APPENDIX A: 2025-26 CHARTER SCHOOL ANNUAL REPORT

PART 1: SCHOOL INFORMATION AND EXECUTIVE SUMMARY	
Name of Charter School:	Year School Opened:
Achievement First Hartford Academy	2008
Street Address:	City/Zip Code:
305 Greenfield Street	Hartford, CT 06112
School Director:	School Director Contact Information:
Sueleidy Cruz	sueleidycruz@achievementfirst.org/860-695-6560
Jessica Alhasnawi	jessicaglover@achievementfirst.org
Laneka Thomas	lanekathomas@achievementfirst.org
Grades Authorized to Serve in 2025-2026:	Charter Term:
K-12	2026 - 2029

School Performance Best Practices

1. In 250 words or less, what best practices are employed by the school that have contributed significantly to the academic success of students?

Our school's academic success has been driven by a set of interconnected best practices centered on culture, clarity, and capacity-building.

First, we have prioritized a responsive-to-data culture, using regular data cycles to identify student needs early and adjust instruction in real time rather than waiting for end-of-unit or end-of-year results. This data-driven approach is paired with an improved adult culture focused on results, where staff hold shared ownership over outcomes and use data conversations to drive collective problem-solving rather than individual accountability alone.

We've also worked deliberately to increase clarity of expectations for both adults and students, ensuring that instructional practices, behavioral norms, and academic goals are consistently understood and reinforced across classrooms and grade levels.

On the instructional side, we implemented the CourseMojo AI tool in middle school to support all learners within our Wit and Wisdom ELA curriculum, providing differentiated scaffolds and practice that meet students where they are. We also added summer school programming at Hartford elementary and middle school levels to prevent learning loss and provide additional support for students who need it most.

Finally, we've invested in our people: a strong focus on talent development and retention ensures experienced, well-trained staff remain in our building, and we've participated in shared cohort professional development with CT principals and academic deans throughout the year to strengthen instructional leadership across our network.

2. What is the school intended to improve through its best practices?

Through our best practices, Hartford Academy intends to improve academic achievement by using data-driven instruction and clear expectations to strengthen learning outcomes for all students.

The school also aims to increase its effectiveness in meeting the needs of all learners, ensuring tools like the CourseMojo AI platform and summer school programming reach students at every level of readiness.

Equally important is the school's commitment to continuing to develop and retain teacher and leader talent, recognizing that sustained academic gains depend on a stable, well-trained staff. Investments in professional development and shared leadership learning across the CT network support this goal directly.

Finally, these efforts are intended to drive strong student retention and fuel public demand, reflected in growing family waitlists. When families see consistent academic results and responsive support for their children, they are more likely to stay enrolled and recommend the school to others — reinforcing its reputation and long-term sustainability.

3. How does the school provide evidence that the best practices are yielding an improvement?

The school provides evidence of improvement through multiple, complementary sources rather than relying on a single measure. One key source is "bright spot" classrooms, where strong practices are visibly translating into student outcomes — evidence that extends beyond this charter to patterns observed across our broader network of 10 schools and 4 charters, reinforcing that these practices are effective and replicable.

The school also gathers evidence by examining student work directly, using it to identify concrete signs of growth over time in skills, understanding, and application of learning — providing a tangible, ground-level view of progress that complements broader data trends.

Finally, the school captures qualitative evidence by listening directly to its community, gathering feedback from students, teachers, and parents through surveys and listening sessions. This input offers insight into how improvements are being experienced day-to-day, surfacing perceptions of culture, support, and instructional quality that quantitative data alone may not capture.

Next Generation Accountability, 2024-25 – Achievement First Hartford Academy (Grades: K-12)
School Category: 3

Indicator	Index/Rate	Target	Points Earned	Max Points	% Points Earned	State % Points Earned
1a. ELA Performance Index - All Students	60.0	75	40.0	50	80.0	86.3
1b. ELA Performance Index - High Needs Students	59.3	75	39.5	50	79.0	73.2
1c. Math Performance Index - All Students	51.7	75	34.5	50	68.9	81.5
1d. Math Performance Index - High Needs Students	51.5	75	34.3	50	68.6	67.5
1e. Science Performance Index - All Students	51.4	75	34.3	50	68.6	83.5
1f. Science Performance Index - High Needs Students	51.6	75	34.4	50	68.8	69.5
2a. ELA Academic Growth - All Students	60.6%	100%	60.6	100	60.6	60.6
2b. ELA Academic Growth - High Needs Students	60.2%	100%	60.2	100	60.2	55.7
2c. Math Academic Growth - All Students	66.5%	100%	66.5	100	66.5	62.3
2d. Math Academic Growth - High Needs Students	65.6%	100%	65.6	100	65.6	55.9
2e. Progress Toward English Proficiency - Literacy	44.0%	100%	22.0	50	44.0	58.7
2f. Progress Toward English Proficiency - Oral	27.4%	100%	13.7	50	27.4	55.7
4a. Chronic Absenteeism - All Students	15.7%	<=5%	28.7	50	57.4	51.3
4b. Chronic Absenteeism - High Needs Students	17.2%	<=5%	25.6	50	51.1	20.8
5. Preparation for CCR - Percent Taking Courses	98.1%	75%	50.0	50	100.0	100.0
6. Preparation for CCR - Percent Passing Exams	26.2%	75%	17.5	50	35.0	62.9
7. On-track to High School Graduation	74.3%	94%	39.5	50	79.1	91.4
8. 4-year Graduation: All Students (2024 Cohort)	82.4%	94%	87.6	100	87.6	94.6
9. 6-year Graduation: High Needs Students (2022 Cohort)	91.6%	94%	97.4	100	97.4	92.9
10. Postsecondary Entrance (Graduating Class 2024)	76.2%	75%	100.0	100	100.0	89.3
11. Physical Fitness (estimated participation rate = 96.7%)	35.5%	75%	23.7	50	47.4	65.4
12. Arts Access	0.0%	60%	0.0	50	0.0	91.9
Accountability Index	.		975.5	1450	67.3	71.8

Gap Indicators

Indicator	Non-High Needs Rate	High Needs Rate	Size of Gap	State Gap Mean +1 Standard Deviation	Is Gap an Outlier?
ELA Performance Index Gap	64.0	59.3	4.7	17.1	N
Math Performance Index Gap	53.1	51.5	1.6	18.6	N
Science Performance Index Gap	50.8	51.6	-0.8	18.3	N
Graduation Rate Gap (2022 Cohort)	.	91.6	.	6.5	

If the Non-High Needs Rate exceeds the ultimate target (75 for Performance Index and 94% for Graduation Rate), the ultimate target is used for gap calculations.
If the size of the gap exceeds the state mean gap plus one standard deviation, the gap is an outlier.

Assessment Participation Rates

Indicator	Participation Rate (%)
ELA - All Students	99.2
ELA - High Needs Students	99.0
Math - All Students	98.8
Math - High Needs Students	98.6
Science - All Students	98.0
Science - High Needs Students	97.6

Minimum participation standard is 95%.

SECTION 1: SCHOOL PERFORMANCE
IV. School Goals: State the school's mission/vision or value statement. Provide the school's mission-specific, measurable goals. Describe your signature approach to family engagement and community outreach that has successfully diversified your student population and ensured meaningful inclusion of underrepresented groups. Describe your efforts to address and improve chronic absenteeism. Describe school progress toward these goals and analyze the effects of providing data as appropriate.
MISSION STATEMENT Achievement First Public Charter Schools prepare every student to excel in college and career, deepen their knowledge of self and community, and lead lives of purpose. In partnership with our families and communities, we work to disrupt the legacy of inequity in education.

Goal Statement	Evidence of Progress Toward Target Goals
1. Family Engagement Approach Families will show 95% favorable ratings on our engagement survey, or schools will improve favorable ratings by at least 2 percentage points each year until they get there.	87% of Hartford Academy families showed favorable ratings on our Spring 2026 Family Survey. We will continue to work with families to increase this percentage by the end of the 2026-27 school year.
2. Community outreach that has successfully diversified your student population and ensured meaningful inclusion of underrepresented groups 100% of outreach and recruitment materials will be available in multiple languages and offered in both print and digital formats, with outreach strategies intentionally designed to engage underrepresented communities.	1. 100% of recruitment and outreach materials are available in multiple languages and in both print and digital formats. 2. Documentation of community outreach activities and partnerships with organizations serving underrepresented populations.
3. Efforts to improve Chronic Absenteeism Each school will work toward and maintain a chronic absenteeism rate below 15%. For schools currently above 15%, this will be achieved through an annual reduction of at least 8 percentage points, continuing year-over-year until the 15% threshold is reached. Schools already below 15% will maintain their rate below that threshold, with continued improvement encouraged where feasible.	We have made significant improvement over the past several years, going from 53.2% of our students chronically absent in 2021–22 to 15.7% in 2024–25. This is evidence that our strategies are working, and we are close to reaching our school's goal. We will continue revisiting, improving, and enforcing our strategies to close the gap.

1. **School Performance:** Summarize the key practices and strategies that have contributed to student achievement, as measured by the Next Generation Accountability Index. Identify the achievement indicators that remain areas for continuous improvement based on the school's performance on the Next Generation Accountability Index.
Achievement First Hartford Academy's instructional program is grounded in rigorous, standards-aligned instruction; high-quality instructional materials (HQIM); data-driven planning and assessment; targeted intervention and enrichment; and ongoing teacher coaching. Teachers engage in structured lesson preparation, bi-weekly coaching, classroom observations, student work analysis, and regular data cycles. Intervention includes targeted small-group support, reteaching, and accommodations informed by IEPs and 504 plans. The school's College & Career programming includes Match & Fit advising, college and career exposures and experiences, academic preparation, SAT readiness, and alumni support. Hartford's 2024–25 Next Generation Accountability results show improvement across several indicators. ELA,

mathematics, and science Performance Index results increased from 2023–24 to 2024–25, although all remained below the 75 target. ELA and mathematics academic growth also increased. Chronic absenteeism declined substantially to 15.7% for all students and 17.2% for students with high needs. College- and career-readiness course participation remained approximately 98%, exceeding the 75% target, while the percentage passing qualifying exams increased to approximately 26%. Postsecondary entrance increased to 76.2%, exceeding the 75% target. The physical fitness rate increased from 26.6% to 35.5%, while assessment participation remained above the 90% target.

Areas for continuous improvement include ELA, mathematics, and science achievement; academic growth; and progress toward English proficiency, including 44.0% in literacy and 27.4% in oral language. Chronic absenteeism and college- and career-readiness exam performance also remain below their respective targets. The ninth-grade on-track rate declined to approximately 74%, the four-year graduation rate was approximately 82%, and the six-year graduation rate for students with high needs was approximately 91%, all below the 94% target. Physical fitness remains below the 75% target, and arts access declined from 46.2% in 2023–24 to 0.0% in 2024–25, below the 60% target.

Hartford's identified instructional priorities include launching differentiated ELA professional development earlier, maintaining weekly data cycles, strengthening extended writing alignment, and adding peer observations. In mathematics, priorities include hiring a STEM dean, expanding MAP data training, refining pacing guides, and providing earlier professional development to support consistent implementation of the conceptual curriculum.

SECTION 2: STEWARDSHIP, GOVERNANCE, AND MANAGEMENT

1. **Financial Documents:** As required by C.G.S. § 10-66cc(b)(2) and 10-66pp, the charter school, and if applicable, the charter school management organization of the state or local charter school, (1) shall submit FY 2024-2025 certified audit statements, including the statement of activities showing all revenues from public and private sources, expenditures, and net operating gain/loss, balance sheet and statement of cash flows; (2) the charter school and if applicable, the charter school management organization of the state or local charter school, shall submit a complete copy of the most recently completed Internal Revenue Service form 990, including all parts and schedules, **other than Schedule B** of such form; (3) provide the FY 2025-2026 budget; and (4) provide a FY 2026-2027 board-approved budget.

2. **Financial Condition:** Provide the following financial data for FY 2024-2025

Total margin (net income/total revenue):	11.03%
Debt to asset ratio (total liabilities/total assets):	21%
Debt service coverage ratio (net income + depreciation + interest expense)/ (annual principal + interest, and lease payments):	N/A
Current asset ratio (current assets/current liabilities):	2.35
Days of (unrestricted cash/((total expenditures-depreciation)/365)):	0
Cash flow (change in cash balance):	-789,729

3. Governing Board: Consistent with C.G.S. § 10-66bb(d)(3)(A), provide the information below for all governing board members. The governing board should include teachers, parents, guardians of students enrolled in the school, and the chairperson of the local or regional board of education of the town in which the charter school is located 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 superintendent's designee.					
Name:	**Occupation:**	**Board Role/Term:**	**Mailing/Email:**	**Background Check:**	
Erwin Hurst, Sr.	publisher, entrepreneur, AFHA parent	Chair	ethurst@gmail.com	☑ Yes	☐ No
Francoise Deristel-Leger	BOE district rep	Vice Chair	lfranyoga1@gmail.com, flowstudioexperience@gmail.com	☐ Yes	☑ No
Surbhi Patel	Director, Student Accessibility Services, CCSU	Secretary	spatel@ccsu.edu	☑ Yes	☐ No
Charon Smalls		Director	charon.smalls@gmail.com, csmalls@crec.org	☑ Yes	☐ No
Leonard Epps	President Brother Carl Hardrick Institute for Violence Prevention and Community Engagement	Director	lepps@bchinstitute.org, ankh1963@att.net	☑ Yes	☐ No

4. Stewardship, Governance, and Management Best Practices:
Describe your charter school's most effective organizational systems that ensure financial sustainability, operational excellence, and robust accountability. **Detail** your governance structures, fiscal oversight mechanisms, and management practices that have demonstrably strengthened the school's health and performance outcomes. **Explain** why these specific approaches were implemented, connecting them to your school's mission and strategic priorities. Present concrete evidence of their effectiveness using key performance indicators, audit results, operational metrics, and stakeholder feedback that demonstrate measurable improvements. **Include** examples of productive partnerships with local districts that have enhanced your governance practices or operational efficiency. **Focus** on high-impact initiatives rather than comprehensive coverage, limiting your response to 500 words while providing specific, evidence-based insights.
Financial Sustainability: Our budget planning process includes conservative revenue and expense assumptions and we develop budget targets for schools to remain in overall operating budget balance. We update our forecasts monthly and report on financial results and forecasts to the board at least quarterly. We use the Workday Adaptive system for budget planning fed by actuals from Sage Intacct for our core accounting and bookkeeping functions. **Fiscal Oversight:** AF has sound fiscal practices and policies which are regularly updated and staff are regularly trained on our policies and procedures. We maintain segregation of duties for key financial functions and regularly report on financials to our board as well as ensure board approval of large purchases. **Financial Practices Effectiveness:** We have consistently received unmodified opinions from our auditors and, supported by substantial philanthropy, have maintained sustainable operations in Connecticut despite very limited per pupil rate increases from Connecticut over the past decade. These financial systems and governance practices support responsible stewardship of resources and provide leaders with the information needed to make timely, sustainable financial decisions. **Governance and Community Partnerships:** Under the leadership of our Executive Director, who serves as head of the Connecticut Region, we have adopted a more proactive and consistent approach to external communication and engagement, particularly with local Boards of Education. This investment has strengthened relationships with key Connecticut stakeholders and positioned AF to support effective stewardship and accountability through stronger local engagement.

SECTION 3: STUDENT POPULATION			
1. **Enrollment and Demographic Data:** Provide 2025-2026 student demographic and enrollment information.			
Grades Served:	K-12	Percentage of American Indian or Alaska Native:	1.2%
Student Enrollment:	915	Percentage of Asian:	0.2%
Percentage of students identified as EL/ML:	6.8%	Percentage of Black/African American:	74.0%
Percentage of students eligible for Free/Reduced-Price Meals:	85.2%	Percentage of Hispanic/Latino: of any race:	22.3%
		Percentage of Native Hawaiian or Pacific Islander:	0.0%
Percentage of students with disabilities:	15.0%	Percentage of Two or More Races:	1.9%
		Percentage of White:	0.4%

2025-2026 Enrollment by Grade Level:

PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
0	57	61	76	83	80	64	85	87	83	70	76	47	46	915

2. **Enrollment Efforts:** Summarize the school's efforts to attract, enroll, and retain a diverse student population that reflects the demographics of the community. Describe strategies aimed at reaching and serving students of color, low-income families, English learners/multilingual learners and students with disabilities. Include outreach initiatives, inclusive enrollment practices and support systems designed to promote equitable access.

Hartford Academy serves a diverse student population reflecting the surrounding region. In 2025–26, total enrollment was approximately 901 students. The student body includes 84.3% eligible for free or reduced-price lunch, with 75.3% eligible for free lunch and 9.0% eligible for reduced-price lunch. The racial and ethnic composition includes 74.8% Black or African American students and 21.8% Hispanic/Latino students. Over the past three years, enrollment has remained relatively stable between approximately 901 and 962 students, with an increasing proportion of economically disadvantaged students.

To attract and enroll students, Hartford Academy conducts outreach through information sessions, open houses, community partnerships, digital marketing, and targeted communications with families across the region. To support equitable access and retention, Hartford Academy provides targeted supports for Multilingual Learners through language services, family engagement, and multilingual communication, while students with disabilities benefit from Tier 2 and Tier 3 interventions, differentiated supports, and ongoing family partnership designed to promote student success and persistence.

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

2026-2027 Waitlist:	2027-2028 Waitlist:
50	24

4. **Student Population Best Practices:** Outline your charter school's most effective strategies for advancing educational equity through targeted recruitment, enrollment, and retention initiatives. Present specific evidence of impact through enrollment demographics, retention statistics that demonstrate measurable progress toward equity goals. Include any notable collaborations with local districts that have enhanced your ability to serve diverse learners effectively. Focus on your most innovative and impactful practices rather than attempting comprehensive coverage, keeping your response focused and within the space provided below.

Hartford Academy advances educational equity through targeted recruitment, enrollment, and retention strategies designed to serve historically underserved students and reduce racial, ethnic, and economic isolation. In 2025–26, Hartford served 901 students, including 6.5% Multilingual Learners and 14.3% students receiving special education services. The student population is 74.8% Black or African American and 21.8% Hispanic/Latino. Over the past three years, enrollment has remained steady while the proportion of economically disadvantaged students has increased, with 83.2% of students eligible for free or reduced-price lunch.

Recruitment efforts are supported through regional outreach strategies, including direct outreach, Refer-a-Friend campaigns, information sessions, open houses, community partnerships, neighborhood canvassing, and geo-targeted mailings. These efforts are designed to sustain enrollment and ensure families across the region are aware of and able to access Hartford Academy.

Retention is supported through structured family engagement systems, including annual “Intent to Return” surveys and ongoing feedback loops that inform school improvement efforts. Hartford also monitors strong retention outcomes, with extremely low attrition rates across schools (ES: 0.15% to 0.061%, MS: 0.12% to 0.04%, HS: 0.16% to 0.05%), indicating strong student persistence over time. Cross academy partnerships and family engagement support matriculation from 4th to 5th grade and 8th to 9th grade.

Hartford further advances equity through targeted supports for Multilingual Learners and students with disabilities. MLL supports include formal identification and assessment processes, family engagement with program leadership, multilingual communication, and staff professional development grounded in an assets-based approach to multilingualism. Students with disabilities are supported through Tier 2 and Tier 3 interventions, individualized supports, and ongoing family partnership designed to promote access, stability, and academic success.

SECTION 4: STUDENT POPULATION

1. **Legal Compliance Best Practices:** Describe your charter school's systematic approach to maintaining regulatory compliance across all operational domains. Highlight your most effective frameworks for ensuring adherence to laws governing special education services, multilingual learner supports, and protection of student and employee rights. Detail specific compliance mechanisms—including policy development processes, staff training programs, and internal monitoring systems—that have proven especially successful in your school context. Present relevant compliance metrics, audit outcomes, and stakeholder feedback demonstrating your commitment to legal obligations and ethical practices. Include examples of productive collaborations with local districts that have enhanced your compliance efforts through resource sharing, professional development, or coordinated service delivery. Focus on distinctive practices rather than exhaustive documentation, prioritizing evidence-based insights within the 250-word limit.

AFHA maintains a system-wide compliance approach grounded in federal and state requirements, supported by governance oversight, annually reviewed handbooks, and ongoing data monitoring systems.

AFHA complies with FERPA (20 U.S.C. §1232g; 34 CFR Part 99), Connecticut non-discrimination law (C.G.S.A. §10-15c), and constitutional due process protections. Disciplinary procedures require pre-suspension meetings, including additional protections for students with disabilities. Behavioral incidents are tracked in Kickboard and analyzed by leadership to inform Tier 1 and targeted supports, with discipline huddles and network review structures used to address trends and interventions.

In special education, the Dean of Special Services conducts monthly IEP reviews, tracks missed services, and coordinates compensatory education plans as needed. AFHA also maintains weekly communication with the LEA to resolve IEP compliance issues identified through CT-SEDS.

For multilingual learners, AFHA uses centralized credential screening led by the Senior Director of Multilingual Learners to ensure TESOL requirements are met prior to hiring. The school acknowledges current non-compliance with the bilingual education statute (C.G.S. §10-17e–j) and is actively recruiting certified staff while providing interim supports, including staff training, professional development, and bilingual tutoring partnerships.

Policies are outlined in annually reviewed handbooks, and compliance is reinforced through structured hiring processes, leadership data reviews, and network-level school climate support structures.

1. **Renewal Conditions and Terms:** Detail your charter school's advancement toward fulfilling the renewal conditions established during your most recent charter renewal process or addressing specific terms identified by the Connecticut State Department of Education. Present a comprehensive overview of implemented initiatives, strategic actions, and measurable outcomes that demonstrate your institution's meaningful progress toward resolving these identified areas for improvement. Include relevant performance metrics and evidence-based results that substantiate your school's efforts and commitment to addressing each condition. The section below contains a pre-populated chart of your school's specific renewal conditions or terms, which you should reference when documenting both completed work and forthcoming strategic plans designed to satisfy outstanding requirements.

Standard	Renewal Conditions and Terms:	Progress Update:
Academic Achievement	AFHA was required to submit a plan focused on teaching and learning, including targeted strategies to strengthen postsecondary readiness outcomes and learning outcomes for ELs/MLs, and action steps to strengthen pedagogy and further develop grade-level instructional expertise. AFHA must continue efforts to improve student outcomes in academic achievement, promote continuous academic improvement, ensure equal access to programming, and advance student progress toward English language proficiency.	AFHA is implementing systems to support multilingual learners, postsecondary readiness, and overall academic achievement. For EL/ML students, the school has revised its hiring process to include credential review led by the Senior Director of Multilingual Learners and is actively recruiting certified bilingual and TESOL staff. AFHA is working toward full compliance with the Bilingual Education Statute and the implementation of a compliant program or approved alternative. In the interim, supports include professional development for staff, Tier 1 instruction with embedded scaffolds, supplemental tutoring, and language access services for families, including interpretation and multilingual communication tools. For postsecondary readiness (26.2%), AFHA implements a grades 9–12 college and career readiness system that includes Foundations of Leadership courses, college and career counseling, college and career fairs, campus visits, and summer programming. Grade 12 students receive support with college applications, financial aid completion, and transition planning.
Governance and Management	The school was to submit a plan focused on modifying policies and practices relating to governance, oversight expectations, stewardship, financial management, open meetings, and information management.	We are working closely with the AF Hartford Board Chair and Board to be on track to meet all of the conditions that have been outlined for Governance and Management. The following outline some of the key actions we have taken to date and will continue to take: - currently modifying the BPPM to be reviewed and ratified by the due date - supporting the Board Chair with Board cultivation to ensure all Board seats are filled, including the teacher and family representatives - ensuring there are 6 scheduled board meetings for the 26-27 SY

		- ensuring that the Finance Committee Chair oversees and runs the Finance committee meetings - ensuring that all Board minutes are marked as draft and posted until ratified by the Board in a subsequent meeting - supporting the Board Chair to ensure there is an annual Board training for all Board members - ensuring there is an annual CMO review, which took place for the 25-26 SY, by the Principal(s) of the charter - ensuring all of our fiscal policies and manual are up do date and in compliance
Chronic Absenteeism	AFHA's chronic absenteeism rate for the 2023-24 school year was 28.7%, whereas the state rate was 17.7%. The school's rate for the 2024-25 school year was 15.7%, whereas the state rate was 17.2%. The school should continue efforts to reduce chronic absenteeism and lower the chronic absenteeism rate	AF Hartford is especially proud of the significant improvement in chronic absenteeism over the past three years, decreasing from 29.8% in 2022-23 to 15.7% in 2024-25. AFHA has increased and maintained student attendance and engagement through consistent communication, incentives, and proactive monitoring systems across its academies. Families receive monthly letters outlining student progress, including attendance, along with clear explanations of interventions and next steps to ensure transparency and awareness. Schools also implement consistent incentive structures to reinforce positive behaviors and engagement, including monthly attendance incentives, field trips, and pop-up surprises that encourage ongoing student participation. In addition, advisors and office personnel engage in frequent outreach and actively monitor attendance and engagement data, allowing for timely interventions and sustained student support. AFHA will continue to strengthen these efforts to further reduce chronic absenteeism and improve student outcomes.
Demographic Representation	The school was to submit a plan for continuous improvement focused on recruitment and retention strategies for students who are currently underrepresented within the demographics of the school.	We are committed to reducing the barriers families may encounter throughout the enrollment process. This includes improving the accessibility of recruitment and enrollment materials by offering them in languages other than English, so that families can engage with our process in the language they are most comfortable with. We are also working to ensure that information about special education services and other support resources are shared proactively rather than only in response to a family's question. Our goal is to support families in feeling informed and supported throughout the entire enrollment journey from the very beginning of their relationship with us.
Students with Disabilities	The school was to submit a plan focused on ensuring operational compliance related to the provision of services and support	We continue to work closely with Alexa Osterhout and provide monthly updates on compensatory service hours and staffing progress.

	for the school's students with disabilities population and on the continuous improvement of practices related to special education.	As of July 1, 2026, we are actively recruiting to fill the special education teacher vacancy. The position remains posted, candidates are being interviewed, and recruitment efforts include advertising through Indeed and LinkedIn, as well as collaboration with two staffing agencies that specialize in certified special education teachers. AF Hartford Elementary has communicated with families throughout the school year regarding staffing vacancies and will continue to provide updates as recruitment progresses, including following the hiring of a Special Education Coordinator. AF Hartford Elementary School has continued to monitor service delivery and track compensatory education needs. AF Hartford Elementary and AF Hartford Middle Schools will continue to work with the sending LEAs to develop and implement compensatory service plans once the special education staffing vacancies have been filled. Work also continues on the operational compliance plan, which remains on track for submission by the August 31, 2026 deadline.
English Learners/ Multilingual Learners	The school was to submit a plan focused on the education of ELs/MLs and rights of EL/ML student households. AFHA must continue to ensure compliance in the provision of services and supports to students designated with the status of English learner and demonstrate the continuous improvement of supportive practices related to EL/ML students and student households.	Achievement First remains committed to ensuring compliance in the provision of services and supports for English Learners/Multilingual Learners (ELs/MLs) and protecting the rights of EL/ML students and their households. The organization continues to strengthen systems that support high-quality instruction, language development, family communication, and regulatory compliance. To address ongoing staffing shortages, Achievement First continues to actively recruit certified TESOL and bilingual educators while expanding internal certification pathways through the ACES ARCTEL TESOL program. Staff participating in the program receive organizational support and commit to remaining with Achievement First for two years following certification. Additionally, the MLL Department has established retention efforts focused on supporting and retaining qualified MLL staff. To ensure fidelity of services, the MLL Department regularly reviews student identification, service delivery, schedules, language proficiency data, and compliance requirements. School leaders and MLL staff collaborate to ensure all identified students receive appropriate language development services and supports.

		Achievement First is also investing in continuous improvement through ongoing professional development for both MLL specialists and general education staff. Training focuses on effective Tier I instruction, differentiation, scaffolding, co-planning, WIDA implementation, and the responsible use of approved AI tools to increase access to grade-level content for multilingual learners. To strengthen progress monitoring, Achievement First will implement **ELLevation Benchmark Assessments** to measure language acquisition growth throughout the school year. Benchmark data will be used alongside ACCESS results and academic performance indicators to inform instruction and interventions. The organization is also introducing **Medley Learning**, a tool that provides real-time language and content scaffolds tailored to a student's native language, English proficiency level, and grade level, increasing access to rigorous academic content. Achievement First remains committed to continuous improvement through strategic hiring, staff development, data-driven decision-making, family engagement, and cross-departmental collaboration to ensure EL/ML students and their households receive equitable access to services, supports, and educational opportunities.
Teacher/Staff Credentials	AFHA was required to submit a plan focused on ensuring legal compliance and on improving practices related to talent recruitment, development, and retention. As of April 24, 2026, the Bureau of Educator Standards and Certification reported 4 staff identified in the Educator Data System as out of compliance for the 2025-26 school year, 3 staff have no active certificates/permits; and 1 staff has an assignment that does not match a valid endorsements.	**Certification:** AFHA is developing a corrective action plan to ensuring legal compliance and on improving practices related to talent recruitment, development, and retention by August 31, 2026. As of 6/30/26, 1 educator was out of compliance and did not hold an appropriate certificate. The charter has taken appropriate action to ensure these employees are fully certified for the 26-27 school year. **TEAM:** AF is invested in beginning teacher development. During the 25-26 school year, Hartford's TEAM program had 8 beginning teachers, who were all matched with a mentor. We offered 3 modules throughout the school year, held a Module 5 meeting, and 2 teachers fully completed their TEAM requirements. We are actively working to add TEAM reviewers for the 26-27 school year. Our Team District Facilitator is a

	In accordance with state statutes, schools are responsible for ensuring that 100% of their staff hold the appropriate certificates, permits, or authorizations within the mandated credentialing requirements for their assigned roles, and that all required instructional positions are appropriately staffed.	committee member for the state-level TEAM Advisory committee.

APPENDIX B: CHARTER SCHOOL PERFORMANCE FRAMEWORK

The Connecticut State Department of Education's charter school performance framework establishes transparent accountability standards aligned with both state law and National Association of Charter School Authorizers' best practices. These four comprehensive performance standards—with their specific indicators—serve as the foundation for evaluating charter school effectiveness and sustainability. This robust framework guides all phases of the CSDE's oversight process, from initial charter approval through annual monitoring and renewal decisions, ensuring consistent, evidence-based evaluation of each school's educational impact and organizational viability.

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

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

APPENDIX C: STATEMENT OF ASSURANCES

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

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

1. Pursuant to C.G.S.A. § 10-66rr, all board members and staff have satisfactorily completed background checks, including a state and national criminal record check and a record check of the Department of Children and Families child abuse and neglect registry.

2. Pursuant to C.G.S.A. § 10-66rr, if applicable, all charter school management organization (CMO) governing board members and staff members, who performs a service involving direct student contact have satisfactorily completed background checks, as described in (1).

3. All contractors doing business with the school, who performs a service involving direct student contact have satisfactorily completed background checks, as described in (1).

4. Records of any and all background checks described above, are on file at **Achievement First Hartford Academy** and available for random audit by the Connecticut State Department of Education (CSDE).

5. Pursuant to C.G.S.A. § 10-66oo, **Achievement First Hartford Academy** Governing Board has adopted written anti-nepotism and conflict of interest policies consistent with state law and best practices in nonprofit corporate governance, and pursuant to 10-66bb(d), that no member or employee of the Governing Board has a personal or financial interest in any asset, real or personal, of the charter school.

6. Pursuant to C.G.S.A. § 10-66oo, each member of a governing council of a state or local charter school shall complete training related to charter school governing council responsibilities and best practices at least once during the term of the charter, and that no board member of **Achievement First Hartford Academy** serves on the board of another charter school or CMO.

7. All public funds received by **Achievement First Hartford 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 **Achievement First Hartford 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. **Achievement First Hartford Academy** does not discriminate in any employment practice, education program, or educational activity on the basis of race, color, religious creed, sex, age, national origin, ancestry, marital status, sexual orientation, gender identity or expression, disability, or any other basis prohibited by Connecticut state and/or federal nondiscrimination laws.

10. **Achievement First Hartford Academy** does not operate any school location outside the scope of its approved charter or subsequent State Board of Education approval.

By signing this Statement of Assurances on behalf of the Governing Board of **Achievement First Hartford 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 **Achievement First Hartford Academy** may be subject to random audit by the CSDE to verify these statements.

Signature: Erwin T. Hurst, Sr.
Erwin T. Hurst, Sr. (Aug 17, 2026 10:45:31 EDT)

Name of Board Chairperson: Erwin T. Hurst, Sr.

Date: 08/17/2026

		HART-ELEM - Elementary School
		2026 Final Board Approved Budget
Total Enrollment - Budget		347
Revenue		
General Operating Revenue		
4005 - Per Pupil Operating Revenue		4,641,819
Total Federal Revenue		**574,889**
Total State and City Revenue		**636,750**
Total Philanthropy		**36,945**
Total Interest Income		**33,936**
Total Other Revenue		**0**
Total Revenue		**5,924,339**
Expenses		
Personnel Expenses		
Total Salaries and Wages		**3,245,137**
Total Bonuses & Severance		**61,333**
Total Personnel Expenses		**3,976,752**
Non-Personnel Expenses		
Total Consultants and Staffing Services		**122,621**
Total KIPP Collaborative		**0**
Total Scholarships		**0**
Total Programs and Operations		**195,612**
Total Facilities		**99,033**
Total Debt Service		**0**
Total Utilities		**0**
Total Technology		**357,155**
Total General & Administrative		**136,388**
Total Other Expenses		**0**
Total Charter Management Fees		**691,346**
Total Non-Personnel Expenses		**1,602,154**
9901 - Inter-charter transfer		397,821
9500 - Prior Year Carryover		-52,388
Total Expenses		**5,924,339**
Net Income - Surplus/Deficit		**-0**

		HART-SUMMIT MID - Middle School
		2026 Final Board Approved Budget
Total Enrollment - Budget		310
Revenue		
General Operating Revenue		
4005 - Per Pupil Operating Revenue		4,146,870
Total Federal Revenue		**518,122**
Total State and City Revenue		**400,000**
Total Philanthropy		**31,259**
Total Interest Income		**33,936**
Total Other Revenue		**0**
Total Revenue		**5,130,187**
Expenses		
Personnel Expenses		
Total Salaries and Wages		**3,271,078**
Total Bonuses & Severance		**42,333**
Total Personnel Expenses		**4,002,881**
Non-Personnel Expenses		
Total Consultants and Staffing Services		**53,851**
Total KIPP Collaborative		**0**
Total Scholarships		**0**
Total Programs and Operations		**167,705**
Total Facilities		**90,285**
Total Debt Service		**0**
Total Utilities		**0**
Total Technology		**358,519**
Total General & Administrative		**135,955**
Total Other Expenses		**0**
Total Charter Management Fees		**612,499**
Total Non-Personnel Expenses		**1,418,814**
9901 - Inter-charter transfer		-247,199
9500 - Prior Year Carryover		-44,309
Total Expenses		**5,130,187**
Net Income - Surplus/Deficit		**0**

		HART-HIGH - High School
		2026 Final Board Approved Budget
Total Enrollment - Budget		260
Revenue		
General Operating Revenue		
4005 - Per Pupil Operating Revenue		3,478,020
Total Federal Revenue		**111,133**
Total State and City Revenue		**332,201**
Total Philanthropy		**1,450,677**
Total Interest Income		**33,936**
Total Other Revenue		**0**
Total Revenue		**5,405,967**
Expenses		
Personnel Expenses		
Total Salaries and Wages		**3,048,995**
Total Bonuses & Severance		**30,333**
Total Personnel Expenses		**3,821,499**
Non-Personnel Expenses		
Total Consultants and Staffing Services		**146,792**
Total KIPP Collaborative		**217,000**
Total Scholarships		**0**
Total Programs and Operations		**407,503**
Total Facilities		**96,303**
Total Debt Service		**0**
Total Utilities		**0**
Total Technology		**372,086**
Total General & Administrative		**94,558**
Total Other Expenses		**0**
Total Charter Management Fees		**498,135**
Total Non-Personnel Expenses		**1,832,378**
9901 - Inter-charter transfer		-150,622
9500 - Prior Year Carryover		-97,287
Total Expenses		**5,405,967**
Net Income - Surplus/Deficit		**-0**

		HART-ELEM - Elementary School
		2027 Final Board Approved Budget
Total Enrollment - Budget		353
Revenue		
4005 - Per Pupil Operating Revenue		4,710,969
Total Federal Revenue		**598,630**
Total State and City Revenue		**604,063**
Total Philanthropy		**0**
Total Interest Income		**0**
Total Other Revenue		**0**
Total Prior Year Carryover Revenue		**87,297**
Total Revenue		**6,000,960**
Expenses		
Personnel Expenses		
Total Salaries and Wages		**3,843,086**
Total Bonuses & Severance		**0**
Total Personnel Expenses		**4,522,938**
Non-Personnel Expenses		
Total Consultants and Staffing Services		**132,227**
Total KIPP Collaborative		**0**
Total Scholarships		**0**
Total Programs and Operations		**159,685**
Total Facilities		**153,597**
Total Debt Service		**0**
Total Utilities		**0**
Total Technology		**300,771**
Total General & Administrative		**154,348**
8200 - Other Expenses		0
Total Other Expenses		**0**
Total Charter Management Fees		**696,960**
Total Non-Personnel Expenses		**1,597,588**
9901 - Inter-charter transfer		0
9500 - Prior Year Carryover		0

		<u>**HART-ELEM - Elementary School**</u> <u>**2027 Final Board Approved Budget**</u>
Total Expenses		**6,120,526**
Net Income - Surplus/Deficit		**-119,567**

		HART-SUMMIT MID - Middle School
		2027 Final Board Approved Budget
Total Enrollment - Budget		307
Revenue		
4005 - Per Pupil Operating Revenue		4,112,295
Total Federal Revenue		**522,341**
Total State and City Revenue		**404,063**
Total Philanthropy		**0**
Total Interest Income		**0**
Total Other Revenue		**0**
Total Prior Year Carryover Revenue		**75,921**
Total Revenue		**5,114,620**
Expenses		
Personnel Expenses		
Total Salaries and Wages		**3,191,889**
Total Bonuses & Severance		**0**
Total Personnel Expenses		**3,898,445**
Non-Personnel Expenses		
Total Consultants and Staffing Services		**103,867**
Total KIPP Collaborative		**0**
Total Scholarships		**0**
Total Programs and Operations		**150,420**
Total Facilities		**131,754**
Total Debt Service		**0**
Total Utilities		**0**
Total Technology		**276,161**
Total General & Administrative		**151,884**
8200 - Other Expenses		0
Total Other Expenses		**0**
Total Charter Management Fees		**609,464**
Total Non-Personnel Expenses		**1,423,549**
9901 - Inter-charter transfer		0
9500 - Prior Year Carryover		0

		HART-SUMMIT MID - Middle School
		2027 Final Board Approved Budget
Total Expenses		**5,321,994**
Net Income - Surplus/Deficit		**-207,374**

		HART-HIGH - High School
		2027 Final Board Approved Budget
Total Enrollment - Budget		266
Revenue		
4005 - Per Pupil Operating Revenue		3,547,170
Total Federal Revenue		**80,286**
Total State and City Revenue		**379,063**
Total Philanthropy		**0**
Total Interest Income		**0**
Total Other Revenue		**0**
Total Prior Year Carryover Revenue		**265,782**
Total Revenue		**4,272,302**
Expenses		
Personnel Expenses		
Total Salaries and Wages		**3,341,955**
Total Bonuses & Severance		**0**
Total Personnel Expenses		**4,003,710**
Non-Personnel Expenses		
Total Consultants and Staffing Services		**189,408**
Total KIPP Collaborative		**273,050**
Total Scholarships		**0**
Total Programs and Operations		**292,087**
Total Facilities		**312,976**
Total Debt Service		**0**
Total Utilities		**0**
Total Technology		**275,733**
Total General & Administrative		**94,781**
8200 - Other Expenses		0
Total Other Expenses		**0**
Total Charter Management Fees		**506,246**
Total Non-Personnel Expenses		**1,944,281**
9901 - Inter-charter transfer		0
9500 - Prior Year Carryover		0

		HART-HIGH - High School 2027 Final Board Approved Budget
Total Expenses		5,947,990
Net Income - Surplus/Deficit		-1,675,689

		Hartford Regional Budget
		2027 Final Board Approved Budget
Total Enrollment - Budget		0
Revenue		
4005 - Per Pupil Operating Revenue		721,065
Total Federal Revenue		**0**
Total State and City Revenue		**0**
Total Philanthropy		**1,901,340**
Total Interest Income		**57,000**
Total Other Revenue		**0**
Total Prior Year Carryover Revenue		**75,000**
Total Revenue		**2,754,405**
Expenses		
Personnel Expenses		
Total Salaries and Wages		**-309,813**
Total Bonuses & Severance		**0**
Total Personnel Expenses		**-309,813**
Non-Personnel Expenses		
Total Consultants and Staffing Services		**0**
Total KIPP Collaborative		**0**
Total Scholarships		**0**
Total Programs and Operations		**386,150**
Total Facilities		**0**
Total Debt Service		**0**
Total Utilities		**0**
Total Technology		**37,500**
Total General & Administrative		**0**
8200 - Other Expenses		568,959
Total Other Expenses		**568,959**
Total Charter Management Fees		**72,107**
Total Non-Personnel Expenses		**1,064,716**
9901 - Inter-charter transfer		0
9500 - Prior Year Carryover		0

		Hartford Regional Budget 2027 Final Board Approved Budget
Total Expenses		**754,903**
Net Income - Surplus/Deficit		**1,999,503**

Achievement First Hartford Academy, Inc.

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

June 30, 2025

CohnReznick

Achievement First Hartford Academy, Inc.

Index

Independent Auditor's Report

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

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Achievement First Hartford Academy, Inc., which comprise the statement of financial position as of June 30, 2025, and the related statements of activities and changes in net assets, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Achievement First Hartford Academy, Inc. as of June 30, 2025, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America ("GAAS") and the standards applicable to financial audits contained in *Government Auditing Standards,* issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are required to be independent of Achievement First Hartford Academy, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Achievement First Hartford Academy, Inc.'s ability to continue as a going concern for one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Achievement First Hartford Academy, Inc.'s internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Achievement First Hartford Academy, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Reported on Summarized Comparative Information

We have previously audited Achievement First Hartford Academy, Inc.'s June 30, 2024 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated December 16, 2024. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2024 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary schedules of expenditures of federal awards and state financial assistance, as required by Title 2 U.S. *Code of Federal Regulations* Part 200*, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* and the State Single Audit Act, are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedules of expenditures of federal awards and state financial assistance are fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated January 9, 2026, on our consideration of Achievement First Hartford Academy, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Achievement First Hartford Academy, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Achievement First Hartford Academy, Inc.'s internal control over financial reporting and compliance.

CohnReznick LLP

Hartford, Connecticut
January 9, 2026

Achievement First Hartford Academy, Inc.

Statement of Financial Position
June 30, 2025
(With Comparative Totals for 2024)

Assets

	2025	2024
Current assets		
Cash	$ 970,694	$ 1,760,400
Grants and other receivables	1,371,210	2,749,024
Prepaid expenses and other assets	171,964	253,427
Due from other schools	47,915	42,542
Total current assets	2,561,783	4,805,393
Noncurrent assets		
Property and equipment, net	2,694,747	825,915
Construction in progress	-	1,279,764
Operating lease right-of-use asset	57,906	84,386
Total noncurrent assets	2,752,653	2,190,065
Total assets	$ 5,314,436	$ 6,995,458

Liabilities and Net Assets

	2025	2024
Current liabilities		
Accounts payable and accrued expenses	$ 457,313	$ 1,451,564
Accrued salaries and other payroll related expenses	95,403	98,500
Refundable advance	-	1,847,130
Due to related party	508,535	1,431,723
Due to other schools	-	1,162
Current maturities of operating lease liabilities	26,791	26,481
Total current liabilities	1,088,042	4,856,560
Noncurrent liability		
Operating lease liabilities - net of current portion	31,115	57,906
Total liabilities	1,119,157	4,914,466
Commitments and contingencies		
Net assets		
Without donor restrictions	4,195,279	2,080,992
Total net assets	4,195,279	2,080,992
Total liabilities and net assets	$ 5,314,436	$ 6,995,458

See Notes to Financial Statements.

Achievement First Hartford Academy, Inc.

Statement of Activities and Changes in Net Assets
Year Ended June 30, 2025
(With Comparative Totals for 2024)

	2025	2024
Operating revenue		
State and local per pupil operating revenue	$ 14,222,094	$ 12,055,271
Federal, state and local grants	1,493,007	5,236,540
Special education revenue	1,276,623	1,424,836
Other revenue	4,680	7,415
Total operating revenue	16,996,404	18,724,062
Expenses		
Program services	15,931,564	15,471,853
General and administrative	1,129,593	2,130,677
Fundraising	-	7,000
Total expenses	17,061,157	17,609,530
Surplus (deficit) on school operations from government funding	(64,753)	1,114,532
Support and other revenue		
Contributions - operations	349,919	120,741
Employee Retention Tax Credit	1,336,524	-
Interest income and other income	492,597	104,837
Total support and other revenue	2,179,040	225,578
Change in net assets	2,114,287	1,340,110
Net assets, beginning	2,080,992	740,882
Net assets, end	$ 4,195,279	$ 2,080,992

See Notes to Financial Statements.

Achievement First Hartford Academy, Inc.

Statement of Functional Expenses
Year Ended June 30, 2025
(With Comparative Totals for 2024)

	Regular education	Special education	Total program services	General and administrative	Fundraising	Total supporting services	2025 Total	2024 Total
Personnel services costs	$ 6,854,787	$ 2,253,246	$ 9,108,033	$ 434,611	$ -	$ 434,611	$ 9,542,644	$ 9,897,762
Fringe benefits and payroll taxes	1,316,955	407,899	1,724,854	93,707	-	93,707	1,818,561	1,769,119
Retirement	49,065	17,362	66,427	9,058	-	9,058	75,485	38,990
Management company fees	1,164,268	411,972	1,576,240	214,942	-	214,942	1,791,182	1,817,055
Accounting/audit services	26,480	9,370	35,850	4,889	-	4,889	40,739	33,469
Other purchased/professional/ consulting services	263,034	629,755	892,789	46,356	-	46,356	939,145	1,118,066
Repairs and maintenance	76,428	27,044	103,472	14,110	-	14,110	117,582	274,694
Insurance	61,047	21,601	82,648	11,270	-	11,270	93,918	83,525
Occupancy costs	2,837	1,004	3,841	524	-	524	4,365	2,529
Supplies and materials	446,044	40,198	486,242	108,356	-	108,356	594,598	635,992
Equipment and furnishings	143,917	49,244	193,161	25,693	-	25,693	218,854	198,410
Staff development	88,797	8,050	96,847	4,200	-	4,200	101,047	109,986
Marketing and recruiting	804	283	1,087	141	-	141	1,228	116
Technology	489,436	173,371	662,807	89,541	-	89,541	752,348	567,373
Student services	391,293	14,016	405,309	7,313	-	7,313	412,622	301,100
Office expense	39,316	10,954	50,270	5,715	-	5,715	55,985	376,991
Depreciation and amortization	292,155	100,686	392,841	52,532	-	52,532	445,373	320,012
Other	36,129	12,717	48,846	6,635	-	6,635	55,481	64,341
Total expenses	$ 11,742,792	$ 4,188,772	$ 15,931,564	$ 1,129,593	$ -	$ 1,129,593	$ 17,061,157	$ 17,609,530

See Notes to Financial Statements.

Achievement First Hartford Academy, Inc.

Statement of Cash Flows
Year Ended June 30, 2025
(With Comparative Totals for 2024)

	2025	2024
Cash flows from operating activities		
Change in net assets	$ 2,114,287	$ 1,340,110
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation and amortization	445,373	320,012
Write-off of construction in progress	35,027	-
Amortization of operating lease right-of-use assets	26,480	26,272
Changes in operating assets and liabilities		
Grants and other receivables	1,377,814	(629,111)
Prepaid expenses and other assets	81,463	(240,012)
Due from other schools	(5,373)	(24,092)
Accounts payable and accrued expenses	(409,108)	600,366
Accrued salaries and other payroll related expenses	(3,097)	36,381
Refundable advance	(1,847,130)	372,234
Due to related party	(923,188)	31,652
Due to other schools	(1,162)	1,162
Operating lease liabilities	(26,481)	(26,271)
Net cash provided by operating activities	864,905	1,808,703
Cash flows from investing activities		
Purchase of property and equipment	(1,069,468)	(188,354)
Construction in progress	(585,143)	(648,123)
Net cash used in investing activities	(1,654,611)	(836,477)
Net (decrease) increase in cash	(789,706)	972,226
Cash, beginning	1,760,400	788,174
Cash, end	$ 970,694	$ 1,760,400
Noncash investing and financing transactions		
Construction in progress and property and equipment funded through accounts payable	$ 43,019	$ 628,162
Property and equipment transferred from construction in progress	$ 1,244,737	$ -

See Notes to Financial Statements.

Note 1 - Nature of operations

Achievement First Hartford Academy, Inc. (the "Academy") was incorporated to prepare every student to excel in college and career, deepen their knowledge of self and community, and lead lives of purpose. In partnership with their families and communities, the Academy works to disrupt the legacy of inequity in education. On September 5, 2007, the Board of Education of the State of Connecticut granted the Academy a charter which has been renewed through June 30, 2026. The Academy serves students from low-income households in Hartford, Connecticut. In fiscal year 2025, the Academy operated classes for students in grades K-12. The Academy's primary sources of income are per pupil and other government funding.

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

Note 2 - Summary of significant accounting policies

Basis of presentation

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

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

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

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

Statement of cash flows

For purposes of reporting cash flows, the Academy considers all highly-liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents. There were no cash equivalents at June 30, 2025.

Grants and other receivables

Grants receivable represent amounts owed to the Academy for federal or state funding. Grants receivable that are expected to be collected within one year, and recorded at net realizable value, are $1,371,210 at June 30, 2025. The Academy has determined that no allowance for uncollectible accounts for grants receivable is necessary as of June 30, 2025. Such estimate is based on management's assessments of the creditworthiness of its donors, the aging of its receivables as well as current economic conditions and historical information.

Revenue recognition

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

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

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

Contract revenue

Contract revenue is primarily derived from special education services provided by the Academy to students from the City of Hartford and surrounding towns that are sent to the Academy.

The Academy charges the City of Hartford and surrounding towns for special education services based on the services prescribed in each student's individualized education plan. The Academy bills the towns quarterly for reimbursement of the costs of special education services provided, which are treated as a single performance obligation. The special education services are provided continuously over the course of the school year. Revenue is recognized by the Academy quarterly based on meeting the performance obligations. Invoices related to these services do not have any payment terms.

The portion of services provided, but not yet paid by the towns is recorded as accounts receivable and is reported as an asset on the statement of financial position. The outstanding receivable balance related to these services was $705,681, $1,424,836 and $1,274,555 as of June 30, 2025, 2024 and 2023, respectively.

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

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

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

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

Leasehold improvements	5 - 28 years
Furniture and fixtures	5 years
Computers and other hardware	3 - 5 years
Equipment	3 - 5 years

Long-lived assets
The Academy recognizes an impairment loss when the carrying amount of a long-lived asset exceeds its fair value. In the event that facts and circumstances indicate that the carrying amounts of long-lived assets may be impaired, an evaluation of recoverability would be performed. The evaluation process consists of comparing the estimated future undiscounted cash flows associated with the asset to the asset's carrying amount to determine if a write down is required. If the review indicates that the asset will not be recoverable, the carrying value of the asset would be reduced to its estimated realizable value. There was no impairment loss recognized for the year ended June 30, 2025.

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

Tax-exempt status
The Academy is exempt under Section 501(c)(3) of the Internal Revenue Code ("IRC") and is exempt from private foundation status under IRC Section 509(a)(3) and as such is not subject to federal or state income taxes.

Management has analyzed the tax positions taken by the Academy and has concluded that, as of June 30, 2025, there are no uncertain tax positions taken or expected to be taken that would require recognition of a liability (or asset) or disclosure in the financial statements. The Academy's federal information returns prior to fiscal year 2022 are closed and management continually evaluates expiring statutes of limitations, audits, proposed settlements, changes in tax law and new authoritative rulings.

If the Academy has unrelated business income taxes, it will recognize interest and penalties associated with any tax matters as part of the income tax provision and include accrued interest and penalties with the related tax liability in the statement of financial position.

Prior year summarized information
The financial statements include certain prior year summarized comparative information in total, but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the financial statements of the Academy for the year ended June 30, 2024, from which the summarized information was derived.

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

Concentrations of credit risk
The Academy maintains cash and cash equivalent balances in two financial institutions. Accounts at each institution are insured by the Federal Deposit Insurance Corporation. From time to time, the Academy's balances may exceed these limits. As of June 30, 2025, the Academy's uninsured bank balances totaled $798,082. The Academy limits its credit risk by selecting financial institutions considered to be highly creditworthy.

Reclassification
Certain amounts in the 2024 financial statements have been reclassified to conform to the 2025 presentation.

Subsequent events
Management has reviewed subsequent events through January 9, 2026, which is the date the financial statements were approved and available for issuance.

Note 3 - Liquidity

The Academy regularly monitors liquidity required to meet its annual operating needs and other contractual commitments. As of June 30, 2025, the Academy has the following financial assets available to meet annual operating needs for the next fiscal year, as follows:

Cash	$ 970,694
Grants and other receivables	1,371,210
Due from other schools	47,915
Financial assets available to meet cash needs for general expenditures within one year	$ 2,389,819

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

Note 4 - Concentrations

The Academy currently receives approximately 82% of its operating revenue, which is subject to specific requirements, from the Federal and State Departments of Education and the City of Hartford. The Academy's grants and other receivables consist of approximately 94% from these major grantors.

Note 5 - Property and equipment

The following is a summary of property and equipment at June 30, 2025:

Leasehold improvements	$ 6,052,670
Furniture and fixtures	284,404
Equipment	87,172
Computers and other hardware	11,319
	6,435,565
Less accumulated depreciation and amortization	(3,740,818)
Net property and equipment	$ 2,694,747

Depreciation and amortization expense was $445,373 for the year ended June 30, 2025.

Note 6 - Related party transactions

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

Pursuant to the terms of the Agreement, the Academy pays a service fee equivalent to 10% of all eligible public revenues received by the Academy during or for that school year. Public revenues include all sources of revenue from a public source, but specifically exclude in-kind contributions such as student transportation, start-up funding, funding for student meals, and funding from competitive public grants. The term of the Agreement is through the Charter renewal date of June 30, 2026. The Agreement automatically renews to coincide with the charter renewals. The Agreement covers services including bookkeeping, facilities acquisition and management, special education delivery support, data analysis management support, and tutoring program support. The Academy is to pay AF an ancillary services fee that is mutually negotiated by the Academy and AF. For the year ended June 30, 2025, the Academy incurred management and ancillary service fees of $1,791,182, which are included in the accompanying statement of functional expenses. AF pledged $349,919 in miscellaneous funding for the year ended June 30, 2025. The amount due to AF was $508,535 at June 30, 2025.

Note 7 - Due to/from other schools

Throughout the year, the Academy shares various costs with other schools. At June 30, 2025, the following amounts are outstanding:

Due from Amistad Academy, Inc.	$	18,281
Due from Achievement First Brooklyn Charter Schools		17,597
Due from Achievement First Bridgeport Academy, Inc.		11,552
Due to Elm City College Preparatory, Inc.		485
	$	47,915

Note 8 - Leases

The Academy leases office equipment. All contracts that implicitly or explicitly involve property, plant and equipment are evaluated to determine whether they are or contain a lease.

At lease commencement, the Academy recognizes a lease liability, which is measured at the present value of future lease payments, and a corresponding right-of-use asset equal to the lease liability, adjusted for prepaid lease costs, initial direct costs and lease incentives. The Academy has elected and applies the practical expedient available to lessees to combine nonlease components with their related lease components and account for them as a single combined lease component for all its leases. The Academy remeasures lease liabilities and related right-of-use assets whenever there is a change to the lease term and/or there is a change in the amount of future lease payments, but only when such modification does not qualify to be accounted for as a separate contract.

The Academy determines an appropriate discount rate to apply when determining the present value of the remaining lease payments for purposes of measuring or remeasuring lease liabilities. As the rate implicit in the lease is generally not readily determinable, the Academy estimates the risk-free rate as the discount rate. The Academy's risk-free rate, which is determined at either lease commencement or when a lease liability is remeasured, is the rate on the U.S government securities over a period commensurate with the lease term.

For accounting purposes, the Academy's leases commence on the earlier of (i) the date upon which the Academy obtains control of the underlying asset and (ii) the contractual effective date of a lease. The commencement date for most of the Academy's office equipment leases coincides with when the Academy obtains control of the underlying assets. The Academy's leases generally have minimum base terms with renewal options or fixed terms with early termination options. Such renewal and early termination options are exercisable at the option of the Academy and, when exercised, usually provide for rental payments during the extension period at then current market rates or at pre-determined rental amounts. Unless the Academy determines that it is reasonably certain that the term of a lease will be extended, such as through the exercise of a renewal option or nonexercise of an early termination option, the term of a lease begins at lease commencement and spans for the duration of the minimum noncancellable contractual term. When the exercise of a renewal option or nonexercise of an early termination option is reasonably certain, the lease term is measured as ending at the end of the renewal period or on the date an early termination may be exercised.

Leases involving equipment
Office equipment leases have lease terms that generally range from one to five years. Generally, these leases do not have renewal options. Two leases allow for auto-renewal for successive 12 month terms unless notified by the Academy of cancellation. Rental payments on these leases have fixed payments.

Financial information
The following provides information about the Academy's right-of-use assets and lease liabilities for its operating leases as of June 30, 2025:

	Statement of Financial Position Classification		
Right-of-use assets			
Operating leases	Noncurrent assets	$	57,906
Lease liabilities			
Current			
Operating leases	Current liabilities	$	26,791
Noncurrent			
Operating leases	Noncurrent liabilities		31,115
Total lease liabilities		$	57,906

The components of the Academy's lease cost for the year ended June 30, 2025 are as follows:

	Statement of Functional Expenses Classifications		
Operating lease cost, net			
Rent expense	Equipment and furnishings, Office expense	$	28,685

The Academy had elected to apply the short-term practical expedient to its leases. The rental costs of short-term leases are included in operating expenses in the statement of activities and changes in net assets.

Supplemental cash flow information related to the Academy's leases for the year ended June 30, 2025 is as follows:

Year ended June 30, 2025	Operating leases
Cash paid for amounts included in the measurement of lease liabilities	
Operating	$ 28,685

The weighted average remaining term and weighted average discount rate for the Academy's operating leases are as follows as of June 30, 2025:

Weighted average remaining term (in years)	2.14
Weighted average discount rate (1)	3.17%

(1) The Academy has elected to use a risk-free rate as the discount rate for its leases. The Academy uses rates on U.S. government securities for periods comparable with lease terms as risk-free rates.

The annual maturity analysis of the Academy's lease liabilities as of June 30, 2025 is as follows:

Fiscal year	Operating leases
2026	$ 28,162
2027	27,610
2028	4,059
Total lease payments	59,831
Less interest	1,925
Present value of lease liability	57,906
Less current portion of lease liabilities	26,791
Noncurrent portion of lease liabilities	$ 31,115

Note 9 - Pension plan

The Academy adopted a 403(b) profit sharing plan (the "Plan") which covers employees not eligible for the Connecticut State Teachers' Retirement Board Plan (the "TRB Plan"). The Plan is a defined contribution plan. Employees are eligible to enroll in the Plan upon employment. Those employees who have completed at least one full year of service are also eligible for employer contributions. The Plan provides for the Academy to contribute up to 4% of an employee's salary. The Academy contribution is not vested until the employee's third year, when they become fully vested. For the year ended June 30, 2025, pension expense for the Academy was $75,485, which is included in retirement in the accompanying statement of functional expenses.

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

Note 10 - 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. The accompanying financial statements make no provision for the possible disallowance or refund, because management does not believe that there are any liabilities to be recorded.

Note 11 - Conditional contributions

During the year ended June 30, 2021, the Academy was awarded the American Rescue Plan Elementary and Secondary Schools Emergency Relief ("ARP ESSER") Funds grant in the amount of $6,968,319. Prior to June 30, 2025, $4,207,137 of grant revenues were recorded related to this grant. During the year ended June 30, 2025, $381,146 of the conditional contribution was recorded as grant revenues upon meeting certain conditions of the grant requirements. The remaining balance of the grant will not be recorded as the Academy did not meet the conditions of the grant before the expiration of the grant period.

Supplementary Information

CohnReznick LLP
cohnreznick.com

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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 Directors
Achievement First Hartford Academy, Inc.

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Achievement First Hartford Academy, Inc., which comprise the statement of financial position as of June 30, 2025, 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 January 9, 2026.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Achievement First Hartford Academy, Inc.'s internal control over financial reporting ("internal control") as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Achievement First Hartford Academy, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Achievement First Hartford Academy, Inc.'s internal control.

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

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

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

Purpose of this Report

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

CohnReznick LLP

Hartford, Connecticut
January 9, 2026

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

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

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Achievement First Hartford Academy, Inc.'s compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of Achievement First Hartford Academy, Inc.'s major federal programs for the year ended June 30, 2025. Achievement First Hartford Academy, Inc.'s major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, Achievement First Hartford Academy, Inc. complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2025.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America ("GAAS"); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States ("*Government Auditing Standards*"); and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Achievement First Hartford Academy, Inc. and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of Achievement First Hartford Academy, Inc.'s compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules and provisions of contracts or grant agreements applicable to Achievement First Hartford Academy, Inc.'s federal programs.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Achievement First Hartford Academy, Inc.'s compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform

Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Achievement First Hartford Academy, Inc.'s compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Achievement First Hartford Academy, Inc.'s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.

- Obtain an understanding of Achievement First Hartford Academy, Inc.'s internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Achievement First Hartford Academy, Inc.'s internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance and therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, as discussed below, we did identify certain deficiencies in internal control over compliance that we consider to be significant deficiencies.

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance. We consider the deficiencies in internal control over compliance described in the accompanying schedule of findings and questioned costs as items 2025-001 and 2025-002 to be significant deficiencies.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed. *Government Auditing Standards* requires the auditor to perform limited procedures on Achievement First Hartford Academy, Inc.'s response to the internal control over compliance findings identified in our compliance audit described in the accompanying schedule of findings and questioned costs. Achievement First Hartford Academy, Inc.'s response was not subjected to the other auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

CohnReznick LLP

Hartford, Connecticut
January 9, 2026

Achievement First Hartford Academy, Inc.

Schedule of Expenditures of Federal Awards
Year Ended June 30, 2025

Federal grantor/pass-through grantor/program or cluster title	Federal assistance listing number	Pass-through entity identifying number	Passed through to subrecipients	Total federal expenditures
U.S. Department of Education				
Passed through Connecticut State Department of Education				
Title I Grants to Local Educational Agencies (LEAs)	84.010	12060-82070-20679	$ -	$ 916,683
American Rescue Plan - Elementary and Secondary School Emergency Relief Fund	84.425U	12060-82079-29636	-	381,146
Supporting Effective Instruction State Grants	84.367	12060-84131-20858	-	83,664
Student Support and Academic Enrichment Program	84.424	12060-82079-22854	-	68,633
Passed through Amistad Academy, Inc.				
English Language Acquisition State Grants	84.365	12060-82075-20868	-	6,494
Total U.S. Department of Education			-	1,456,620
Total Expenditures of Federal Awards			$ -	$ 1,456,620

See Notes to Schedule of Expenditures of Federal Awards.

Achievement First Hartford Academy, Inc.

Notes to Schedule of Expenditures of Federal Awards
June 30, 2025

Note 1 - Basis of presentation

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal award activity of Achievement First Hartford Academy, Inc. under programs of the federal government for the year ended June 30, 2025. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200*, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"). Because the Schedule presents only a selected portion of the operations of Achievement First Hartford Academy, Inc., it is not intended to and does not present the financial position, changes in net assets or cash flows of Achievement First Hartford Academy, Inc.

Note 2 - Summary of significant accounting policies

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

Note 3 - Indirect cost rate

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

Achievement First Hartford Academy, Inc.

Schedule of Findings and Questioned Costs
Year Ended June 30, 2025

I. Summary of Auditor's Results

Financial Statements

Type of report the auditor issued on whether the financial statements audited were prepared in accordance with GAAP:	Unmodified opinion
Internal control over financial reporting	
Material weakness(es) identified?	____ yes __X__ no
Significant deficiency(ies) identified?	____ yes __X__ none reported
Noncompliance material to financial statements noted?	____ yes __X__ no

Federal Awards

Internal control over major federal programs	
Material weakness(es) identified?	____ yes __X__ no
Significant deficiency(ies) identified?	__X__ yes ____ none reported
Type of auditor's report issued on compliance for major federal programs	Unmodified opinion
Any audit findings disclosed that are required to be reported in accordance with 2 CFR Section 200.516(a)?	____ yes __X__ no

Identification of major federal programs

Federal Assistance Listing Number(s)	Name of Federal Program or Cluster
84.010	Title I Grants to Local Educational Agencies

Dollar threshold used to distinguish between type A and type B programs:	$750,000
Auditee qualified as low-risk auditee?	__X__ yes ____ no

II. Findings - Financial Statement Findings

None

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

Finding 2025-001 - Activities Allowed or Unallowed and Allowable Costs/Cost Principles - Significant Deficiency

Name of Federal Agency: U.S. Department of Education
Federal Program Name & Assistance Listing Number: Title I Grants to Local Educational Agencies (LEAs) - ALN #84.010
Federal Award Identification Number & Year: 0000000279-00 12060-20679-2025-82070-170002 and 2025
Name of Pass-through Entity: Connecticut State Department of Education

Criteria

According to 2 CFR, Part 200.430(i)(1) charges to Federal awards for salaries and wages must be based on records that accurately reflect the actual work performed, which must, among other things: (i) be supported by a system of internal control which provides reasonable assurance that the charges are accurate, allowable, and properly allocated; (ii) be incorporated into the official records of the non-Federal entity; (iii) and reasonably reflect the total activity for which the employee is compensated by the non-Federal entity.

Condition

During the year ended June 30, 2025, the Academy had insufficient support for the review and of time and effort spent on the allowable activities related to the Title I grant.

Cause

Approval signature was not documented on Semi-Annual Time Certification Form. This lack of approval therefore did not demonstrate that any review had been performed over salary allocations using Title I grant revenue.

Effect or Potential Effect

As a result of the lack of review, the teachers' salaries allocated to the Title I grant may not be accurate.

Questioned Costs

None

Context

We selected four employees charged to the Title I grant to test for controls over time and effort. The Academy did not have evidence of review of the Title I teachers' time and effort for any of the four employees tested.

Identification as a Repeat Finding

This is not a repeat finding.

Recommendation

The Academy should have written documentation for each teacher's time and effort related to allowable activities for Title I grant. The Academy should also review this time and effort report on a periodic basis and include a review process to ensure the policy is followed.

Reporting Views of Responsible Officials

We agree with the finding and will develop and implement procedures to address the finding.

Finding 2025-002 - Special Tests and Provisions - Significant Deficiency

Name of Federal Agency: U.S. Department of Education
Federal Program Name & Assistance Listing Number: Title I Grants to Local Educational Agencies (LEAs) - ALN #84.010
Federal Award Identification Number & Year: 0000000279-00 12060-20679-2025-82070-170002 and 2025
Name of Pass-through Entity: Connecticut State Department of Education

Criteria

According to ESEA sections 111 1(h)(1)(C)(iii)(II) and 8101(23), (25) (20 USC 631 1(h)(1)(C)(iii)(II) and 7801(23), (25)), to remove a student from the cohort, a school or LEA must confirm, in writing, that the student transferred out, emigrated to another country, transferred to a prison or juvenile facility, or is deceased. To confirm that a student transferred out, the school or LEA must have official written documentation that the student enrolled in another school or in an educational program that culminates in the award of a regular high school diploma. A student who is retained in grade, enrolls in a GED program, or leaves school for any other reason may not be counted as having transferred out for the purpose of calculating graduation rate and must remain in the adjusted cohort.

Condition

During the year ended June 30, 2025, the Academy had insufficient support for the review and approval of withdrawn students related to Title I grant requirements.

Cause

Approval and parent signature was not documented on Student Withdrawal Forms for transferred students. For graduated students, there was no approval signature documented on Graduated Students Listing. This lack of approval and parent signature therefore did not demonstrate that any review had been performed over withdrawn students for Title I grant revenue.

Effect or Potential Effect

As a result of the lack of review, the number of students claimed for the Title I grant may not be accurate.

Questioned Costs

None

Context

We selected 40 transferred and graduated students for the 2024-2025 school year and obtained their withdrawal documentation to test for proper approvals. The Academy did not have evidence of review of 27 students who withdrew in the 2024-2025 school year.

Identification as a Repeat Finding

This finding is not a repeat finding.

Recommendation

The Academy should have written documentation for each withdrawn student related to special tests for Title I grant. The Academy should also review transferred student forms on a periodic basis and include a review process to ensure the policy is followed.

Reporting Views of Responsible Officials

We agree with the finding and will develop and implement procedures to address the finding.

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

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

Report on Compliance for the Major State Program

Opinion on the Major State Program

We have audited Achievement First Hartford Academy, Inc.'s compliance with the types of compliance requirements identified as subject to audit in the Office of Policy and Management's *Compliance Supplement* that could have a direct and material effect on Achievement First Hartford Academy, Inc.'s major state program for the year ended June 30, 2025. Achievement First Hartford Academy, Inc.'s major state program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, Achievement First Hartford Academy, Inc. complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on its major state program for the year ended June 30, 2025.

Basis for Opinion on the Major State Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America ("GAAS"); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and the audit requirements of the State Single Audit Act (C.G.S. Sections 4-230 to 4-236). Our responsibilities under those standards and the State Single Audit Act are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Achievement First Hartford Academy, Inc. and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for the major state program. Our audit does not provide a legal determination of Achievement First Hartford Academy, Inc.'s compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules and provisions of contracts or grant agreements applicable to Achievement First Hartford Academy, Inc.'s state programs.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Achievement First Hartford Academy, Inc.'s compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the State Single Audit Act will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Achievement First Hartford Academy, Inc.'s compliance with the requirements of the major state program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the State Single Audit Act, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Achievement First Hartford Academy, Inc.'s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.

- Obtain an understanding of Achievement First Hartford Academy, Inc.'s internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the State Single Audit Act, but not for the purpose of expressing an opinion on the effectiveness of Achievement First Hartford Academy, Inc.'s internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

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

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the State Single Audit Act. Accordingly, this report is not suitable for any other purpose.

CohnReznick LLP

Hartford, Connecticut
January 9, 2026

Achievement First Hartford Academy, Inc.

Schedule of Expenditures of State Financial Assistance
Year Ended June 30, 2025

State grantor/ pass-through grantor/ program title	State grant program CORE-CT number	Passed through to subrecipients	Expenditures
Department of Education			
Passed through Achievement First Bridgeport Academy, Inc.			
Talent Development - TEAM	11000-SDE64000-12552	$ -	$ 1,119
Bilingual Education	11000-SDE64000-17042	-	4,748
Charter Schools	11000-SDE64000-16119	-	13,980,069
Passed through Jumoke Academy, Inc.			
Charter Schools	11000-SDE64000-16119	-	242,025
Total Charter Schools		-	14,222,094
Total Department of Education		-	14,227,961
Department of Emergency Services and Public Protection			
School Security Infrastructure Competitive Grant Program	12052-DPS32900-43546	-	30,520
Total Expenditures of State Financial Assistance		$ -	$ 14,258,481

See Notes to Schedule of Expenditures of State Financial Assistance.

Achievement First Hartford Academy, Inc.

Notes to Schedule of Expenditures of State Financial Assistance
June 30, 2025

Note 1 - Basis of presentation

The accompanying schedule of expenditures of state financial assistance includes the state grant activity of Achievement First Hartford Academy, Inc. under programs of the State of Connecticut for the fiscal year ended June 30, 2025. 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. Because the schedule presents only a selected portion of the operations of Achievement First Hartford Academy, Inc., it is not intended and does not present the financial position, changes in net assets, or cash flows of Achievement First Hartford Academy, Inc.

Note 2 - Summary of significant accounting policies

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

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

Basis of accounting

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

Achievement First Hartford Academy, Inc.

Schedule of Findings and Questioned Costs
Year Ended June 30, 2025

I. Summary of Auditor's Results

Financial Statements

Type of auditor's opinion issued	Unmodified
Internal control over financial reporting	
Material weakness(es) identified?	____ yes __X__ no
Significant deficiency(ies) identified?	____ yes __X__ none reported
Noncompliance material to financial statements noted?	____ yes __X__ no

State Financial Assistance

Internal control over major programs	
Material weakness(es) identified?	____ yes __X__ no
Significant deficiency(ies) identified?	____ yes __X__ none reported
Type of auditor's opinion issued on compliance for major programs	Unmodified
Any audit findings disclosed that are required to be reported in accordance with Section 4-236-24 of the Regulations to the State Single Audit Act?	____ yes __X__ no

The following schedule reflects the major program included in the audit

State grantor and program	State CORE-CT number	Expenditures
Department of Education		
Charter Schools	11000-SDE64000-16119	$ 14,222,094
Dollar threshold used to distinguish between type A and type B Programs:		$ 427,754

II. Findings - Financial Statement Audit

None

III. State Financial Assistance Findings and Questioned Costs

None

PUBLIC DISCLOSURE COPY

CohnReznick

ACHIEVEMENT FIRST HARTFORD ACADEMY
C/O ACHIEVEMENT FIRST INC
470 JAMES STREET 007
NEW HAVEN, CT 06513

WE HAVE PREPARED THE FOLLOWING TAX RETURNS PRIMARILY FROM THE INFORMATION YOU FURNISHED. SINCE YOU HAVE THE FINAL RESPONSIBILITY FOR THE TAX RETURNS, YOU SHOULD REVIEW THEM CAREFULLY BEFORE YOU SIGN AND FILE THEM OR AUTHORIZE THEM TO BE ELECTRONICALLY FILED.

2024 FORM 990

PLEASE REVIEW THE RETURN FOR COMPLETENESS AND ACCURACY.

PLEASE RETAIN ALL TAX RECORDS, CANCELLED CHECKS AND OTHER DOCUMENTS THAT WERE USED IN THE PREPARATION OF THESE RETURNS, AS THIS INFORMATION MAY BE REQUESTED SHOULD A TAXING AUTHORITY EXAMINE A RETURN.

YOUR COPY HAS EITHER BEEN INCLUDED IN THIS PACKAGE OR SENT TO YOU ELECTRONICALLY. PLEASE RETAIN FOR YOUR FILES.

INSTRUCTIONS FOR FILING THE ABOVE IS INCLUDED FOR EASY REFERENCE.

WE SINCERELY APPRECIATE THE OPPORTUNITY TO SERVE YOU. PLEASE CONTACT US IF YOU HAVE ANY QUESTIONS CONCERNING THE TAX RETURN.

VERY TRULY YOURS,

LAURA KIELCZEWSKI

ACHIEVEMENT FIRST HARTFORD ACADEMY
C/O ACHIEVEMENT FIRST INC
CLIENT COPY
2024
YEAR ENDING JUNE 30, 2025

TAX RETURN FILING INSTRUCTIONS

FORM 990

FOR THE YEAR ENDING

JUNE 30, 2025

PREPARED FOR:

ACHIEVEMENT FIRST HARTFORD ACADEMY
C/O ACHIEVEMENT FIRST INC
470 JAMES STREET 007
NEW HAVEN, CT 06513

PREPARED BY:

COHNREZNICK ADVISORY LLC

AMOUNT DUE OR REFUND:

NOT APPLICABLE

MAKE CHECK PAYABLE TO:

NOT APPLICABLE

MAIL TAX RETURN AND CHECK (IF APPLICABLE) TO:

NOT APPLICABLE

RETURN MUST BE MAILED ON OR BEFORE:

NOT APPLICABLE

SPECIAL INSTRUCTIONS:

THIS COPY OF THE RETURN IS PROVIDED ONLY FOR PUBLIC DISCLOSURE PURPOSES. ANY CONFIDENTIAL INFORMATION REGARDING LARGE DONORS HAS BEEN REMOVED.

** PUBLIC DISCLOSURE COPY **

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2024
Open to Public Inspection

A For the 2024 calendar year, or tax year beginning JUL 1, 2024 and ending JUN 30, 2025

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

C Name of organization
ACHIEVEMENT FIRST HARTFORD ACADEMY
C/O ACHIEVEMENT FIRST INC
Doing business as
Number and street (or P.O. box if mail is not delivered to street address): 470 JAMES STREET Room/suite: 007
City or town, state or province, country, and ZIP or foreign postal code: NEW HAVEN, CT 06513

D Employer identification number: 26-2236909
E Telephone number: 203-773-3223
G Gross receipts $ 19,175,444.

F Name and address of principal officer: ERWIN HURST
SAME AS C ABOVE

H(a) Is this a group return for subordinates? ☐ Yes ☒ No
H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions
H(c) Group exemption number

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

J Website: WWW.ACHIEVEMENTFIRST.ORG

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other
L Year of formation: 2007 **M** State of legal domicile: CT

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: THE MISSION OF ACHIEVEMENT FIRST HARTFORD ACADEMY IS TO STRENGTHEN THE ACADEMIC AND CHARACTER SKILLS

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	8
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	8
5	Total number of individuals employed in calendar year 2024 (Part V, line 2a)	5	277
6	Total number of volunteers (estimate if necessary)	6	8
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	4,183,648.	3,196,490.
	9	Program service revenue (Part VIII, line 2g)	14,653,740.	15,498,717.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	80,219.	475,557.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	32,033.	4,680.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	18,949,640.	19,175,444.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	11,705,871.	11,436,690.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25) 0.		
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	5,903,659.	5,624,467.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	17,609,530.	17,061,157.
	19	Revenue less expenses. Subtract line 18 from line 12	1,340,110.	2,114,287.
			Beginning of Current Year	**End of Year**
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	6,995,458.	5,314,436.
	21	Total liabilities (Part X, line 26)	4,914,466.	1,119,157.
	22	Net assets or fund balances. Subtract line 21 from line 20	2,080,992.	4,195,279.

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 | Date
ERWIN HURST, CHAIR
Type or print name and title

Paid Preparer Use Only

Preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
LAURA KIELCZEWSKI	LAURA KIELCZEWSKI	05/07/26		P00740769

Firm's name: COHNREZNICK ADVISORY LLC Firm's EIN: 33-3709623
Firm's address: 350 CHURCH STREET, 12TH FLOOR
HARTFORD, CT 06103 Phone no. 959-200-7000

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

SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

Part III | Statement of Program Service Accomplishments

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

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

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

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

4a (Code:) (Expenses $ 15,931,564. including grants of $) (Revenue $ 15,503,397.)
ACADEMIC PROGRAMS FOR STUDENTS IN KINDERGARTEN THROUGH TWELFTH GRADES.

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

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

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

4e Total program service expenses 15,931,564.

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*	1	X	
2	Is the organization required to complete *Schedule B, Schedule of Contributors*? See instructions	2	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*	3		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*	4	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 Rev. Proc. 98-19? *If "Yes," complete Schedule C, Part III*	5		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*	6		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*	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		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*	9		X
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? *If "Yes," complete Schedule D, Part V*	10		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*	11a	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*	11b		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*	11c		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*	11d		X
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e	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*	11f	X	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	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*	12b		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13	X	
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		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*	14b		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*	15		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*	16		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	17		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*	18		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*	19		X
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
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*	21		X

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
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*	22		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*	23	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*	24a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
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?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
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*	25a		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*	25b		X
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		X
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		X
28	Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		X
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		X
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		X
29	Did the organization receive more than $25,000 in noncash contributions? *If "Yes," complete Schedule M*	29		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		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*	32		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*	33		X
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		X
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		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*	35b		
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*	36		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*	37		X
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note:** All Form 990 filers are required to complete Schedule O	38	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	1a	25			
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c	X	

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

				Yes	No
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 277			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		2b	X	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?		3a		X
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*		3b		
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)?		4a		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?		5a		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		5c		
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?		6a		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b		
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?		7a		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c		X
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?		7e		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h		
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?		8		
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?		9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b		
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?		12a		
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?		13a		
	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?		14a		X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*		14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year?		15		X
	If "Yes," see the instructions and file Form 4720, Schedule N.				
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?		16		X
	If "Yes," complete Form 4720, Schedule O.				
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953?		17		
	If "Yes," complete Form 6069.				

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

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

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 — 1a: 8. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.			
b	Enter the number of voting members included on line 1a, above, who are independent — 1b: 8			
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?	2		X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3	X	
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5		X
6	Did the organization have members or stockholders?	6		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?	7a		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?	7b		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
a	The governing body?	8a	X	
b	Each committee with authority to act on behalf of the governing body?	8b	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 on Schedule O*	9		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?	10a		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?	11a	X	
b	Describe on 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*	12a	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c	X	
13	Did the organization have a written whistleblower policy?	13	X	
14	Did the organization have a written document retention and destruction policy?	14	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	15a	X	
b	Other officers or key employees of the organization	15b	X	
	If "Yes" to line 15a or 15b, describe the process on 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?	16a		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 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

[ ] Own website [ ] Another's website [X] Upon request [ ] Other *(explain on Schedule O)*

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records

KIMBERLY HOLZMANN-KROLICK - 203-773-3223

470 JAMES STREET, 007, NEW HAVEN, CT 06513

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

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

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

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

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position: Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) LANEKA T THOMAS PRINCIPAL	40.00					X		160,167.	0.	22,412.
(2) ORAINA I SIMMONS PRINCIPAL	40.00					X		150,123.	0.	5,603.
(3) SUELEIDY CRUZ PRINCIPAL	40.00					X		136,006.	0.	10,776.
(4) SHANNON WERNER ACADEMIC DEAN	40.00					X		116,979.	0.	22,412.
(5) DOMONIQUE WILLIAMS-MARSHALL DEAN OF COLLEGE SERVICES	40.00					X		119,472.	0.	10,718.
(6) ALICE TURNER DIRECTOR	1.00	X						0.	0.	0.
(7) CHARON SMALLS DIRECTOR	1.00	X						0.	0.	0.
(8) ERWIN HURST CHAIR	1.00	X		X				0.	0.	0.
(9) FRANCOISE DERISTEL-LEGER DIRECTOR	1.00	X						0.	0.	0.
(10) LEONARD EPPS DIRECTOR	1.00	X						0.	0.	0.
(11) LISA TANEN-LA FONTAINE DIRECTOR	1.00	X						0.	0.	0.
(12) SURBHI PATEL DIRECTOR	1.00	X						0.	0.	0.
(13) VICTOR DE LA PAZ TREASURER	1.00	X		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 line)	(C) Position: Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
1b Subtotal								682,747.	0.	71,921.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								682,747.	0.	71,921.

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 14

		Yes	No
3 Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	3		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*	4	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*	5		X

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
ACHIEVEMENT FIRST, 470 JAMES STREET, SUITE 7, NEW HAVEN, CT 06513	MANAGEMENT SERVICES	1,811,868.
CREATIVE RECREATION LLC PO BOX 330235, WEST HARTFORD, CT 06133	MAINTENANCE AND REPAIR SERVICES	599,513.
APRIO LLP PO BOX 117310, ATLANTA, GA 30368	CONSULTING SERVICES	131,152.
THOMAS M WYLIE TMW PAINTING 160 THOMPSON STREET, HAMDEN, CT 06518	MAINTENANCE AND REPAIR SERVICES	100,295.

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 4

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	1 a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c				
	d Related organizations	1d				
	e Government grants (contributions)	1e 2,846,571.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f 349,919.				
	g Noncash contributions included in lines 1a-1f	1g $				
	h **Total.** Add lines 1a-1f		3,196,490.			
Program Service Revenue		**Business Code**				
	2 a STATE & LOCAL PER PUPIL OPERATIVE	611110	14,222,094.	14222094.		
	b STATE & LOCAL SPECIAL EDUCATION R	611110	1,276,623.	1,276,623.		
	c					
	d					
	e					
	f All other program service revenue					
	g **Total.** Add lines 2a-2f		15,498,717.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		475,557.			475,557.
	4 Income from investment of tax-exempt bond proceeds					
	5 Royalties					
		(i) Real / (ii) Personal				
	6 a Gross rents	6a				
	b Less: rental expenses	6b				
	c Rental income or (loss)	6c				
	d Net rental income or (loss)					
		(i) Securities / (ii) Other				
	7 a Gross amount from sales of assets other than inventory	7a				
	b Less: cost or other basis and sales expenses	7b				
	c Gain or (loss)	7c				
	d Net gain or (loss)					
	8 a Gross income from fundraising events (not including $ ____ of contributions reported on line 1c). See Part IV, line 18	8a				
	b Less: direct expenses	8b				
	c Net income or (loss) from fundraising events					
	9 a Gross income from gaming activities. See Part IV, line 19	9a				
	b Less: direct expenses	9b				
	c Net income or (loss) from gaming activities					
	10 a Gross sales of inventory, less returns and allowances	10a				
	b Less: cost of goods sold	10b				
	c Net income or (loss) from sales of inventory					
Miscellaneous Revenue		**Business Code**				
	11 a					
	b					
	c					
	d All other revenue	900099	4,680.	4,680.		
	e **Total.** Add lines 11a-11d		4,680.			
	12 **Total revenue.** See instructions		19,175,444.	15503397.	0.	475,557.

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				
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	9,542,644.	9,108,033.	434,611.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	75,485.	71,337.	4,148.	
9 Other employee benefits	1,431,922.	1,353,228.	78,694.	
10 Payroll taxes	386,639.	366,716.	19,923.	
11 Fees for services (nonemployees):				
a Management	1,791,182.	1,576,240.	214,942.	
b Legal	1,600.		1,600.	
c Accounting	40,739.	35,850.	4,889.	
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 Sch O.)	937,545.	892,789.	44,756.	
12 Advertising and promotion	1,228.	1,087.	141.	
13 Office expenses	55,985.	50,270.	5,715.	
14 Information technology	752,348.	662,807.	89,541.	
15 Royalties				
16 Occupancy	4,365.	3,841.	524.	
17 Travel				
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	445,373.	392,841.	52,532.	
23 Insurance	93,918.	82,648.	11,270.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a SUPPLIES/MATERIALS	594,598.	486,242.	108,356.	
b STUDENT SERVICES	412,622.	405,309.	7,313.	
c EQUIPMENT AND FURNISHIN	218,854.	193,161.	25,693.	
d REPAIRS AND MAINTENANCE	117,582.	103,472.	14,110.	
e All other expenses	156,528.	145,693.	10,835.	
25 **Total functional expenses.** Add lines 1 through 24e	17,061,157.	15,931,564.	1,129,593.	0.
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 ☐ 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		1,609.	1	23.
	2	Savings and temporary cash investments		1,758,791.	2	970,671.
	3	Pledges and grants receivable, net		2,749,024.	3	1,371,210.
	4	Accounts receivable, net			4	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		253,427.	9	171,964.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 6,435,565.			
	b	Less: accumulated depreciation	10b 3,740,818.	2,105,679.	10c	2,694,747.
	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		84,386.	14	57,906.
	15	Other assets. See Part IV, line 11		42,542.	15	47,915.
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		6,995,458.	16	5,314,436.
Liabilities	17	Accounts payable and accrued expenses		1,550,064.	17	552,716.
	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 any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			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		3,364,402.	25	566,441.
	26	**Total liabilities.** Add lines 17 through 25		4,914,466.	26	1,119,157.
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here [X] and complete lines 27, 28, 32, and 33.**				
	27	Net assets without donor restrictions		2,080,992.	27	4,195,279.
	28	Net assets with donor restrictions			28	
		Organizations that do not follow FASB ASC 958, check here [ ] and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building, or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		2,080,992.	32	4,195,279.
	33	Total liabilities and net assets/fund balances		6,995,458.	33	5,314,436.

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	19,175,444.
2	Total expenses (must equal Part IX, column (A), line 25)	2	17,061,157.
3	Revenue less expenses. Subtract line 2 from line 1	3	2,114,287.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	2,080,992.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	4,195,279.

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: ☐ Cash ☒ Accrual ☐ Other If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		X
	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: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	X	
	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: ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	X	
	If the organization changed either its oversight process or selection process during the tax year, explain on 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 Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a	X	
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b	X	

SCHEDULE A (Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

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

OMB No. 1545-0047
2024
Open to Public Inspection

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

Employer identification number 26-2236909

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

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

1 [ ] A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
2 [X] A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
3 [ ] A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
4 [ ] A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
5 [ ] An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
6 [ ] A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
7 [ ] An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
8 [ ] A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
9 [ ] An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
10 [ ] An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
11 [ ] An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
12 [ ] An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a [ ] **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

b [ ] **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

c [ ] **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**

d [ ] **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

e [ ] Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
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) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(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) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(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 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ..... ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2024 (line 6, column (f), divided by line 11, column (f)) ..... 14 %

15 Public support percentage from 2023 Schedule A, Part II, line 14 ..... 15 %

16a **33 1/3% support test - 2024.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ..... ☐

b **33 1/3% support test - 2023.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ..... ☐

17a **10% -facts-and-circumstances test - 2024.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ..... ☐

b **10% -facts-and-circumstances test - 2023.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ..... ☐

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

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(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) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(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 on 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 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2024 (line 8, column (f), divided by line 13, column (f)) 15 %

16 Public support percentage from 2023 Schedule A, Part III, line 15 16 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2024** (line 10c, column (f), divided by line 13, column (f)) 17 %

18 Investment income percentage from **2023** Schedule A, Part III, line 17 18 %

19a **33 1/3% support tests - 2024.** 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 - 2023.** 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 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

			Yes	No
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.*	1		
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).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a		
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.*	3b		
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.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		
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.*	4b		
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.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in* **Part VI,** *including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a		
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?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in* **Part VI.**	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8		
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.**	9a		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in* **Part VI.**	9b		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in* **Part VI.**	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	10a		
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.)*	10b		

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 on lines 11b and 11c below, the governing body of a supported organization?	**11a**		
b	A family member of a person described on line 11a above?	**11b**		
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in* **Part VI.**	**11c**		

Section B. Type I Supporting Organizations

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

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).*	**1**		

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, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	**1**		
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).*	**2**		
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* **Part VI** *the role the organization's supported organizations played in this regard.*	**3**		

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 governmental entity (see instructions).*

			Yes	No
2	Activities Test. **Answer lines 2a and 2b below.**			
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.*	**2a**		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *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.*	**2b**		
3	Parent of Supported Organizations. **Answer lines 3a and 3b 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? If "Yes" or "No," provide details in **Part VI**.	**3a**		
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.	**3b**		

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

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

Section A - Adjusted Net Income			(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1		
2	Recoveries of prior-year distributions	2		
3	Other gross income (see instructions)	3		
4	Add lines 1 through 3.	4		
5	Depreciation and depletion	5		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7	Other expenses (see instructions)	7		
8	**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 0.015 of line 3 (for greater amount, see instructions).	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 0.035.	6		
7	Recoveries of prior-year distributions	7		
8	**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 0.85 of line 1.	2		
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4	Enter greater of line 2 or line 3.	4		
5	Income tax imposed in prior year	5		
6	**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	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required - *provide details in* **Part VI**)	5	
6 Other distributions (describe in **Part VI**). See instructions.	6	
7 **Total annual distributions.** Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (*provide details in* **Part VI**). See instructions.	8	
9 Distributable amount for 2024 from Section C, line 6	9	
10 Line 8 amount divided by line 9 amount	10	

Section E - Distribution Allocations (see instructions)	**(i)** Excess Distributions	**(ii)** Underdistributions Pre-2024	**(iii)** Distributable Amount for 2024
1 Distributable amount for 2024 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2024 (reasonable cause required - *explain in* **Part VI**). See instructions.			
3 Excess distributions carryover, if any, to 2024			
a From 2019			
b From 2020			
c From 2021			
d From 2022			
e From 2023			
f **Total** of lines 3a through 3e			
g Applied to under distributions of prior years			
h Applied to 2024 distributable amount			
i Carryover from 2019 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2024 from Section D, line 7: $			
a Applied to underdistributions of prior years			
b Applied to 2024 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2024, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* **Part VI.** See instructions.			
6 Remaining underdistributions for 2024. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* **Part VI**. See instructions.			
7 **Excess distributions carryover to 2025.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2020			
b Excess from 2021			
c Excess from 2022			
d Excess from 2023			
e Excess from 2024			

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

SCHEDULE C (Form 990)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under Section 501(c) and Section 527

Complete if the organization is described below. Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public Inspection

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

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

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

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

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

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

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

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

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

2 Political campaign activity expenditures .... $ ______

3 Volunteer hours for political campaign activities .... ______

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

1 Enter the amount of any excise tax incurred by the organization under section 4955 .... $ ______

2 Enter the amount of any excise tax incurred by organization managers under section 4955 .... $ ______

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? .... ☐ Yes ☐ No

4a Was a correction made? .... ☐ Yes ☐ No

b If "Yes," describe in Part IV.

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

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities .... $ ______

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities .... $ ______

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b .... $ ______

4 Did the filing organization file **Form 1120-POL** for this year? .... ☐ Yes ☐ No

5 Enter the names, addresses, and EINs of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

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

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

A Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

B Check ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures **(The term "expenditures" means amounts paid or incurred.)**	**(a)** Filing organization's totals	**(b)** Affiliated group totals
1a Total lobbying expenditures to influence public opinion (grassroots lobbying)		
b Total lobbying expenditures to influence a legislative body (direct lobbying)		
c Total lobbying expenditures (add lines 1a and 1b)		
d Other exempt purpose expenditures		
e Total exempt purpose expenditures (add lines 1c and 1d)		
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.		

IF the amount on line 1e, column (a) or (b), is:	**THEN the lobbying nontaxable amount is:**
not over $500,000	20% of the amount on line 1e.
over $500,000 but not over $1,000,000	$100,000 plus 15% of the excess over $500,000.
over $1,000,000 but not over $1,500,000	$175,000 plus 10% of the excess over $1,000,000.
over $1,500,000 but not over $17,000,000	$225,000 plus 5% of the excess over $1,500,000.
over $17,000,000	$1,000,000.

	(a)	(b)
g Grassroots nontaxable amount (enter 25% of line 1f)		
h Subtract line 1g from line 1a. If zero or less, enter -0-		
i Subtract line 1f from line 1c. If zero or less, enter -0-		

j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? ☐ **Yes** ☐ **No**

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

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	**(a)** 2021	**(b)** 2022	**(c)** 2023	**(d)** 2024	**(e)** Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Schedule C (Form 990) 2024

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

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.	(a) Yes	(a) No	(b) Amount
1 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a Volunteers?		X	
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?		X	
c Media advertisements?		X	
d Mailings to members, legislators, or the public?		X	
e Publications, or published or broadcast statements?		X	
f Grants to other organizations for lobbying purposes?		X	
g Direct contact with legislators, their staffs, government officials, or a legislative body?		X	
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		X	
i Other activities?	X		1,328.
j Total. Add lines 1c through 1i			1,328.
2a Did the activities in line 1 cause the organization to not be described in section 501(c)(3)?		X	
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

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

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

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

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

Part IV **Supplemental Information**

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

PART II-B, LINE 1, LOBBYING ACTIVITIES:
THE ORGANIZATION PAYS DUES TO NORTHEAST CHARTER SCHOOLS NETWORK. A PORTION OF DUES IS USED BY NECSN FOR LOBBYING ACTIVITIES IN SUPPORT OF CHARTER SCHOOLS.

SCHEDULE D (Form 990) (Rev. December 2024) Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

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

Employer identification number 26-2236909

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

		(a) Donor advised funds	**(b)** Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ 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? ☐ Yes ☐ No

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

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

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 on line 2a	2c	
d	Number of conservation easements included on line 2c acquired after July 25, 2006, 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? ☐ Yes ☐ No

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

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ______

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ 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" on Form 990, Part IV, line 8.

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

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

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

(ii) Assets included in Form 990, Part X $ ______

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

a Revenue included on Form 990, Part VIII, line 1 $ ______

b Assets included in Form 990, Part X $ ______

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

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

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

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

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

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

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

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

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

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

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

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

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

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

a Board designated or quasi-endowment ____ %
b Permanent endowment ____ %
c Term endowment ____ %

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

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

		Yes	No
(i) Unrelated organizations?	3a(i)		
(ii) Related organizations?	3a(ii)		
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b		

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

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

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		6,052,670.	3,601,461.	2,451,209.
d Equipment		382,895.	139,357.	243,538.
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, line 10c, column (B))*				2,694,747.

Part VII Investments - Other Securities

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

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

Part VIII Investments - Program Related.

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

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

Part IX Other Assets

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

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

Part X Other Liabilities

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) DUE TO RELATED PARTY	508,535.
(3) LEASE LIABILITY	57,906.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 25, col. (B))*	566,441.

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

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

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

1	Total revenue, gains, and other support per audited financial statements			1	19,175,444.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a			
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines 2a through 2d			2e	0.
3	Subtract line 2e from line 1			3	19,175,444.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	0.
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	19,175,444.

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

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

1	Total expenses and losses per audited financial statements			1	17,061,157.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines 2a through 2d			2e	0.
3	Subtract line 2e from line 1			3	17,061,157.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	0.
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	17,061,157.

Part XIII Supplemental Information

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

PART X, LINE 2:

THE ACADEMY IS EXEMPT UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE ("IRC") AND IS EXEMPT FROM PRIVATE FOUNDATION STATUS UNDER IRC SECTION 509(A)(3) AND AS SUCH IS NOT SUBJECT TO FEDERAL OR STATE INCOME TAXES.

MANAGEMENT HAS ANALYZED THE TAX POSITIONS TAKEN BY THE ACADEMY AND HAS CONCLUDED THAT, AS OF JUNE 30, 2025, THERE ARE NO UNCERTAIN TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN THAT WOULD REQUIRE RECOGNITION OF A LIABILITY (OR ASSET) OR DISCLOSURE IN THE FINANCIAL STATEMENTS. THE ACADEMY'S FEDERAL INFORMATION RETURNS PRIOR TO FISCAL YEAR 2022 ARE CLOSED AND MANAGEMENT CONTINUALLY EVALUATES EXPIRING STATUTES OF LIMITATIONS, AUDITS, PROPOSED SETTLEMENTS, CHANGES IN TAX LAW AND NEW AUTHORITATIVE RULINGS.

IF THE ACADEMY HAS UNRELATED BUSINESS INCOME TAXES, IT WILL RECOGNIZE INTEREST AND PENALTIES ASSOCIATED WITH ANY TAX MATTERS AS PART OF THE INCOME TAX PROVISION AND INCLUDE ACCRUED INTEREST AND PENALTIES WITH THE RELATED TAX LIABILITY IN THE STATEMENT OF FINANCIAL POSITION.

Part XIII Supplemental Information *(continued)*

SCHEDULE E (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Schools

Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
Open to Public Inspection

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

Part I

			YES	NO
1	Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	1	X	
2	Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	2	X	
3	Has the organization publicized its racially nondiscriminatory policy on its primary publicly accessible Internet homepage at all times during its tax year in a manner reasonably expected to be noticed by visitors to the homepage, or through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space, use Part II	3	X	
	THE ACADEMY STATES ITS NON-DISCRIMINATORY POLICY IN ALL SOURCES USED FOR THE RECRUITMENT OF STUDENTS, THE POLICY IS ALSO INCLUDED IN THEIR APPLICATION MATERIALS.			
4	Does the organization maintain the following:			
a	Records indicating the racial composition of the student body, faculty, and administrative staff?	4a	X	
b	Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	4b	X	
c	Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	4c	X	
d	Copies of all material used by the organization or on its behalf to solicit contributions?	4d	X	
	If you answered "No" to any of the above, please explain. If you need more space, use Part II.			
5	Does the organization discriminate by race in any way with respect to:			
a	Students' rights or privileges?	5a		X
b	Admissions policies?	5b		X
c	Employment of faculty or administrative staff?	5c		X
d	Scholarships or other financial assistance?	5d		X
e	Educational policies?	5e		X
f	Use of facilities?	5f		X
g	Athletic programs?	5g		X
h	Other extracurricular activities?	5h		X
	If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.			
6a	Does the organization receive any financial aid or assistance from a governmental agency?	6a	X	
b	Has the organization's right to such aid ever been revoked or suspended?	6b		X
	If you answered "Yes" on either line 6a or line 6b, explain in Part II.			
7	Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, as modified by Rev. Proc. 2019-22, 2019-22 I.R.B. 1260, covering racial nondiscrimination? If "No," explain in Part II	7	X	

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

LINE 6 - EXPLANATION OF GOVERNMENT FINANCIAL AID:
THE ACADEMY IS RECOGNIZED BY THE STATE OF CONNECTICUT AS A CHARTER SCHOOL, AS SUCH THE STATE OF CONNECTICUT PROVIDES GRANT FUNDING FOR OPERATIONS BASED ON A CENSUS OF STUDENTS. ADDITIONAL FUNDING IS RECEIVED FROM FEDERAL AND STATE GRANTS FOR EDUCATION FUNDING. THE ACADEMY RECEIVES GOVERNMENT ASSISTANCE TO FUND ITS EXEMPT PURPOSE OF PROVIDING EDUCATIONAL SERVICES.

SCHEDULE J (Form 990)

(Rev. December 2024)

Department of the Treasury Internal Revenue Service

Compensation Information

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

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

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

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

Employer identification number: 26-2236909

Part I Questions Regarding Compensation

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

- [ ] First-class or charter travel
- [ ] Travel for companions
- [ ] Tax indemnification and gross-up payments
- [ ] Discretionary spending account
- [ ] Housing allowance or residence for personal use
- [ ] Payments for business use of personal residence
- [ ] Health or social club dues or initiation fees
- [ ] Personal services (such as maid, chauffeur, chef)

			Yes	No
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	1b		
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?	2		

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

- [ ] Compensation committee
- [ ] Independent compensation consultant
- [ ] Form 990 of other organizations
- [ ] Written employment contract
- [ ] Compensation survey or study
- [X] Approval by the board or compensation committee

			Yes	No
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a	Receive a severance payment or change-of-control payment?	4a		X
b	Participate in or receive payment from a supplemental nonqualified retirement plan?	4b		X
c	Participate in or receive payment from an equity-based compensation arrangement?	4c		X
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.			
	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a	The organization?	5a		X
b	Any related organization?	5b		X
	If "Yes" on line 5a or 5b, describe in Part III.			
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:			
a	The organization?	6a		X
b	Any related organization?	6b		X
	If "Yes" on line 6a or 6b, describe in Part III.			
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III	7		X
8	Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	8		X
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9		

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

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

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation (i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation	(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
(1) LANEKA T THOMAS	(i)	159,979.	0.	188.	0.	22,412.	182,579.	0.
PRINCIPAL	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) ORAINA I SIMMONS	(i)	150,060.	0.	63.	0.	5,603.	155,726.	0.
PRINCIPAL	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
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	(i)							
	(ii)							
	(i)							
	(ii)							

Part III Supplemental Information

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

SCHEDULE O (Form 990) (Rev. December 2024) Department of the Treasury Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information. Attach to Form 990 or Form 990-EZ. Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

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

Employer identification number 26-2236909

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

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

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

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

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

FORM 990, PART VI, SECTION B, LINE 15:
SALARIES ARE DETERMINED THROUGH COMPARISON WITH LOCAL SCHOOL DISTRICTS TO ENSURE WE REMAIN COMPETITIVE. CONTINUING EMPLOYMENT IS REVIEWED AND APPROVED ANNUALLY BY THE BOARD OF TRUSTEES.

FORM 990, PART VI, SECTION C, LINE 19:
ALL THESE DOCUMENTS ARE AVAILABLE UPON REQUEST AT NO COST TO THE PUBLIC. THE ORGANIZATION'S FORM 990 IS AVAILABLE BOTH UPON REQUEST AND ON THE WEBSITE WWW.CANDID.ORG