

Part 1: SCHOOL INFORMATION AND EXECUTIVE SUMMARY

Name of Charter School:	Year School Opened:
Booker T. Washington Academy	2014
Street Address:	City/Zip Code:
240 Greene Street	New Haven, CT 06511
School Director:	School Director Contact Information:
John Taylor	john.taylor@btwanewhaven.org /203-691-6535
Grades Authorized to Serve in 2015-16:	Charter Term:
K-2	2014-2017

1. Executive Summary: Provide a cover letter or executive summary highlighting school progress, performance, accomplishments, and major changes during the 2015--16 school year. Include a brief narrative on the school's unique model and student population.

The Booker T. Washington Academy is committed to providing the scholars we serve – the majority of whom come from economically disadvantaged communities – with a high quality education that embodies the Nine Characteristics of High Performing Schools: Clear and Shared Focus; High Standards for All Students; Effective School Leadership; Alignment of Curriculum, Instruction, and Assessments to State and Common Core Standards; Frequent Monitoring of Teaching and Learning; Focused Professional Development; Supportive Learning Environment; Collaborative Communication; and Family and Community Involvement.

Clear and Shared Focus

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

High Standards for All Students

Rigorous benchmarks that reflect the performance expectations of the Common Core State Standards are established for all assessments. The Booker T. Washington Academy has the same high expectations for all learners, regardless of their performance levels at beginning of the school year. We engage our scholars in establishing a growth mindset by encouraging them daily to "Work Hard. Get Smart."

Effective School Leadership

We have assembled a team of highly qualified and experienced individuals whose differentiated talents and skills combine to form an effective school leadership team. Collectively, leadership team members bring over seventy years of school experience to BTWA faculty, scholars, and families. The leadership team works together to develop a school program that is the "right fit" for the families we serve, to provide teachers with the necessary supports to become masters of their craft, and to ensure that instruction is rigorous and aligned to State and Common Core Standards. (Please refer to the leadership team bios attached as Appendix B.)

Alignment of Curriculum, Instruction, and Assessments to State and Common Core Standards

We use the Common Core Standards and Connecticut's rigorous state standards as the backbone for all curricula. In addition to our intentional focus on alignment between the written, taught, and assessed curriculum, we use research---proven, standards---based practices as the framework for all classroom instruction.

Frequent Monitoring of Teaching and Learning

Monitoring teaching and learning is a high priority at Booker T. Washington Academy. Teachers submit lesson plans the week prior to instruction and receive feedback from a member of the leadership team. Student progress is monitored regularly through Data Team meetings and, in grade level groups, teachers meet weekly with school leadership to review one data set and create an action plan based on the results. School---level data is monitored three times per year and is disaggregated by grade, classroom, and gender to identify trends in achievement and to adjust instruction as needed.

Focused Professional Development

We ensure that our teachers and leadership team receive high-quality professional development, enhancing their abilities to serve our scholars and prepare them for success in college and the world of work. To develop the annual professional development plan, we analyze the prior year's performance data to identify scholar's learning needs as well as the knowledge and skills required for teachers to effectively address those needs. We deploy a variety of resources to support the faculty's professional development needs, including focused support from members of the leadership team, outside consultants, peer coaching, and access to targeted statewide professional development workshops.

Supportive Learning Environment

We work hard to provide a supportive learning environment for all scholars. We believe that support should be equitable and have developed a tightly monitored Scientific Research-Based Interventions (SRBI) system that addresses the needs of the whole child, including social emotional support as appropriate. In addition, BTWA collaborates with the New Haven Public Schools to provide special education support for all eligible scholars, including speech, occupational therapy, and physical therapy services.

Collaborative Communication

Teachers at BTWA plan and deliver instruction collaboratively. To ensure effective communication and collaboration, all grade level teachers have a minimum of five common planning periods per week. Additional planning periods, which are not common for all grade team members, are designed to provide teachers with the opportunity to observe peers' instruction and engage in peer coaching and support.

Family and Community Involvement

Parents and community members are authentically involved as partners with the school. All families are expected to give two hours per month to volunteer within the school. We provide parents with volunteer options to choose from, all of which add value to the school and encourage increased parental involvement.

During the 2015-2016 school year, we had a number of organizational achievements including:

1. We received confirmation from the state that our school program was in good standing, resulting in gaining approval for expansion to grade 3 for the 2016--2017 school year, and clearing the way for the State Bond Commission to authorize the release of 6.4 million dollars to provide grant--in--aide to BTWA for the purchase and renovation of a site as the permanent location of the school.
2. We ended the school year with a positive cash flow for the second consecutive year, overcoming the anticipated fiscal shortfall that is a result of Connecticut's flat funding for charter schools.
3. We successfully implemented the instructional program as planned and continued to see consistent improvement of instruction over the course of the school year as a result of consistent feedback and support.
4. We witnessed consistent growth by our scholars in reading and mathematics as measured by our assessment portfolio.
5. We successfully implemented an inquiry based science program for scholars in all grades.
6. We witnessed decreased in-school and out-of-school suspensions.
7. We gained local control of special education, executing a memorandum of understanding with the New Haven Public Schools that allowed us to bring special education in--house, and increased our capacity for Tier II and Tier III interventions.
8. We achieved full enrollment (with a waiting list) and had less than 2 percent scholar attrition throughout the school year.
9. We met our goal of increasing scholar attendance to ninety--four percent for 2015--2016, an increase of 1 percent over the prior year.
10. We were successful in finding and securing a suitable "swing space" for the next 2 years while we work to secure and renovate our permanent school location.
11. We witnessed an increase in parent satisfaction as captured via survey when compared to the prior year.
12. We witnessed an increase in the percentage of scholars meeting their growth expectations for the year who were performing above grade level at the beginning of the school year.

- 13.** We were successful in partnering with the Yale Center for Emotional Intelligence to implement RULER (Recognizing, Understanding, Labeling, Expressing, and Regulating Emotions) for the 2016--2017 school year.

As would be expected of any program in the early stages of development, we had a number of setbacks that have to be addressed going into next school year. Some of the setbacks include:

1. We continued to have a significant number of families struggle with getting their scholar(s) to school everyday and on time.
2. We experienced more teacher attrition than the prior year, partially resulting from our faculty members who were part of Teach for America completing their 2 year commitment and moving on, and also due in part to the mutual severing of relationships with a couple of staff members who were not mission aligned.

PART 2: SCHOOL PERFORMANCE

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

Mission Statement:

To provide a safe, nurturing and challenging learning environment with the aim of producing responsible and productive citizens prepared to successfully compete in the global marketplace.

Goal Statement:	Evidence of Progress toward Goal:
Academics: To ensure that every one of our scholars has the capacity to read, write, think, discuss and problem solve and that these transferable skills can be utilized effectively to achieve their college and career objectives.	At the Booker T. Washington Academy, we measure literacy growth using the Developmental Reading Assessment (DRA2) and NWEA MAPs assessments. We measure numeracy growth by using the Early Numeracy Interview (ENI), and NWEA MAPs assessments. (See Student Achievement)
Citizenship: To embrace the ten character virtues that make up our Keys to Success – Responsibility, Perseverance, Respect, Kindness, Truth, Citizenship, Courage, Self-Discipline, Fairness, and True Friendship – and to demonstrate their grasp of these character virtues in behavior and action.	The Booker T. Washington Academy uses a variety of non-academic data to measure student performance aligned to citizenship over the course of the school year. We track and compare student performance month to month in the areas of attendance, tardies, discipline referrals, and suspensions.
Purpose: To adopt the philosophy of Booker T. Washington, specifically as it relates to the importance of hard work, the value of a quality education, and the commitment to giving back to the community.	The Booker T. Washington Academy uses scholar academic growth as a measure of whether our scholars are living up to the philosophy of Booker T. Washington and are “working hard to get smart.”

3. **Student Achievement:** Provide data summarizing school performance and academic achievement. Using the blank space provided, include data evidencing student growth and progress toward closing achievement gaps, including an analysis of normed benchmark assessment data.

Reading Performance

2016 Reading	DRA			NWEA MAP		
	Fall	Spring	Growth Trend	Fall	Spring	Growth Trend
Kindergarten	18%	52%	34%	36%	41%	5%
1 st Grade	35%	57%	22%	34%	33%	-1%
2 nd Grade	26%	30%	4%	37%	33%	-4%

Booker T Washington Academy scholars exhibited significant growth on the DRA2 assessment during the 2015-16 school year. The growth was especially significant in Kindergarten and 1st grade, with scholars increasing their performance by 34% and 22% respectively. The growth in 2nd grade was not as dramatic, with student performance

increasing 4%. Kindergarten students also increased their performance on NWEA MAP, increasing from 36% to 41% of scholars performing at grade level, an increase of 5%. In 1st and 2nd grades, there was a performance decline of 1% and 4% respectively of scholars meeting benchmark as measured by the NWEA Map assessment.

Reading Performance Comparison across Cohorts

Scholar performance on the DRA2 increased significantly between years 1 and 2 in both Kindergarten and first grade. In Spring 2016, 52% of the Kindergarten cohort performed at grade level compared with 33% from the Kindergarten cohort in Spring 2015, an increase of 19%. Similarly, in Spring 2016, 57% of the 1st grade cohort performed at grade level compared with 41% from the 1st grade cohort in Spring 2015, an increase of 16%.

DRA 2	Spring 2015	Spring 2016	Variance	NWEA	Spring 2015	Spring 2016	Variance
Kindergarten	33.00%	52.00%	19.00%	Kindergarten	58.00%	41.00%	-17.00%
1 st Grade	41.00%	57.00%	16.00%	1 st Grade	41.00%	33.00%	-8.00%
2 nd Grade	N/A	30.00%	N/A	2 nd Grade	N/A	33.00%	N/A

Nonetheless, scholars did not perform as well on the NWEA MAP assessment when compared to the preceding cohort. In Spring 2016, 41% of the Kindergarten cohort performed at grade level on the NWEA MAP assessment compared with 58% from the Kindergarten cohort in Spring 2015, a decrease of 17%. The same was true of the 1st grade cohort, albeit with less of a dramatic decrease. In Spring 2016, 33% of the 1st grade cohort performed at grade level on the NWEA MAP assessment compared to 41% from the 1st grade cohort in Spring 2015, a decrease of 8%.

No comparison data exists for 2nd grade, as 2015-16 was BTWA's first year with a 2nd grade cohort.

Some of this performance variance can be attributed to a change in the norm group between 2015 and 2016, but we do not think this fully explains the significant degree of the variance. Of greater significance to these scores, in the past year, teachers focused disproportionately on remediating the fluency and decoding skills measured by the DRA2 without focusing strongly enough on the comprehension and computer skills measured by the NWEA MAP assessment. Additionally, in 2016, we changed our retention policy and now use triangulated data to determine scholars' readiness for promotion. As a result, several scholars who performed below the 25th percentile on MAP and 2 – 3 levels below grade level as measured by the DRA2 were retained. We believe that this gift of time will make a significant difference in increasing students' reading performance levels going forward.

We will pay close attention to our scholars' reading performance levels and support teachers with professional development and coaching to ensure effective remediation

Math Performance

2016 Math	ENI			NWEA MAP		
	Fall	Spring	Growth Trend	Fall	Spring	Growth Trend
Kindergarten	53%	76%	23%	36%	33%	-3%
1 st Grade	73%	92%	19%	44%	49%	5%

2 nd Grade	50%	63%	13%	29%	52%	23%
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Scholars exhibited significant growth on the Early Numeracy Interview (ENI) in all grades, with the percentage of scholars achieving the grade level benchmark increasing by double digits at each grade level. The growth was significant in all grades with scholars in Kindergarten, 1st, and 2nd grades increasing their performance by 23%, 19%, and 13% respectively. By contrast, on the NWEA MAP assessment, there was a 3% decrease in performance in Kindergarten and a 5% increase in 1st grade, both slight changes. In 2nd grade, however, there was a dramatic increase of 23% on the NWEA MAP assessment.

Math Performance Comparison across Cohorts

ENI	Spring 2015	Spring 2016	Variance	NWEA	Spring 2015	Spring 2016	Variance
Kindergarten	89.00%	82.00%	-7.00%	Kindergarten	52.00%	33.00%	-19.00%
1 st Grade	54.00%	94.00%	40.00%	1 st Grade	26.00%	49.00%	23.00%
2 nd Grade	N/A	63.00%	N/A	2 nd Grade	N/A	52.00%	N/A

Scholar performance on the ENI decreased moderately for Kindergarten when compared to the prior school year and increased dramatically for 1st grade. In Spring 2016, 82% of the Kindergarten cohort performed at grade level compared with 89% from the Kindergarten cohort in Spring 2015, a decrease of 7%. In Spring 2016, 94% of the 1st grade cohort performed at grade level compared with 54% from the Kindergarten cohort in Spring 2015, an increase of 40%.

On the NWEA MAP assessment, there was a significant decrease in the percentage of scholars meeting benchmark in Kindergarten whereas in grade 1, there was significant growth. In Spring 2016, 33% of the Kindergarten cohort performed at grade level compared with 52% from the Kindergarten cohort in Spring 2015, a decrease of 19%. In Spring 2016, 49% of the 1st grade cohort performed at grade level compared with 26% from the Kindergarten cohort in Spring 2015, an increase of 23%.

Although the year-over-year performance in Kindergarten on ENI showed a moderate 7% decrease and NWEA MAP showed a significant 19% decrease, cohort performance between Kindergarten and 1st grade and 1st and 2nd grades show more modest gains. Between Kindergarten and 1st grade, cohort performance on ENI increased from 89% to 94%, an increase of 5%. Between Kindergarten and 1st grade, cohort performance on ENI increased from 54% to 63%, an increase of 9%. Similarly, on NWEA MAP, cohort performance between Kindergarten and 1st grade declined from 52% to 49%, a decrease of 3%. Between 1st and 2nd grades, cohort performance on NWEA MAP increased from 26% to 52%, an increase of 26%.

Overall, math performance for students at BTWA shows positive growth both from Fall to Spring testing and as students progress within their cohorts from Kindergarten to 1st grade and from 1st grade to 2nd grade. We see one marked decrease within this data between the performance level of BTWA's 2015 and 2016 Kindergarten cohorts. Our second Kindergarten cohort scored 7% lower on the ENI and 19% lower on NWEA MAP than the previous cohort. This indicates that Kindergarten students entering in 2015 – 16 have a moderately lower baseline for the growth of math skills than those Kindergarten students who entered BTWA in 2014 – 15. It is not insignificant, however, to acknowledge that, at the Kindergarten level, the NWEA MAP's online assessment platform provides a unique challenge; not all Kindergarten students are familiar with the use of a computer mouse, and this affected some scholars' outcomes. Because of the technical and developmental challenges of

the NWEA MAP assessment, Kindergarten teachers emphasized the ENI results in their instructional planning. No comparison data exists for 2nd grade, as 2015--16 was BTWA's first year with a 2nd grade cohort.

Performance Metric	*2013-14:	*2014-15:	*2015-16:
Average daily attendance rate:	N/A	92.0	93.9
Chronic absenteeism rate:	N/A	30.4	20.2
Overall suspension rate: (% of students with 1+ suspension/ expulsion)	N/A	14.3	.5
Number of in-school suspensions:	N/A	48	50
Number of out-of-school suspensions:	N/A	26	2
Number of expulsions:	N/A	0	0
Four Year Cohort Graduation Rate (if applicable):	N/A	N/A	N/A
Six Year Adjusted Cohort Graduation Rate (if applicable)	N/A	N/A	N/A
2015 Accountability Index charter school:	N/A	N/A	N/A
2015 Accountability Index state:	N/A	N/A	N/A

*Source: CSDE analysis based on district submitted and certified data.
 **N<= 5. Suppressed to protect student confidentiality.

4. Best Practice: In 250 words or less, summarize an emerging best practice at your school in the areas of academics, instruction, or school climate (e.g. extended instructional time, supports for English learners, positive behavior management, and college access). Describe the concrete strategy and its impact on student learning and/or the school climate referencing quantitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.

RULER: The Feeling Words Curriculum

Booker T. Washington Academy has recently adopted RULER (Recognize, Understand, Label, Express, and Regulate) as its social--emotional curriculum. RULER supports the entire academic program in that scholars using RULER demonstrate better academic performance outcomes (Brackett, Rivers, Reyes & Salovey, 2010)¹. Additionally, RULER supports 21st Learning Skills, as RULER develops scholars' leadership and communication skills.

We will embed the "feeling words" explicitly into BTWA's Reading, Writing, and Core Knowledge programs. This will support scholars' understanding of literature through the analysis of perspective and character motivation as well as support scholars' acquisition of 21st Century life skills.

PART 3: STEWARDSHIP, GOVERNANCE, AND MANAGEMENT

5. Financial Documents: (See Attachment A)

6. Financial Condition: Provide the following financial data for FY 2016.

Total margin (net income / total revenue):	.10
Debt to asset ratio (total liabilities / total assets):	.36
Debt service coverage ratio ((net income + depreciation + interest expense) / (principal + interest payments)):	N/A
Current asset ratio (current assets / current liabilities):	2.39
Days of unrestricted cash ((total expenditures --- depreciation) / 365):	1,016
Cash flow (change in cash balance):	\$469,553.74

¹ Brackett, M.A., Rivers, S.E., Reyes, M.R. & Salovey, P. (2010). Enhancing academic performance and social and emotional competence with the RULER feeling words curriculum. *Learning and Individual Differences*, 22 (2012) 218--224.

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

Name:	Occupation:	Board Role/Term:	Mailing/Email:	Background Check:
Dr. Chaka Felder--- McEntire	High School Counselor	Interim Board Chairperson/TBD	Chaka@btwanewha ven.org	<input type="checkbox"/> x Yes <input type="checkbox"/> No
Dr. Belinda Carberry	Principal	Secretary/3 years	<a href="mailto:Belinda@btwanewh
aven.org">Belinda@btwanewh aven.org	<input type="checkbox"/> x Yes <input type="checkbox"/> No
Eldren Morrison	Pastor Shaw Temple AME Zion Church	Founder/Member/ 3 years	eldrenm@aol.com	<input type="checkbox"/> x Yes <input type="checkbox"/> No
Valarie Shultz--- Wilson	CEO Urban League of Southern CT	Member/ 3 years	<a href="mailto:vshultzwilson@me.c
om">vshultzwilson@me.c om	<input type="checkbox"/> x Yes <input type="checkbox"/> No
Sydney Perry	Retired Executive Director of Jewish Federation of Greater New Haven	Member/ 3 years	<a href="mailto:sperry@jewishnewh
aven.org">sperry@jewishnewh aven.org	<input type="checkbox"/> Yes <input type="checkbox"/> x No
Kanicka Ingram	Senior Associate Director of Admissions at Quinnipiac University	Treasurer/3 years	kanicka@btwanewh aven.org	<input type="checkbox"/> x Yes <input type="checkbox"/> No
Jesse Phillips	Chief of Staff at Varick AME Church	Member/3 years	<a href="mailto:Jesse.leading@gmail
.com">Jesse.leading@gmail .com	<input type="checkbox"/> xYes <input type="checkbox"/> No
Sherri Thompson	Dispatcher New Haven Police Department	Parent Member/ 3 years	<a href="mailto:Tsherri24@yahoo.c
om">Tsherri24@yahoo.c om	<input type="checkbox"/> xYes <input type="checkbox"/> No
Natasha Smith-Bowe	BTWA Teacher	Teacher Member/ 3 years	Natasha.smithbowe 1@gmail.com	<input type="checkbox"/> x Yes <input type="checkbox"/> No
Che Dawson	Director of Operations at Amistad Charter School	NHPS Representative /1 year	<a href="mailto:chedawson@gmail.c
om">chedawson@gmail.c om	<input type="checkbox"/> x Yes <input type="checkbox"/> No

8. Renewal Terms and Other Issues: Provide a progress update on terms established in the charter school's most recent renewal; summarize actions taken and progress data to substantiate efforts to address such terms. Provide an update on how the charter school is addressing or plans to address the issues noted. The chart below is pre-populated to include terms documented in the school's last renewal resolution or issues identified by the CSDE.

Standard/Indicator:	Term or Condition:	Progress Update:
<p>1.4. Chronic Absenteeism</p>	<p>The school's chronic absenteeism rate for 2014--15 is well above the state average of 10.6%. The school must address the issue.</p>	<p>The Booker T. Washington Academy recognizes that our chronic absenteeism is a grown-up problem, given the age of the scholars we serve. We have intentionally reached out to parents to understand the root causes of the problem and are working together to identify creative solutions.</p> <p>Students identified as chronically absent were overwhelmingly kindergarten scholars. In order to understand the root cause of the problem and to identify trends, we initiated a procedure for calling the home of every absent scholar every day to ascertain why the scholar was not in attendance. We found that most absences were due to transportation or child-care challenges. When a scholar misses the bus, many families do not have access to transportation, so were unable to get their scholar to school. Parents also noted that when the school had a ½ day for Professional Development or if there was a potential for a delayed opening due to inclement weather, it is easier to access child-care for a full day versus ½ day.</p> <p>BTWA has initiated the following course corrections and creative interventions:</p> <ul style="list-style-type: none"> • Eliminated ½ Professional Development. • Entered in negotiation with the New Haven Housing Authority to transport residents children to school in incidents where they missed the school bus. • Opened an Uber account to transport parent and scholar to school when they miss the bus, while working with NHPS to obtain public transportation passes for parent passage home. • Consistently monitoring student absences to identify students are risk from the beginning of the school year for early intervention.

<p>3.5. School Culture and Climate</p>	<p>The school has been identified as having among the highest rates of suspension and expulsion in the state for the 2014--15 school year. The school must address the issue.</p>	<p>The Booker T. Washington Academy is committed to demonstrating the heights of achievement that all scholars can attain when given the opportunity and the tools necessary to succeed. In order to achieve this goal, we recognize the importance of creating and sustaining a positive school culture, specifically as it relates to encouraging appropriate conduct and ensuring a safe learning environment. Faculty and staff at the Booker T. Washington Academy are dedicated to providing scholars with the skills necessary to reason, communicate, and live with dignity in a civil society. Central to this mission is the creation of a school community characterized by caring, discipline, order, and respect.</p> <p>In our first year of operation, we experienced an unusually high number of discipline referrals for severely inappropriate behavior, resulting in an unanticipated high number of in-school and out-of-school suspensions. BTWA gives enrollment preference to scholars living in New Haven's Dixwell and Newhallville neighborhoods. Both neighborhoods have significant populations of students with a history of low academic performance, students who receive free and reduced lunch, and some who have a history of social, emotional and behavioral concerns. Therefore, a significant number of scholars enter school not fully prepared for a rigorous academic program with high behavioral expectations. Additionally, as a first year school, we lacked the appropriate resources needed to address severe misbehavior, specifically a behavioral specialist or clinical therapist.</p> <p>BTWA has initiated the following course corrections in response to the high suspension rate in 2014--2015:</p> <ul style="list-style-type: none"> • Hired trained Behavior Specialist as Dean of Student Culture • Increased teacher access to professional development on Responsive Classroom Strategies • Increased focus on Use of data, progress monitoring and strategic interventions through SRBI process • Entered into partnership with the Yale Center for Emotional Intelligence in implementing RULER school-wide
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9. **Best Practice:** In 250 words or less, summarize an emerging best practice at your school in the areas of stewardship, governance, and management (e.g., financial management, technology, school operations). Describe the concrete strategy and its impact on the school referencing quantitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.

N/A

PART 4: STUDENT POPULATION

10. Enrollment and Demographic Data: Provide 2015-16 student demographic and enrollment information.

Grades Served:	K-2	Student Enrollment:	180
% Free/Reduced-Price Lunch:	85%	% Black:	88%
% Special Education:	7%	% Hispanic:	11%
% Limited English Proficiency:	0	% Caucasian:	1%

2015-16 Enrollment by Grade Level:

PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
	88	50	42											240

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

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

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

2015-16 Waitlist:	2016-17 Waitlist:
2	15

13. Best Practice: In 250 words or less, summarize an emerging best practice at your school in the areas of student populations (e.g., family and community engagement, recruitment processes, retention strategies). Describe the concrete strategy and its impact on the school referencing quantitative data. Provide evidence of collaboration with local school districts in this area, as appropriate.

At the Booker T. Washington Academy, we provide our families with multiple opportunities to participate in decision making at the school. In addition to participation in the Parent/Teacher Organization (PTO) monthly, parents have representation on the Board of Trustees, and direct access to communicate with the school Leadership team at Meet the Principal Night (3rd Wednesday of each month) and/or at monthly coffee/tea meetings (last Friday of the month).

The function of the PTO is to provide parents with the opportunity to add value to the school program. This value add is accomplished in a variety of ways, including through fundraising, and brainstorming of ideas to improve the school through community involvement and service.

Meet the Principal Night is an event where parents are encouraged to bring any questions or concerns directly to the Principal. The role of the Principal at this event is to be a listener first, reserving judgment and/or identification of solutions until the appropriate due diligence has been undertaken. The rationale behind the creation of a Meet the Principal Night was to provide a venue for parents to bring their independent child specific questions or concerns to the table in a forum outside of the PTO meeting.

The coffee/tea meetings are informal meetings designed to provide parents who are not able to attend evening meeting an opportunity to catch up on “what’s hot” from the PTO meeting or Meet the Principal Night. Coffee/tea meetings are held at 8:15 in the morning and usually conclude within an hour.

Providing families with so many opportunities to participate in the school community has had a positive impact on the school’s culture and climate overall. Parents refer to the school as functioning like a family. Additionally, the school is perceived as an inviting place for parents, as evidenced by our high parent participation (75% avg. attendance in year 1 and 2) in parent/teacher conferences.

APPENDIX B: 2017-18 PRELIMINARY ENROLLMENT REQUEST

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

C.G.S. § 10--66bb(c)(2) places an enrollment cap on the number of students that a state charter school may enroll. However, charter schools with a demonstrated record of achievement may seek a waiver. If the submitted 2017--18 enrollment request requires an enrollment waiver, please specify that below.

1. Complete the table below providing the school’s enrollment and growth history. Submit an enrollment request and growth projections for the upcoming school year.															
School Year:	Actual Enrollment:														
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2013-14															
2014-15															
2015-16		88	50	42											180
2016-17		84	75	50	31										240
School Year:	2016-17 Enrollment Request:														
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2017-18		60	88	75	50	31									300
2. Based on the request entered above, is the school seeking a waiver to the enrollment cap described in C.G.S. § 10--66bb(c)(2), no state charter school shall enroll more than two hundred fifty students, or in the case of a kindergarten to grade eight, inclusive, school, more than three hundred students, or twenty--five per cent of the enrollment of the school district in which the state charter school is to be located, whichever is less.													<input checked="" type="checkbox"/> x Yes <input type="checkbox"/> No		
3. Provide a rationale for the enrollment request, including a synopsis of all relevant assumptions.															
<p>The Booker T Washington Academy will be expanding, as outlined in the original charter, one grade level each school year until the school is serving scholars in grades pre--K thru 8.</p>															
4. Summarize the school’s plans to successfully expand and accommodate the needs of the students served (e.g., programming, staffing, facilities, and class size).															

The Booker T. Washington Academy plans to successfully expand to 300 students in 2017---2018, serving students in grades K---4. BTWA will continue to use the same overall instructional framework, and will make the necessary adjustments to the curricular program, and staffing to accommodate the increase in student population. The current facility meets the requirements for number of classrooms and overall space through grade 5. The class size will remain consistent with the current school model.

APPENDIX D: STATEMENT OF ASSURANCES

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

As the authorized representative of **Booker T. Washington Academy**, to the best of my knowledge, I affirm that:

1. Pursuant to C.G.S.A. § 10--66rr, all board members and staff have satisfactorily completed background checks, including a state and national criminal records checks and a record check of the Department of Children and Families child abuse and neglect registry.
2. Pursuant to C.G.S.A. § 10--66rr, if applicable, all charter school management organization (CMO) governing board members and staff members, who performs a service involving direct student contact

Performance Standards:	Performance Indicators:
1. School Performance	1.1. Academic Achievement <ul style="list-style-type: none"> a. ELA Performance Index – All Students b. ELA Performance Index – High Needs Students c. Math Performance Index – All Students d. Math Performance Index – High Needs Students e. Science Performance Index – All Students f. Science Performance Index – High Needs Students 1.2. Academic Growth (Longitudinal) (a. All Students, b. High Needs) 1.3. Participation Rates (a. All Students, b. High Needs) 1.4. Chronic Absenteeism (a. All Students, b. High Needs) 1.5. Preparation for Postsecondary and Career Readiness --- % Taking Courses 1.6. Preparation for Postsecondary and Career Readiness -- % Passing Exams 1.7. Graduation – On – Track in 9 th Grade 1.8. Four Year Graduation --- All Students 1.9. Six Year Graduation --- High Needs Students 1.10. Postsecondary Entrance Rate (All Students) 1.11. Physical Fitness 1.12. Arts Access
2. Stewardship, Governance, and Management	2.1. Financial Management 2.2. Financial Reporting 2.3. Financial Viability 2.4. Governance and Management 2.5. Facility
3. Student Population	3.1. Recruitment and Enrollment Process 3.2. Waitlist and Enrollment Data 3.3. Demographic Representation 3.4. Family and Community Support 3.5. School Culture and Climate
4. Legal Compliance	4.1. Open Meetings and Information Management 4.2. Students with Disabilities 4.3. English Learners 4.4. Rights of Students 4.5. Teacher/Staff Credentials

have satisfactorily completed background checks, as described in (1).

3. All contractors doing business with the school, who performs a service involving direct student contact have satisfactorily completed background checks, as described in (1).
4. Records of any and all background checks described above, are on file at Booker T. Washington Academy and available for random audit by the Connecticut State Department of Education (CSDE).
5. Pursuant to C.G.S.A. § 10-6600, Booker T. Washington Academy's Governing Board has adopted written anti-nepotism and conflict of interest policies consistent with state law and best practices in nonprofit corporate governance, and pursuant to 10-66bb(d), that no member or employee of the Governing Board has a personal or financial interest in any asset, real or personal, of the charter school .
6. Pursuant to C.G.S.A. § 10-6600, each member of a governing council of a state or local charter school shall complete training related to charter school governing council responsibilities and best practices at least once during the term of the charter, and that no board member of Booker T. Washington Academy serves on the board of another charter school or CMO.
7. All public funds received by Booker T. Washington Academy have been, or are being, expended prudently and in a manner required by law.
8. All Governing Board meetings are open and accessible to the public, and that Booker T. Washington Academy has posted, and continues to post, on any Internet website that the Governing Board operates, the schedule, agenda, and minutes of each Governing Board meeting, including any meeting of a subcommittee of the Governing Board.
9. Booker T. Washington Academy does not discriminate in any employment practice, education program, or educational activity on the basis of race, color, religious creed, sex, age, national origin, ancestry, marital status, sexual orientation, gender identity or expression, disability, or any other basis prohibited by Connecticut state and/or federal nondiscrimination laws.

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

Signature:

Chake F. McEntine

Name of Board Chairperson:

Chake F. McEntine

Date:

9-30-14

Attachment 1

BOOKER T. WASHINGTON ACADEMY, INC.

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

YEAR ENDED JUNE 30, 2015



**BOOKER T. WASHINGTON ACADEMY, INC.
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INDEPENDENT AUDITORS' REPORT

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

Report on the Financial Statements

We have audited the accompanying financial statements of Booker T. Washington Academy, Inc. (the Academy), which comprise the statement of financial position as of June 30, 2015, and the related statements of activities and changes in net assets, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the major fund of the Booker T. Washington Academy, Inc., as of June 30, 2015, and the respective changes in financial position, thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated August 28, 2015, on our consideration of the Booker T. Washington Academy, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Booker T. Washington Academy, Inc.'s internal control over financial reporting and compliance.

Michaud Accavallo Woodbridge & Cusano, LLC

Killingworth, Connecticut

August 28, 2015

BOOKER T. WASHINGTON ACADEMY, INC.
STATEMENT OF FINANCIAL POSITION
JUNE 30, 2015

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$	287,590
Accounts receivable, net of allowance of \$3,000		2,220
Other assets		1,191

		291,001
--	--	---------

PROPERTY, BUILDINGS AND EQUIPMENT - net of
accumulated depreciation

96,734

	\$	387,735
--	----	---------

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payables	\$	10,311
Accrued expenses		48,582

		58,893
--	--	--------

NET ASSETS

Unrestricted		328,842
--------------	--	---------

		328,842
--	--	---------

	\$	387,735
--	----	---------

See Notes to Financial Statements.

**BOOKER T. WASHINGTON ACADEMY, INC.
STATEMENT OF CHANGES IN NET ASSETS**

JUNE 30, 2015

	<u>Unrestricted</u>	<u>Temporarily</u>	<u>Permanently</u>	<u>Total</u>
Operating revenue:				
Corporate grants and contributions	\$ 300,650	\$ -	\$ -	\$ 300,650
Foundation grants	551,000	-	-	551,000
State grants	1,001,000	-	-	1,001,000
Program revenues	11,025	-	-	11,025
Other revenue	<u>14,211</u>	<u>-</u>	<u>-</u>	<u>14,211</u>
Total operating revenue	<u>1,877,886</u>	<u>-</u>	<u>-</u>	<u>1,877,886</u>
Expenses:				
Program services	1,191,269	-	-	1,191,269
General and administrative	328,052	-	-	328,052
Fundraising	<u>32,582</u>	<u>-</u>	<u>-</u>	<u>32,582</u>
Total expenses	<u>1,551,903</u>	<u>-</u>	<u>-</u>	<u>1,551,903</u>
Change in net assets	325,983	-	-	325,983
Net assets, beginning of year	<u>2,859</u>	<u>-</u>	<u>-</u>	<u>2,859</u>
Net assets, end of year	<u><u>\$ 328,842</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>\$ 328,842</u></u>

See Notes to Financial Statements.

BOOKER T. WASHINGTON ACADEMY, INC.
STATEMENT OF FUNCTIONAL EXPENSES
JUNE 30, 2015

	Program	Management and General	Fund Raising	Total Functional Expenses
EMPLOYEE COMPENSATION				
Salaries	\$ 754,248	\$ 66,948	\$ 11,656	\$ 832,852
Employee benefits	49,175	4,365	760	54,300
Payroll taxes	64,369	5,713	995	71,077
TOTAL EMPLOYEE COMPENSATION	<u>867,792</u>	<u>77,026</u>	<u>13,411</u>	<u>958,229</u>
OTHER EXPENSES				
Supplies	70,346	3,908	3,908	78,162
Telephone	10,023	557	557	11,137
Postage and shipping	15,778	1,856	928	18,562
Occupancy	78,000	17,000	5,000	100,000
Equipment rental	2,278	496	146	2,920
Repairs and maintenance	47,855	5,630	2,815	56,300
Printing and publications	-	-	-	-
Auto and travel	9,783	2,132	627	12,542
Conferences and meetings	-	-	-	-
Utilities	23,519	5,126	1,507	30,152
Professional fees	-	198,797	-	198,797
Insurance	7,880	1,717	505	10,102
Depreciation	8,430	-	-	8,430
Bad debts	-	3,000	-	3,000
Miscellaneous	49,585	10,807	3,178	63,570
TOTAL OTHER EXPENSES	<u>323,477</u>	<u>251,026</u>	<u>19,171</u>	<u>593,674</u>
TOTAL FUNCTIONAL EXPENSES	<u>\$ 1,191,269</u>	<u>\$ 328,052</u>	<u>\$ 32,582</u>	<u>\$ 1,551,903</u>

See Notes to Financial Statements.

BOOKER T. WASHINGTON ACADEMY, INC.
STATEMENT OF CASH FLOWS
JUNE 30, 2015

CASH FLOWS FROM OPERATING ACTIVITIES	
(Decrease) Increase in net assets	\$ 325,983
Adjustments to reconcile increase in net assets to net cash provided by operating activities:	
Depreciation	128
(Increase) decrease in operating assets:	
Accounts receivable	(2,220)
Other current assets	(558)
Increase (decrease) in operating liabilities:	
Accounts payable	10,311
Accrued expenses	<u>48,582</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	382,226
CASH FLOWS FROM INVESTING ACTIVITIES	
Purchases of property and equipment	<u>(96,862)</u>
NET CASH USED IN INVESTING ACTIVITIES	<u>(96,862)</u>
NET CHANGE IN CASH	285,364
Cash and cash equivalents at beginning of year	<u>2,226</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 287,590</u>
 Supplemental disclosure of cash flow information:	
Cash paid during the year for interest expense	<u>\$ -</u>

See Notes to Financial Statements.

BOOKER T. WASHINGTON ACADEMY, INC.
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2015

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

FINANCIAL REPORTING ENTITY

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

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

On August 4, 2014, the State Board of Education in the State of Connecticut 's approval of the revised Academy's charter was granted with a number of conditions, including: 1) the BTWA charter term was changed from five years, the norm for new charter schools, to three years, spanning the period from July 1, 2014, through June 30, 2017; 2) the Academy is required to report to the State Board of Education by September 2015 regarding its first year of academic, financial, and operational systems and performance; 3) the Academy's enrollment was reduced from 225 to 120 seats for the 2014-15 school year, serving grades kindergarten and Grade 1; and 4) the Academy must participate in regular site visits, other monitoring processes, and technical assistance so that the Connecticut State Department of Education's Turnaround and Charter School Offices can provide intensive and periodic assistance to ensure high-quality operations.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

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

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

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

BOOKER T. WASHINGTON ACADEMY, INC.
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2015

Permanently restricted - Net assets resulting from contributions and other inflows of assets whose use by the Academy is limited by donor-imposed stipulations that neither expire by passage of time nor can be fulfilled or otherwise removed by actions of the Academy.

Statement of cash flows

For purposes of reporting cash flows, the Academy considers all highly liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents. There were no cash equivalents at June 30, 2015.

Grants and accounts receivables

Grants receivable represent unconditional promises to give. Grants receivable are recorded at net realizable value. As of June 30, 2015, all grants owed to the Academy were fully received. The Academy has determined that no allowance for uncollectible accounts for grants receivable is necessary as of June 30, 2015. Such estimate is based on management's assessments of the creditworthiness of its grantors, the aging of its receivable, as well as current economic conditions and historical information.

Accounts receivables

The Academy's accounts receivable consists of amounts owed for uniforms, afterschool programs and class trips during the year. The accounts receivable balance is \$5,220 as of June 30, 2015. The Academy has determined that an allowance for uncollectible accounts for accounts receivable of \$3,000 necessary as of June 30, 2015. Such estimate is based on management's assessments of the creditworthiness of its aging of receivable, as well as current economic conditions and historical information.

Revenue recognition

Federal, State and private awards are used to finance education programs and capital improvements. Funds received in advance for which qualifying expenditures have not been incurred are reflected as refundable advances from state and local government grants in the accompanying statement of financial position. The Academy recognizes grants to the extent that eligible grant costs are incurred. Receivables are recognized to the extent costs have been incurred, but not reimbursed. Revenue from the state and local governments resulting from the Academy's charter status is based on the number of students enrolled and is recorded when services are performed in accordance with the charter agreement. Contributions are recognized by the Academy when a donor makes a promise to give that is, in substance, unconditional. Contributions that are restricted by the donor, but whose restrictions are met in the same period, are reported as increases to unrestricted net assets. All other donor-restricted contributions are reported as increases to temporarily restricted net assets. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets. Contributed services received from Board Members and volunteers are not recorded in the financial statements since these services do not meet the criteria for recognition as contributed services.

BOOKER T. WASHINGTON ACADEMY, INC.
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2015

Property and equipment

Property and equipment are stated at cost. The Academy has established a \$1,000 threshold above which assets are capitalized. Property and equipment acquired with certain government contract funds is recorded as an expense pursuant to the terms of the contract in which the government funding source retains ownership of the property.

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

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

Functional allocation of expenses

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

Income taxes

The Academy is classified by the Internal Revenue Service as exempt from income tax under Section 501(a) of the Internal Revenue Code as a public education school described in Section 501(c)(3). The Academy has no unrecognized tax benefits at June 30, 2015. The Academy's Federal and state income tax returns prior to fiscal year 2012 are closed and management continually evaluates expiring statutes of limitations, audits, proposed settlements, changes in tax law and new authoritative rulings. If applicable, the Academy would recognize interest and penalties associated with tax matters as part of management and general expenses in the statement of activities and changes in net assets and include accrued interest and penalties in accrued expenses in the statement of financial position. The Academy did not recognize any interest or penalties associated with tax matters for the year ended June 30, 2015.

Use of estimates

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

Concentrations of credit risk

The Academy maintains cash and cash equivalent balances in several financial institutions. Accounts at each institution are insured by the Federal Deposit Insurance Corporation. From time to time, the Academy's balances may exceed these limits. At June 30, 2015, the Academy's has no uninsured bank balances. The Academy limits its credit risk by selecting financial institutions considered to be highly creditworthy.

BOOKER T. WASHINGTON ACADEMY, INC.
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2015

Subsequent events

Management has reviewed subsequent events through August 28, 2015, which is the date the financial statements were approved and available for issuance.

NOTE 3 - CONCENTRATIONS

The Academy currently receives approximately 53% of its revenue, which is subject to specific requirements, from the State Department of Education. Additionally, the Academy's grants receivable consist of approximately 53% from one private foundation.

NOTE 4 - OPERATING LEASES

The Academy subleases a facility that was signed a one year lease dated June 30, 2015 at a rate of \$10,000 per month plus all related property taxes.

Office equipment is leased under non-cancelable operating leases through 2020. The lease expense for the year ended June 30, 2015 was \$2,304.

Future minimum lease payments are as follows:

<u>June 30,</u>	Building	Equipement
2016	\$ 120,000	\$ 3,456
2017	-	3,456
2018	-	3,456
2019	-	3,456
2020	-	1,152
Total	<u>\$ 120,000</u>	<u>\$ 14,976</u>

NOTE 5 - PROPERTY AND EQUIPMENT

The following is a summary of property and equipment at June 30, 2015:

Leasehold improvements	\$ 104,010
Furniture, fixtures and equipment	<u>1,154</u>
	105,164
Less: Accumulated depreciation	<u>(8,430)</u>
Total	<u>\$ 96,734</u>

Depreciation expense was \$8,430 for the year ended June 30, 2015.

BOOKER T. WASHINGTON ACADEMY, INC.
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2015

NOTE 6 - PENSION PLAN

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

NOTE 7 - TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets may be purpose or time restricted. At June 30, 2015, there were no temporarily restricted for use in the next fiscal year.

NOTE 8 - RISK MANAGEMENT

The Academy is exposed to various risks of loss related to torts; thefts of, damage to, and destruction of assets; actions by employees and parents and natural disasters. The Academy maintains commercial insurance to protect itself from these risks. The Academy entered into contractual relationships with certain governmental funding sources. The governmental agencies may request return of funds as a result of noncompliance by the Academy, as well as additional funds for the use of facilities. The accompanying financial statements make no provision for the possible disallowance or refund, because management does not believe that there are any liabilities to be recorded.



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INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Trustees Booker T Washington Academy

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of Booker T Washington Academy, which comprise the statement of financial position as of June 30, 2015, and the related statements of activities and changes in net assets, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated August 28, 2015.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Booker T Washington Academy, Inc.'s internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Booker T Washington Academy's internal control. Accordingly, we do not express an opinion on the effectiveness of Booker T Washington Academy's internal control.

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

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified. We did identify a certain deficiencies in internal control, described in the accompanying schedule of findings and questioned costs that we consider to be significant deficiency as item 2015-01.

Compliance and Other Matters

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

Booker T Washington Academy's Response to Finding

Booker T Washington Academy's response to the finding identified in our audit is described in the accompanying schedule of findings and questioned costs. Booker T Washington Academy, Inc.'s response was not subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on it.

Purpose of this Report

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

Michaud Accavallo Woodbridge & Cusano, LLC

Killingworth, Connecticut

August 28, 2015



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Guiding Successful People

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

To the Board of Trustees Booker T Washington Academy

Report on Compliance for Each Major State Program

We have audited Booker T Washington Academy's compliance with the types of compliance requirements described in the Office of Policy and Management's *Compliance Supplement* that could have a direct and material effect on each of Booker T Washington Academy, Inc.'s major state programs for the year ended June 30, 2015. Booker T Washington Academy's major state programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

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

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of Booker T Washington Academy's major state programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the State Single Audit Act (C.G.S. Sections 4-230 to 4-236). Those standards and the State Single Audit Act require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major state program occurred. An audit includes examining, on a test basis, evidence about Booker T Washington Academy's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion on compliance for each major state program. However, our audit does not provide a legal determination of Booker T Washington Academy's compliance.

Opinion on Each Major State Program

In our opinion, Booker T Washington Academy complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major state programs for the year ended June 30, 2015.

Report on Internal Control over Compliance

Management of Booker T Washington Academy is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered Booker T Washington Academy's internal control over compliance with the types of requirements that could have a direct and material effect on each major state program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on compliance for each major state program and to test and report on internal control over compliance in accordance with the State Single Audit Act, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Booker T Washington Academy's internal control over compliance.

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

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we considered to be material weaknesses. However, material weaknesses may exist that have not been identified. The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the State Single Audit Act. Accordingly, this report is not suitable for any other purpose.

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

We have audited the financial statements of Booker T Washington Academy as of and for the year ended June 30, 2015, and have issued our report thereon dated August 28, 2015, which contained an unmodified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of state financial assistance is presented for purposes of additional analysis as required by the State Single Audit Act and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with the auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of state financial assistance is fairly stated, in all material respects, in relation to the financial statements as a whole.

Michaud Accavallo Woodbridge & Cusano, LLC

Killingworth, Connecticut

August 28, 2015

BOOKER T. WASHINGTON ACADEMY, INC.
SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE
FOR THE YEAR ENDED JUNE 30, 2015

State Grantor/Pass-Through Grantor/Program Title	State Grant Program Identification Number	Expenditures
<u>Department of Education:</u>		
<u>Passed through the City of New Haven</u>		
Charter Schools	11000-SDE64370-16072	\$ <u>1,001,000</u>
TOTAL STATE FINANCIAL ASSISTANCE		\$ <u><u>1,001,000</u></u>

See Note to Schedule of Expenditures of State Financial Assistance.

BOOKER T. WASHINGTON ACADEMY, INC.
NOTE TO SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE
YEAR ENDED JUNE 30, 2015

The accompanying schedule of expenditures of state financial assistance includes state grant activity of the Booker T. Washington Academy, Inc. under programs of the State of Connecticut for the fiscal year ended June 30, 2015. Various departments and agencies of the State of Connecticut have provided financial assistance through grants and other authorizations in accordance with the General Statutes of the State of Connecticut. These financial assistance program fund several programs including charter school funding.

Note 1 - Summary of significant accounting policies

The accounting policies of Booker T Washington Academy conform to accounting principles generally accepted in the United States of America as applicable to not-for-profit entities. The information in the schedule of expenditures of state financial assistance is presented based upon regulations established by the State of Connecticut, Office of Policy and Management.

Basis of accounting

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

**BOOKER T. WASHINGTON ACADEMY, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2015**

I. SUMMARY OF AUDITORS' RESULTS

Financial Statements

Type of auditors' report issued

Unmodified

Internal control over financial reporting:

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

Noncompliance material to financial statements noted?

_____ Yes X No

State Financial Assistance

Internal control over major programs:

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

Type of auditors' report issued on compliance for major programs:

Unmodified

Any audit findings disclosed that are required to be reported in accordance with Section 4-236-24 of the Regulations to the State Single Audit Act?

_____ Yes X No

- The following schedule reflects the major programs included in the audit:

<u>State Grantor and Program</u>	<u>State Program Identificaiton Number</u>	<u>Expenditures</u>
Department of Education:		
Charter Schools	11000-SDE64000-17041-2015-84179	\$ <u>1,001,000</u>
Dollar threshold used to distinguish between Type A and Type B programs:		<u>\$200,000</u>

BOOKER T. WASHINGTON ACADEMY, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2015

II. FINANCIAL STATEMENT FINDINGS

Our report on internal control over financial reporting indicated the following significant deficiency:

2015-01 Accrued Payroll and Accrued Paid Time Off

- Finding:** The Academy did not properly accrue payroll and paid time off at year-end.
- Criteria:** Expenses should be reported in the period incurred in accordance with Generally Accepted Accounting Principles.
- Condition:** The Academy does not have a monitoring system in place to track and accrue payroll and accrued paid time off expenses.
- Cause:** Salary expense primarily for teachers that were paid in July and August 2015 were.
- Effect:** Salary expense was understated by \$37,464.
- Recommendation:** We recommend that total contractual salary obligations be tracked on a teacher by teacher basis and compared to the actual balances at year end. Any amounts due should be recorded as a liability within the fiscal year that liability is incurred.
- Management's Response:** In collaboration with Charter Schools Business Management, we will identify and adopt a monitoring system to track and accrue payroll and accrued time off expenses to ensure that we properly report all incurred expenses in the appropriate fiscal year in accordance with Generally Accepted Accounting Principles. The monitoring system that we adopt will have the capacity to track contractual salary obligations on a teacher-by- teacher basis and compare to actual balances at the end of the year. We will also record as a liability any amounts due within the fiscal year that the liability is incurred.

III. FINDINGS AND QUESTIONED COSTS FOR STATE FINANCIAL ASSISTANCE

- Our report on compliance indicated no findings and questioned costs relating to state financial assistance programs.

Disposition of Prior Year's Significant Deficiencies:

There were no prior year's significant deficiencies.

Form CT-990T Return Summary

For calendar year 2014, or tax year beginning **07/01/14** , and ending **06/30/15**

27-2924625

BOOKER T. WASHINGTON ACADEMY, INC.

Income

Federal unrelated business income					
Federal Net operating loss deduction					
Federal deduction for state taxes					
Refund / credit of CT tax					
Unrelated business taxable income					
Apportionment percentage		%			
Apportioned UBTI					
Operating loss carryover					
Taxable income					

Taxes / Credits / Payments

Tax on taxable income					
Electronic data processing credit					
Tax					
Paid with extension					
Estimated tax payments					
Other payments					
Total payments					
Net tax due					

Adjustments

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

Balance due					
Refund					

Next Year's Estimates

1st quarter					
2nd quarter					
3rd quarter					
4th quarter					
Total					

Miscellaneous Information

Amended return		
CT-990T return / extended due date		

Registration Application Information

Filing fee		50			
Late filing fee due					
Total		50			

Amended return		
Return / extended due date		05/31/16

BOOKER T. WASHINGTON ACADEMY, INC.

If yes is indicated for any questions 10 through 21, then attach a detailed explanation on a separate sheet and indicate your answers for each line item as required.

- 10. If the organization is not exempt, has it ever applied for exemption? Yes No
- 11. If the organization is not exempt, has the organization ever been previously exempt? Yes No
- 12. Has an IRS tax exemption been refused, changed, revoked or modified? Yes No
- 13. Has there been any change in the organization's tax status with the IRS? Yes No
- 14. Has the organization solicited contributions in Connecticut during any year prior to submission of this application? Yes No
If yes, include a copy of the organization's most recently filed IRS 990, 990 EZ, 990 N or 990 PF and audit if required for such prior year in which the organization solicited in Connecticut, but was not registered.
- 15. Has the organization ever registered as a charity in Connecticut? Yes No

If yes, provide registration number(s) _____

- 16. Has the organization whose registration expired in Connecticut, solicited contributions in Connecticut during any year since its registration expired? Yes No

Questions 17 through 21 apply to the organization, any of its officers, directors, board members as well as fundraising staff or employees:

- 17. Been enjoined or otherwise prohibited by a government agency / court from soliciting? Yes No
- 18. Had a registration denied or revoked? Yes No
- 19. Been subject of proceedings regarding any solicitation or registration? Yes No
- 20. Entered into a voluntary agreement of compliance with any government agency or in a case before a court or administrative agency? Yes No
- 21. Have any of the organization's officers, directors or principal executives been convicted of a misdemeanor or felony? Yes No
- 22. List the name, address & phone number of the organization's Primary financial institution _____

<p>23. **Provide the names, title, address (street & P.O.) and telephone numbers of the <u>two signatories of this application below</u>.</p> <p style="text-align: center;">We hereby certify under penalty of false statement that we are authorized to sign this document for the organization and that the information provided, including all attachments, is true and complete to the best of our knowledge.</p>	
<p style="text-align: right; margin-right: 50px;">09/23/15</p> <p>Signature & Date CHAKA FELDER-MCENTIRE</p> <hr/> <p>Print name VICE-CHAIR</p> <hr/> <p>Title 158 MAIN ST STE 301</p> <hr/> <p>Address</p> <hr/> <p>ANSONIA CT 06401</p> <hr/> <p>City / Town State Zip Code 203-732-2311</p> <hr/> <p>Telephone No.</p>	<p>Signature & Date</p> <hr/> <p>Print name</p> <hr/> <p>Title</p> <hr/> <p>Address</p> <hr/> <p>City / Town State Zip Code</p> <hr/> <p>Telephone No.</p>

State Law requires that two persons sign this form

Form **990**

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

OMB No 1545-0047

2014
Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.
▶ Information about Form 990 and its instructions is at www.irs.gov/form990.

A For the 2014 calendar year, or tax year beginning **07/01/14**, and ending **06/30/15**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization BOOKER T. WASHINGTON ACADEMY, INC. Doing business as Number and street (or P.O. box if mail is not delivered to street address) 246 DIXWELL AVENUE City or town, state or province, country, and ZIP or foreign postal code NEW HAVEN CT 06511	D Employer identification number 27-2924625 E Telephone number 203-859-6630 G Gross receipts \$ 1,877,886
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F Name and address of principal officer CHAKA FELDER-MCENTIRE 246 DIXWELL AVENUE NEW HAVEN CT 06511	H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)
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I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527	J Website: ▶ WWW.BTWANEHAVEN.ORG	H(c) Group exemption number ▶
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶	L Year of formation:	M State of legal domicile: CT

Part I Summary

Activities & Governance	<p>1 Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O</p> <p>2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.</p> <p>3 Number of voting members of the governing body (Part VI, line 1a) 3 11</p> <p>4 Number of independent voting members of the governing body (Part VI, line 1b) 4 11</p> <p>5 Total number of individuals employed in calendar year 2014 (Part V, line 2a) 5 24</p> <p>6 Total number of volunteers (estimate if necessary) 6 0</p> <p>7a Total unrelated business revenue from Part VIII, column (C), line 12 7a 0</p> <p>b Net unrelated business taxable income from Form 990-T, line 34 7b 0</p>	
Revenue	<p>8 Contributions and grants (Part VIII, line 1h) Prior Year 2,600 Current Year 1,866,861</p> <p>9 Program service revenue (Part VIII, line 2g) 11,025</p> <p>10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 0</p> <p>11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 0</p> <p>12 Total revenue -- add lines 8 through 11 (must equal Part VIII, column (A), line 12) 2,600 1,877,886</p>	
Expenses	<p>13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) 0</p> <p>14 Benefits paid to or for members (Part IX, column (A), line 4) 0</p> <p>15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 958,230</p> <p>16a Professional fundraising fees (Part IX, column (A), line 11e) 709 0</p> <p>b Total fundraising expenses (Part IX, column (D), line 25) ▶ 32,581</p> <p>17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 1,193 593,673</p> <p>18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 1,902 1,551,903</p> <p>19 Revenue less expenses. Subtract line 18 from line 12 698 325,983</p>	
Net Assets or Fund Balances	<p>20 Total assets (Part X, line 16) Beginning of Current Year 2,859 End of Year 387,733</p> <p>21 Total liabilities (Part X, line 26) 0 58,891</p> <p>22 Net assets or fund balances. Subtract line 21 from line 20 2,859 328,842</p>	

Part II Signature Block

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

Sign Here	Signature of officer CHAKA FELDER-MCENTIRE Type or print name and title	Date VICE-CHAIR
------------------	--	---------------------------

Paid Preparer Use Only	Print/preparer's name FRANCIS H. MICHAUD, JR., CPA	Preparer's signature Date 09/23/15	Check <input type="checkbox"/> if self-employed	PTIN P00706186
	Firm's name ▶ MICHAUD ACCAVALLO WOODBRIDGE & CUSANO 158 MAIN ST STE 301 Firm's address ▶ ANSONIA, CT 06401	Firm's EIN ▶ 03-0500350 Phone no 203-732-2311		

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission:

SEE SCHEDULE O

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

Yes No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services?

Yes No

If "Yes," describe these changes on Schedule O.

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

4a (Code:) (Expenses \$ **1,175,313** including grants of \$) (Revenue \$)

**ENGAGING INTO CLOSING THE ACADEMIC ACHIEVEMENT GAP BETWEEN HOME AND SCHOOL
FACILITATE THE POSITIVE TRANSITION OF ENROLLED STUDENTS TO HIGH SCHOOL,
COLLEGE AND BEYOND**

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

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

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

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

4e Total program service expenses **1,175,313**

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules (continued)

	Yes	No
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II		X
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	X	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I		X
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If "Yes," complete Schedule L, Part II		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III		X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		X
b A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV		X
29 Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I		X
34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, or IV, and Part V, line 1		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O		X

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable		
1b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable		
1a	1		
1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		X
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
2a	24		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?		X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
b	If "Yes," enter the name of the foreign country: ▶ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		
d	If "Yes," indicate the number of Forms 8282 filed during the year		
7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12		
10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		
10b			
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders		
11a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)		
11b			
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year		
12b			
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans		
13b			
c	Enter the amount of reserves on hand		
13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O		
14b			

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

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
	11		
b	Enter the number of voting members included in line 1a, above, who are independent		
	11		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?		X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		X
6	Did the organization have members or stockholders?		X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	X	
b	Each committee with authority to act on behalf of the governing body?	X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		X

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

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

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed ► **NONE**
- 18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain in Schedule O)
- 19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20 State the name, address, and telephone number of the person who possesses the organization's books and records: ►
BOOKER T. WASHINGTON ACADEMY, INC. 246 DIXWELL AVENUE
NEW HAVEN CT 06511 203-859-6630

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

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

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

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

- List all of the organization's current officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's current key employees, if any. See instructions for definition of "key employee."
- List the organization's five current highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's former officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's former directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

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

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) JOHN TAYLOR EXECUTIVE DIRECTOR	40.00 0.00	X		X			145,452	0	9,750	
(2) REV ELDREN MORRISON FOUNDER AND CHAIRMAN	1.00 0.00	X		X			0	0	0	
(3) CHAKA FELDER-MCENTIRE VICE CHAIRMAN	1.00 0.00	X		X			0	0	0	
(4) KANICKA INGRAM TREASURER	1.00 0.00	X		X			0	0	0	
(5) BELINDA CARBERRY SECRETARY	1.00 0.00	X		X			0	0	0	
(6) JESSE PHILLIPS DIRECTOR	1.00 0.00	X					0	0	0	
(7) GRACE ALSTON DIRECTOR	1.00 0.00	X					0	0	0	
(8) YAMUNA MENON DIRECTOR	1.00 0.00	X					0	0	0	
(9) SYDNEY PERRY DIRECTOR	1.00 0.00	X					0	0	0	
(10) DAMARIS RAU DIRECTOR	1.00 0.00	X					0	0	0	
(11) VALERIE SCHUTZ-WILSON DIRECTOR	1.00 0.00	X					0	0	0	

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(12)										
(13)										
(14)										
(15)										
(16)										
(17)										
(18)										
(19)										
1b Sub-total							145,452		9,750	
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)							145,452		9,750	

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **▶ 1**

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

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **▶ 0**

Part VIII Statement of Revenue

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

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	1,650				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	1,865,211				
	g Noncash contributions included in lines 1a-1f	\$					
	h Total. Add lines 1a-1f			1,866,861			
Program Service Revenue	2a	Busn. Code	11,025	11,025			
	b						
	c						
	d						
	e						
	f All other program service revenue						
	g Total. Add lines 2a-2f			11,025			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)						
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6a Gross rents	(i) Real	(ii) Personal				
	b Less: rental exps.						
	c Rental inc. or (loss)						
	d Net rental income or (loss)						
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
	b Less: cost or other basis & sales exps.						
	c Gain or (loss)						
	d Net gain or (loss)						
	8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	a					
		b Less: direct expenses	b				
c Net income or (loss) from fundraising events							
9a Gross income from gaming activities. See Part IV, line 19	a						
	b Less: direct expenses	b					
	c Net income or (loss) from gaming activities						
10a Gross sales of inventory, less returns and allowances	a						
	b Less: cost of goods sold	b					
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue		Busn. Code					
11a							
b							
c							
d All other revenue							
e Total. Add lines 11a-11d							
12 Total revenue. See instructions.			1,877,886	11,025	0	0	

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	145,453	79,999	58,181	7,273
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	687,400	674,250	8,767	4,383
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	54,300	49,175	4,365	760
10 Payroll taxes	71,077	64,369	5,713	995
11 Fees for services (non-employees):				
a Management				
b Legal				
c Accounting	198,797		198,797	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other (if line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion				
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy	100,000	78,000	17,000	5,000
17 Travel	12,542	9,783	2,132	627
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	8,430	8,430		
23 Insurance	10,102	7,880	1,717	505
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a SUPPLIES	78,162	60,966	13,288	3,908
b MISCELLANEOUS	63,569	49,585	10,807	3,177
c REPAIRS AND MAINTENANCE	56,300	43,914	9,571	2,815
d UTILITIES	30,152	23,519	5,126	1,507
e All other expenses	35,619	25,443	8,545	1,631
25 Total functional expenses. Add lines 1 through 24e	1,551,903	1,175,313	344,009	32,581
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

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

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest bearing	2,226	1	287,590
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net		4	2,220
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 105,164		
	b Less: accumulated depreciation	10b 8,432	10c	96,732
	11 Investments—publicly traded securities		11	
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		633	15
16 Total assets. Add lines 1 through 15 (must equal line 34)		2,859	16	387,733
Liabilities	17 Accounts payable and accrued expenses		17	58,891
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25		0	26
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	2,859	27	328,842
	28 Temporarily restricted net assets		28	
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
33 Total net assets or fund balances	2,859	33	328,842	
34 Total liabilities and net assets/fund balances	2,859	34	387,733	

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	1,877,886
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,551,903
3	Revenue less expenses. Subtract line 2 from line 1	3	325,983
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	2,859
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	328,842

Part XII Financial Statements and Reporting

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

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

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support
Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.

OMB No. 1545-0047

2014

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

Name of the organization

BOOKER T. WASHINGTON ACADEMY, INC.

Employer identification number

27-2924625

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

The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

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

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-9 above or IRC section (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2014 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2013 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test—2014. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
b 33 1/3% support test—2013. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
17a 10%-facts-and-circumstances test—2014. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
b 10%-facts-and-circumstances test—2013. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions <input type="checkbox"/>		

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

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2014 (line 8, column (f) divided by line 13, column (f))	15	%
16 Public support percentage from 2013 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2014 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2013 Schedule A, Part III, line 17	18	%

- 19a **33 1/3% support tests—2014.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization
- b **33 1/3% support tests—2013.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization
- 20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box on line 11 of Part I. If you checked 11a of Part I, complete Sections A and B. If you checked 11b of Part I, complete Sections A and C. If you checked 11c of Part I, complete Sections A, D, and E. If you checked 11d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 11a or 11b in Part I, answer (b) and (c) below.		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (a) its supported organizations; (b) individuals that are part of the charitable class benefited by one or more of its supported organizations; or (c) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in IRC 4958(c)(3)(C)), a family member of a substantial contributor, or a 35-percent controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990).		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990).		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI .		
b Did one or more disqualified persons (as defined in line 9(a)) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .		
c Did a disqualified person (as defined in line 9(a)) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .		
10a Was the organization subject to the excess business holdings rules of IRC 4943 because of IRC 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer (b) below.		
b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)		

Part IV Supporting Organizations (continued)

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

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally-Integrated Supporting Organizations

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

2 Activities Test. Answer (a) and (b) below.

	Yes	No
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		

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

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

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

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	

7 Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions).

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

Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	
4	Amounts paid to acquire exempt-use assets	
5	Qualified set-aside amounts (prior IRS approval required)	
6	Other distributions (describe in Part VI). See instructions.	
7	Total annual distributions. Add lines 1 through 6.	
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	
9	Distributable amount for 2014 from Section C, line 6	
10	Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2014	(iii) Distributable Amount for 2014
1	Distributable amount for 2014 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2014 (reasonable cause required-see instructions)		
3	Excess distributions carryover, if any, to 2014:		
a			
b			
c			
d			
e	From 2013		
f	Total of lines 3a through e		
g	Applied to underdistributions of prior years		
h	Applied to 2014 distributable amount		
i	Carryover from 2009 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from 3f.		
4	Distributions for 2014 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2014 distributable amount		
c	Remainder. Subtract lines 4a and 4b from 4.		
5	Remaining underdistributions for years prior to 2014, if any. Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions).		
6	Remaining underdistributions for 2014. Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions).		
7	Excess distributions carryover to 2015. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a			
b			
c			
d	Excess from 2013 . . .		
e	Excess from 2014 . . .		

Part VI Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions.)

Area with horizontal lines for supplemental information.

Schedule B
(Form 990, 990-EZ,
or 990-PF)Department of the Treasury
Internal Revenue Service**Schedule of Contributors**

OMB No. 1545-0047

2014

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.

▶ Information about Schedule B (Form 990, 990-EZ, 990-PF) and its instructions is at www.irs.gov/form990.

Name of the organization

Employer identification number

BOOKER T. WASHINGTON ACADEMY, INC.**27-2924625**

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

 501(c)(3) (enter number) organization 4947(a)(1) nonexempt charitable trust not treated as a private foundation 527 political organization

Form 990-PF

 501(c)(3) exempt private foundation 4947(a)(1) nonexempt charitable trust treated as a private foundation 501(c)(3) taxable private foundationCheck if your organization is covered by the **General Rule** or a **Special Rule**.**Note.** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.**General Rule**

-
- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33¹/₃ % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions exclusively for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc., purpose. Do not complete any of the parts unless the **General Rule** applies to this organization because it received nonexclusively religious, charitable, etc., contributions totaling \$5,000 or more during the year

▶ S

Caution. An organization that is not covered by the General Rule and/or the Special Rules does not file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it does not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization BOOKER T. WASHINGTON ACADEMY, INC.	Employer identification number 27-2924625
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Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	STATE OF CT DEPARTMENT OF EDUCATION STATE OF CT DEPARTMENT OF EDUCATION 165 CAPITOL AVENUE HARTFORD CT 06106	\$ 1,001,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	PUBLIC SQUARE PARTNERSHIP PUBLIC SQUARE PARTNERSHIP 1730 COMMERCE DRIVE, SUITE C BRIDGEPORT CT 06605	\$ 150,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	BOUNCER FOUNDATION, INC. BOUNCER FOUNDATION, INC. 1 STAMFORD FORUM STAMFORD CT 06901	\$ 150,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	THE LOUIS CALDER FOUNDATION THE LOUIS CALDER FOUNDATION 125 ELM STREET NEW CANAAN CT 06840	\$ 100,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	PETER & CARMEN LUCIA BUCK FOUNDATIO PETER & CARMEN LUCIA BUCK FOUNDATION 157 EAST 86TH STREET, 5TH FLOOR NEW YORK NY 10028	\$ 450,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

**SCHEDULE D
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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

▶ Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2014

Open to Public Inspection

Name of the organization

Employer identification number

BOOKER T. WASHINGTON ACADEMY, INC.

27-2924625

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

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

Part II Conservation Easements.

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

1 Purpose(s) of conservation easements held by the organization (check all that apply). <input type="checkbox"/> Preservation of land for public use (e.g., recreation or education) <input type="checkbox"/> Preservation of a historically important land area <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of a certified historic structure <input type="checkbox"/> Preservation of open space	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶	
4 Number of states where property subject to conservation easement is located ▶	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶	
7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$	
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

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

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

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenues included in Form 990, Part VIII, line 1 ▶ \$ (ii) Assets included in Form 990, Part X ▶ \$	
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items: a Revenue included in Form 990, Part VIII, line 1 ▶ \$ b Assets included in Form 990, Part X ▶ \$	

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

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a Public exhibition
- b Scholarly research
- c Preservation for future generations
- d Loan or exchange programs
- e Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

- c Beginning balance
- d Additions during the year
- e Distributions during the year
- f Ending balance

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds.

Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

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

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment ▶ %
- b Permanent endowment ▶ %
- c Temporarily restricted endowment ▶ %

The percentages in lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) unrelated organizations
- (ii) related organizations

b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

	Yes	No
3a(i)		
3a(ii)		
3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment				
e Other			8,432	-8,432
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				-8,432

Part VII Investments—Other Securities.

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

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		

Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ▶

Part VIII Investments—Program Related.

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

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		

Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.) ▶

Part IX Other Assets.

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

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	

Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶

Part X Other Liabilities.

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	

Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

SCHEDULE J
(Form 990)

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

- ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
- ▶ Attach to Form 990.

OMB No 1545-0047

2014

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.

Name of the organization

BOOKER T. WASHINGTON ACADEMY, INC.

Employer identification number

27-2924625

Part I Questions Regarding Compensation

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

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

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

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

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

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

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

- a** Receive a severance payment or change-of-control payment?
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
- c** Participate in, or receive payment from, an equity-based compensation arrangement?

If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.

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

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

- a** The organization?
- b** Any related organization?

If "Yes" to line 5a or 5b, describe in Part III.

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

- a** The organization?
- b** Any related organization?

If "Yes" to line 6a or 6b, describe in Part III.

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

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

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

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

Schedule J (Form 990) 2014 **BOOKER T. WASHINGTON ACADEMY, INC.** 27-2924625

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional individuals are reported.

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

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

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation		
1 JOHN TAYLOR EXECUTIVE DIRECTOR	(i) 145,452 (ii) 0	0 0	0 0	9,750 0	
2	(i) (ii)				
3	(i) (ii)				
4	(i) (ii)				
5	(i) (ii)				
6	(i) (ii)				
7	(i) (ii)				
8	(i) (ii)				
9	(i) (ii)				
10	(i) (ii)				
11	(i) (ii)				
12	(i) (ii)				
13	(i) (ii)				
14	(i) (ii)				
15	(i) (ii)				
16	(i) (ii)				

Part III Supplemental Information

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

[This area contains faint, illegible text, likely representing a table or form with multiple rows and columns. The text is too light to transcribe accurately.]

SCHEDULE O
(Form 990 or 990-EZ)

Supplemental Information to Form 990 or 990-EZ

OMB No 1545-0047

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

2014

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or 990-EZ.

**Open to Public
Inspection**

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

Name of the organization

Employer identification number

BOOKER T. WASHINGTON ACADEMY, INC.

27-2924625

FORM 990 - ORGANIZATION'S MISSION

**BOOKER T. WASHINGTON ACADEMY, INC. (THE "ACADEMY") EDUCATES ITS SCHOLARS
FOR LEADERSHIP AND RESPONSIBLE CITIZENSHIP IN SOCIETY BY DEVELOPING THE
COGNITIVE, MORAL, AND SOCIAL SKILLS OF CHILDREN SO THEY CAN COMPETE
ACADEMICALLY AND THRIVE IN A DIVERSE GLOBAL COMMUNITY.**

**FORM 990, PART VI, LINE 11B - ORGANIZATION'S PROCESS TO REVIEW FORM 990
NO REVIEW WAS OR WILL BE CONDUCTED.**

**FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION
NO DOCUMENTS AVAILABLE TO THE PUBLIC**

Statement 1 - Initial Registration Application. Line 8 - Purpose of Organization

Description

BOOKER T. WASHINGTON ACADEMY, INC. (THE "ACADEMY") EDUCATES ITS SCHOLARS FOR LEADERSHIP AND RESPONSIBLE CITIZENSHIP IN SOCIETY BY DEVELOPING THE COGNITIVE, MORAL, AND SOCIAL SKILLS OF CHILDREN SO THEY CAN COMPETE ACADEMICALLY AND THRIVE IN A DIVERSE GLOBAL COMMUNITY.

Booker T. Washington Academy
Budget vs. Actuals: FY16 Budget - FY16 P&L
July 2015 - June 2016

Total

	Actual	Budget	over Budget	% of Budget	Notes
Revenue					
43000 Non-Profit Revenue			-		
43330 Foundation and Trust Grants	759,022.00	850,000.00	(90,978.00)	89.30%	All grants received. Some grant funding is deferred to FY17
Total 43000 Non-Profit Revenue	759,022.00	850,000.00	(90,978.00)	89.30%	
43400 Direct Public Support			-		
43410 Corporate Contributions	4,199.85		4,199.85		Individual/Corporate contributions were not included in the budget
43450 Individual Contributions	3,250.00		3,250.00		
Total 43400 Direct Public Support	7,449.85	-	7,449.85		
44000 Government & Federal Grants			-		
44510 Federal Grants			-		School received additional E-Rate funding
44515 E-Rate	29,135.41	26,174.00	2,961.41	111.31%	
44550 NCLB - Student Entitlements	102,922.00	109,120.00	(6,198.00)	94.32%	
Total 44510 Federal Grants	132,057.41	135,294.00	(3,236.59)	97.61%	
Total 44000 Government & Federal Grants	132,057.41	135,294.00	(3,236.59)	97.61%	
44540 State Grants			-		
44545 Per Pupil Revenue	1,980,000.00	1,955,360.00	24,640.00	101.26%	
Total 44540 State Grants	1,980,000.00	1,955,360.00	24,640.00	101.26%	
47200 Program Income			-		
47240 After School Program	36,928.82	11,970.00	24,958.82	308.51%	Afterschool program was larger than anticipated Summer school fees were lower
47241 Summer Program	3,814.35	8,500.00	(4,685.65)	44.87%	
47250 Uniform Income		2,008.00	(2,008.00)	0.00%	
47260 School Food Program		5,027.00	(5,027.00)	0.00%	
Total 47200 Program Income	40,743.17	27,505.00	13,238.17	148.13%	
49000 Special Events Income			-		
49020 Special Events Sales (Nongift)	10,690.75		10,690.75		
Total 49000 Special Events Income	10,690.75	-	10,690.75		
50030 Interest		53.00	(53.00)	0.00%	
Total Revenue	2,929,963.18	2,968,212.00	(38,248.82)	98.71%	
Gross Profit	2,929,963.18	2,968,212.00	(38,248.82)	98.71%	
Expenditures					
60000 Personnel Salaries			-		
60001 Payroll - Leadership Staff	162,336.66	262,650.00	(100,313.34)	61.81%	Salaries broken out; includes adjustments and PTO accrual Salary broken out from leadership
60005 Payroll - Academic Deans and Directors	116,668.51		116,668.51		
60010 Payroll - Teachers	720,004.21	648,900.00	71,104.21	110.96%	
60012 Payroll - Specialty Teachers	224,440.22	191,170.00	33,270.22	117.40%	
60015 Payroll - Academic Assistants	124,858.70	98,880.00	25,978.70	126.27%	
60020 Payroll - Student Support	114,832.96	40,000.00	74,832.96	287.08%	
60025 Payroll - Nurse	56,697.26	66,000.00	(9,302.74)	85.90%	
60030 Payroll - Bus Monitoring	11,387.93	14,832.00	(3,444.07)	76.78%	Program larger than anticipated and required more staff
60035 Payroll - Before/After School	70,246.51	33,372.00	36,874.51	210.50%	
60036 Summer School Program Salary	569.50		569.50		
60040 Payroll - Finance & Operations	90,476.52	96,070.00	(5,593.48)	94.18%	
Total 60000 Personnel Salaries	1,692,518.98	1,451,874.00	240,644.98	116.57%	Salaries varied from original budget, additional staff was also hired in student support

60044 Personnel Taxes and Benefits			-		
60045 Payroll - Federal Tax Withholding	4.02		4.02		
60050 Payroll - Social Security ER	50,299.17	90,016.00	(39,716.83)	55.88%	
60055 Payroll - Medicare ER	23,143.77	21,052.00	2,091.77	109.94%	
60059 SUI		65,334.00	(65,334.00)	0.00%	
60060 Payroll - CT Withholding	33,819.36	-	33,819.36		
60064 Personnel Benefits			-		
60065 Payroll - Health Benefits	112,561.16	140,253.00	(27,691.84)	80.26%	
60070 Payroll - Dental & Vision Benefits	16,127.45	39,157.00	(23,029.55)	41.19%	
60075 Payroll - Vision Benefits (deleted)		-	-		
60080 Payroll - Life Insurance		282.00	(282.00)	0.00%	
60082 Workers Compensation Insurance	9,486.00	14,519.00	(5,033.00)	65.34%	
Total 60064 Personnel Benefits	138,174.61	194,211.00	(56,036.39)	71.15%	
Total 60044 Personnel Taxes and Benefits	245,440.93	370,613.00	(125,172.07)	66.23%	Fringe was lower than anticipated. School was able to mitigate insurance costs.
60100 Classroom Expenses			-		
60101 Art Supplies	254.08	2,955.00	(2,700.92)	8.60%	
60102 Assessment Materials and Svcs		9,853.00	(9,853.00)	0.00%	
60103 Classroom Events	3,952.76	2,955.00	997.76	133.77%	
60104 Classroom Supplies	11,674.50	22,000.00	(10,325.50)	53.07%	
60105 Education Software	8,296.80	5,000.00	3,296.80	165.94%	
60106 Music Supplies		2,955.00	(2,955.00)	0.00%	
60107 Physical Education Supplies		1,545.00	(1,545.00)	0.00%	
60108 Textbooks and Materials	41,258.18	40,000.00	1,258.18	103.15%	
60110 Library Supplies		-	-		
Total 60100 Classroom Expenses	65,436.32	87,263.00	(21,826.68)	74.99%	Fluctuations in this category due to reclassification of expenses.
60200 School Related Services			-		
60109 Summer School Expenses		40,000.00	(40,000.00)	0.00%	Expenses are salary related.
60201 Nursing Supplies	3,107.83	2,500.00	607.83	124.31%	
60202 Pupil Services		5,000.00	(5,000.00)	0.00%	
60203 Student Field Trips	8,458.24	10,000.00	(1,541.76)	84.58%	Some field trips were offset by family contributions
60203-1 Field Trips - Fundraised	153.19		153.19		
Total 60203 Student Field Trips	8,611.43	10,000.00	(1,388.57)	86.11%	
60204 Food Service		-	-		
60204-1 Food Service - Breakfast		4,978.00	(4,978.00)	0.00%	
60204-2 Food Service - Lunch		5,973.00	(5,973.00)	0.00%	
60204-3 Food Service - Snack	2,450.52	2,987.00	(536.48)	82.04%	Food/Snack were available at no cost.
Total 60204 Food Service	2,450.52	13,938.00	(11,487.48)	17.58%	
Total 60200 School Related Services	14,169.78	71,438.00	(57,268.22)	19.84%	
62100 Contract Services			-		
60099 Payroll Processing Fees	4,985.98	3,690.00	1,295.98	135.12%	
62105 Admin Support Contractor	21,714.60	1,500.00	20,214.60	1447.64%	Formally categorized as back office expense
62110 Accounting Fees	87,322.68	361.00	86,961.68	24189.11%	
62115 Audit Services	15,450.00	12,875.00	2,575.00	120.00%	
62125 Back Office Services		101,000.00	(101,000.00)	0.00%	
62130 Fundraising Fees	11,413.40	15,450.00	(4,036.60)	73.87%	
62135 In-Service Dev Consultants	32,951.35	45,000.00	(12,048.65)	73.23%	
62140 Legal Fees	20,674.54	10,000.00	10,674.54	206.75%	Building negotiations
62145 IT Services	19,700.00	12,360.00	7,340.00	159.39%	
62190 Other Contract Services	20,249.10	32,960.00	(12,710.90)	61.44%	
Total 62100 Contract Services	234,461.65	235,196.00	(734.35)	99.69%	Savings to offset any overages in other line items.

62800 Facilities and Equipment			-		
62801 Facility Supplies	14,802.37	10,000.00	4,802.37	148.02%	
62804 Snow Removal	8,002.00	9,000.00	(998.00)	88.91%	
62805 Communications E-Rate		11,330.00	(11,330.00)	0.00%	
62815 Maintenance and Repairs	18,451.03	18,000.00	451.03	102.51%	
62825 Utilities	36,271.93	58,916.00	(22,644.07)	61.57%	School overbudgeted in utilities
62840 Equipment Rental		157.00	(157.00)	0.00%	
62850 Custodial / Janitorial Services	60,142.40	45,000.00	15,142.40	133.65%	Higher costs associated with larger space.
62890 Rent	100,000.00	100,000.00	-	100.00%	
Total 62800 Facilities and Equipment	237,669.73	252,403.00	(14,733.27)	94.16%	
62810 Depr and Amort - Allowable	31,012.10	46,451.00	(15,438.90)	66.76%	
65000 Operations			-		
60205 Staff Uniforms	1,605.70	3,545.00	(1,939.30)	45.29%	
60210 Student Uniforms	513.72		513.72		
62865 General Insurance			-		
62870 Property Insurance	4,068.68	12,360.00	(8,291.32)	32.92%	
Total 62865 General Insurance	4,068.68	12,360.00	(8,291.32)	32.92%	
65005 Office Equipment Lease		-	-		
65005-1 Photocopier		3,708.00	(3,708.00)	0.00%	
65005-2 Telephone Modem		124.00	(124.00)	0.00%	
65010 Books, Subscriptions, Reference	198.37	309.00	(110.63)	64.20%	
65015 Office Equipment - Non Depr	2,931.71	3,090.00	(158.29)	94.88%	
65016 Office Furniture - Non Depr	1,152.02		1,152.02		
65020 Postage and Delivery	3,035.50	4,925.00	(1,889.50)	61.63%	
65030 Printing and Copying	6,743.28	3,626.00	3,117.28	185.97%	
65040 Office Supplies	10,875.56	17,735.00	(6,859.44)	61.32%	
65050 Telecommunications	15,898.15	5,665.00	10,233.15	280.64%	
65150 Memberships and Dues	4,706.24	2,941.00	1,765.24	160.02%	
68000 Staff Travel			-		
68310 Travel - Conf, Mtg and Conv	2,771.61		2,771.61		
68315 Travel - Air/Ground Transport	1,959.82	412.00	1,547.82	475.68%	
68320 Travel - Lodging	4,244.76	10,164.00	(5,919.24)	41.76%	
68325 Travel - Meals & Entertainment		824.00	(824.00)	0.00%	
68330 Travel - Mileage	73.08	1,545.00	(1,471.92)	4.73%	
68335 Travel - Parking	108.33	72.00	36.33	150.46%	
Total 68000 Staff Travel	9,157.60	13,017.00	(3,859.40)	70.35%	
Total 65000 Operations	60,886.53	71,045.00	(10,158.47)	85.70%	School found ways to save in most line items. Anticipating a need for cash carryover to supplement subsequent years.
65100 Recruitment and Marketing			-		
65110 Advertising Expenses	4,385.16	3,000.00	1,385.16	146.17%	
65115 Student Recruitment	6,932.52	25,750.00	(18,817.48)	26.92%	
65140 Staff Recruitment	10,920.46	3,556.00	7,364.46	307.10%	
Total 65100 Recruitment and Marketing	22,238.14	32,306.00	(10,067.86)	68.84%	Push to recruit quality teachers.
65102 Gifts and Gratitude	1,793.80		1,793.80		
65105 Bank Fees	868.20	1,545.00	(676.80)	56.19%	
65145 Professional Development			-		
65160 Meeting Supplies & Food	4,330.73	3,456.00	874.73	125.31%	
65170 Staff Development & Training	10,771.35	4,120.00	6,651.35	261.44%	
Total 65145 Professional Development	15,102.08	7,576.00	7,526.08	199.34%	Additional PD for teachers.
90000 Miscellaneous Expense			-		
65130 Interest Expense - General		315.00	(315.00)	0.00%	
Total 90000 Miscellaneous Expense	-	315.00	(315.00)	0.00%	
90500 Bad Debt Expense	5,220.45		5,220.45		
Total Expenditures	2,626,818.69	2,628,025.00	(1,206.31)	99.95%	
Net Operating Revenue	303,144.49	340,187.00	(37,042.51)	89.11%	
Other Expenditures					
60930 Late fees & penalties	4.26	-	4.26		
Total Other Expenditures	4.26	-	4.26		
Net Other Revenue	(4.26)	-	(4.26)		
Net Revenue	303,140.23	340,187.00	(37,046.77)	89.11%	

Booker T. Washington Academy Two Year Budget

Pupil Count

103.00%

181

242

302

	2015-2016	2016-2017	2017-2018
Revenue			
43000 Non-Profit Revenue			
43310 Corporate and Business Grants			
43330 Foundation and Trust Grants	860,000	835,000	890,000
Total 43000 Non-Profit Revenue	860,000	835,000	890,000
43400 Direct Public Support			
43410 Corporate Contributions			
43450 Individual Contributions	500		
Total 43400 Direct Public Support	500	-	-
44000 Government & Federal Grants			
44500 Government Grants			
44515 E-Rate	29,135	13,000	13,001
44550 Student Entitlements	102,922	82,560	82,560
Total 44000 Government & Federal Grants	132,057	95,560	95,561
44540 State Grants			
44545 Per Pupil Revenue	1,980,000	2,662,000	3,322,000
Total 44540 State Grants	1,980,000	2,662,000	3,322,000
46430 Miscellaneous Revenue	1,250		
47200 Program Income			
47240 After School Program	32,100	30,000	32,500
47241 Summer Program	4,467	25,000	27,500
47250 Uniform Income	120	5,000	5,000
47260 School Food Program	5,027	-	-
Total 47200 Program Income	42,964	60,000	65,000
49000 Special Events Income			
49020 Special Events Sales (Nongift)	12,140		
Total 49000 Special Events Income	12,140	-	-
50000 Investments			
50030 Interest			
Total Revenue	3,028,911	3,652,560	4,372,561
Gross Profit	3,028,911	3,652,560	4,372,561
Expenditures			
60000 Personnel Salaries			
60001 Payroll - Leadership Staff	150,000	150,000	264,500
60002 Payroll -Other			
60005 Payroll - Academic Deans and Directors	105,000	188,150	193,795
60010 Payroll - Teachers	706,062	696,086	954,468
60012 Payroll - Specialty Teachers	231,259	203,952	250,871
60013 Payroll - Special Education Teacher		84,822	87,367

60015 Payroll - Academic Assistants		120,510	182,125	214,589
60020 Payroll - Student Support		122,720	111,250	114,588
60025 Payroll - Nurse		60,000	60,000	61,800
60030 Payroll - Bus Monitor		14,832	14,832	15,277
60035 Payroll - Before/After School		72,827	72,827	75,012
60040 Payroll - Finance & Operations		96,070	93,792	96,606
Total 60000 Personnel Salaries		1,679,280	1,857,836	2,328,871
60044 Personnel Taxes and Benefits				
60045 Payroll - Federal Tax Withholding		-		
60050 Payroll - Social Security ER	6.20%	70,997	115,186	144,390
60055 Payroll - Medicare ER	1.45%	23,737	26,939	33,769
60059 SUI	0.0%		-	-
60060 Payroll - CT Withholding	2.1%	49,378	39,015	48,906
Total Personnel Taxes and Benefits		144,112	181,139	227,065
60064 Personnel Benefits				
60065 Payroll - Health Benefits	12.00%	135,191	179,467	279,464
60070 Payroll - Dental & Vision Benefits	2.70%	18,734	50,162	62,880
60080 Payroll - Life Insurance		282	-	-
60082 Workers Compensation Insurance	1.00%	18,973	18,578	23,289
Total 60064 Personnel Benefits		173,181	248,207	365,633
Total 60044 Personnel Taxes and Benefits		317,293	429,346	592,698
60100 Classroom Expenses				
60101 Art Supplies	5.28	955	1,277	1,593
60102 Assessment Materials and Svcs	54.44	9,853	13,174	16,440
60103 Classroom Events and Field Trip	16.33	2,955	3,951	4,930
60104 Classroom Supplies	121.55	22,000	29,414	36,707
60105 Education Software	42.32	7,660	10,242	12,781
60106 Music Supplies	2.51	455	608	759
60107 Physical Education Supplies	8.54	1,545	2,066	2,578
60108 Textbooks and Materials	227.00	41,088	54,935	68,555
60110 Library Supplies		-		
Total 60100 Classroom Expenses		86,511	115,667	144,345
60200 School Related Services				
60109 Summer School Expenses	220.99	40,000	41,200	42,436
60201 Nursing Supplies	19.12	3,460	3,000	3,500

60202 Pupil Services	22.10	4,000	6,000	8,000
60203 Student Field Trips	57.75	10,453	13,976	17,441
Total 60200 School Related Services		57,913	64,176	71,377
60204 Food Service				
60204-1 Food Service - Breakfast	27.50	4,978	-	
60204-2 Food Service - Lunch	33.00	5,973	-	
60204-3 Food Service - Snack	16.50	2,987	3,994	4,984
Total 60204 Food Service		13,938	3,994	4,984
Total 60200 School Related Services		71,851	68,170	76,361
62100 Contract Services				
60099 Payroll Processing Fees		5,021	5,172	5,327
62105 Admin Support Contractor		13,072	13,464	13,868
62110 Accounting Fees		87,019	104,000	104,000
62115 Audit Services		35,825	20,375	20,375
62125 Back Office Services		-	-	
62130 Fundraising Fees		16,817	17,322	17,842
62135 In-Service Dev Consultants		45,000	46,350	47,741
62140 Legal Fees		30,000	30,900	31,827
62145 IT Services		19,500	14,400	
62190 Other Contract Services		32,960	33,949	34,967
Total 62100 Contract Services		285,214	285,931	275,946
62800 Facilities and Equipment				
62801 Facility Supplies		15,377	15,838	16,314
62804 Snow Removal		9,000	-	-
62805 Communications E-Rate		11,330	11,670	12,020
62815 Maintenance and Repairs		21,535	29,550	30,128
62825 Utilities		58,916	90,000	92,700
62840 Equipment Rental		157	162	5,000
62850 Custodial / Janitorial Services		70,000	48,000	48,000
62890 Rent		100,000	300,000	300,000
6289X Real Estate Tax			130,638	134,557
6289X Relocation Expense			20,000	-
Total 62800 Facilities and Equipment		286,316	645,858	638,718
62810 Depr and Amort - Allowable		46,451	83,654	99,325
65000 Operations				
60205 Staff Uniforms		3,545	4,651	5,791
60210 Student Uniforms		548	5,000	6,150
62865 General Insurance				
62870 Property Insurance		12,360	2,306	7,375
65120 Directors & Errors Ins			6,022	11,203
65101 Casualty & Thefts		-		
Total 62865 General Insurance		12,360	8,328	18,578
65005 Office Equipment Lease		-		
65005-1 Photocopier	20.49	3,708	4,958	6,187
65005-2 Telephone Modem	0.69	124	166	207

65010 Books, Subscriptions, Reference	1.71	309	413	516
65015 Office Equipment - Non Depr	17.07	3,090	4,131	5,156
65016 Office Furniture - Non Depr	35.91	6,500	6,695	6,896
65020 Postage and Delivery	27.21	4,925	6,585	8,217
65030 Printing and Copying	20.03	3,626	4,848	6,050
65040 Office Supplies	97.98	17,735	23,712	29,591
65050 Telecommunications	94.97	17,190	22,983	28,681
65150 Memberships and Dues	25.06	4,536	6,065	7,569
68000 Staff Travel				
68300 Travel and Entertainment				
68310 Travel - Conf, Mtg and Conv		1,100	1,133	1,167
68315 Travel - Air/Ground Transport		5,000	5,150	5,305
68320 Travel - Lodging		5,000	10,150	10,455
68325 Travel - Meals & Entertainment		824	849	874
68330 Travel - Mileage		1,545	1,591	1,639
68335 Travel - Parking		250	258	265
Total 68000 Staff Travel		13,719	19,131	19,704
Total 65000 Operations		91,915	117,666	149,292
65100 Other Types of Expenses				
65110 Advertising Expenses		7,814	8,049	8,290
65115 Student Recruitment		6,858	20,064	8,000
65140 Staff Recruitment		10,897	9,888	10,185
Total 65100 Other Types of Expenses		25,568	38,000	26,475
65102 Gifts and Gratitude				
65105 Bank Fees		908	936	964
65145 Professional Development				
65160 Meeting Supplies & Food		3,510	3,615	3,724
65170 Staff Development & Training		4,120	4,244	4,371
Total 65145 Professional Development		7,630	7,859	8,095
90000 Miscellaneous Expense				
65130 Interest Expense - General			324	334
Total 90000 Miscellaneous Expense		-	324	334
90500 Bad Debt Expenses				
Total Expenditures		2,898,938	3,650,311	4,340,459
Net Operating Revenue		129,973	2,249	32,102

CAPITAL IMPROVEMENTS	Amount	Sq Footage		
Painting	\$1.50	45,000	\$	67,500
Electric	\$300	21	\$	6,300
Tech Integration	\$500	15	\$	7,500
Plumbing			\$	9,500
Furniture and Equipment			\$	58,012
Alarm System - included in Maintenance/Repair			\$	-
Total Capital Improvement			\$	148,812
			\$	62,684

NET CASH				
Add Back Depreciation			83,654	99,325
Subtract CapEx			(148,812)	(62,684)
Net Operating Revenue			2,249	32,102
Projected Cash Carryover based on 3/31/16 report			303,036	240,127
Projected Cash at fiscal year end			240,127	308,869