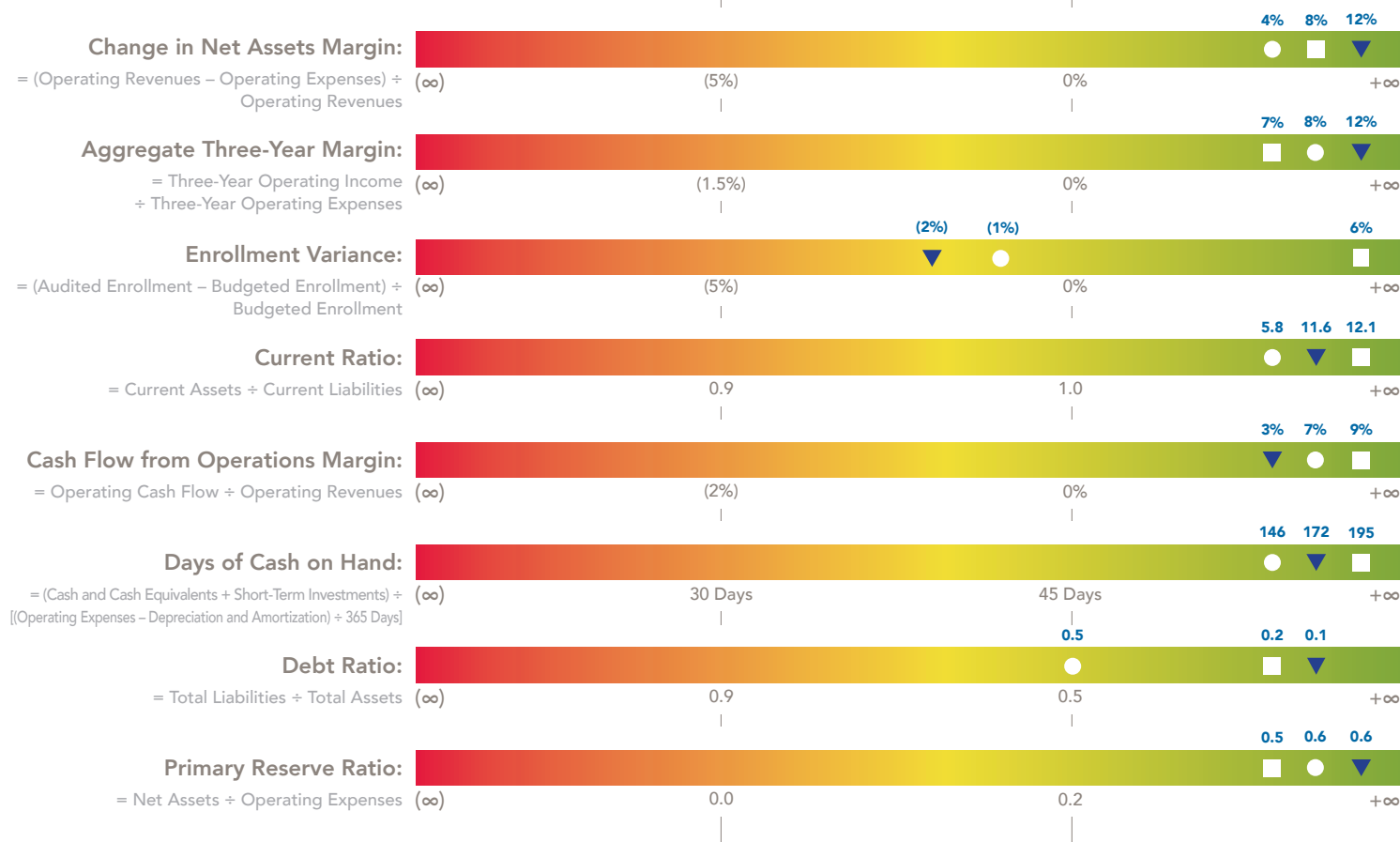
Item	Type	In(De)crease		Explanation
		Amount	%	
Operating Revenues	R	\$1.2M	7%	Increase primarily from the 3% enrollment increase, the UPSFF foundation level increase, and student activity fees from the return to in-person learning
Personnel Salaries and Benefits	E	\$1.4M	13%	Additional 1) hiring of academic leaders to prepare for opening of second campus in FY 2023, and 2) teachers, subs, student support positions, staff development, and travel for in-person learning
Direct Student Expenses	E	\$0.7M	110%	Increases in transportation, food services, field trips and sports, and tutoring programs supporting the return to in-person learning
General Expenses	E	\$0.9M	108%	Consulting for school expansion and branding, COVID-19 compliance, model codification, development of teaching videos, professional development support, compensation studies, and additional office supplies

Type: **A** (Asset), **E** (Expense), **L** (Liability), **N** (Net Assets), **R** (Revenue)

Opened:
FY 2017

Audited Enrollment:
383

KEY FINANCIAL INDICATORS

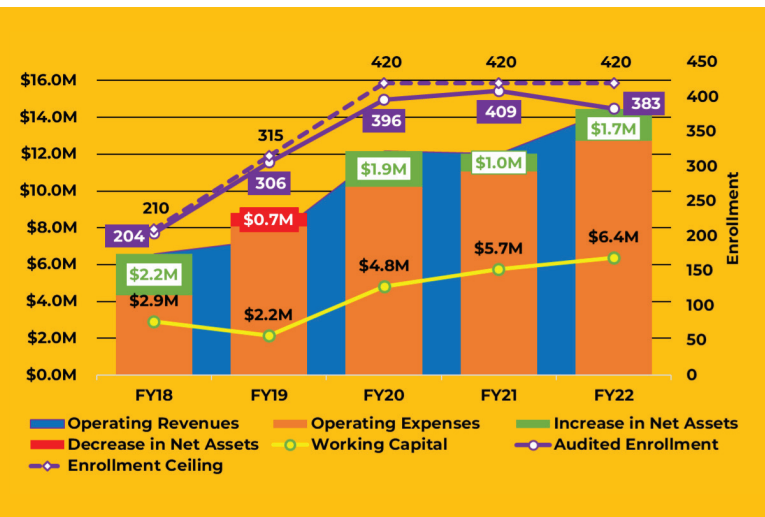


Unresolved Prior Year Audit Findings: 0

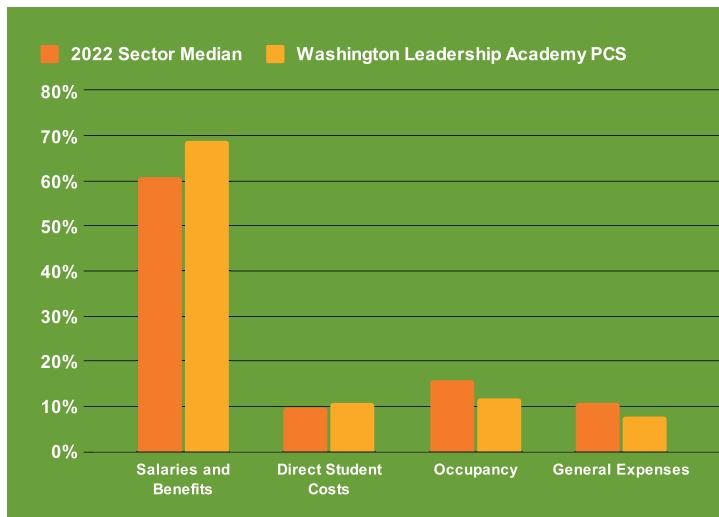
Debt Compliance Issue - Financial: 0

Debt Compliance Issue - Reporting: 0

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



WASHINGTON LEADERSHIP ACADEMY PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$7,642	\$6,699	14%
Current Assets	\$6,974	\$6,262	11%
Total Liabilities	\$600	\$1,397	(57%)
Current Liabilities	\$600	\$519	16%
Working Capital	\$6,374	\$5,744	11%
Net Assets	\$7,042	\$5,302	33%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$14,447	\$12,039	20%
Operating Expenses	\$12,707	\$11,049	15%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$1,740	\$990	76%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,740	\$990	76%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT

Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$25,473	\$23,780	7%	\$22,259
Grants and Contributions	\$5,740	\$3,678	56%	\$874
Operating Revenues	\$37,722	\$29,435	28%	\$29,789
Operating Expenses	\$33,178	\$27,015	23%	\$28,225
Operating Income (Loss)	\$4,544	\$2,420	88%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA continues to reflect strong financial performance. Change in net assets margin increased from 8% in FY 2021 to 12% in FY 2022, well above the 4% sector median, mainly because of a \$1.7M increase in federal entitlements and other federal funds, including the \$0.9M recognition of the PPP loan and a \$0.6M increase in private contributions, donations, and grants. Cash flow from operations margin decreased from 9% in FY 2021 to 3% in FY 2022, below the 7% sector median but above the 0% target ceiling, reflecting a 6% decrease in enrollment.

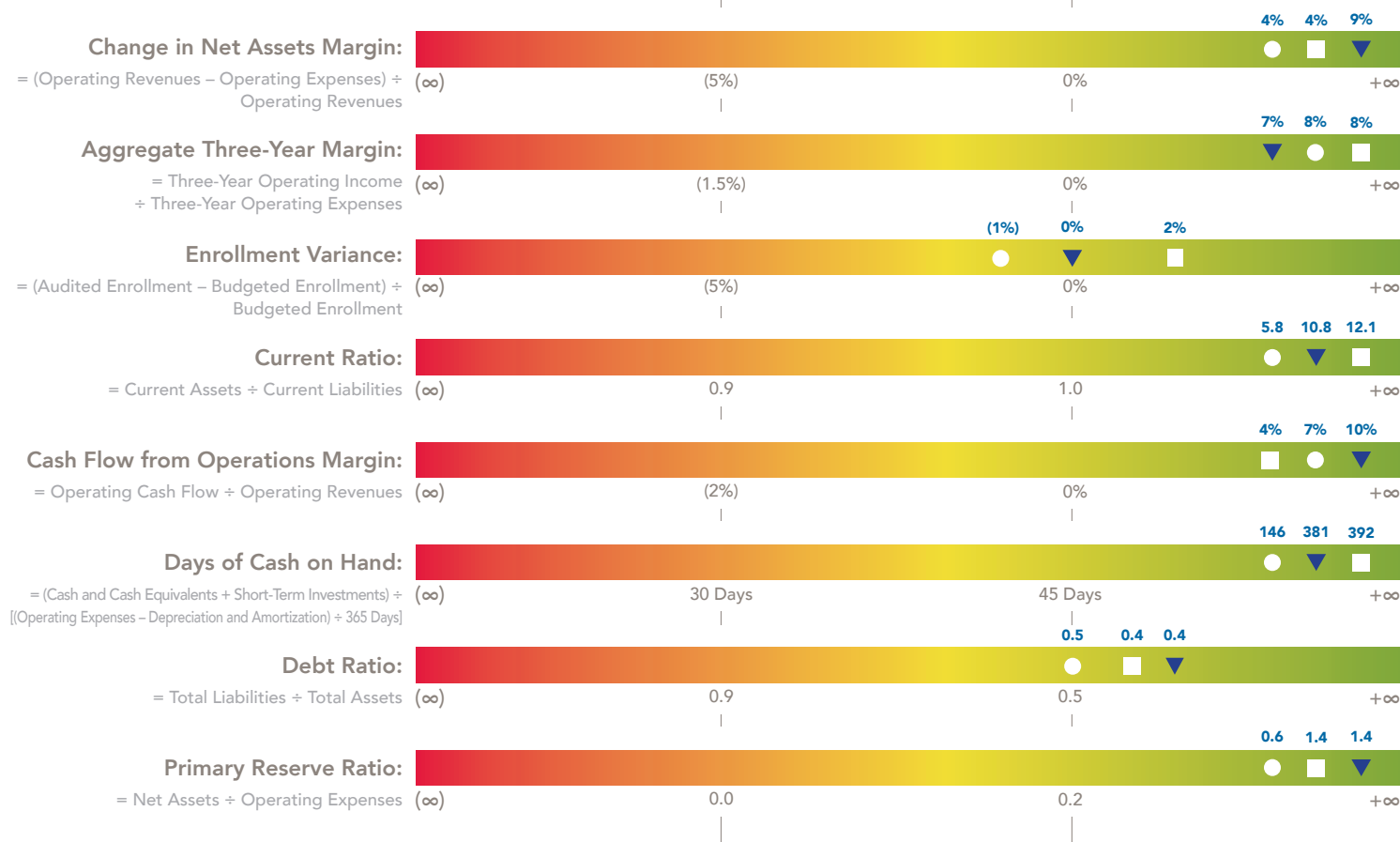
The \$2.4M (20%) increase in operating revenues from FY 2021 to FY 2022 more than offset the \$1.7M (15%) increase in operating expenses in the same period. Expense increases were mainly directed towards furthering the LEA's programs, with a \$1.6M (23%) increase in personnel salaries and benefits and a \$0.6M (77%) increase in direct student expenses from FY 2021 to FY 2022.

From FY 2021 to FY 2022, working capital increased \$0.6M (11%) to \$6.4M, days of cash on hand decreased from 195 days to 172 days, remaining above the 146-day sector median, the primary reserve ratio increased 0.1 to a healthy 0.6, and the debt ratio remained favorably low at 0.1. These measures demonstrate that the LEA has enough liquidity to pay its upcoming expenses and handle unexpected expenses with minimal impact.

Opened:
FY 2009

Audited Enrollment:
569

KEY FINANCIAL INDICATORS



Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

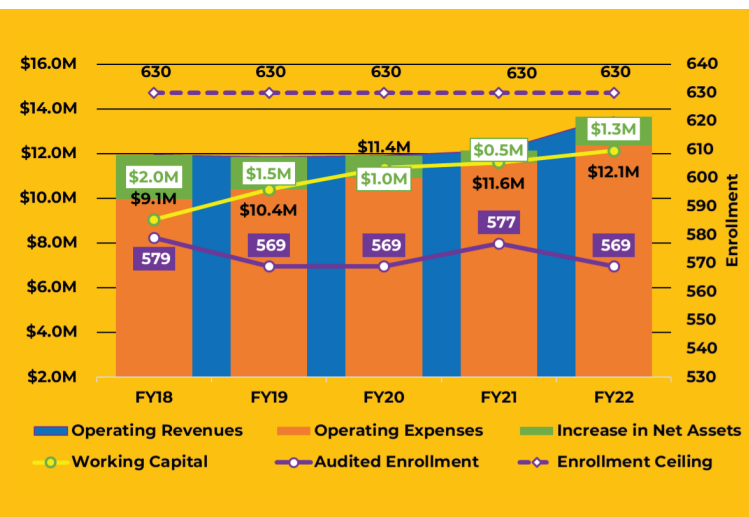
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median

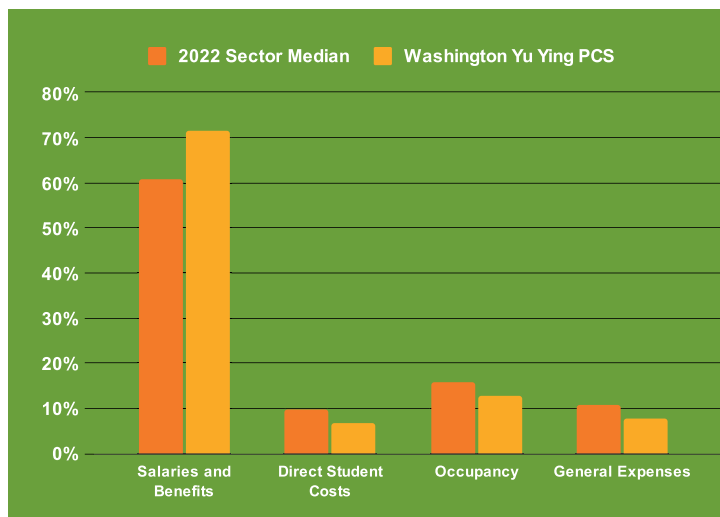
▼ = FY 2022 School Results

■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



WASHINGTON YU YING PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$28,158	\$27,087	4%
Current Assets	\$13,362	\$12,643	6%
Total Liabilities	\$10,955	\$11,167	(2%)
Current Liabilities	\$1,234	\$1,042	18%
Working Capital	\$12,128	\$11,601	5%
Net Assets	\$17,203	\$15,919	8%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$13,645	\$12,137	12%
Operating Expenses	\$12,362	\$11,594	7%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$1,283	\$543	136%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$1,283	\$543	136%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	No	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	No	N/A
Findings and Questioned Costs (Uniform Guidance)	0	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$19,306	\$18,933	2%	\$22,259
Grants and Contributions	\$732	\$725	1%	\$874
Operating Revenues	\$23,980	\$21,034	14%	\$29,789
Operating Expenses	\$21,725	\$20,093	8%	\$28,225
Operating Income (Loss)	\$2,255	\$941	140%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

In FY 2022, the LEA's financial performance continued to be strong, while improving its change in net assets margin from 4% to 9% and increasing its change in net assets to \$1.3M. The LEA's \$1.5M (12%) increase in operating revenues was partially offset by a \$0.8M (7%) increase in operating expenses attributable primarily to \$0.2M (3%) in personnel salaries and benefits, \$0.2M (37%) in direct student expenses (mainly food services), and \$0.3M (13%) in occupancy and general expenses. The increase in operating revenues is comprised of \$0.6M from student activities as students returned to in-person learning, \$0.5M in federal entitlements mostly from COVID-19 relief funding, and \$0.4M income from an interest rate swap net of investment loss.

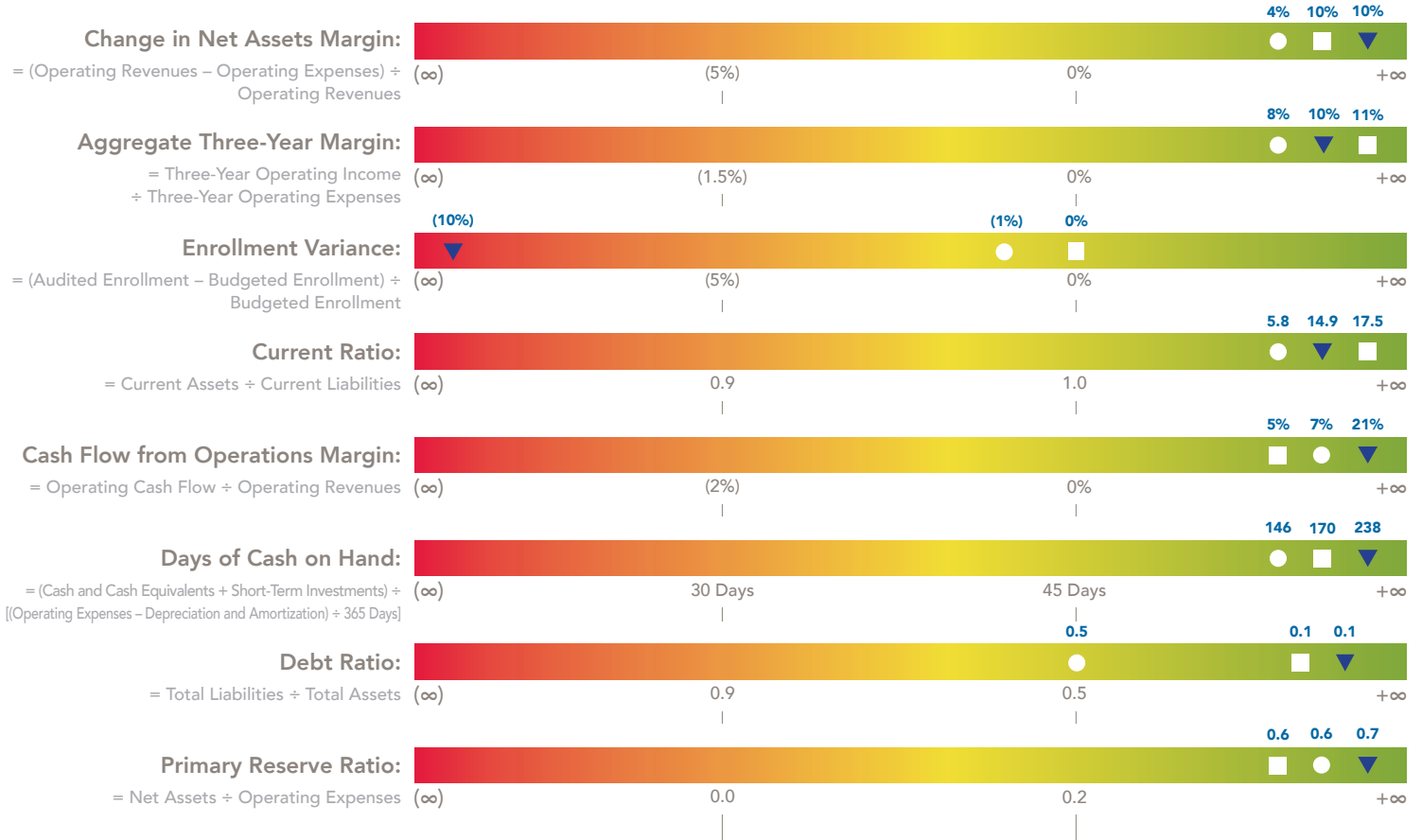
From FYE 2021 to FYE 2022, the LEA's days of cash on hand decreased from 392 days to 381 days, current ratio decreased from 12.1 to 10.8, and primary reserve ratio remained unchanged at 1.4. Each of these FY 2022 measures remained above their respective sector medians.

With a robust \$12.1M in working capital at FYE 2022 and other strong financial measures, the LEA invested further in academic programs by beginning a \$33.6M seven-year expansion plan to purchase and renovate a second campus. In October 2022, the LEA purchased land for \$6.0M at 4301 Harewood Road NE in Ward 5 with the purpose of building an early childhood education campus, which the LEA expects to operate beginning in FY 2025. In June 2023, DC PCSB approved the LEA's request to operate this new facility and increased the LEA's enrollment ceiling from 630 students to 967 students by FY 2031. As part of this expansion plan, the LEA refinanced and consolidated its \$10.4M of debt that matures in 2037.

Opened:
FY 2006

Audited Enrollment:
110

KEY FINANCIAL INDICATORS



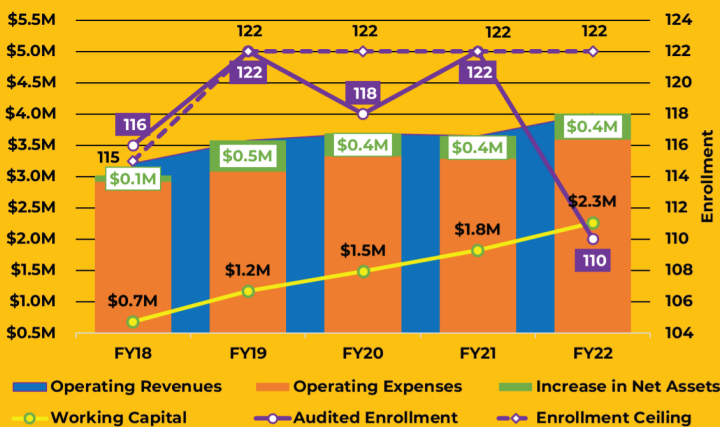
Unresolved Prior Year Audit Findings: 0

Debt Compliance Issue - Financial: 0

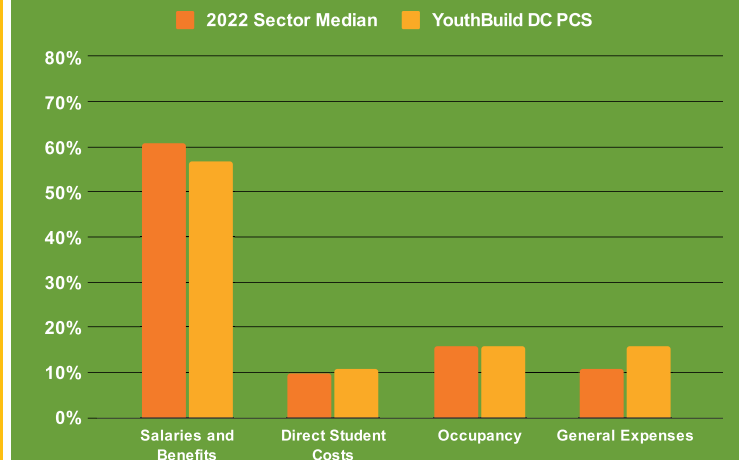
Debt Compliance Issue - Reporting: 0

● = FY 2022 Sector Median ▼ = FY 2022 School Results ■ = FY 2021 School Results

ENROLLMENT, OPERATIONS, AND WORKING CAPITAL



DC PCS EXPENSES BY CATEGORY



YOUTHBUILD DC PCS

FY 2022 Financial Analysis Report

FINANCIAL POSITION	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Total Assets	\$2,548	\$2,068	23%
Current Assets	\$2,432	\$1,937	26%
Total Liabilities	\$173	\$111	56%
Current Liabilities	\$163	\$111	47%
Working Capital	\$2,269	\$1,826	24%
Net Assets	\$2,375	\$1,956	21%

FINANCIAL ACTIVITIES	Amounts in \$000s		% Increase (Decrease)
	2022	2021	
Operating Revenues	\$4,006	\$3,650	10%
Operating Expenses	\$3,587	\$3,279	9%
Nonoperating Income (Loss)	\$0	\$0	
Surplus (Deficit)	\$419	\$370	13%
Other Changes in Net Assets	\$0	\$0	
Increase (Decrease) in Net Assets	\$419	\$370	13%

AUDIT FINDINGS	2022	2021
Qualified/Adverse/Disclaimer of Opinion on the Financial Statements (GAAP)	No	No
Material Weaknesses in the Internal Control over Financial Reporting (GAS)	No	No
Noncompliance Material to the Financial Statements (GAS)	No	No
Qualified/Adverse/Disclaimer of Opinion on Major Federal Programs (Uniform Guidance)	N/A	N/A
Material Weaknesses or Significant Deficiencies in the Internal Control over Compliance with Major Federal Programs (Uniform Guidance)	N/A	N/A
Findings and Questioned Costs (Uniform Guidance)	N/A	N/A
Going-Concern Issue	No	No

REVENUES/EXPENSES PER STUDENT				
Per Student	2022	2021	% Increase (Decrease)	2022 Sector Median
DC Local Funding	\$27,272	\$24,458	12%	\$22,259
Grants and Contributions	\$3,765	\$3,487	8%	\$874
Operating Revenues	\$36,422	\$29,915	22%	\$29,789
Operating Expenses	\$32,614	\$26,880	21%	\$28,225
Operating Income (Loss)	\$3,808	\$3,035	25%	\$1,472

The numbers presented above may not sum precisely to the totals provided due to rounding, and the percentages are calculated on the unrounded numbers for the greatest precision

DC PCSB OBSERVATIONS

The LEA continued to demonstrate strong financial performance, despite its 10% decrease in enrollment from 122 in FY 2021 to 110 in FY 2022 but rebounded above its 122 enrollment ceiling to 125 in FY 2023 and 131 in FY 2024 based on the October 2023 certified pre audit count. Most key financial indicators remained not only above their respective targets, but also above their respective FY 2022 sector medians. Working capital continued to increase over 22% in each of the past four years, along with days of cash on hand and the current ratio increasing to 238 days and 14.9, respectively, as of FYE 2022, above the 146-days and 5.8 sector medians, respectively.

With its \$0.4M (156%) increase in federal entitlements and other federal funds from FY 2021 to FY 2022, the LEA increased its personnel salaries and benefits by \$0.2M (8%) and direct student expenses by \$0.1M (58%), while still achieving the same 10% change in net assets margin as in FY 2021, above the 4% sector median. Cash flow from operations margin significantly increased from 5% in FY 2021 to 21% in FY 2022 mainly due to the collection of several promises receivable outstanding at FYE 2021.