



Lea Crusey
Board Chair

Michelle J. Walker-Davis, Ed.D.
Executive Director

February 5, 2024

Via Electronic Mail

Monica Ray
Board Chair

Wallace Henry III
Chief Executive Officer

Community College Preparatory Academy Public Charter School
3301 Wheeler Road SE
Washington, DC 20032

Re: 10-Year Charter Review of Community College Preparatory Academy Public Charter School

Dear Ms. Ray and Dr. Henry:

As you know, the DC Public Charter School Board (DC PCSB) must conduct a high-stakes review of a public charter school at least once every five years to determine whether the school's charter should be continued or revoked.¹ During the 2022 – 23 school year, DC PCSB conducted such a review of Community College Preparatory Academy Public Charter School (CC Prep PCS). DC PCSB staff prepared a comprehensive review report to assess the performance of the school according to the standard required by the School Reform Act.²

On March 2, 2023, DC PCSB provided the school with a draft version of this report and allowed an opportunity for the school to respond. DC PCSB considered the school's feedback and incorporated it where staff determined appropriate to create a preliminary charter review report. Based on the findings in the preliminary charter review report, staff developed a proposal to present before the DC PCSB Board recommending the school's charter be continued.

¹ See DC Code § 38–1802.12(a)(3).

² See DC Code § 38–1802.13(a)-(b).



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Executive Director

At its public board meeting on March 20, 2023, the DC PCSB Board voted to continue the school's charter for the reasons outlined in the review report and accompanying proposal, incorporating and adopting the staff's findings and recommendations.

Representatives from the school were in attendance at the meeting and were provided an opportunity to address the DC PCSB Board prior to this vote. Members of the public were also allowed an opportunity to provide public comment prior to the vote.

Please see the following signed copy of the accompanying staff proposal, which outlines the basis upon which the DC PCSB Board voted to continue the school's charter along with the finalized version of the charter review report.

Thank you for your continued efforts in service of the students of the District of Columbia.

Sincerely yours,

A handwritten signature in black ink that reads "Lea Crusey".

Lea Crusey
Board Chair

A handwritten signature in black ink that reads "Michelle J. Walker-Davis".

Michelle J. Walker-Davis, Ed.D.
Executive Director

Cc: School Leaders

DISTRICT OF COLUMBIA PUBLIC CHARTER SCHOOL BOARD

Charter Actions Requiring a Vote

- ☐ Approve a Charter Application (15 yrs)
- ☐ Approve a Charter Renewal (15 yrs)
- ☒ Approve Charter Continuance
- ☐ Approve a Charter Amendment Request
- ☐ Give a Charter Notice of Concern
- ☐ Lift the Charter Notice of Concern
- ☐ Commence Charter Revocation Proceedings
- ☐ Revoke a Charter
- ☐ Board Action, Other _____

Non-Voting Board Items

- ☐ Public Hearing Item
- ☐ Discussion Item
- ☐ Read into Record

Policies

- ☐ Open a New Policy or Changes to a Policy for Public Comment
- ☐ Approve a New Policy
- ☐ Approve an Amendment to an Existing Policy

PREPARED BY: **Nada Mousa, Senior Specialist, School Performance Department**

SUBJECT: **Charter Review: Community College Preparatory Academy Public Charter School**

DATE: **March 20, 2023**

Recommendation

District of Columbia Public Charter School Board (DC PCSB) staff recommends that its Board vote to continue the charter of Community College Preparatory Academy Public Charter School (CC Prep PCS). This recommendation aligns with DC PCSB's Strategic Roadmap Priority of Excellent Schools.¹

Charter Review Findings

DC PCSB staff conducted a 10-year charter review of CC Prep PCS, as required by the School Reform Act (SRA).² The review includes an evaluation of the school's 1) progress toward meeting its goals and academic achievement expectations (charter

¹ DC PCSB is creating the policy and conditions to support a network of public charter schools in Washington, DC, offering families quality, equity, and diverse educational choices. See the Strategic Roadmap here: <https://bit.ly/3EVeKYg>.

² D.C. Code §§ 38-1802 *et seq.*

goals); 2) compliance with its charter and applicable federal and local laws; and 3) fiscal management. The chart below summarizes DC PCSB staff's findings in these three areas over the review period.

Charter Review Findings					
Review Period	School year (SY) 2017 – 18 through SY 2021 – 22				
Charter Goals	CC Prep PCS met its charter goals.				
Compliance	CC Prep PCS did not violate the law or materially violate its charter.				
Finance	CC Prep PCS did not commit fiscal mismanagement.				
Performance Management Framework (PMF) Outcomes					
2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	Average
Tier 2	52.3% ³	Not Applicable (NA) ⁴			NA

CC Prep PCS adopted the PMF as its charter goals, in accordance with DC PCSB's *Elect to Adopt the PMF as Charter Goals Policy (PMF as Goals Policy)*.⁵ In doing so, for SY 2017 – 18, CC Prep PCS committed to obtaining at least 50.0% of the weighted score in three out of four categories on the Adult Education (AE) PMF and at least 45.0% of the weighted score in the remaining category. For SY 2018 – 19 through SY 2021 – 22, the school committed to obtaining an average PMF score equal to or exceeding 45.0%. CC Prep PCS met its charter goals, earning above the targeted points in the AE PMF categories in SY 2017 – 18, and exceeding the PMF target in SY 2018 – 19.

DC PCSB staff also found the school has not committed a violation of law or a material violation of its charter, and has not committed fiscal mismanagement, meaning the school has adhered to generally accepted accounting principles, has not engaged in a pattern of fiscal mismanagement, and is economically viable.

³ DC PCSB uses the Adult Education (AE) PMF to evaluate academic performance for adult-serving schools like CC Prep PCS. From SY 2015 – 16 through SY 2017 – 18, adult-serving schools could only earn a PMF Tier. In 2018, DC PCSB adopted a scoring model for adult-serving schools. SY 2018 – 19 was the first year in which adult-serving schools could earn both a PMF Tier and a score. A PMF score of 52.3% is also Tier 2 performance.

⁴ As written in DC PCSB's *COVID-19 Impact Policy*, the "COVID-19 public health emergency resulted in all DC public charter schools physically closing and implementing distance learning programs." Consequently, per the policy, DC PCSB ceased collection, aggregation, and publication of SY 2019 – 20 academic data and did not produce the SY 2019 – 20 PMF. Similarly, though DC PCSB resumed collection of a limited set of SY 2020 – 21 PMF data, it did not produce the SY 2020 – 21 PMF. In September 2021, DC PCSB announced its plan to develop a new accountability framework. Consequently, DC PCSB did not produce the SY 2021 – 22 PMF. For details, see the *COVID-19 Impact Policy* here: <https://bit.ly/3fy5zDo>. Also see DC PCSB's September 2021 public meeting materials and recorded discussion here: <https://bit.ly/3JpiB2x>.

⁵ See the *PMF as Goals Policy* here: <https://bit.ly/2PTj7fL>.

DC PCSB staff's complete findings are detailed in the school's Preliminary Charter Review Report (Attachment A), which forms the basis of staff's recommendation along with this proposal. The report will be finalized following the Board's vote on the school's continuance.

Additional Academic Data

To support evaluation during the COVID-19 recovery period, DC PCSB staff collected SY 2021 – 22 transitional goals data from all schools.⁶ For schools serving adult students like CC Prep PCS, transitional goals data includes the following outcomes: adult basic education (ABE) growth, high-level career and technical education (CTE) certification attainment, attendance, and persistence.⁷ See CC Prep PCS's SY 2021 – 22 transitional goals performance on pages 14 and 15 of the attached Preliminary Charter Review Report. Per the *COVID-19 Impact Policy*, DC PCSB uses SY 2021 – 22 transitional goals data as supplemental evidence of school performance, but only if it helps the school.⁸

In addition to collecting transitional goals data, DC PCSB staff conducted a Qualitative Site Review (QSR) at CC Prep PCS during SY 2021 – 22. DC PCSB uses the QSR to evaluate schools' environment and instructional quality. Like transitional goals data, QSR outcomes provide supplemental evidence of school quality. See CC Prep PCS's SY 2021 – 22 QSR performance on pages 7 and 8 of the attached Preliminary Charter Review Report.

Charter Review Standard

The SRA stipulates that DC PCSB "shall review [a school's] charter at least once every [five] years."⁹ As part of this review, DC PCSB must determine whether:

1. The school committed a violation of applicable law or a material violation of the conditions, terms, standards, or procedures set forth in its charter, including violations relating to the education of children with disabilities; and/or
2. The school failed to meet the goals and student academic achievement expectations set forth in its charter.¹⁰

If DC PCSB determines that a school has committed a violation of applicable law or a material violation of the terms of its charter, or has not met its goals and academic

⁶ See DC PCSB's transitional goals description in the *COVID-19 Impact Policy*, <https://bit.ly/3JCFwIQ>, p. 2.

⁷ In this context, persistence captures the percentage of students who stay at an adult education program long enough to make academic and career gains.

⁸ *Ibid.*, p. 6.

⁹ D.C. Code § 38-1802.12(a)(3).

¹⁰ D.C. Code § 38-1802.13(a).

achievement expectations, it may, at its discretion, revoke the school's charter, or grant the school a continuance.¹¹

Additionally, there is a fiscal component to the charter review. DC PCSB is required by the SRA to revoke a school's charter if DC PCSB determines in its review that the school: 1) has engaged in a pattern of nonadherence to generally accepted accounting principles, 2) has engaged in a pattern of fiscal mismanagement, and/or 3) is no longer economically viable.¹²

Background

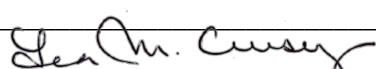
CC Prep PCS began operation in 2013 under authorization from DC PCSB. The school educates 620 adult students at one facility located in Ward 8.¹³ Per its mission, CC Prep PCS aims to "provide the education and skills development that will empower and prepare under-credited adults for postsecondary education success, viable employment and lifelong learning."

Notification

On February 8, 2023, DC PCSB staff notified Advisory Neighborhood Commissioner Salim Adofo (8C07) of the school's 10-year charter review. DC PCSB staff also posted a notice for public comment on the charter review in the DC Register and on the DC PCSB website.¹⁴

Attachment to this Proposal

Attachment A: CC Prep PCS 10-Year Preliminary Charter Review Report

Date: <u>3/20/2023</u>
DC PCSB Action: <input checked="" type="checkbox"/> Approved <input type="checkbox"/> Approved with Changes <input type="checkbox"/> Rejected
Changes to the Original Proposal:
<hr/>
<hr/>
<hr/>
DC PCS Board Chair Signature: 

¹¹ DC PCSB may impose conditions of continuance if it deems such conditions appropriate.

¹² D.C. Code § 38-1802.13(b).

¹³ This enrollment figure is based on preliminary, unvalidated data as of October 5, 2022.

¹⁴ See the notice here: <http://bit.ly/3loIH75>.



2022 – 23 10-Year Charter Review Report Community College Preparatory Academy Public Charter School

March 20, 2023

DC Public Charter School Board
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Washington, DC 20010
(202) 328-2660
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BOARD VOTE AND KEY FINDINGS

Community College Preparatory Academy Public Charter School (CC Prep PCS) ^{1, 2}					
Review or Renewal		10-year charter review			
Review Period		School year (SY) 2017 – 18 through SY 2021 – 22			
Charter Goals		CC Prep PCS met its charter goals.			
Compliance		CC Prep PCS did not violate the law or materially violate its charter.			
Finance		CC Prep PCS did not commit fiscal mismanagement.			
Board Vote		The board voted 6 – 0 to continue CC Prep PCS’s charter.			
Performance Management Framework (PMF) Outcomes ³					
2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	Average
Tier 2	52.3% ⁴	Not Applicable (NA) ⁵			NA

Pursuant to the School Reform Act (SRA), the District of Columbia Public Charter School Board (DC PCSB) “shall review [a school’s] charter at least once every [five] years.”⁶ As such, DC PCSB conducted a 10-year charter review of CC Prep PCS, evaluating the school’s progress toward meeting its goals and academic achievement expectations (charter goals). CC Prep PCS adopted the PMF as its charter goals, in accordance with DC PCSB’s *Elect to Adopt the PMF as Charter Goals Policy (PMF as Goals Policy)*.⁷ In doing so, for SY 2017 – 18, CC Prep PCS committed to obtaining at least 50.0% of the weighted score in three out of four categories on the Adult Education (AE) PMF and at least 45.0% of the weighted score in the remaining category. For SY 2018 – 19 through SY 2021 – 22, the school committed to obtaining an average PMF score equal to or exceeding 45.0%. CC Prep PCS met its charter goals, earning well above the targeted points in the AE PMF categories for SY 2017 – 18, and exceeding the PMF target in SY 2018 – 19.

DC PCSB also evaluated the school’s compliance with applicable federal and local laws, compliance with its charter, and fiscal management. DC PCSB determined the school has

¹ See the appendices to this report here: <https://bit.ly/3HwYOPp>.

² See CC Prep PCS’s Charter Agreement and Amendments, Appendices A1 – A6.

³ See CC Prep PCS’s PMF scorecards, Appendices B1 – B2.

⁴ DC PCSB uses the Adult Education PMF (AE PMF) to evaluate academic performance for adult-serving schools like CC Prep PCS. From SY 2015 – 16 through SY 2017 – 18, adult-serving schools could only earn a PMF Tier. In 2018, DC PCSB adopted a scoring model for adult-serving schools. SY 2018 – 19 was the first year in which adult-serving schools could earn both a PMF Tier and a score. A PMF score of 52.3% is also Tier 2 performance.

⁵ As written in DC PCSB’s *COVID-19 Impact Policy*, the “COVID-19 public health emergency resulted in all DC public charter schools physically closing and implementing distance learning programs.” Consequently, per the policy, DC PCSB ceased collection, aggregation, and publication of SY 2019 – 20 academic data and did not produce the SY 2019 – 20 PMF. Similarly, though DC PCSB resumed collection of a limited set of SY 2020 – 21 PMF data, it did not produce the SY 2020 – 21 PMF. In September 2021, DC PCSB announced its plan to develop a revised accountability framework. Consequently, DC PCSB did not produce the SY 2021 – 22 PMF. For details, see the *COVID-19 Impact Policy* here: <https://bit.ly/3fy5zDo>. Also see DC PCSB’s September 2021 public meeting materials and recorded discussion here: <https://bit.ly/3JpiB2x>

⁶ D.C. Code § 38-1802.12(a)(3).

⁷ See the *PMF as Goals Policy* here: <https://bit.ly/2PTj7fL>.

not committed a violation of law or a material violation of its charter, has adhered to generally accepted accounting principles (GAAP), has not engaged in a pattern of fiscal mismanagement, and is economically viable.

At its public board meeting on March 20, 2023, the DC PCSB Board voted 6 – 0 to continue CC Prep PCS's charter.

The following report includes a school background section followed by analyses of the school's academic performance, charter and legal compliance, and fiscal management.

SCHOOL BACKGROUND

CC Prep PCS			
Year Opened	2013 – 14	Ward(s)	8
Number of Campuses	1	Year(s) of Previous Review	2017 – 18
Current Enrollment Ceiling	600	Current Enrollment	620 ⁸
Chartered Grade Span	Adult	Current Grade Span	Adult
Mission Statement			
To provide the education and skills development that will empower and prepare under-credited adults for postsecondary education success, viable employment and lifelong learning. ⁹			

School Overview

CC Prep PCS began operating in 2013 under authorization from DC PCSB to educate adult students aged 18 and older. CC Prep PCS opened for adults in need of a high school diploma and preparation for college or career. To that end, the local education agency (LEA)¹⁰ offers a General Equivalency Diploma (GED) program and college readiness coursework. The school also provides career and technical education (CTE) certification pathways in a range of “living-wage-producing career areas such as administrative support, information technology (IT), infrastructure, and HealthTech.”¹¹ As a blended learning school, CC Prep PCS uses online adaptive curricular software.¹²

In keeping with the school’s mission to prepare students for viable employment, in March 2022, CC Prep PCS won a \$1 million grant to expand its IT Pathways program.¹³ The school will use these grant funds for scholarships for CC Prep PCS students to complete a Google certificate training program that includes career coaching and other wraparound supports.

Enrollment and Demographic Data

The table below shows the school’s enrollment history during the review period.

⁸ This enrollment data is based on preliminary, unvalidated data as of October 5, 2022.

⁹ CC Prep PCS’s SY 2021 – 22 annual report states its mission is to “provide an innovative and rigorous education environment for under-credited adults who have aged out of the traditional K – 12 public education system, and is supportive of their unique learning needs and successful in preparing them for 21st century employment, higher education and life-long learning.” See the school’s SY 2021 – 22 Annual Report, Appendix C, p. 2.

¹⁰ An “LEA” is any individual or group of public charter schools operating under a single charter.

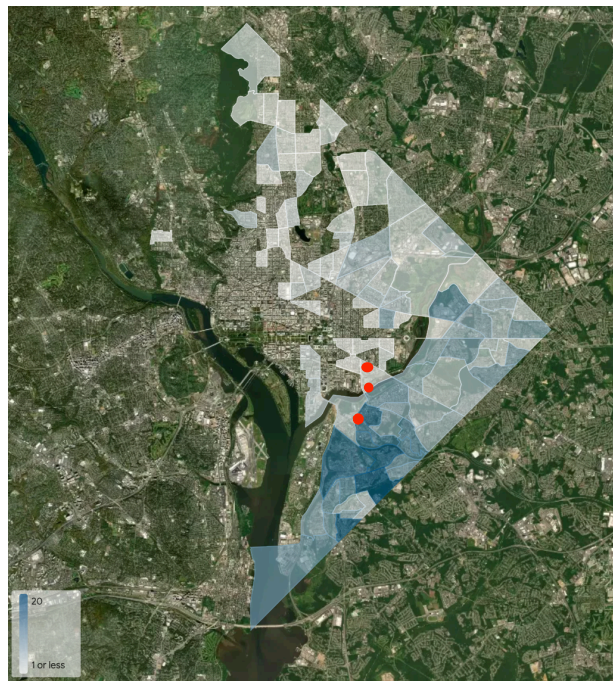
¹¹ See CC Prep PCS’s SY 2021 – 22 Annual Report, Appendix C, p. 2.

¹² Ibid.

¹³ See the announcement here, <http://bit.ly/3mcQU6F>.

School Year	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22
Audited Enrollment ¹⁴	600	617	624	600	564
Enrollment Projections ¹⁵	600	600	600	600	600
Enrollment Ceiling ¹⁶	600	600	600	600	600

The map below shows where SY 2021 – 22 CC Prep PCS students live in relation to the facility, which is marked by a red dot.¹⁷ The blue gradient represents the density of students. As the map shows, CC Prep PCS enrolls students from every ward in the District, though most of its students come from Wards 8 and 7.



The table below shows the LEA's SY 2021 – 22 student demographics.

Student Group	Percentage Enrolled
American Indian or Alaska Native	0.2%
Asian	0.4%
Black or African American	95.0%
Hispanic/Latino	1.8%
Multiracial	1.6%
Native Hawaiian or Other Pacific Islander	— ¹⁸
White	0.2%

¹⁴ The Office of State Superintendent of Education (OSSE) conducts an annual enrollment audit to determine

School Climate

The charts below report CC Prep PCS's performance across two school environment measures: out-of-school suspension (OSS) rates and in-seat attendance (ISA) rates. These data did not factor into DC PCSB's continuance determination.¹⁹

OSS Rates

An OSS is when a school temporarily removes a student from school grounds for disciplinary reasons. The OSS rate is the percentage of students who received an OSS. The charts below detail CC Prep PCS's average OSS rates compared to the OSS averages for DC AE public charter schools.²⁰

Key for OSS Rates	
Green	Equal to or less than the sector rate
Red	More than the sector rate
Grey	n < 10; the number of students (n-size) is less than 10 ²¹

Two-Year (SY 2017 – 18 and SY 2018 – 19) Average OSS Rate	
CC Prep PCS	AE Charter Sector
0.0%	0.5%

SY 2019 – 20 Average OSS Rate	
CC Prep PCS	AE Charter Sector
0.0%	0.5%

the number of students at each public school in the District.

15 Each year, charter LEAs, DC PCSB, and the Office of the Deputy Mayor for Education (DME) must project student enrollment for the following school year. The enrollment projections displayed are determined by DME and DC PCSB and may be different than the LEA's projections.

16 Each charter LEA has an enrollment ceiling in its charter agreement, designating the maximum number of students the school can receive per pupil funding for each school year.

17 CC Prep PCS operates one campus across three facilities.

18 The “–” symbol indicates the school does not or did not enroll students in the corresponding student group(s).

19 The following school climate charts do not include SY 2019 – 20, SY 2020 – 21, and SY 2021 – 22 data in the multi-year average values. The COVID-19 pandemic made these years unique and difficult to compare to other years. Consequently, DC PCSB shares two-year averages (SY 2017 – 18 and SY 2018 – 19) as well as standalone outcomes for SY 2019 – 20, SY 2020 – 21, and SY 2021 – 22 in this section of the report. Additionally, rates for SY 2019 – 20 include data from August 2019 through February 2020.

20 For SY 2020 – 21, DC PCSB determined the number of students suspended across the charter sector, including CC Prep PCS, is too small to report.

21 DC PCSB does not report on values when the n-size is less than 10.

SY 2021 – 22 Average OSS Rate	
CC Prep PCS	AE Charter Sector
0.0%	0.0%

ISA

The ISA rate is the percentage of students who were present each day. The charts below detail CC Prep PCS's data compared to the DC public charter sector's average ISA rates.

Key for ISA Rates	
Green	Equal to or more than the sector rate
Red	Less than the sector rate
Grey	n < 10; the n-size is less than 10

Two-Year (SY 2017 – 18 and SY 2018 – 19) Average ISA Rate	
CC Prep PCS	AE Charter Sector
56.4%	68.3%

SY 2019 – 20 Average ISA Rate	
CC Prep PCS	AE Charter Sector
55.1%	70.4%

SY 2020 – 21 Average ISA Rate	
CC Prep PCS	AE Charter Sector
53.6%	65.5%

SY 2021 – 22 Average ISA Rate	
CC Prep PCS	AE Charter Sector
48.1%	43.4%

Qualitative Site Review (QSR)

DC PCSB uses QSR visits to assess schools across two domains—classroom environment and instruction, as defined in the Charlotte Danielson *Framework for Teaching*.²² From November 8 – 19, 2022, in anticipation of this review, DC PCSB conducted a QSR at CC Prep PCS. In the classroom environment domain, observers noted that interactions between

²² Danielson, Charlotte. *The Framework for Teaching: Evaluation Instrument*. Princeton, NJ: Danielson Group, 2013.

teachers and students and among students were uniformly respectful. At the beginning of class, many teachers greeted students by name and shared how happy they were to see their students. Across most classrooms, teachers demonstrated a high regard for students' abilities. Additionally, throughout observations, students independently managed classroom routines and procedures. In the instruction domain, observers noted that most teachers clearly communicated the purpose of the lesson and often modeled strategies students could use when completing their work. In most observations, discussions enabled students to talk to one another without ongoing mediation from the teacher. However, in some observations, teachers primarily posed questions with single correct answers, limiting academic discussion. Across classrooms, teachers frequently provided students with feedback oriented toward future improvement of work.

After conducting unannounced observations,²³ the QSR team rated the classroom environment and instruction as “unsatisfactory,” “basic,” “proficient,” or “distinguished.” The following chart details the percentage of CC Prep PCS classrooms the QSR team rated as proficient or distinguished in each domain. It also reports the average percentage of comparable public charter school classrooms that received proficient and distinguished ratings in each domain.

School/Sector	Classroom Environment	Instruction
Percentage Rated Proficient or Distinguished		
CC Prep PCS	94.0%	78.0%
Average score for adult education (AE) public charter schools	99.0%	89.0%

CC Prep PCS scored below the average in both domains compared to other AE public charter schools that received a QSR during SY 2021 – 22.

Previous Charter Reviews

Five-Year Review

In SY 2017 – 18,²⁴ DC PCSB conducted a five-year review of CC Prep PCS and found that the school met the standard for charter continuance. The school met its charter goals, earning over 40.0% in at least three AE PMF categories across two years during the five-year review period. In March 2018, the DC PCSB voted to continue the school's charter.

Communication with the School

On July 5, 2022, DC PCSB staff met with members of CC Prep PCS's staff to discuss the school's 10-year review. DC PCSB staff provided the school with a chart, similar to the one in

²³ During SY 2021 – 22 QSR visits, the QSR team observed 50.0% of a school's core content classes. The QSR team also observed electives when the coursework was an essential part of the school's mission.

²⁴ See CC Prep PCS's Five-Year Review Report, Appendix D.

Section One of this report, showing the school's charter goals performance during the review period.

CHARTER REVIEW STANDARD

The SRA stipulates that DC PCSB "shall review [a school's] charter at least once every [five] years."²⁵ As part of this review, DC PCSB must determine whether:

- 1) The school committed a violation of applicable law, or a material violation of the conditions, terms, standards, or procedures set forth in its charter, including violations relating to the education of children with disabilities; and/or
- 2) The school failed to meet the goals and student academic achievement expectations set forth in its charter.²⁶

If DC PCSB determines that a school has committed a violation of applicable law or a material violation of the terms of its charter, or has not met its goals and academic achievement expectations, it may, at its discretion, revoke the school's charter, or grant the school a continuance.²⁷

Additionally, there is a fiscal component to the charter review. DC PCSB is required by the SRA to revoke a school's charter if DC PCSB determines in its review that the school: 1) has engaged in a pattern of nonadherence to GAAP, 2) has engaged in a pattern of fiscal mismanagement, and/or 3) is no longer economically viable.²⁸

²⁵ D.C. Code § 38-1802.12(a)(3).

²⁶ D.C. Code § 38-1802.13(a).

²⁷ DC PCSB may impose conditions of continuance if it deems such conditions appropriate.

²⁸ D.C. Code § 38-1802.13(b).

SECTION ONE: GOALS AND ACADEMIC ACHIEVEMENT EXPECTATIONS

Per the SRA, DC PCSB must review whether a school has met its charter goals at least once every five years. Charter goals are part of the review analysis only if they were included in a school's charter or charter amendment.

In July 2020,²⁹ CC Prep PCS amended its charter to adopt an updated version of the PMF as its charter goals.³⁰ By adopting the PMF as its goals, the LEA agreed to the review standard recorded in the chart below. This chart summarizes DC PCSB's determination that CC Prep PCS met its charter goals, followed by a detailed assessment.

Charter Goals	Met?
<p>Review Standard: The School Corporation as a whole will be deemed to have met its goals and academic achievement expectations if each individual campus:</p> <p>At its tenth-year charter review, obtains at least 50.0% of the weighted score in three out of four categories (previously named indicators) on the PMF (Student Progress, Student Achievement, College and Career Readiness, and Leading Indicators) and at least 45.0% of the weighted score in the remaining category for school year 2017 – 18; and obtains an average PMF score for school years 2018 – 19, 2020 – 21, and 2021 – 22 equal to or exceeding 45.0%.</p> <p>In cases where a school has not achieved the above threshold, the DC PCSB Board may, at its discretion, determine that a school has met its goals and student achievement expectations if the School Corporation has met the following:</p> <p>Improvement Provision: The School Corporation has demonstrated consistent improvement on overall PMF scores during the most recent three years of the review period. In exercising its discretion, the DC PCSB Board shall also consider the strength of un-tiered measures.</p>	Met

AE PMF Indicator Weights 2017 – 18			
Student Progress	Student Achievement	College and Career Readiness	Leading Indicators³¹

²⁹ See CC Prep PCS's Goals Charter Amendment, Appendix A5.

³⁰ For details, see the 2019 – 20 PMF Policy & Technical Guide here: <https://bit.ly/3SCOlal>.

³¹ The SY 2017 – 18 AE PMF Policy & Technical Guide refers to the "School Environment" indicator as "Leading Indicators."

79.0%	71.3%	97.3%	50.0%
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PMF Outcomes					
2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	Average
Tier 2	52.3% ³²	NA ³³			NA

Determination: CC Prep PCS met its charter goals, earning at least 50% of the weighted score in three out of four AE PMF categories and at least 45.0% of the weighted score in the remaining category for SY 2017 – 18. Additionally, it earned a PMF score of 52.3% in SY 2018 – 19, exceeding the 45.0% PMF score requirement.

The remainder of this section contains a description of the PMF and an analysis of CC Prep PCS's performance on each PMF category during the review period, excluding school years 2019 – 20, 2020 – 21, and 2021 – 22, per footnote 33. This section ends with a review of supplemental academic data for SY 2021 – 22, separate and apart from the school's charter goals.

PMF Overview³⁴

DC PCSB evaluates all public charter schools according to a PMF. There are four separate PMF frameworks; DC PCSB evaluates CC Prep PCS under the Adult Education (AE) PMF. DC PCSB divides the PMF into four categories: student progress, student achievement, college and career readiness, and leading indicators. Using a 100-point scale, the AE PMF identifies schools as Tier 1 (high-performing), Tier 2 (mid-performing), or Tier 3 (low-performing) based on their overall performance in the four categories. See below for a summary of CC Preps PCS's performance in the PMF categories.

Key for PMF Measure Charts	
Blue	Data not available (NA)
n < 10	The number of test takers (n-size) is less than 10

Student Progress

Student progress is a measure of student growth in either Adult Basic Education (ABE) or English Language Acquisition/English as a Second Language (ESL) in their lowest performing subject over the course of a program year. This category uses educational

³² As previously noted, from SY 2015 – 16 through SY 2017 – 18, adult-serving schools could only earn a PMF Tier. In 2018, DC PCSB adopted a scoring model for adult-serving schools. SY 2018 – 19 was the first year in which adult-serving schools could earn both a PMF Tier and a score.

³³ DC PCSB ceased collection, aggregation, and publication of SY 2019 – 20 academic data. DC PCSB resumed collection of a limited set of SY 2020 – 21 and SY 2021 – 22 PMF data and did not produce the PMF in either year. For details, see the *COVID-19 Impact Policy* here: <https://bit.ly/3fy5zDo>.

³⁴ For details, see the 2019 – 20 PMF Policy and Technical Guide here: <https://bit.ly/2D2lvqc>.

functioning level (EFL) gains on assessments approved by the US Department of Education's National Reporting System (NRS) as the measure of growth. CC Prep PCS has an ABE program, and it uses Tests of Adult Basic Education (TABE) to measure student growth in reading, language, and numeracy over the course of a program year. Schools must pre- and post-test a minimum of 60.0% of eligible students in their lowest performing subject to receive points in this category.

ABE Educational Gain										
	2017 – 18		2018 – 19		2019 – 20		2020 – 21		2021 – 22	
	School	Sector	School	Sector	School	Target	School	Target	School	Sector
Rate	79.0%	54.1%	42.4%	53.9%	NA					
<i>n-size</i>	697		677							

Student Achievement

This category reflects the rate of students who pass individual GED subject tests as they work toward achieving the GED credential and/or who earned a secondary credential, which includes an English or Spanish GED or a National External Diploma Program (NEDP) credential. This category also reflects the rate of students who earned a high-level, industry-recognized career and technical education (CTE) certification. CC Prep PCS offers the CompTIA A+ certification, which prepares individuals for an IT career.³⁵

Earned Secondary Credentials										
	2017 – 18		2018 – 19		2019 – 20		2020 – 21		2021 – 22	
	School	Sector	School	Sector	School	Target	School	Target	School	Sector
Rate	78.9%	79.7%	81.0%	72.4%	NA					
<i>n-size</i>	19		21							

GED Subject Test Achievement										
	2017 – 18		2018 – 19		2019 – 20		2020 – 21		2021 – 22	
	School	Sector	School	Sector	School	Target	School	Target	School	Sector
Rate	84.1%	82.7%	88.3%	81.5%	NA					
<i>n-size</i>	113		103							

Earned High-Level Certification: CompTIA A+ ³⁶										
	2017 – 18		2018 – 19		2019 – 20		2020 – 21		2021 – 22	
	School	Sector	School	Sector	School	Target	School	Target	School	Sector

³⁵ For additional information on the CompTIA A+ certification, see here: <http://bit.ly/40A7ayB>

³⁶ In SY 2017 – 18 and SY 2018 – 19, DC PCSB displayed earned high-level certification outcomes, but it did not include them in the PMF score. It became a scored measure beginning in SY 2019 – 20 following changes to the PMF Policy and Technical Guide.

Rate	66.7%	72.1%	75.6%	78.0%	NA
<i>n-size</i>	57		47		

College and Career Readiness

This category includes measures that capture students' employment outcomes or entry into postsecondary education. It reports whether students who entered the AE education program either retained or entered a job or entered postsecondary education or training after exiting the program. Recognizing that it is hard to follow up with every student who exited a program, schools can earn points for the measures in this category if they survey at least 50.0% of their exiting students. Conversely, schools that do not survey at least 50.0% of their exiting students earn zero points for the measures in this category.

Entered Employment or Postsecondary										
	2017 – 18		2018 – 19		2019 – 20		2020 – 21		2021 – 22	
	School	Sector	School	Sector	School	Target	School	Target	School	Sector
Rate	89.3%	64.5%	61.5%	70.1%	NA					
<i>n-size</i>	84		96							

Retained Employment or Postsecondary										
	2017 – 18		2018 – 19		2019 – 20		2020 – 21		2021 – 22	
	School	Sector	School	Sector	School	Target	School	Target	School	Sector
Rate	90.2%	89.7%	91.1%	93.5%	NA					
<i>n-size</i>	153		315							

Leading Indicators

This category reports attendance and persistence rates. Persistence captures the percentage of students who stay at an AE school long enough to complete a single cycle of instruction. Both indicators are key predictors of whether students make academic gains.

ISA										
	2017 – 18		2018 – 19		2019 – 20		2020 – 21		2021 – 22	
	School	Sector	School	Sector	School	Target	School	Target	School	Sector
Rate	47.9%	66.2%	69.7%	68.9%	NA					

Persistence					
	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22

	School	Sector	School	Sector	School	Target	School	Target	School	Sector
Rate	77.1%	76.9%	77.1%	79.9%	NA					

Transitional Goals Data

Per the COVID-19 Impact Policy, DC PCSB collected SY 2021 – 22 transitional goals data from all schools to support evaluation during the COVID-19 recovery period.³⁷ For AE schools, transitional goals include standard data collection, to the extent available, of ABE and ESL growth, secondary credential attainment, GED subject test passage, high-level CTE certification attainment, in-seat attendance, and persistence. The charts below show CC Prep PCS's overall and student group performance on each transitional goals measure, excluding ESL growth,³⁸ secondary credential attainment, and GED subject test passage.³⁹

ABE Growth on TABE by Student Group

Student Group	2021 – 22 ABE Growth Rates	
	n-size	Rate
All Students	294	37.4%
Black or African American	279	37.6%
Hispanic/Latino	n < 10	
Other Races	10	30.0%
Female	173	34.7%
Male	121	41.3%

Earned High-Level Certification Attainment by Student Group

Student Group	2021 – 22 Earned High-Level Certification Rates	
	n-size	Rate
All Students	49	63.3%
Black or African American	46	63.0%
Hispanic/Latino	n < 10	
Other Races	n < 10	
Female	13	38.5%
Male	36	72.2%

ISA

2021 – 22 ISA Rate
48.1%

³⁷ See DC PCSB's transitional goals description in the COVID-19 Impact Policy, <https://bit.ly/3JCFwIQ>.

³⁸ Again, CC Prep PCS does not have an ESL program.

³⁹ Data is not available for display because the n-sizes for secondary credential attainment and GED subject test passage are less than 10.

Persistence

2021 – 22 Persistence Rate	
51.6%	

SECTION TWO: COMPLIANCE WITH CHARTER AND APPLICABLE LAWS

Per the SRA, when reviewing a charter, DC PCSB must determine whether a school has "committed a violation of applicable laws or a material violation of the conditions, terms, standards, or procedures set forth in its charter, including violations relating to the education of children with disabilities."⁴⁰ The SRA contains a non-exhaustive list of applicable laws, which DC PCSB monitors in its annual compliance reviews. Since SY 2017 – 18, CC Prep PCS has been compliant with all applicable laws as captured in DC PCSB's compliance reviews.⁴¹

DC PCSB also monitors schools' compliance with the procurement requirements in the SRA, and supports OSSE, as the state education agency (SEA), in its monitoring of compliance with special education laws.

The remainder of this section examines the school's compliance in these two areas over the review period.

Procurement Contracts

D.C. Code § 38-1802.04(c)(1) requires DC charter schools to use a competitive bidding process for any procurement contract valued at \$25,000 or more. Within three business days of awarding such a contract, schools must submit to DC PCSB all bids received, the contractor selected, and the rationale for which the contractor was selected. To ensure compliance with this law, DC PCSB requires schools to report key contract information specifying any qualifying procurement contract that the school has executed.

CC Prep PCS properly submitted one procurement contract package during fiscal year (FY) 2017. It did not submit any procurement contract packages in FY 2018, which is unusual for an LEA of its size.

In early 2018, DC PCSB developed more robust and comprehensive oversight processes around procurement contracts. As a result, in July 2018, DC PCSB began implementing a new *Procurement Contract Submission and Conflict of Interest Policy*,⁴² which tracks the timeliness of procurement contract submissions. Schools, in turn, were expected to adjust their internal processes over time to ensure higher levels of compliance with these procurement contract reporting requirements.

⁴⁰ D.C. Code § 38-1802.12(a)(3).

⁴¹ Every winter, DC PCSB produces a Compliance Review Report for each public charter school in its portfolio. The report summarizes a school's year-to-date compliance status; it does not include a conclusive compliance determination. See DC PCSB's Compliance Review Reports here: <https://bit.ly/3ESLUfl>. See CC Prep PCS's Compliance Review Reports, Appendices E1 – E5.

⁴² See the *Procurement Contract Submission and Conflict of Interest Policy* here: <https://bit.ly/2QkQjgn>.

During FY 2019, the school reported two procurement contract packages; however, during the annual procurement contract reconciliation process, DC PCSB found the school failed to submit 11 contract packages. After communication between DC PCSB and the school, CC Prep PCS properly submitted all relevant documentation. In addition, the school received one Early Warning Notice for failure to report contracts in a timely manner.

During FY 2020, the school properly reported 12 procurement contract packages. In FY 2021, CC Prep PCS properly reported five procurement contract packages.

While DC PCSB has no major concerns about the LEA's compliance with procurement contract submission requirements, DC PCSB recommends the school strengthen its internal reporting processes to ensure trends of late submission do not continue.

Special Education Compliance

Adult public charter schools are required to comply with all laws regarding students with disabilities, including the Individuals with Disabilities Education Act (IDEA),⁴³ Section 504 of the Rehabilitation Act of 1973,⁴⁴ and the Americans with Disabilities Act of 1990.⁴⁵ However, an adult education program may choose whether to “opt-in” or “opt-out” of accepting IDEA funding and thus providing special education services to adult students (ages 18 through 21) with qualifying disabilities under IDEA. Since its first year of operation in SY 2013 – 14, CC Prep PCS has declined IDEA funds; therefore, OSSE does not hold the school accountable to IDEA's monitoring and compliance requirements.

⁴³ 20 U.S.C. §§ 1400 *et seq.* See 20 U.S.C. § 1413(a)(5).

⁴⁴ 29 U.S.C. § 794.

⁴⁵ 42 U.S.C. § 12101 *et seq.*

SECTION THREE: FISCAL MANAGEMENT AND ECONOMIC VIABILITY⁴⁶

The SRA requires DC PCSB to revoke a school's charter if DC PCSB determines the school:

- has engaged in a pattern of nonadherence to GAAP;
- has engaged in a pattern of fiscal mismanagement; and/or
- is no longer economically viable.⁴⁷

DC PCSB collectively and holistically assessed the school's financial performance and condition by reviewing:

- the school's audited financial statements for FY 2017 through FY 2021;
- the school's unaudited financial statements for FY 2022;
- the school's annual budgets for FY 2022 and FY 2023; and
- DC PCSB's Financial Analysis Report (FAR) of CC Prep PCS for FY 2017 through FY 2021.⁴⁸

Summary of Findings⁴⁹

CC Prep PCS has demonstrated adequate fiscal performance during the review period. Its financial audits confirm 1) the school's financial statements comply with GAAP, 2) the school has adequate internal accounting controls, and 3) the school is financially solvent and able to pay its outstanding obligations if the school's charter were to be revoked or not renewed. The school is economically viable and has not engaged in a pattern of fiscal mismanagement.

Strengths and Deficiencies

- All the school's key performance indicators in the five-year period between FY 2017 and FY 2021 were above target, indicating strong financial performance, robust liquidity, and healthy sustainability.
- The school has met or exceeded its enrollment ceiling each year since FY 2017, with the only exception of FY 2022 when the school enrolled students equating to 94% of its enrollment ceiling due to the pandemic effect on the adult student population served.
- In December 2022, DC PCSB voted favorably on the school's relocation request. The new facility would accommodate more enrolled students. If DC PCSB does not approve an enrollment ceiling increase in the future, the school plans to sublease to a third party a portion of the new facility to maintain its long-term economic viability.

⁴⁶ Each percentage in Section Three of this report has been rounded to the nearest whole percentage.

⁴⁷ See D.C. Code § 38-1802.13(b).

⁴⁸ See CC Prep PCS's FAR Reports, Appendices F1 – F5.

⁴⁹ See Financial Definitions and Examples, Appendix G.

Key for Finance Data	
Comparison to FAR Benchmarks	What This Means in the Following Tables
Within target range	Generally strong financial position
Outside of target range	Possibly more imminent financial concerns; operations may not be adequately managed, sustainable, and/or economically viable; closer monitoring warranted

Definitions and examples for each key performance indicator used herein are provided in Appendix G.

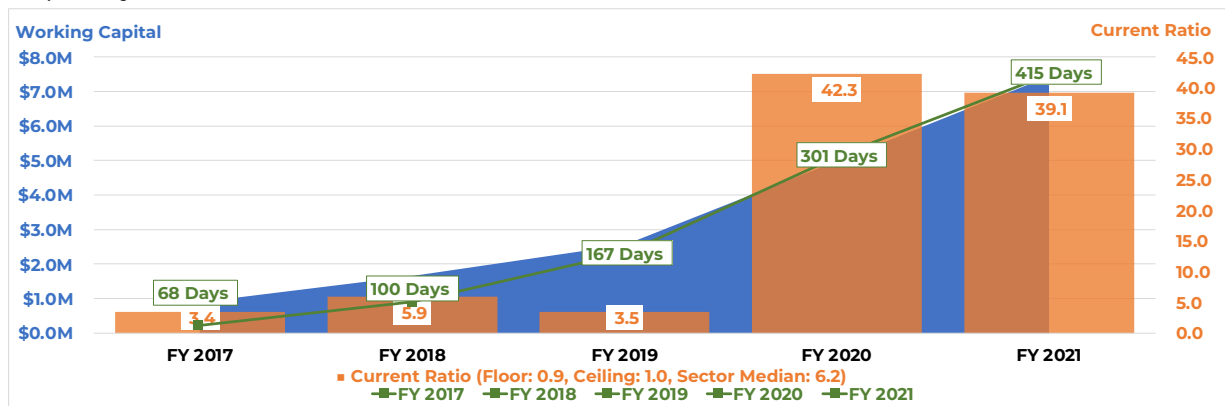
Key Metrics and Comparisons

Enrollment and Operations

As shown in the school's Enrollment, Operations, and Working Capital chart in the FY 2021 FAR,⁵⁰ in the five-year period from FY 2017 through FY 2021, the school's changes in net assets have been positive each year, reflecting robust financial performance. The change in net assets margins, ranging between 8% and 33% in the five-year audited period and in FY 2022, allows the school to invest a substantial part of its funding to further its operations each year while increasing its sustainability. Additionally, in the five-year period from FY 2017 through FY 2021, the school increased its financial strength, as evidenced by its almost six-fold increase in net assets from \$1.2M at fiscal year-end (FYE) 2017 to \$8.2M at FYE 2021. Its primary reserve ratio at FYE 2021 is a healthy 1.4, above both the 0.2 target and the 0.6 sector median. The school also met or exceeded its enrollment ceiling each year from FY 2017 to FY 2021. In FY 2022, the school enrolled 564 students, or 94% of its 600 student enrollment ceiling, mainly due to the effects of the pandemic on the adult student population. Preliminary FY 2023 enrollment numbers show the school is expected to enroll above its ceiling again.

⁵⁰ See the school's Enrollment, Operations, and Working Capital chart in the first page of the school's FY 2021 FAR Report, Appendix F5.

Liquidity



The school demonstrated robust liquidity that allows it to pay its upcoming expenses and handle any unexpected expenses with minimal impact. Days of cash on hand at FYE 2017 through FYE 2021 consistently exceeded the 45-days target and increased from 68 days at FYE 2017 to 415 days at FYE 2021. The current ratio at FYE 2017 through FYE 2021 consistently exceeded the 1.0 target and was exceptionally high at 39.1 at FYE 2021. The cash flow from operations margin that averaged 19% in the five-year period FY 2017 through FY 2021 reflects the school's ability to generate cash flow from carrying out its operations.

Facilities and Occupancy

The school's expenses for its facilities as a percentage of total DC facilities funding recognized from FY 2017 through FY 2021 ranged between 58% and 77%, remaining below the FY 2021 117% sector median. The school rents one facility; its lease expires June 2024. In December 2022, DC PCSB voted favorably on the school's request of relocating in FY 2023 from 3301 Wheeler Road SE to 1806 Woodmont Place SE, where the school is constructing a new facility that would accommodate more students. If DC PCSB does not approve an enrollment ceiling increase in the future, the school plans to sublease to a third party a portion of the new facility to maintain its long-term economic viability. The school's \$32 per square foot occupancy expenses is close to the \$30 sector median. By incurring less occupancy costs than the sector median, more funds are available to invest in educating the students.

Sustainability: Net Assets, Primary Reserve Ratio, and Debt Ratio

Fiscal Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021 Target	FY 2021 Sector Median	Multiyear Trend
Net Assets	\$1.2M	\$1.9M	\$2.7M	\$5.2M	\$8.2M	NA	\$6.0M	
Operating Expenses	\$5.6M	\$7.2M	\$7.5M	\$6.1M	\$6.0M	NA	\$10.6M	
Primary Reserve Ratio (Higher is better)	0.2	0.3	0.4	0.9	1.4	>= 0.2	0.6	
Debt Ratio (Lower is better)	0.2	0.2	0.3	0.0	0.0	<= 0.5	0.4	

The school showed financial sustainability through its consistently increasing and above-target primary reserve ratio ranging from 0.2 to 1.4 during FYE 2017 through FYE 2021. In the same five-year period, the debt ratio has remained consistently below the 0.5 target, reflecting low leverage and thus low risk of defaulting on its obligations.

Audit Findings

The school's independent auditor's reports for FY 2017 through FY 2021 reflected clean opinions, as financial statements presented fairly in all material respects the financial position and results of the school. Additionally, no audit findings on the internal controls over financial reporting were noted in the five-year period from FY 2017 through FY 2021.