



DISTRICT OF COLUMBIA PUBLIC CHARTER SCHOOL BOARD

Charter and/or Charter Agreement Amendment Application

Part I: General Information

All applicants must complete this section

SUBMITTED BY: John Ingold, Chair, The Next Step Public Charter School

SUBJECT: Charter Amendment Request for: (Mark all that apply)

- | | |
|---|--|
| <input type="checkbox"/> Enrollment Ceiling Increase | <input type="checkbox"/> Name Change – Campus or Facility |
| <input type="checkbox"/> Program Replication of Grades Served | <input type="checkbox"/> Campus Reconfiguration |
| <input type="checkbox"/> Grade Level Expansion (Single Grade) | <input type="checkbox"/> LEA Status for Special Education |
| <input type="checkbox"/> Grade Level Expansion (Grade Band) | <input type="checkbox"/> Special Education Enrollment Preference |
| <input type="checkbox"/> Additional Facility or New Location | <input type="checkbox"/> Governance Structure |
| <input type="checkbox"/> Goals and Achievement Expectations | (Bylaws, Articles of Incorporation or Management) |
| <input type="checkbox"/> Mission or Education Philosophy | <input type="checkbox"/> Graduation Requirements |
| <input type="checkbox"/> Curriculum, Standards or Assessments | <input type="checkbox"/> Competency-Based Learning Application |

SUBMISSION DATE: January 27, 2020

SCHOOL BACKGROUND

Please address the following questions in their entirety. This information provides helpful background to the DC PCSB Board as it reviews these requests.

Overview of School Performance

1. Provide the following information about your Local Education Agency (LEA) by campus:
 - a) Campus name(s) and location(s): **The Next Step Public Charter School**
 - b) Year opened: **Chartered in 1996; Open in 1998**
 - c) Grade levels served (Currently and at maturation of charter agreement, if applicable): **Adult Education; Students 16-30 years old.**
 - d) Date that charter will be eligible for possible renewal: **2020-2021 Academic Year; 25 year review.**
2. Please select the performance indicators below that describe the school's current performance*: (Mark all that apply)

- ☐ **Currently rated Tier 1, or met at least 2/3 of targets on the most recent PK-only PMF or Alternative Accountability Framework.**
- ☐ **School is not currently under corrective action.**
- ☐ **Has historically met enrollment projections w/in 80% of target.**
- ☐ **School has been in operation for 3+ years.**
- ☐ **School is currently accredited. December 1, 2021**

*If the school has multiple campuses or varying PMFs, please describe the academic performance of each campus here: **Not applicable.**

PROPOSAL

The Next Step Public Charter School submits to the DC Public Charter School Board this application to amend its charter agreement by changing the item(s) selected above. If approved, this amendment will be effective on____, 20_____(leave blank if this has not been determined).

1. Please provide details on the selected amendment(s) above and describe the requested change(s), including the school's rationale for the proposed changes. Describe any planning that is already underway to prepare for the proposed amendment.

The Next Step Public Charter School is proposing the following charter amendment: to acquire an additional facility or new location. Since 1996, The Next Step PCS has maintained a commitment to and extraordinary outcomes demonstrating achievement and success among the District's opportunity youth—previously disconnected from education and/or workforce, in pursuit of the secondary credential and/or increased English proficiency. Prior to our recent amendment increasing our age ceiling, the need for additional space for instruction and organizational efforts was recognized throughout our Management Team. Following the recent age ceiling increase (charter amendment approved in Spring 2019), we saw enrollment exceed our projections, particularly in our Day Program, thereby increasing and further exacerbating our space needs and instructional demands. There is no question that these demands continue to shape a need for greater intentionality in the use of talent and human capital resources, and even more palpable, our physical space—scheduling of students, faculty and staff are all critical in maintaining our commitment to supporting students and offering an individualized experience at The Next Step PCS.

The increased enrollment strained our current physical footprint thus providing rich contextual rationale to re-purpose physical spaces in our building to accommodate the academic program demands. There are a number of spaces once used for instruction—now housing back-office functions and professionals supporting instruction—that need to once again serve as classrooms and dedicated spaces for supplemental instructional support. We expect to acquire a second space to house back-office functions of our organization, as well as exploring the possibility of including office space for departments within Operations, Student Support and Engagement, as well as members of the Instructional Leadership Team. This second space, too, will provide greater capacity for the delivery of supplemental instruction activities, including the development of accelerated English as a Second Language offerings and efforts to actualize seamless pathways from Adult Basic Education-to-College pathways, including but not limited to Early College at The Next Step.

The demands creating urgency for this proposal have led the Management Team to discussions regarding the configuration of the second space, as well as the reconfiguration of the current school site. Along with the Executive Director, the Management Team and other senior leaders within the organization offered suggestions and options for the use of space, as well as shifts to our management team to ensure oversight, structures to ensure consistency of excellence and alignment among staff and sites, as well as in all facets of our work. Management and staff see this second space as a chance to increase our capacity to best serve our current students, provide greater access to childcare resources within our Student Support and Engagement division, enable collaborative innovation and meeting spaces, and a place for students to be self-directed learners in conducting research and preparing for college participation and success.

2. How will the proposed amendment(s) support or enhance the school's mission?

The mission of The Next Step Public Charter School reads as follows: our mission is to provide students who face extraordinary challenges and who are not supported in traditional high schools with the opportunity to continue their education. Our proposal to acquire an additional space extends our capacity to fulfill our unwavering commitment to the best service and support to students—working to remove social, emotional, psychology and physiological barriers to enrollment and completion of school; providing caring and welcoming spaces to meet and exceed their individualized academic needs including supplemental instruction; and the provision of comprehensive student supports to equip students for current and future successes.

The use of an additional facility will be instrumental for meeting current and future needs of our learners and the organization. As The Next Step PCS approaches the maximum of an enrollment ceiling of 500 students (with a current student count of 447), it is imperative that the LEA delivers optimal performance and use of resources. All the while, the leadership of The Next Step PCS must maintain foresight for any future desires to increase enrollment and grow the organization, while remaining sustainable. Securing spaces for instruction and removing barriers for students' academic achievement are paramount—including additional capacity for childcare services, dedicated spaces for instruction, small group coaching and counseling, and other critical interventions to promote student success. The Next Step PCS aims to utilize the second space as yet another opportunity to mimic the environment and expectations of postsecondary and workplace environments, thereby creating even greater alignment and transitional supports for students as they prepare to actualize their aspirations beyond the GED.

- 3.** While considering this amendment request, DC PCSB staff may review the school's history of board actions, DC PCSB audits, community complaints, enrollment trends, and any relevant data used by DC PCSB to monitor equity in schools. Please describe any DC PCSB audits, notices of concern or other board actions issued against your school in the past 3 years. What was the outcome? Please explain what steps, if any, you've taken to address the concerns that prompted a DC PCSB audit, board action, or community complaint.

At the time of this amendment application, the leadership of The Next Step PCS is not aware of any corrective action or complaints communicated to this LEA.

- 4.** DC PCSB will review the school's Financial Audit Reviews (FAR) and current financials to determine the fiscal health of the organization. If applicable, describe how the proposed amendment will impact the school's finances. Explain any anticipated expenses for the proposed changes and how the school will finance them. *[EXCLUDES the following amendments: Governance, Goals, Mission, Curriculum, Name Changes and Graduation Requirements. If not applicable, write N/A.]*

Note: If applicable, in addition to your narrative please attach a proposed [5-year Operating Budget](#).

The proposed amendment will introduce new personnel expenses: the creation of an additional senior leadership position—Chief Academic Officer—and promotion of teacher-leaders—Department Chairs. The proposed amendment for a second space will naturally include rental expenses, as well as furniture and other expenses associated with readiness for instruction and operation. Both of the personnel expense items will be built into the operating budget for FY21 and beyond, and will be satisfied through the per-pupil funding budget allocations. For the remainder of the current fiscal year, these personnel expenses will draw from the surplus dollars received as a result of the over-enrollment conditions experienced this year. The expenses associated with materials and logistics, too, will be funded from

surplus dollars. Should it be necessary, action from the Board of Trustees would allow for any additional funds and allocation of financial resources be utilized from our reserves.

It is also important to note that during the January 8, 2020 Board of Trustees meeting, the trustees of The Next Step PCS voted to satisfy all debt associated with the current facility—an early payment of the mortgage on the 3047 15th Street, NW building. With the covenant and other terms of the mortgage satisfied, The Next Step PCS management will have a higher-level of sustainability in managing the expenses and resources associated with the primary and secondary site.

- 5.** How has the school informed its external stakeholders (e.g. local ANC commissioners, neighbors) and internal stakeholders (e.g. staff, parents) of the proposed amendment(s)? Please attach any written communication (e.g., meeting minutes). Describe any notable support for or opposition to the proposed amendment(s). If concerns have been brought to your attention, how do you plan to address them? *[EXCLUDES the following amendments: Governance, Goals, Mission, Curriculum, Graduation Requirements and Competency-Based Learning Credits. If not applicable, write N/A.]*

The Next Step PCS seeks to actively engage critical external partners and stakeholders throughout the year, including at the point of proposed charter amendments. As such, November 2019 included a community breakfast with various partners across Ward 1, including businesses currently employing our students and those within the immediate surroundings. Staff at The Next Step PCS surveyed students to identify employers and partners with whom we should engage and strengthen our relationships and advance the impact of The Next Step PCS on the surrounding community.

Our guests for our November community breakfast included representatives from Latin American Youth Center, the Embassy of El Salvador, Ana G Mendez University, Telemundo, Martha's Table, Chik-fil-A and Creative Ways, all of whom have a vested interest in the success of The Next Step PCS students and their outcomes. The program included a focus on how these entities might be useful in strengthening student outcomes and readiness for college and career. During this program, the Executive Director shared the desired proposed charter amendment, to which all of the participants offered verbal affirmation and excitement; many of whom asked for a template letter of support that might be included with The Next Step PCS's application for the charter amendment.

With the start of the new calendar year, The Next Step PCS hosted a community breakfast on Thursday, January 16, 2020 to provide another opportunity to gather with critical partners in our immediate community, as well as our ANC Commissioner Christine Miller who offered tremendous interest and support for our continued success. This community breakfast also included a discussion with the Executive Director of New Futures, Julie Ann Green, with a focus on serving opportunity youth and their transition and readiness for college participation and success. From this dialogue, we are reminded to ensure that the impact on traffic is minimal if any, given the fact that adult learners already traverse the area and there will not be a drop-off need for elementary-aged children. Students will continue to utilize public transportation and potentially even have a shorter distance to get to school; same holds true to the staff accessing the building and available parking options.

Attached to this charter amendment are the presentations and communications prepared for and shared at the convenings described above. From these points of engagement, community members expressed great interest and support of our efforts. The points of consideration that arose from faculty and staff are worth noting, and have led to continued conversations and additional surveying to capture recommendations and potential obstacles.

The leadership team at The Next Step PCS is deeply committed to Restorative Practices and has twice

used the “Fish Bowl” activity to engage staff and faculty regarding the proposed charter amendment. The activity included the Executive Director introducing the challenges experienced with increased enrollment and need for additional space and flexibility, and solicited feedback and recommendations from faculty and staff. In particular, staff were asked to offer directions for future action, while acknowledging challenges that might exist for sustainability and growth.

A small number of staff at The Next Step PCS have voiced concern about the school “growing” and the loss of the small school culture and feel—this point of concern was introduced by the more tenured staff who have seen the school transition from no more than 50 students, to now nearly 500. Discussions regarding sustainability and growing leadership pipelines underscore the importance of growth and evolving the organization to ensure success beyond the initial design of the school. However, the majority of the staff have experienced The Next Step PCS occupying two spaces in the recent past when the school shared its space with LAYC Career Academy, so this proposal and challenge presented quickly dissipated.

Staff have also asked for continued dialogue regarding how the connection and consistency would be maintained across two spaces/sites, as well as the experience of those staff who would occupy the second space versus the main campus. The Executive Director introduced a revised organizational leadership structure to ensure opportunities for growth, while also cultivating conditions for success across sites. The development of a Chief Academic Officer and the launch of Department Chairs will ensure that the academic program and instructional leadership team maintain a shared vision and execution of the goals and expectations of the school across sites. These opportunities introduced a sense of excitement and a willingness to stand in support of the acquisition of a second space and pipelines for leadership development.

In addition, specific departments have requested the opportunity to work closely together, and maintain a shared space, which is only possible in the second site. For example, facilitating the human resource function of the organization—from interviewing, hiring, and onboarding experiences—requires dedicated space and opportunities for collaboration and collective work efforts. The second space provides such an environment, currently unavailable in the main campus. Other departments, too, have needed more space to be efficient and effective, thereby have asked to be considered for the second site.

In addition to these efforts, faculty and staff at The Next Step PCS completed a survey at the start of January 2020. The following points are associated with an 80%+ response rate. For the following statements, the percentage of staff who strongly agree or agree to the sentiments is captured: “The Next Step PCS should consider acquiring additional space to support operations and instruction”—92% (with 5% neutral); “The relocation of back-office and Executive functions to the second site would not create substantial impact on the day-to-day functions of the school”—56% (with 23% neutral); “Faculty and staff would benefit from collaborative working spaces, both in the main building and at a second site”—92% (with 8% neutral); “A student space would help to support community and connection to The Next Step PCS, both in the main building and at a second site”—94% (with 5% neutral); and “It is important for The Next Step PCS to increase capacity for Childcare Services as a means to support attendance and student retention”—97% (with 3% neutral). The questions that emerged from the survey focus around four key themes: Sustainability; Culture and Community; Use of Space; and Transition and Timeline.

- 6.** When did your school’s board approve the proposed amendment(s)? Please attach minutes from the meeting and vote results.

The Next Step PCS’s Finance Committee introduced Board Action (via email-proxy) in October 2019 to authorize management to advance a proposal for a charter amendment for the use of an additional

facility. During the January 8, 2020 Board Meeting, directors voted to delegate authority for the final approval of the charter amendment application to the Executive Committee prior to the submission of the amendment.

Section C1. **New Campus Location or Additional Facility**

***ONLY complete this section if applying to amend a Facility or New Location.**

Any school that is planning to operate a new campus in an existing (or new) location or relocate an existing campus, whether temporarily or permanently, and even if it is taking over an existing campus of another public charter school, must notify DC PCSB of the change and amend its charter agreement to include the new address.

DC PCSB will generally approve a campus addition or relocation amendment, if the school has made documented and meaningful effort to engage the community, including the Advisory Neighborhood Commission (ANC), and has made an effort to address their concerns, if any. The school must show proof that it has taken into consideration the current families attending the school and their transportation needs, at least for the first year of operation in the new location.

1. Please check the reason below that best describes your proposed change.

- ☐ Entire campus or school is relocating from current location to a new location.
- ☐ A single campus is both staying in its current location AND expanding into a second location (e.g. some grades in one facility and some in a second facility to allow more space, or until a permanent larger facility is found).
- ☐ School is creating a new campus being housed in a new facility (Note: Please complete [Section A2: Program Replication](#))

2. List all the facilities and addresses the school currently operates, along with the new facility(ies) the LEA plans to operate if approved. Include the campus(es) located in each facility, highlighting any changes from what is currently written in the school's charter agreement.

The Next Step Public Charter School: Main Campus
3047 15th Street, NW
Washington, DC 20009

NEW: The Next Step Public Charter School: Columbia Road Annex
1420 Columbia Road, NW
Washington, DC 20009

3. Is the proposed new facility a property that you plan to purchase or lease? How many square feet is this space? Which grade level(s) will be at this location? If you have already purchased or leased the property, provide specific dates of when the property was acquired.

The Next Step PCS seeks to lease space within CentroNía (1420 Columbia Road, NW, Washington, DC 20009). The building has two floors available for The Next Step PCS, totaling 8799 square feet—5544 square feet on the third floor, and 3165 square feet on the fourth floor. This site will provide substantial office and meeting spaces for the following functions and departments: Office of the Executive Director; Office of the Chief of Talent and Outcomes; Human Resources; Office of the Chief Academic Officer, including functions advancing the Instructional Leadership Team—Department Chairs Collaborative Work Suite, Instructional Coaching Suite, and working spaces for faculty leading electives and Early College at The Next Step; Career and Life Skills Programming and Advising Suite.

At present, the vision for the second space is to provide transitional support and advanced, pre-university experiences for students as they advance in the English as a Second Language (ESL) academic track. The extended capacity to support students pursuing accelerated levels of ESL and Early College at



The Next Step PCS ensures execution of its mission—providing students with the opportunity to continue their education. The added capacity expands opportunities and spaces for scheduling instruction. The potential growth for Adult Basic Education (ABE)-to-Early College programming is best suited and likely to thrive within the additional site, without compromising our commitment to excellence and student achievement, as measured by the Performance Management Framework (PMF).

4. If the school is planning to move a current campus into a new location, please answer the following:
- a. How will the change in location impact students who currently attend this campus, and how will you ensure that students will re-enroll?

The proposed site is 0.2 miles from the current main campus of The Next Step Public Charter School. Students enrolled in advanced English as a Second Language (ESL), Early College at The Next Step, supplemental and/or elective instruction will be within walking distance. Students, faculty, and staff will experience a similar distance from public transportation (Columbia Heights Metro Station), as well as other community resources of interests—eateries, banking, shopping, community centers, and other functions of commerce.

- b. Given that students are expected to move; how will you support families that need transportation?

This is not applicable given the proposed site. In fact, the matter of transportation, as it pertains to adult learners, is more focused on supporting students as they take public transportation to school. There is no need for a pick-up/drop-off lane, or any expected volume of car traffic during the peak hours of commute. Instead, our adult learners will continue to have access to the same public transportation resources—Metro and bus stops—applicable if they were engaging at the main campus versus the annex.

5. Describe the neighborhood of the proposed location (e.g. residential, commercial, metro-accessibility). What value will you bring to this community? In your response, list traditional and public charter schools in close proximity to the new location, identifying schools that serve the same grade span as you will serve at full capacity at this location. Describe how the academic performance, demographics, and mission of your school compare to these schools.

Since its inception, The Next Step PCS has called Columbia Heights home; the additional space option currently being pursued is located across the street from the school's point of origin—Latin American Youth Center. Students, staff, and stakeholders have known The Next Step PCS as a staple for the Columbia Heights community. With the influx of urban renewal efforts, The Next Step PCS finds itself surrounded by various businesses, schools, and nonprofit entities. From the Mexican Cultural Institute, DC Public Charter School Board, Target, Starbucks, Giant, Ledo's Pizza, 7-Eleven, Bank of America, CAVA, the Columbia Heights Community Center, to the Gala Theatre, Martha's Table, WAWA, Central American Resource Center, and mid-rise residential housing options, the community maintains steady traffic, especially with its close proximity to Howard University and the U Street corridor, just one and two metro stops respectively.

The Next Step PCS is located among a host of schools, as neighbors: Barbara Chambers Children's Center, Columbia Heights Educational Campus, Latin American Youth Center Career Academy, YouthBuild, Carlos



Rosario, Tubman Elementary School, Apple Tree Early Learning PCS, Bancroft Elementary, with E.L. Haynes, Theodore Roosevelt HS, and the Parkview of Cesar Chavez PCS campus all within a short distance. With the proposed additional space for The Next Step PCS within 0.2 miles of the main campus, the three peer institutions for comparison are as follows: Latin American Youth Center Career Academy (LAYC Career Academy); YouthBuild; and Carlos Rosario.

Similar to LAYC Career Academy, YouthBuild and Carlos Rosario, The Next Step PCS was established to support opportunity youth (16-24) and young adults (18-30) as they pursue the secondary credential, ESL, and readiness for post-secondary aspirations—college, career, and otherwise. LAYC Career Academy and YouthBuild both maintain well defined pathways to career tracks, including trade and industry certifications, whereas The Next Step PCS maintains an academic orientation driven and informed by rigorous standards for participation in college and career readiness, in general, while also integrating electives and exposure opportunities to assist students' understanding and articulation of their individual life plans—college, career, and otherwise.

With the recent age ceiling increase to 30 years old, The Next Step PCS still hopes to maintain a cohort and collegial environment, mimicking the peer group experience students might expect as they enter college. This community of learners does distinguish The Next Step PCS from Carlos Rosario, with regard to the demographic of learners and overall culture of the school.

As it pertains to academic achievement, The Next Step PCS has maintained Tier 1 status for three consecutive years, with the 2019 Performance Management Framework (PMF) score of 75.3%, the highest among all adult-serving public charter schools in the District. Carlos Rosario has maintained Tier 1 status for the past four years, scoring 71.4% on the 2019 PMF. LAYC Career Academy has maintained its status as a Tier 2 charter school for the past four years, scoring 52.7% on the 2019 PMF. Lastly, YouthBuild has maintained Tier 1 status for three years, scoring 67.7% on the 2019 PMF. Among peer institutions, The Next Step PCS has demonstrated a level of excellence that distinguishes our program among similar LEAs, and for that, we are proud and expect to continue our impact beyond our current walls.

6. Describe how you have engaged your school's community in the decision to relocate, expand, or divide into this new location. Submit documentation of your communications with your staff and families regarding this new location. Please explain any potential concerns raised by the school's internal community, including students, teachers, etc.

Through Restorative Practices, the Executive Director engaged the Management Team and entire faculty and staff in a Fish Bowl activity, during which the following questions were introduced: How do we ensure sustainability? What might we need to do to best serve students as we experience increased demand in our day school program, and those who are engaged in intersession supplemental and elective instruction? Faculty, staff, and members of the management team responded to this line of inquiry by offering recommendations and considerations, through the use of the Fish Bowl protocol, starting with the following phrases: "Are you willing to try...?"; "Have you tried...?"; "Would you try...?". The suggestions included re-imagining structures that support core academic and supplemental instruction, dedicated space for teacher collaboration and mentorship, dedicating space to increase service provision, including Childcare, among other topics. Decreasing class size and increasing instructional offerings were top of the list, suggesting that faculty and staff would be in support of transforming spaces back into classrooms and moving offices to a nearby facility.

The Fish Bowl protocol was utilized in October and November, notes from each have informed many decisions that have been expressed in this charter amendment application. In addition to the school-wide restorative practice conversations, the Executive Director engaged members of the Management Team to collect their recommendations and discuss any unreadiness or possible unforeseen outcomes of shifts in the footprint of the organization across two sites. The Management Team has been familiar with the two-site approach from the past, so little hesitation was expressed.

A small number of staff at The Next Step PCS have voiced concern about the school "growing" and the loss of the small school culture and feel—this point of concern was introduced by the more tenured staff who have seen the school transition from no more than 50 students, to now nearly 500. Discussions regarding sustainability and growing leadership pipelines underscore the importance of growth and evolving the organization to ensure success beyond the initial design of the school. However, the majority of the staff have experienced The Next Step PCS occupying two spaces in the recent past when the school shared its space with LAYC Career Academy, so this proposal and challenge presented quickly dissipated.

Staff have also asked for continued dialogue regarding how the connection and consistency would be maintained across two spaces/sites, as well as the experience of those staff who would occupy the second space versus the main campus. The Executive Director introduced a revised organizational leadership structure to ensure opportunities for growth, while also cultivating conditions for success across sites. The development of a Chief Academic Officer and the launch of Department Chairs will ensure that the academic program and instructional leadership team maintain a shared vision and execution of the goals and expectations of the school across sites. These opportunities introduced a sense of excitement and a willingness to stand in support of the acquisition of a second space and pipelines for leadership development.

In addition, specific departments have requested the opportunity to work closely together, and maintain a shared space, which is only possible in the second site. For example, facilitating the human resource function of the organization—from interviewing, hiring, and onboarding experiences—requires dedicated space and opportunities for collaboration and collective work efforts. The second space provides such an environment, currently unavailable in the main campus. Other departments, too, have needed more space to be efficient and effective, thereby have asked to be considered for the second site.

In addition to these efforts, faculty and staff at The Next Step PCS completed a survey at the start of January 2020. The following points are associated with an 80%+ response rate. For the following statements, the percentage of staff who strongly agree or agree to the sentiments is captured: “The Next Step PCS should consider acquiring additional space to support operations and instruction”—92% (with 5% neutral); “The relocation of back-office and Executive functions to the second site would not create substantial impact on the day-to-day functions of the school”—56% (with 23% neutral); “Faculty and staff would benefit from collaborative working spaces, both in the main building and at a second site”—92% (with 8% neutral); “A student space would help to support community and connection to The Next Step PCS, both in the main building and at a second site”—94% (with 5% neutral); and “It is important for The Next Step PCS to increase capacity for Childcare Services as a means to support attendance and student retention”—97% (with 3% neutral). The questions that emerged from the survey focus around four key themes: Sustainability; Culture and Community; Use of Space; and Transition and Timeline.

Lastly, the Executive Director engaged student board representatives, as well as members of the forthcoming Student Council to capture a deep understanding of the need for and use of a second space. Students were very much in agreement with the proposal and offered support in helping to envision and imagine the new space.

7. Describe all community outreach that has been done in the local community of the new school location. Submit documentation of communications with nearby principals, neighbors, ANC representatives, Councilmembers, and others, notifying them of your plans.

The Next Step PCS seeks to actively engage critical external partners and stakeholders throughout the year, including at the point of proposed charter amendments. As such, November 2019 included a community breakfast with various partners across Ward 1, including businesses currently employing our students and those within the immediate surroundings. Staff at The Next Step PCS surveyed students to identify employers and partners with whom we should engage and strengthen our relationships and advance the impact of The Next Step on the surrounding community.

Our guests for our November community breakfast included representatives from Latin American Youth Center, the Embassy of El Salvador, Ana G Mendez University, Telemundo, Martha’s Table, Chik-fil-A and Creative Ways, all of whom have a vested interest in the success of The Next Step PCS students and their outcomes. The program included a focus on how these entities might be useful in strengthening student outcomes and readiness for college and career. During this program, the Executive Director shared the desired proposed charter amendment, to which all of the participants offered verbal affirmation and excitement; many of whom asked for a template letter of support that might be included with The Next Step PCS’s application for the charter amendment.

With the start of the new calendar year, The Next Step PCS hosted a community breakfast on Thursday, January 16, 2020 to provide another opportunity to gather with critical partners in our immediate community, including university partners, OSSE GED administrators, as well as our ANC Commissioner Christine Miller who offered tremendous interest and support for our continued success. This community breakfast also included a discussion with the Executive Director of New Futures, Julie Ann Green, with a focus on serving opportunity youth and their transition and readiness for college participation and success. From this dialogue, we are reminded to ensure that the impact on traffic is minimal if any, given the fact that adult learners already traverse the area and there will not be a drop-off need for elementary-aged children. Students will continue to utilize public transportation and potentially even have a shorter distance to get to school; same holds true to the staff accessing the building and available parking options.

Attached to this charter amendment are the presentations and communications prepared for and

shared at the convenings described above. From these points of engagement, community members expressed great interest and support of our efforts. The points of consideration that arose from faculty and staff are worth noting, and have led to continued conversations and additional surveying to captures recommendations and potential obstacles.

- 8.** Will there be newly-created slots for additional students? If so, discuss student recruitment efforts in the new school community.

In forthcoming academic years, The Next Step PCS would hope to come before the DC Public Charter School Board to expand the enrollment ceiling to accommodate increased demand for the academic programs offered. As such, the core expectation of the acquisition and utilization of the second site is to ensure greater delivery of instruction, supplemental, and student supports in the main building by relocating back-office functions and other organizational efforts to another facility. We expect to enroll and promote our current ESL students into advanced academic experiences that support the ABE-to-Early College transition. Recruitment efforts for this highly focused program will include direct outreach and program alignment among peer institutions and community-based organizations supporting college readiness for English Language Learners, as well as direct pipelines from language academies leading to college enrollment.

- 9.** What is the occupancy maximum at the new location? If the maximum occupancy load for staff and students is less than the total number of staff and students who will occupy the facility at any point in the future, please explain how you will address this issue.

The occupancy maximum for the 8790 square feet we hope to lease is described as a maximum of 180 people. However, our intended use of the second space is largely to fulfill back-office functions, senior-level offices, meeting spaces, with instruction being the secondary purpose for this facility. Students scheduled for this site would include advanced ESL and Early College at The Next Step. Both programs are limited in their enrollment given the level of achievement one must be at to enroll. We do expect there to be ample space for one-on-one and small group tutoring to ensure students are self-directed learners and have time and space to complete college-level research efforts. As stated in other sections of this application, we do hope that the demand of our programs and our continued level of achievement will draw additional students to our program, thereby increasing our enrollment cap and serving more students in the second building.

- 10.** In addition to providing a [5-year Operating Budget](#), please answer the following questions regarding the financial impact of the proposed new location:

- a. How much does the proposed new facility cost, and how many students will be served at the new site?

The lease obligation for the use of the second site is offered at-cost, which equals \$261,270 per year—monthly, \$21,772.50. The Next Step foresees serving at least 30-45 students at the second site before any adjustment to the enrollment ceiling.

- b. What is the school's per-pupil cost, and how does this compare with its per-pupil allowance?

The current per-pupil cost is \$22,526.77; with the proposed charter amendment and aforementioned mortgage pay-off, we expect to see a slight decrease in our cost per-pupil. With the variation of adult versus alternative funding, and with our current enrollment (as pictured in the Year 1 calculations in the five-year budget document), we see a slight surplus in our budget. Our efforts to ensure sustainability are such that our organizational expenses remain less than

our revenue. Where there is challenge or shortcoming, our financial reserves provide ample resource to meet and exceed our need.

- c. If you plan to operate multiple facilities, in addition to the proposed new location, what is the LEA's total facilities cost (e.g. lease, plus mortgage)? How does this expense compare with your per-pupil allowance?

As expressed throughout our charter amendment, our board has voted to pay-off the mortgage on the building in advance, thereby eliminating a significant financial expense to the organization. Our FY21 enrollment projection is 455, which equates to \$1,517,425 in facilities revenue. Our projected FY21 facilities expense for our main building, without the mortgage, is \$784,530; the lease expense for the second space is \$261,270. The total expense for facilities costs is: \$1,045,800. We are able to address all of our facility's needs, for both sites, and maintain a small surplus that is seen as an investment in a long-term solution for additional facility space.

- d. What additional sources of funding do you plan to use to pay for this new facility.

The Next Step PCS intends to utilize per pupil funding, primarily, and where necessary, supplement the expense by the organization's financial reserves. Our Board of Trustees, however, maintains an expectation and commitment to support the management team of The Next Step PCS to remain positioned for philanthropic commitments and resources to ensure student success and programmatic sustainability, including use of a second facility.

- e. If applicable, what contingencies do you have in place in case the new location enrolls fewer students than anticipated?

As stated in previous questions, the primary use of this space is not to house core instruction, instead, the focus of the second facility is to ensure greater instructional space in the main facility, as well as to provide ample office and meeting space for the operations and executive leadership of the organization. The use of financial reserves remains our contingency plan; however, it is our focus to develop and maintain a sustainable model.

- f. What are the terms of the occupancy and how does this drive financial obligation?

Pending the approval of this amendment, The Next Step PCS foresees a short-term lease (2-years) obligation with the second facility. The terms sought for occupancy would permit renewal among the parties; The Next Step PCS wishes to retain the possibility for growth and expansion, should the demand remain present and efforts promote sustainability.

- g. What will be the cost per student under base case assumptions and how does this compare with the facilities allowance and the school's budget?

As expressed throughout our charter amendment, our board has voted to pay-off the mortgage on the building in advance, thereby eliminating a significant financial expense to the organization. Our FY21 enrollment projection is 455, which equates to \$1,517,425 in facilities revenue. Our projected FY21 facilities expense for our main building, without the mortgage, is \$784,530; the lease expense for the second space is \$261,270. The total expense for facilities costs is: \$1,045,800. We are able to address all of our facility's needs, for both sites, and maintain a small surplus that is seen as an investment in a long-term solution for additional facility space.

- h. If the school does not meet its enrollment projection, how will the LEA cover the facility expense and/or service its related debt?

Should The Next Step PCS not meet its enrollment projection, the LEA would decrease expenses that do not impact instruction, while also considering supplementing the budget with the organization's financial reserves. Our Board of Trustees, however, maintains an expectation and commitment to support the management team of The Next Step PCS to remain positioned for philanthropic commitments and resources to ensure student success and programmatic sustainability, including use of a second facility. The elimination of mortgage debt drastically decreases debt service needs and/or requirements, so it is not likely for a dramatic impact to be felt should there be a minimal shortcoming in enrollment numbers.

- i. If per-pupil expense exceeds the UPSFF facilities allotment, what impact will the encroachment have on the school's academic program?

If the per-pupil expense exceeded the UPSFF facilities allotment, the budget would likely be revisited with a commitment to minimal impact on student achievement and instructional excellence. It is not our desire to decrease the commitment to quality and accessibility of student supports in order to satisfy the expense of a second facility and/or site.

- j. What impact will the additional cost have on the school's risk profile?

As expressed throughout our charter amendment, our board has voted to pay-off the mortgage on the building in advance, thereby eliminating a significant financial expense to the organization. The elimination of the mortgage obligation decreases any suggested risk, and in-turn highlight a positive equity position given the ownership of the building and its assessed tax value. Additionally, the comparison of mortgage to rental expense is such that there is likely an \$11,000 monthly cost savings comparing the cost of the mortgage (principle and interest) to the rental expense for the second site.

- k. *If applicable:* If the school is in a network and is planned to be smaller than other campuses and smaller than the school's long-term financials had planned: What impact does this have on the network's financials? Is this a cause for concern?

ATTENDANCE (☒if present, ☐if absent)

Board Members:

- ☒John Ingold (Chair)
- ☒Steve Cartwright (Vice Chair)
- ☐Shawn Richardson (Secretary)
- ☒Melissa McKnight
- ☒Kim R Ford
- ☐Misaël Berrios (Student Rep)
- ☐Laurie Ngata (Student Rep)
- ☒Sahira Fernandez (Staff Rep)
- ☒Michael Cuellar (Staff Rep)

Staff:

- ☒Jonathan Mathis (Executive Director)
- ☒Taunya Melvin
- ☒Juan Carlos
- ☒Oscar Ramirez
- ☒Auturo Martinez
- ☒Brandi Shelton

MEETING MINUTES

Chair John Ingold started the meeting with a quorum at 7:02pm

Welcome and Approval of Minutes from December Board Meeting – 7:02 to 7:04

- Approval of Minutes from December Meeting
 - Motion to approve: Melissa
 - Second: Michael
 - Outcome: Approved

Board Member Vote: Blanche Roblero - 7:04- 7:08

- Blanche provided her information in her personal statement
- No motion required, as comes from executive committee
- Outcome: Approved

Board Action: Charter Amendment re Additional Space - 7:08 to 8:18

- Jonathan introduced the amendment, the components of the application and how the addition of a second site has been received by staff and other stakeholders
 - The increase in our student enrollment and the demand for childcare underscored the need for additional space, particularly for back-office functions

The Next Step (El Próximo Paso) Public Charter School | January 8, 2020

- It is important to ensure continuity and equal rigor between both spaces and we have been planning for this with the Chief Academic Officer role
- TNS now has all staff data back on support for the move to the new space
 - There were many mentions of interest in a library in either of the two sites; if it were at the second site, it would be connected to the curriculum offered at the second site
 - TNS will need to focus on empowering staff throughout the move process and making clear how teams can stay connected and continue collaborating across the two sites effectively
- The more outreach we can do to assuage staff concerns now, the better (e.g., how the plan for the second space will not require people moving supplies/materials across the two sites)
- The community breakfasts have had a strong reception and local partners are considering writing a letter in support of the amendment
- Jonathan and Taunya discussed the financial implications of the new space
 - The charter application asks a range of questions about financial impacts (change in per pupil costs, etc.)
- Taunya gave an overview of our current mortgage
 - Under multiple scenarios, after projected rent at CentroNia, more than enough funds exist for maintenance of current space and these funds can be used for other purposes
 - CentroNia rent includes all operations costs (utilities, trash, etc.)
 - Paying off the mortgage nets a monthly savings of \$11k
- Board Action
 - Motion to pay off the mortgage out of TNS reserves
 - Motion: Sahira
 - Second: Melissa
 - Outcome: Approved
 - Motion to authorize management to draft a charter amendment for additional facility/new location
 - Motion: Michael
 - Second: Steve
 - Outcome: Approved
 - Motion to delegate final approval to the executive committee for the review and approval of the charter amendment for submission
 - Motion: Melissa
 - Second: Sahira
 - Outcome: Approved
 - Motion to authorize management team to negotiate a lease for additional space from CentroNia, subject to final approval by the executive committee
 - Motion: Steve
 - Second: Michael
 - Outcome: Approval

Continued Discussion on Improving Board Effectiveness - 8:18 to 8:43

- John summarized our aspiration to create additional board committees
 - There is a proposal from Education Board Partners to facilitate half of our board retreat and do some additional coaching and board recruitment activities
 - We have the potential to add 3 more board members

The Next Step (El Próximo Paso) Public Charter School | January 8, 2020

- Motion to engage Education Board Partners to support our board development
 - Motion: Michael
 - Second: Blanche
 - Outcome: Approved
- The board discussed waiting for EBP to support our recruitment of a new treasurer (as opposed to having John vacate the chair role)
- There is a call for board members to join monthly meetings downtown convened by Education Board Partners

Discussion of Public Portion of February Board Meeting - 8:43 to 8:55

- John shared potential ideas we can consider: open mic, having executive session every meeting so it's not an unusual transition, consider earlier meeting times, providing opportunities to engage with staff, sharing summaries of board meetings with staff
- Group discussed agenda items to include, such as: the charter amendment, budget preview, reaccreditation survey work (Michael), present the profile of the graduate, preview fall academic performance and name the graduation date
- For the June public board meeting, we should consider sharing more about a graduation-oriented fundraising effort

Discussion of March Board Retreat Agenda - 8:55 to 8:58

John invited board members to submit suggestions via email

- Kim offered Martha's Table
- Jonathan asked that we remember that the amendment hearing is later that week when planning the agenda

Adjournment - 8:58

- Motion: Melissa
- Second: Sahira
- Outcome: Approved
- Adjournment time: 8:58

Five-Year Estimated Budget Worksheet

DESCRIPTION	Year 1			Year 2			Year 3			Year 4		
REVENUES	FY21			FY22			FY23			FY24		
Per Pupil Charter Payments				9,715,111		10,207,231		10,803,778		10,940,272		
Federal Entitlements				230,289		230,289		230,289		230,289		
Income from Grants and Donations				60,000		60,000		60,000		60,000		
Activity Fees				107,701		107,701		107,701		107,701		
Other Income				0		0		0		0		
TOTAL REVENUES				\$10,113,101		\$10,605,222		\$11,201,769		\$11,338,263		
EXPENSES												
Personnel Salaries and Benefits				7,282,874		7,428,531		7,577,102		7,728,644		
Direct Student Costs				1,009,672		1,029,866		1,050,463		1,071,472		
Occupancy				213,598		217,870		222,228		226,672		
Rent Expenses				261,270		269,108		277,181		285,497		
Office Expenses				889,678		907,471		925,621		944,133		
General Expenses				444,110		444,110		444,110		444,110		
TOTAL EXPENSES				\$10,101,202		\$10,296,957		\$10,496,705		\$10,700,529		

\$11,899

\$308,265

\$705,064

\$637,734

Budgeted Enrollment

455

475

500

500

Cost per student

\$22,200.44

\$21,677.80

\$20,993.41

\$21,401.06

Five-Year Estimated Budget Worksheet

Year 5
FY25

11,078,813
230,289
60,000
107,701
0
\$11,476,804

7,883,217
1,092,902
231,206
294,062
963,016
444,110
\$10,908,512

Rent Expenses

Year1	\$ 261,270.00
Year2	\$ 269,108.10
Year3	\$ 277,181.34
Year4	\$ 285,496.78
Year5	\$ 294,061.69

\$568,292

500
\$21,817.02

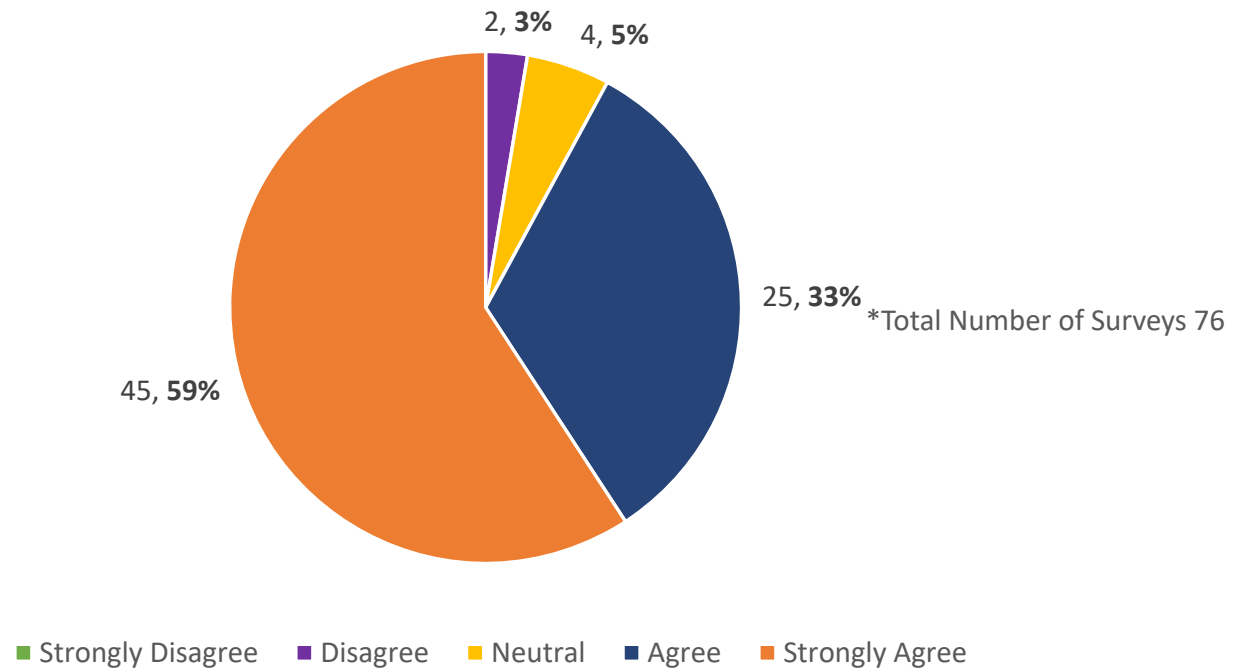


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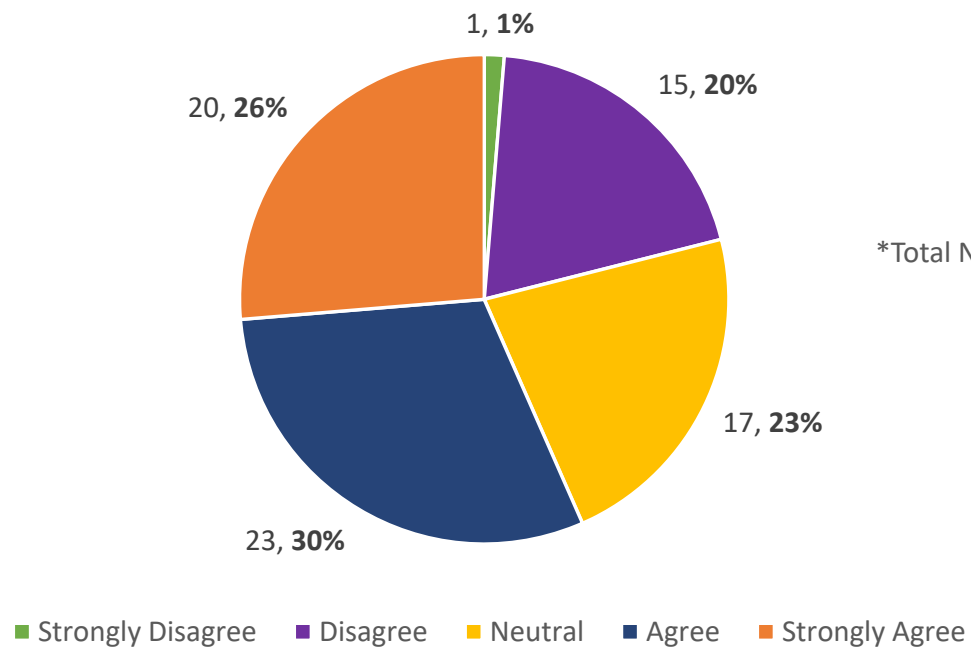
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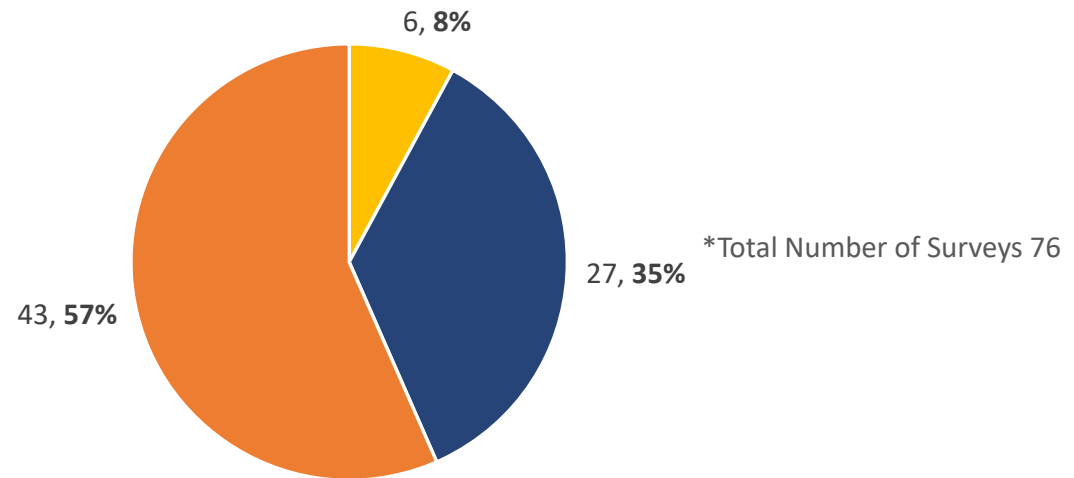
The Next Step PCS should consider acquiring additional space to support operations and instruction.



The relocation of back-office and Executive functions to the second site would not create substantial impact on the day-to-day functions of the school.

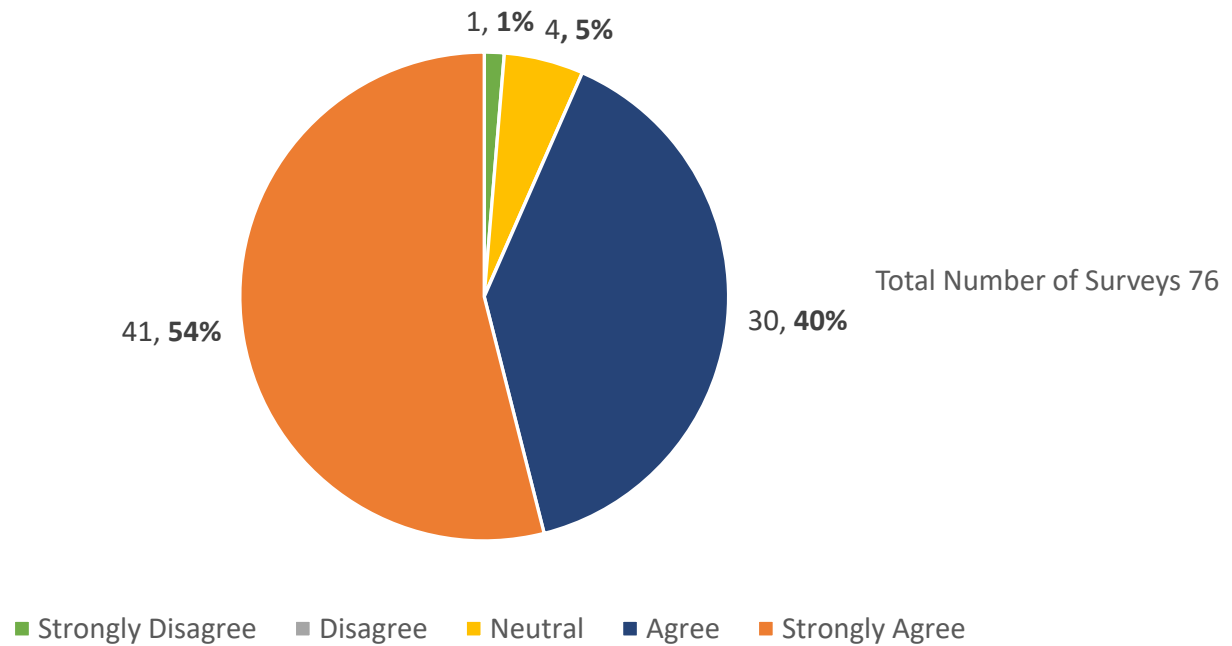


Faculty and staff would benefit from collaborative working spaces, both in the main building and at a second site.

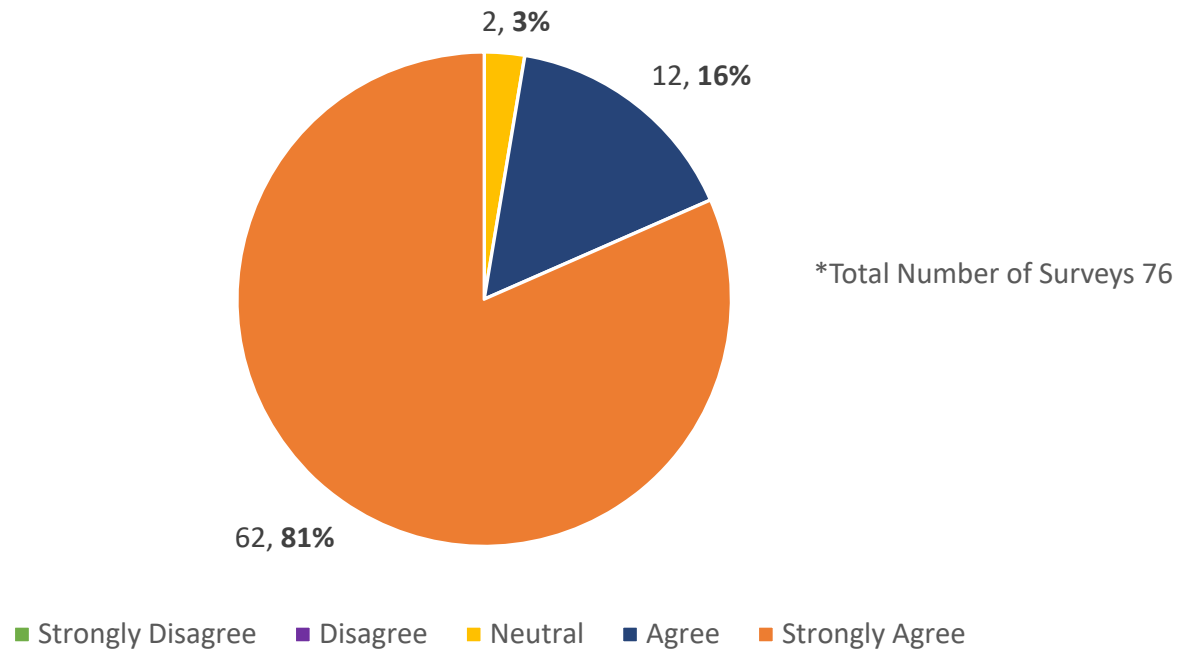


■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree

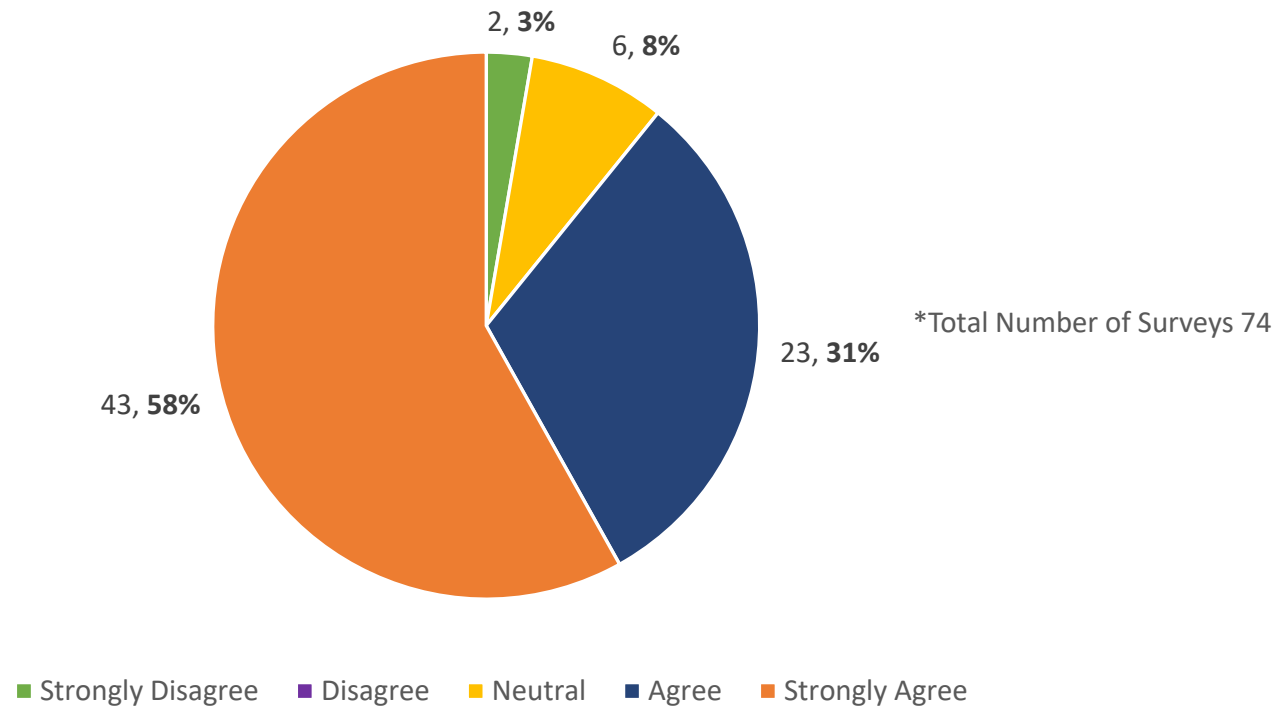
A student space would help to support community and connection to The Next Step PCS, both in the main building and at a second site.



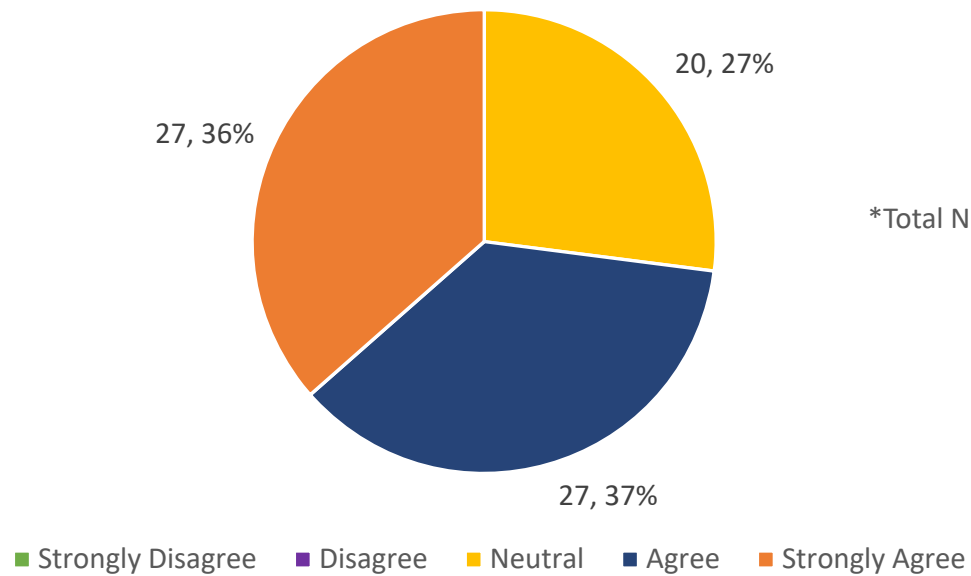
It is important for The Next Step PCS to increase capacity for Childcare Services as a means to support attendance and student retention.



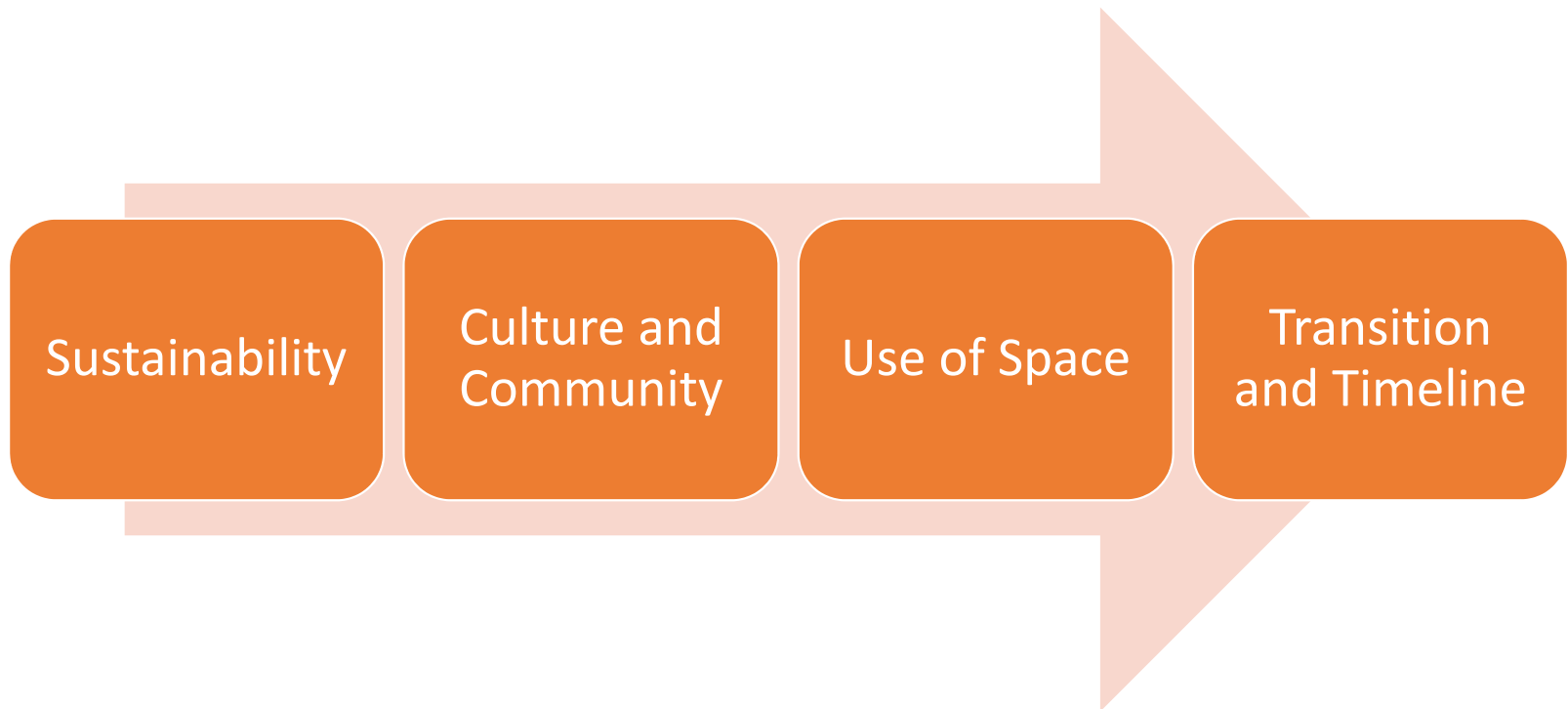
The Next Step PCS should consider maintaining a student-to-teacher ratio to inform the use of classroom spaces.



If The Next Step PCS secured resources to support delivery, it should consider Saturday programming at the second site.



Narrative Responses: Four Themes



Narrative Responses: Four Themes

Sustainability

- How will the budget change?
- Do we have financial assets to sustain two buildings?
- Will we be operating as two schools or as one?
- What is the possibility of department expansions?

Narrative Responses: Four Themes

Culture and Community

- How will we do the following: school-wide events?
Communication with staff (including weekly meetings)?
- How can we improve day-to-day communication among leadership, staff, and students?
- What would be the experience for staff working at both sites?
- What would be the experience of our weekly PLC meetings?

Call to Action—Creation of a Working Group:

Space, Connection, and Community

Narrative Responses: Four Themes

Use of Space

- How will students be separated for classes/programs between the two sites?
- How would the vacant spaces/offices be used?
- Will there be opportunities and options for electives and enrichment opportunities for students?
- Will there be spaces for instruction in the second space?

Narrative Responses: Four Themes

Transition and Timeline

- When is this move slated to happen?
- Where is the desired location?
- What departments and/or individuals would move to the new space?
- Would any department be split between the two sites, with some members staying and others going?

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Question and Answer Period



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Relentless Pursuit of Excellence: Beyond the GED



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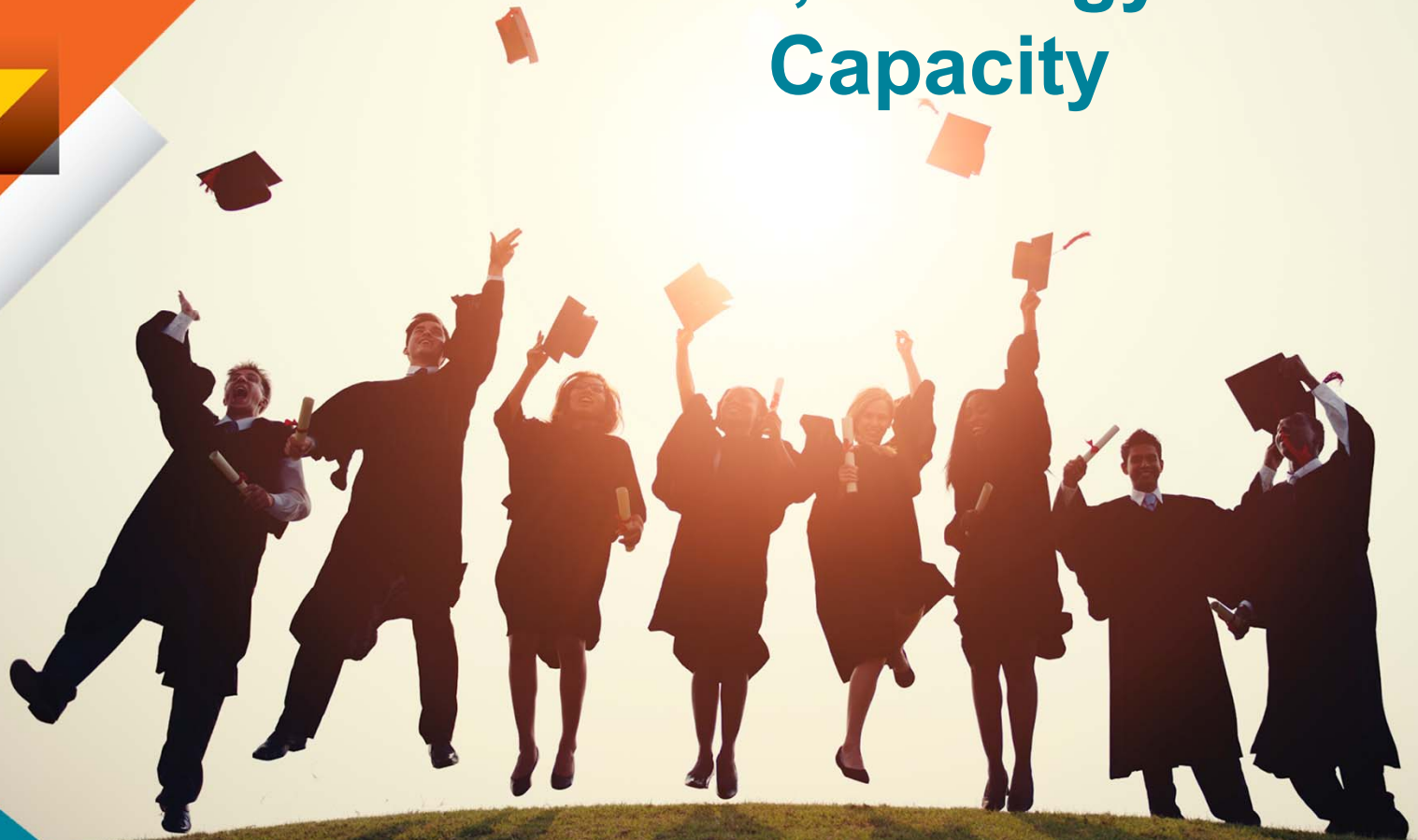
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Excellence: Vision, Strategy and Capacity



Our Time Together

Gratitude and Introductions

Excellence: Vision, Strategy and Capacity

- I. Aspirations and Reflections: The Story from Students
- II. Vision: Our Today, Our Hopes for Tomorrow
- III. Strategy: Proposed Charter Amendments
- IV. Capacity: New Futures Collaboration

Discussion



Aspirations and Reflections: Student Voice

Student Voice

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Donte Brooks

UDC-CC Student, Law Enforcement
New Futures Scholar



Diana Garcia

UDC-CC Student, Education
New Futures Scholar



Jonathan Nolasco

UDC-CC Student, Graphic Design
New Futures Scholar

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Vision: Our Today, Our Hopes for Tomorrow



El Próximo Paso
**THE NEXT
STEP**
PUBLIC CHARTER SCHOOL

Vision

We envision a world in which
all youth receive an excellent education
and the support they need to
realize their full potential as human beings
and contributing members of society.

[Emphasis added.]

Mission

Our mission is to provide students who face extraordinary challenges and who are not supported in traditional high schools with the opportunity to continue their education.

[Emphasis added.]

Relentless Pursuit of Excellence: Beyond the GED



Five Strategic Imperatives:

The Next Step PCS as...

- 1. A Leader in Advocacy*
- 2. A National Exemplar*
- 3. An Early College*
- 4. An Expanded/Replicable Program*
- 5. A Celebrated Philanthropic Investment Option*

Tier 1 Distinction: 2018-2019

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Vision: Our Today, Our Hopes for Tomorrow

Academic Achievements, 2018-2019

Overall Performance Management Framework (PMF) Score:

75.3%

GED Subject Test Achievement

78.6%

Entered Employment of Entered Postsecondary

80.4%

Vision: Our Today, Our Hopes for Tomorrow

Academic Achievements, 2018-2019

Overall Performance Management Framework (PMF) Score:

75.3%

School Environment, In-Seat Attendance

67.3%

Persistence (% of students who stay at adult education school long enough to complete one cycle of instruction)

79.7%

Vision: Our Today, Hopes for Tomorrow

- Laser-focus on Sustainability and Innovation
- Physical Space and Future Growth
- Conditions for Student Academic and Personal Achievement
- Engagement with Community Resources and Partners

Vision: Our Today, Hopes for Tomorrow

- Fall 2019 Enrollment: 447 Students; 387 in Fall 2018
- Increased Space for Instruction
- Increased Capacity for Student Support and Engagement
- Increased Opportunities for Student Aspirations

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Strategy: Proposed Charter Amendments



Strategy: Proposed Charter Amendments

*The Next Step Public Charter School has proposed an amendment to our charter for: **Additional Facility or New Location***

We intend to:

- Lease over 8700 square feet of office, meeting and instructional space at CentroNia (0.2 miles from our current location);
- Reconfigure current spaces to increase instructional and collaborative planning spaces, as well as Childcare

Strategy: Proposed Charter Amendments

*The Next Step Public Charter School has proposed an amendment to our charter for: **Additional Facility or New Location***

We intend to:

- Continue to advance *Early College at The Next Step PCS*;
- Establish centralized back-office functions and spaces of “community” and continuous learning for internal stakeholders.

What we mean by:

*Early College at
The Next Step PCS*





Academic Experiences

- Addressing Remediation
- On- and Off-Site Coursework
- Opportunities for Current Faculty



Essential Partnerships

- UDC Community College
- Trinity Washington University
- Ana G. Mendez University System
- Office of the State Superintendent of Education



Needed Structures

- Intrusive Advising: Case Managers and Advisors
- Master Calendar: Fall, Spring, Summer
 - Scholarship Opportunities

The Basics: Structures and Essential Partnerships

Structures

- *Information Session and Application*
- *Placement Testing—Accuplacer; Academic Readiness (TABE Assessments)*
- *Individualized Scheduling including Supplemental Instruction*
- *Supports from Instructional Leadership Team—Coaching and Guest Presentations*
- *Intrusive Advising—Directed interventions by Career and Life Skills Advisors and Case Managers*



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Capacity: New Futures Collaboration



Capacity: The Work of New Futures

Julie Green
Executive Director
New Futures

www.newfuturesdc.org
Julie@newfuturesdc.org
(202) 580-1444



**Relentless Pursuit of Excellence:
Beyond the GED**

Capacity: The Work of New Futures

ABOUT NEW FUTURES

Mission: *Educational Opportunities for Rewarding Careers*

We propel underserved young people in the DC region through short-term postsecondary programs, like certifications and community college degrees, and into rewarding careers in our region's fastest-growing industries.

Capacity: The Work of New Futures

ABOUT NEW FUTURES

By the Numbers:

- More than 500 Scholars and Alumni served;
- More than \$5,000,000 in scholarships awarded;
- More than 90% of Scholars selected in the last five years have graduated or continue to persist in post-secondary programs

Capacity: The Work of New Futures

WHY EARLY COLLEGE IS IMPORTANT TO NEW FUTURES

- Most students are not college-ready.
- Many students are non-traditional.
- Our residents deserve to see and feel that college is for THEM.

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Discussion Period

Call to Action



Proposed Timeline for Excellence

1/31/2020	Submission of Charter Amendment
2/3/2020	ANC Notification Deadline
2/13/2020	<u>Winter Commencement, 5:30pm</u>
3/16/2020	<u>Public Hearing for Amendment</u>
4/20/2020	DC PCSB Board Vote

Relentless Pursuit of Excellence:
Beyond the GED

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Thank You!



El Próximo Paso
**THE NEXT
STEP**
PUBLIC CHARTER SCHOOL



January 22, 2020

Mr. Rick Cruz, Chair
District of Columbia Public Charter School Board
3333 14th Street, NW
Washington, DC 20010

Dear Mr. Cruz:

On behalf of New Futures, I am writing to express my strong endorsement for The Next Step Public Charter School's proposed charter amendment to acquire additional space. This space would allow for extension of their exceptional work currently taking place at their existing 15th Street Campus. As you are well aware, The Next Step is DC's leading provider of adult education, as evidenced by their Tier 1 status on the PMF and the extraordinary outcomes of their students.

We at New Futures know of those extraordinary outcomes firsthand as a devoted and grateful partner of The Next Step. New Futures, now in our 21st year, propels underserved adults in DC, MD, and VA through short-term postsecondary programs (such as certifications and community college degrees) and into either further education or rewarding careers in our region's fastest-growing fields. As a New Futures partner, The Next Step refers to us students who wish to continue their postsecondary education and we have been honored to serve many Next Step Alumni over many years. **I am thrilled to share that 100% of Scholars who have come to New Futures from The Next Step in the last decade have either graduated from their postsecondary programs or continue to persist in those programs.** These results are unmatched among our community partner organizations and speak to how The Next Step prepared them for success. Today, many of these amazing Alumni are succeeding in careers or have continued on to bachelor's degree programs or beyond. These are the outcomes that the PCSB would hope to see in any student, but which are so often unfulfilled across DC and, more specifically, among our population of nontraditional students.

An extension of space for The Next Step will ensure that the school continues to thrive and set the DC standard for adult student success. I hope you will join me in enthusiastically endorsing this charter amendment. If you have any questions, please do not hesitate to contact me. I would be happy to discuss this further at any time.

Thank you for considering The Next Step's amendment and for all you do every day on behalf of students in the District.

Gratefully,

Julie Anne Green, Executive Director
(202) 580-1444 | julie@newfuturesdc.org

1/17/2020

Rick Cruz, Chair

c/o Scott Pearson, Executive Director

Laterica Quinn, Senior Manager, School Quality and Accountability

District of Columbia Public Charter School Board (DC PCSB)

3333 14th Street, NW

Washington, DC 20010

Dear Mr. Cruz and Board Members,

We here at Bay Atlantic University would like to offer this strong letter of support for the Next Step Public Charter School's proposed charter amendment to obtain additional space to continue their growth as a leader in adult education and a leader in educational accessibility throughout the entire DC community at 3047 15th Street, NW, Washington, DC 20010. Due to Next Step PCS's stellar level of involvement and interest in each and every student for 20+ years, we believe it is important for the DC PCSB to support Next Step PCS to continue to push young DC residents and help every resident work towards their very best. We ask for an affirmative vote for their amendment.

We also recognize Next Step PCS for their role in the local community and in turn their desire to remain in that very same community. The location for this new branch provides ease and accessibility as it is along the same path to school for students and staff and is only less than half a mile away. I not only see this build as having zero negative impacts to the community, but actually foresee a deep and positive impact that will both continue to grow within this select DC community as time goes on and ripple out to the other local DC areas as well.

If anyone should have any questions or comments regarding this letter of support please do not hesitate to contact any of the members listed below. Bay Atlantic University stands in support of this motion and stands with Next Step PCS as they continue to grow within the DC community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Brinker".

Christopher Brinker, Director of Outreach

A handwritten signature in black ink, appearing to read "Brian Murphy".

Brian Murphy, Marketing Director