



Shukurat Adamoh-Faniyan
Board Chair

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

June 22, 2026

Via Electronic Mail

Allison Jones
Board Chair

Katherine Park
Executive Director

Breakthrough Montessori Public Charter School
6923 Willow Street NW
Washington, DC 20012

Re: 10-Year Charter Review of Breakthrough Montessori Public Charter School

Dear Chair Jones and Ms. Park:

As required by the D.C. School Reform Act (SRA), the DC Public Charter School Board (DC PCSB) conducts 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 2025 – 26 school year, DC PCSB conducted a review of Breakthrough Montessori Public Charter School.

DC PCSB staff prepared a comprehensive report assessing the school's performance against the standard set by law.² On January 30, 2026, DC PCSB shared a draft of the report and invited feedback. DC PCSB staff reviewed the school's input and, where appropriate, incorporated it into a revised report that formed the basis of a formal staff proposal to the DC PCSB Board recommending charter continuance.

At the public board meeting on March 9, 2026, the DC PCSB Board voted to continue the school's charter for the reasons outlined in the report and proposal. School representatives were present and had the opportunity to speak before the Board, and members of the public were also invited to provide comment prior to the vote.

¹ See DC Code § 38-1802.12(a)(3).

² See DC Code § 38-1802.13(a)-(b).



Shukurat Adamoh-Faniyan
Board Chair

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

Enclosed, you will find the signed copy of the accompanying staff proposal and the full charter review report, which details the basis for the DC PCSB Board's decision.

Thank you for your continued leadership and service to the students of the District of Columbia.

Sincerely,

A handwritten signature in black ink, appearing to be "SAF".

Shukurat Adamoh-Faniyan
Board Chair

A handwritten signature in black ink, appearing to be "Michelle J. Walker-Davis".

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

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: Melodi Sampson, Chief School Performance Officer, School Performance Department

SUBJECT: Charter Review: Breakthrough Montessori Public Charter School

DATE: March 9, 2026

Recommendation

District of Columbia Public Charter School Board (DC PCSB) staff recommends that its Board vote to continue the charter of Breakthrough Montessori Public Charter School (Breakthrough 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 Breakthrough 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 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.

¹ DC PCSB is creating the policies 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.

Charter Review Findings	
Review Period	School year (SY) 2020 – 21 through SY 2024 – 25
Charter Goals	Breakthrough PCS met its charter goals in SY 2022 – 23, partially met its charter goals in SY 2023 – 24, and met its charter goals in SY 2024 – 25.
Compliance	Breakthrough PCS did not materially violate the law or its charter.
Finance	Breakthrough PCS did not display a pattern of fiscal mismanagement and is economically viable.

Breakthrough PCS adopted the Performance Management Framework (PMF) as its charter goals and committed to earning an average PMF score equal to or exceeding 45.0% for school years 2020 – 21, 2021 – 22, 2022 – 23, 2023 – 24, and 2024 – 25.^{3,4} However, given DC PCSB's PMF revision efforts and the disruption in schooling and data collection during the COVID-19 pandemic, DC PCSB ceased producing the PMF after SY 2018 – 19 and did not assess goal attainment for school years 2020 – 21 or 2021 – 22.⁵ Consequently, for this review period, DC PCSB staff assessed Breakthrough PCS's charter goals performance using SY 2022 – 23, SY 2023 – 24, and SY 2024 – 25 goal attainment pathways as outlined in DC PCSB's *Charter Goals Policy*.⁶

The *Charter Goals Policy* offers multiple pathways to demonstrate goal attainment and requires schools to meet one pathway in each school year.

In SY 2022 – 23, Breakthrough PCS met Pathway D by exceeding the target score of 40.0% on the Office of the State Superintendent of Education's DC School Report Card. In SY 2023 – 24, Breakthrough PCS did not fully meet any pathway but partially met Pathway C by exceeding publisher growth criteria in reading/English Language Arts (ELA) on its nationally normed growth assessment, i-Ready. In SY 2024 – 25, Breakthrough PCS met Pathway B by earning a Level 3 or higher on ASPIRE, DC PCSB's accountability system.

Separate and apart from the school's goal attainment, results from the Qualitative Site Review (QSR) suggest Breakthrough PCS is performing between "proficient"

³ See the *Elect to Adopt the PMF as Charter Goals Policy* here: <https://bit.ly/3MjnmSy>.

⁴ See Breakthrough PCS's Charter Agreement, Appendix A1.

⁵ Per DC PCSB's *COVID-19 Impact Policy*, DC PCSB ceased collection, aggregation, and publication of academic data for SY 2019 – 20 and SY 2020 – 21 and did not produce the PMF for those years. (See the *COVID-19 Impact Policy* here: <https://bit.ly/3fy5zDo>.) In September 2021, DC PCSB announced its plan to revise its accountability system. Consequently, DC PCSB did not resume production of the PMF.

⁶ See the *Charter Goals Policy* here: <https://bit.ly/4cpui81>.

and “distinguished” in the classroom environment domain and just above “proficient” in the instruction domain.^{7,8}

DC PCSB staff also evaluated the school's compliance with applicable federal and local laws and with its charter. DC PCSB staff determined the school has not committed a material violation of law or of its charter.

DC PCSB staff also evaluated the school's fiscal management. DC PCSB staff determined that the school has not engaged in a pattern of nonadherence to generally accepted accounting principles (GAAP), has not engaged in a pattern of fiscal mismanagement, and is economically viable.

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.⁹

Based on these findings, DC PCSB staff recommends the Board vote to continue Breakthrough PCS's charter.

Charter Review Standard

The SRA stipulates that DC PCSB “shall review [a school's] charter at least once every [five] years.”¹⁰ 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.¹¹

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.¹²

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

⁷ QSR observers rate the classroom environment and instruction on the Charlotte Danielson *Framework for Teaching* scale from one to four: “1” indicates “unsatisfactory” performance, “2” indicates “basic,” “3” indicates “proficient,” and “4” indicates “distinguished.”

⁸ See the QSR section on pages 5 – 6 of the school's charter review report for further details about the school's QSR performance.

⁹ The report will be finalized following the Board's vote on the school's continuance.

¹⁰ D.C. Code § 38-1802.12(a)(3).

¹¹ D.C. Code § 38-1802.13(a).

¹² DC PCSB may impose conditions of continuance if it deems such conditions appropriate.

accounting principles, 2) has engaged in a pattern of fiscal mismanagement, and/or 3) is no longer economically viable.¹³

Background

Breakthrough PCS began operation in 2016 under authorization from DC PCSB. The school educates 385 students in grades pre-kindergarten 3 through 6. The school operates one campus located in Ward 4. Breakthrough PCS's mission is:

[T]o provide families of Washington, DC, a fully-implemented, public, Montessori program designed to enable children to develop within themselves the power to shape their lives and the world around them.¹⁴

Notification

On January 23, 2026, DC PCSB staff notified the following Advisory Neighborhood Commissioner of the school's 10-year charter review: Charles Mayer (4B04). DC PCSB staff also posted a notice for public comment on the charter review in the DC Register and on the DC PCSB website.¹⁵

Subsequent Financial Update Memo

Given the time it takes to prepare a review or renewal report, and the timeline on which key financial data becomes available, these reports do not reflect the most current information about a school's fiscal management and financial health. However, this information is critical to ensure the DC PCSB Board and members of the public have an accurate understanding of the school's financial performance. Accordingly, at the time of a school's charter review or renewal vote, DC PCSB staff prepares a Subsequent Financial Update Memo that provides any significant additional information regarding the school's fiscal management and financial performance since the drafting of the report.

The Subsequent Financial Update Memo for Breakthrough PCS may be accessed in the materials for this Board meeting.¹⁶

Attachment(s) to this Proposal

Attachment A: Breakthrough PCS 10-Year Preliminary Charter Review Report
Attachment B: Optional Report Response from the School (if submitted)

¹³ D.C. Code § 38-1802.13(b).

¹⁴ This mission statement is captured in Breakthrough PCS's charter agreement.

¹⁵ See the notice here: <https://bit.ly/4aCqPDD>.

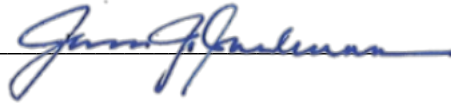
¹⁶ Meeting materials can be accessed via the "Meeting Materials" link on the March 9, 2026 Board Meeting page: <https://bit.ly/4kMyVyc>.

Date: March 9, 2026

DC PCSB Action: X Approved ____ Approved with Changes ____ Rejected

Changes to the Original Proposal:

Board Chair Signature:

A handwritten signature in blue ink, appearing to read "James J. Guilman", is written over a horizontal line.



2025 – 26 10-Year Charter Review Report Breakthrough Montessori Public Charter School

March 9, 2026

DC Public Charter School Board
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Washington, DC 20003
(202) 328-2660
www.dcpccb.org

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¹ To request a text-only and/or a black-and-white version of this report, please contact communications@dcpcsb.org.

BOARD VOTE AND KEY FINDINGS

Breakthrough Montessori Public Charter School (Breakthrough PCS)²	
Review or Renewal	10-year charter review
Review Period	School year (SY) 2020 – 21 through SY 2024 – 25
Charter Goals	Breakthrough PCS met its charter goals in SY 2022 – 23, partially met its charter goals in SY 2023 – 24, and met its charter goals in SY 2024 – 25.
Compliance	Breakthrough PCS did not materially violate the law or its charter.
Finance	Breakthrough PCS did not display a pattern of fiscal mismanagement and is economically viable.
Board Vote	The Board voted 7 – 0 to continue Breakthrough PCS’s charter.

Pursuant to the School Reform Act (SRA), the DC Public Charter School Board (DC PCSB) “shall review [a school’s] charter at least once every [five] years.”³ During SY 2025 – 26, DC PCSB conducted a 10-year charter review of Breakthrough PCS, evaluating the school’s progress toward meeting its goals and academic achievement expectations (charter goals). DC PCSB also evaluated the school’s compliance with applicable federal and local laws, compliance with its charter, and fiscal management.

Goals and Academic Achievement Expectations (Charter Goals)

Breakthrough PCS adopted the Performance Management Framework (PMF) as its charter goals and committed to earning an average PMF score equal to or exceeding 45.0% for school years 2020 – 21, 2021 – 22, 2022 – 23, 2023 – 24, and 2024 – 25.^{4, 5} However, given DC PCSB’s PMF revision efforts and the disruption in schooling and data collection during the COVID-19 pandemic, DC PCSB ceased producing the PMF after SY 2018 – 19 and did not assess goal attainment for school years 2020 – 21 or 2021 – 22.⁶ Consequently, for this review period, DC PCSB assessed Breakthrough PCS’s charter goals performance using SY 2022 – 23, SY 2023 – 24, and SY 2024 – 25 goal attainment pathways as outlined in DC PCSB’s *Charter Goals Policy*.⁷

The *Charter Goals Policy* offers multiple pathways to demonstrate goal attainment and requires schools to meet one pathway in each school year.

² See Breakthrough PCS’s Charter Agreement and Amendments, Appendices A1 – A5. All appendices are located here: <https://bit.ly/4arETBv>.

³ D.C. Code § 38-1802.12(a)(3).

⁴ See the *Elect to Adopt the PMF as Charter Goals Policy* here: <https://bit.ly/3MjnmSy>.

⁵ See Breakthrough PCS’s Charter Agreement, Appendix A1.

⁶ Per DC PCSB’s *COVID-19 Impact Policy*, DC PCSB ceased collection, aggregation, and publication of academic data for SY 2019 – 20 and SY 2020 – 21 and did not produce the PMF for those years. (See the *COVID-19 Impact Policy* here: <https://bit.ly/3fy5zDo>.) In September 2021, DC PCSB announced its plan to revise its accountability system. Consequently, DC PCSB did not resume production of the PMF.

⁷ See the *Charter Goals Policy* here: <https://bit.ly/4cpui8l>.

SY 2022 – 23 Goal Attainment

In SY 2022 – 23, Breakthrough PCS met Pathway D by exceeding the target score of 40.0% on OSSE's DC School Report Card.

SY 2023 – 24 Goal Attainment

In SY 2023 – 24, Breakthrough PCS did not fully meet any pathway. The school partially met Pathway C by exceeding publisher growth criteria in reading/English Language Arts (ELA) on its nationally normed growth assessment, i-Ready.

SY 2024 – 25 Goal Attainment

In SY 2024 – 25, Breakthrough PCS met Pathway B by earning a level 3 or better on ASPIRE, DC PCSB's accountability system.

Separate and apart from the school's goal attainment, during the Qualitative Site Review (QSR), Breakthrough PCS's programming rated between "proficient" and "distinguished" in the classroom environment domain and just above "proficient" in the instruction domain.^{8,9}

Compliance

DC PCSB determined the school has not committed a material violation of law or of its charter.

Finance

DC PCSB determined the school has not engaged in a pattern of nonadherence to generally accepted accounting principles (GAAP), has not engaged in a pattern of fiscal mismanagement, and is economically viable.

Board Vote

Based on these findings, at its public meeting on March 9, 2026, the DC PCSB Board voted 7 – 0 to continue Breakthrough PCS's charter.

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

⁸ QSR observers rate the classroom environment and instruction on the Charlotte Danielson *Framework for Teaching* scale from one to four: "1" indicates "unsatisfactory" performance, "2" indicates "basic," "3" indicates "proficient," and "4" indicates "distinguished."

⁹ See the QSR section on page 6 of this report for further details about the school's QSR performance.

SCHOOL BACKGROUND

Breakthrough PCS¹⁰			
Year Opened	2016 – 17	Chartered Grade Span	Pre-kindergarten 3 (PK3) – 6
Number of Campuses	1	Current Enrollment Ceiling	405
Ward(s)	4	Audited Enrollment and Grade Span	385, PK3 – 6
Mission Statement			
The mission of Breakthrough Montessori Public Charter School is to provide diverse families in Washington, DC with a fully implemented, public Montessori education that enables children to develop within themselves the power to share their lives and the world around them. ¹¹			

School Overview

Breakthrough PCS describes its programming as a Montessori model using personalized instruction, in which students learn at their own pace.¹² The school says students engage in self-guided learning, working independently to master increasingly complex concepts. According to the school's annual report, teachers use data to track students' progress and invite students to receive new lessons when they are ready. Breakthrough PCS uses mixed-age classrooms, placing three grade levels together in each classroom.

In SY 2020 – 21, the first year of the review period, Breakthrough PCS served grades PK3 – 3. The school continued to grow by one grade per year, until it served grades PK3 – 6 in SY 2024 – 25.

Enrollment and Demographic Data

The tables below show Breakthrough PCS's enrollment history and demographic information.

Enrollment Measure	School Year				
	2020 – 21	2021 – 22	2022 – 23	2023 – 24	2024 – 25
Audited Enrollment¹³	271	317	346	369	383
Enrollment Ceiling¹⁴	270	315	360	405	405

¹⁰ See Breakthrough PCS's original charter agreement, Appendix A.

¹¹ This mission statement is captured in Breakthrough PCS's charter agreement.

¹² See Breakthrough PCS's annual report for SY 2023 – 24, Appendix B.

¹³ OSSE conducts an annual enrollment audit to determine the number of students at each DC public school.

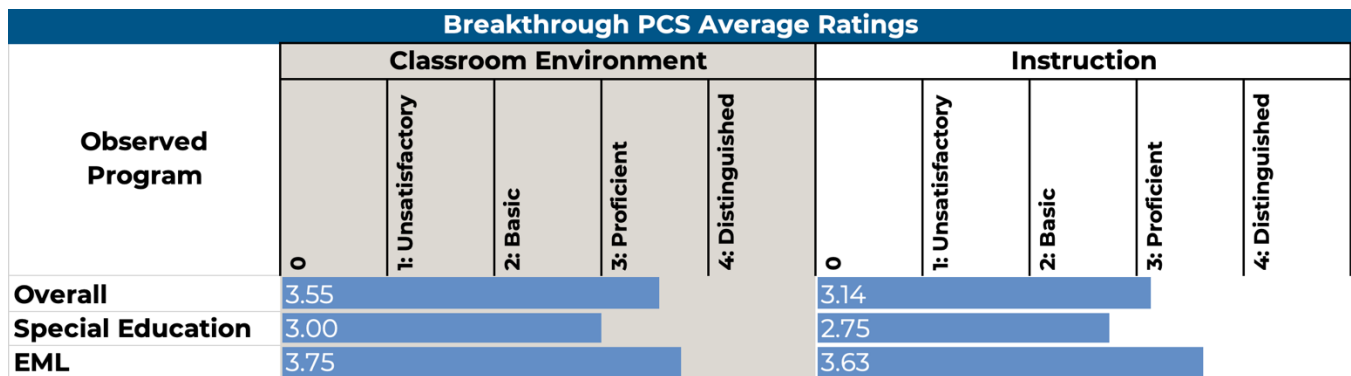
¹⁴ Each charter LEA has an enrollment ceiling in its charter agreement, designating the maximum number of students for which the school can receive per pupil funding during each school year.

Student Group	Percentage Enrolled
At-Risk or Economically Disadvantaged Students	26.1%
EML	15.1%
SWD	21.7%
American Indian or Alaska Native	0.0%
Asian	3.4%
Black or African American	47.3%
Hispanic/Latino	7.3%
Multiracial	10.2%
Native Hawaiian or Other Pacific Islander	0.0%
White	31.9%

Qualitative Site Review

DC PCSB staff conducted a Qualitative Site Review (QSR) at Breakthrough PCS to evaluate its performance in two domains—classroom environment and instructional quality.¹⁵ DC PCSB staff and consultants observed the school’s overall, special education, and EML programs.

The QSR team rated the classroom environment and instruction from one to four: “1” indicates “unsatisfactory” performance, “2” indicates “basic,” “3” indicates “proficient,” and “4” indicates “distinguished.”¹⁶ For the school’s overall program, QSR observers rated 100% of classrooms “proficient” or “distinguished” in classroom environment and 92.9% in instruction.¹⁷ The following chart shows Breakthrough PCS’s average ratings in each program.



¹⁵ DC PCSB staff used the classroom environment and instruction rubric as defined in the Charlotte Danielson *Framework for Teaching*. Danielson, Charlotte. *The Framework for Teaching: Evaluation Instrument*. Princeton, NJ: Danielson Group, 2013.

¹⁶ See pages 25 – 29 of the school’s QSR report in Appendix C for a detailed description of each performance level.

¹⁷ From SY 2022 – 23 through SY 2024 – 25, the average percentages of PK – 8 classrooms rated “proficient” or “distinguished” were 80.6% in the classroom environment domain and 68.7% in the instruction domain.

DC PCSB staff and consultants also reviewed sample ELA and math assignments to determine if they aligned with grade-level standards.¹⁸ Evaluators rated each assignment as “sufficient,” “minimal,” or “no opportunity,” describing the opportunity students had to meaningfully practice and connect grade-level content to the real world. See Breakthrough PCS’s assignment review ratings in the table below.

Breakthrough PCS Assignment Review Ratings		
Overall Rating	ELA Assignments	Math Assignments
Sufficient	1	4
Minimal	2	1
No Opportunity	2	0

Breakthrough PCS’s full QSR results are available in Appendix C.

Previous Charter Reviews¹⁹

School Year and Review	Outcome	Findings
2020 – 21, Five-year review	Continued with conditions	Breakthrough PCS scored 38.8% on the PMF, narrowly missing the goal target of 40.0%. The school demonstrated significant improvement on the PMF from SY 2017 – 19 to SY 2018 – 19 and strong QSR performance. An area of concern identified was the school’s unstable leadership history over the review period. DC PCSB continued Breakthrough PCS’s charter on two conditions. First, Breakthrough PCS was required to meet one of two goals: either its 2022 – 23 growth rates had to meet or exceed national performance, or the school had to show improvement in both ELA and math from SY 2021 – 22 to SY 2022 – 23. Second, Breakthrough PCS was required to submit a plan for improving leadership retention.

Communication with the School

On November 3, 2025, DC PCSB staff conducted a routine pre-review meeting with Breakthrough PCS staff to discuss the school’s 10-year review.²⁰ DC PCSB staff explained the charter review process and timeline, along with the school’s goal performance for SY 2022 – 23, SY 2023 – 24, and SY 2024 – 25. DC PCSB staff communicated that they were encouraged by the improvement in Breakthrough PCS’s pathway performance over the

¹⁸ DC PCSB staff and consultants used The New Teacher Project’s *Assignment Review Protocol*. See the protocol here: <https://bit.ly/3PfYLKH>.

¹⁹ See Breakthrough PCS’s previous charter review report, Appendices D.

²⁰ See the invitation letter and follow-up letter for the November, 2025 meeting, Appendices E1 – E2.

review period but still shared concerns regarding the school's declining state assessment performance over the last three years.

Breakthrough PCS representatives acknowledged that the declining state assessment performance may be linked to the gap between hands-on Montessori math mastery and mastery as measured by traditional assessments. Breakthrough PCS representatives then shared the school's efforts to ensure stronger preparation of upper elementary students for state assessments, including incorporating test preparation into instruction while maintaining Montessori principles and offering targeted after-school tutoring.

Breakthrough PCS representatives also shared the school's work to strengthen its special education model as the population of students with disabilities has grown from 11% to 23%. This included partnering with a special education cooperative and refining supports to better serve students across grade levels.

School Response to Review Report

DC PCSB invited Breakthrough PCS to submit a response to this report to share additional information about the school and its performance over the review period. The school chose not to submit a response.

CHARTER REVIEW STANDARD

The SRA stipulates that DC PCSB “shall review [a school's] charter at least once every [five] years.”²¹ 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.²²

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.²³

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.²⁴

The following three report sections summarize findings on the LEA's performance in the three areas as follows. Section One assesses the LEA's goal attainment, Section Two assesses the LEA's compliance with applicable laws, including local and federal laws pertaining to SWD and EMLs, and Section Three assesses the LEA's financial performance.

²¹ D.C. Code § 38-1802.12(a)(3).

²² D.C. Code § 38-1802.13(a).

²³ DC PCSB may impose conditions of continuance if it deems such conditions appropriate.

²⁴ D.C. Code § 38-1802.13(b).

SECTION ONE: GOALS AND ACADEMIC ACHIEVEMENT EXPECTATIONS

Key Findings				
- Breakthrough PCS fully met a goal attainment pathway in SY 2022 – 23 and SY 2024 – 25, but only partially met a goal attainment pathway in SY 2023 – 24. - The school's state assessment proficiency rate in ELA was above the state rate in SY 2022 – 23 and came within a few percentage points of the state rate in school years 2023 – 24 and 2024 – 25. - Breakthrough PCS demonstrated strong ELA growth outcomes on its school-selected growth assessment in SY 2023 – 24 and on the state assessment Growth to Proficiency (GTP) Rate in SY 2024 – 25. - Breakthrough PCS demonstrated a need for improvement in math proficiency and growth. The school demonstrated significant declines in its state assessment proficiency rate in math from SY 2022 – 23 to SY 2024 – 25. The school did not meet math growth targets on its school-selected growth assessment or state assessment growth measures in any school year within the review period.				
Breakthrough PCS Goal Attainment				
2020 – 21	2021 – 22	2022 – 23	2023 – 24	2024 – 25
NA		Met	Partially Met	Met

In July 2020,²⁵ Breakthrough PCS adopted the PMF as its charter goals and agreed to the following review standard, paraphrased for readability:²⁶

The school must earn an average PMF score equal to or exceeding 45.0% for school years 2020 – 21, 2021 – 22, 2022 – 23, 2023 – 24, and 2024 – 25.

As previously noted, for this review period, DC PCSB assessed Breakthrough PCS's goal attainment using SY 2022 – 23, SY 2023 – 24, and SY 2024 – 25 goal attainment pathways as outlined in DC PCSB's *Charter Goals Policy*.

Charter Goals Policy Pathways Overview

The *Charter Goals Policy* offers multiple pathways to demonstrate goal attainment and requires schools to meet one pathway in each school year. The following table summarizes the pathways applicable to Breakthrough PCS.²⁷

²⁵ See Breakthrough PCS's charter amendment, Appendix A5.

²⁶ For details, see the 2019 – 20 PMF Policy & Technical Guide here: <https://bit.ly/2D2lvqc>.

²⁷ Pathway descriptions in the table below are paraphrased. For full pathway descriptions, see the *Charter Goals Policy* here: <https://bit.ly/4cpui8l>.

Summary of <i>Charter Goals Policy</i> Goal Attainment Pathways	
Pathway	How to Meet the Pathway
SY 2022 – 23 and SY 2023 – 24	
A: Individually Negotiated Goals	NA ²⁸
B: Transitional Goals ²⁹	Meet or exceed state performance (sector performance when state is unavailable) OR demonstrate improvement compared to the prior year.
C: Growth	SY 2022 – 23: Meet or exceed publisher growth criteria on a nationally normed growth assessment in ELA/reading and math compared to publisher performance rates OR demonstrate improvement compared to the prior year.
	SY 2023 – 24: Meet or exceed publisher growth criteria on a nationally normed growth assessment in ELA/reading and math compared to the publisher performance; OR for PK – 8: meet or exceed a Median Growth Percentile (MGP) of 50.0 on DC CAPE ELA and math.
D: OSSE Accountability	Earn a 40.0% or higher on OSSE's DC School Report Card.
SY 2024 – 25	
A: Transitional Goals (ASPIRE-Aligned) ³⁰	Meet or exceed the comparative target.
B: ASPIRE	Earn Level 3 or higher on ASPIRE.
C: OSSE Accountability	Earn a 40.0% or higher on OSSE's DC School Report Card.
D: ASPIRE Improvement	For schools that earn Level 4 on ASPIRE, improve score from the prior year.

Breakthrough PCS's Goal Attainment

SY 2022 – 23 Goal Attainment

In SY 2022 – 23, Breakthrough PCS met Pathway D by exceeding the target score of 40.0% on OSSE's DC School Report Card.

²⁸ Pathway A applies to LEAs with individually negotiated goals in their charter agreement.

²⁹ Transitional goals measures include standard academic measures (to the extent available) and certain additional data by grade band, as specified in the *Charter Goals Policy*.

³⁰ ASPIRE-aligned transitional goals measures correspond to those included within the school's respective ASPIRE framework(s) and are calculated in accordance with the business rules in the ASPIRE Policy & Technical Guide. See the ASPIRE Policy & Technical Guide here: <https://bit.ly/4ILFi8>.

SY 2023 – 24 Goal Attainment

In SY 2023 – 24, Breakthrough PCS did not fully meet any pathway. The school partially met Pathway C by exceeding publisher growth criteria in reading/ELA on its nationally normed growth assessment, i-Ready.³¹

SY 2024 – 25 Goal Attainment

In SY 2024 – 25, Breakthrough PCS met Pathway B by attaining a level 3 or better on ASPIRE.

See the following appendices for Breakthrough PCS's additional academic performance data:

- Appendix F: Performance data by school year and pathway
- Appendix G: Performance by student group in SY 2022 – 23 and SY 2023 – 24
- Appendix H: ASPIRE outcomes in SY 2024 – 25

Breakthrough PCS Charter Goals Performance Summary

Strengths

Breakthrough PCS demonstrated strong ELA growth outcomes in the three academic years reviewed for this charter review. In SY 2022 – 23, the school's growth in ELA on its nationally normed growth assessment, i-Ready, approached publisher criteria, falling within 1.1 percentage points. In SY 2023 – 24, Breakthrough PCS met publisher growth criteria in ELA on i-Ready. This indicates that students in grades 3 – 6 at Breakthrough PCS grew nearly as quickly, or as quickly, as their nationwide peers in ELA performance in SY 2022 – 23 and SY 2023 – 24, respectively. In SY 2024 – 25, Breakthrough PCS exceeded the state GTP rate for elementary school grade bands in ELA, indicating that students' average progress toward their growth targets exceeded that of their statewide peers in ELA.

Areas for Improvement

Breakthrough PCS demonstrated a need for improvement in math proficiency and growth. The school's performance declined in both ELA and math proficiency across the review period; however, the school's math proficiency decline was more significant. While the school's ELA proficiency remained within four points of the state average in SY 2024 – 25, math proficiency dropped by 17.4 percentage points from SY 2023 – 24 to SY 2024 – 25, and was well below the state average.

³¹ In June 2024, DC PCSB revised its calculation methodology for i-Ready growth measures for SY 2023 – 24 and beyond. Prior to this update, DC PCSB calculated a percentage of students meeting their annual "typical growth" benchmark. However, Curriculum Associates, i-Ready's publisher, recommends using an aggregate measure of median percent progress toward annual "typical growth." The target for i-Ready measures was also revised accordingly. In SY 2022 – 23, DC PCSB uses a target of 50.0% of students meeting their "typical growth" benchmark. This is mathematically comparable to Curriculum Associates' growth criteria of a 100% median percent progress toward "typical growth," which DC PCSB uses as the target for SY 2023 – 24 and beyond. For more information about the i-Ready assessment, please see: <https://bit.ly/3xejiLp>.

Breakthrough PCS's math growth outcomes on i-Ready significantly lagged publisher criteria in both SY 2022 – 23 and SY 2023 – 24. In SY 2023 – 24 in particular, the school's math growth on i-Ready lagged publisher criteria by 53 percentage points. These results indicate that students in grades 3 – 6 grew significantly slower than their nationwide peers in math. Similarly, the school lagged the median growth percentile (MGP) for math on the state assessment in SY 2023 – 24 and SY 2024 – 25, indicating that students also grew slower than their statewide peers in math. Breakthrough PCS's GTP rate for math on the state assessment was also below the state rate in SY 2024 – 25.

SECTION TWO: COMPLIANCE WITH CHARTER AND APPLICABLE LAWS

Key Findings

- Breakthrough PCS did not commit a material violation of the law or its charter.
- Breakthrough PCS received a “Strengthening (Needs Assistance)” designation in FFY 2021, FFY 2022 and FFY 2023 on its Special Education Performance Report (SEPR). In all three years, Breakthrough PCS exhibited compliance concerns on its initial evaluation timeliness.
-

Compliance with Special Education Law

Charter schools must comply with all federal and local special education laws, including the Individuals with Disabilities Education Act (IDEA)³² and Section 504 of the Rehabilitation Act of 1973.³³ OSSE monitors charter schools’ special education performance through an annual review of compliance and student progress measures. DC PCSB also monitors special education performance through its *Special Education Audit and Monitoring Policy* and by tracking state and due process complaints about services for SWD.³⁴

OSSE’s Findings

Through federal fiscal year (FFY) 2020, OSSE published its special education oversight findings in annual determination reports.^{35, 36} In FFY 2021, OSSE introduced its Special Education Performance Report (SEPR), which includes more measures and separate scores for compliance and student progress. Overall scores reflect the percentage of points earned from applicable measures, according to the scale below.³⁷ OSSE requires corrective action for LEAs that receive Strengthening (Needs Assistance) or lower for two or more consecutive years.

- 81.0% – 100%: Leading (Meets Requirements)³⁸
- 61.0% – 80.9%: Strengthening (Needs Assistance)
- 41.0% – 60.9%: Building (Needs Intervention)

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

³³ 29 U.S.C. § 794.

³⁴ See the *Special Education Audit and Monitoring Policy* here: <https://bit.ly/49U9wfr>.

³⁵ FFY refers to the one-year period that OSSE uses to monitor and report on special education compliance. Each FFY begins July 1 and ends June 30 of the following calendar year. For example, FFY 2021 refers to July 1, 2021 – June 30, 2022.

³⁶ See OSSE’s Glossary of Special Education Compliance Terms, Appendix I.

³⁷ For a full list of measures, see pages 8 – 11 of OSSE’s SEPR Technical Guide here: bit.ly/49Z5Jxt. OSSE evaluates each LEA on the collection of measures applicable to the LEA. For example, the Secondary Transition measure only applies to LEAs that serve students aged 16 and older.

³⁸ In this list, SEPR score language comes first, with IDEA annual determination language in parentheses. OSSE is in the process of phasing out IDEA annual determination language. See Appendix I for more detail about how LEA performance aligns with each IDEA annual determination, SEPR score level, and OSSE’s enforcement actions.

- 0.0% – 40.9%: Emerging (Needs Substantial Intervention)

The table below shows Breakthrough PCS's special education performance during the review period.

Breakthrough PCS's Special Education Performance ³⁹				
FFY	Overall Score	Compliance	Student Progress	SEPR Level (Annual Determination)
2020	93.2%	NA	NA	Meets Requirements
2021	73.5%	80.0%	70.0%	Strengthening (Needs Assistance)
2022	73.3%	80.0%	69.7%	Strengthening (Needs Assistance)
2023	73.5%	80.0%	70.0%	Strengthening (Needs Assistance)

Breakthrough PCS received a “Strengthening (Needs Assistance)” designation in FFY 2021, FFY 2022, and FFY 2023. As a result, OSSE required the school to participate in technical assistance. OSSE also prohibited the school from reducing its Maintenance of Effort to ensure consistent special education funding.⁴⁰

In FFY 2021, FFY 2022, and FFY 2023, Breakthrough PCS exhibited compliance concerns regarding initial evaluation timeliness. Pursuant to IDEA, schools must complete initial evaluations 60 calendar days after obtaining parental consent to determine whether a student qualifies for special education services. If the LEA delays initial evaluations, it could negatively impact a student's access to a free and appropriate public education. In FFY 2021, Breakthrough PCS completed only five of 15 required initial evaluations timely (33.3%).⁴¹ In FFY 2022, Breakthrough PCS completed only four of 19 initial evaluations timely (21.1%).⁴² In FFY 2023, the school completed only six of 19 initial evaluations timely (31.5%).⁴³

DC PCSB's Special Education Audit and Monitoring Policy

Breakthrough PCS did not require any DC PCSB enforcement actions or interventions pursuant to this policy during the review period.

³⁹ See the SEPRs for Breakthrough PCS, Appendices K1 – K3.

⁴⁰ Maintenance of Effort is part of the Individuals with Disabilities Education Act and requires LEAs to maintain consistent state and local funding for special education annually. OSSE monitors compliance, with exceptions for specific changes like reduced enrollment. This ensures stable services for students with disabilities.

⁴¹ The state sets the target timely initial evaluation at 100%, conveying the importance of this measure. In FFY 2021, the state rate of timely reevaluations was 76.2%.

⁴² The state sets the target timely initial evaluation at 100%, conveying the importance of this measure. In FFY 2022, the state rate of timely reevaluations was 79.2%.

⁴³ The state sets the target timely initial evaluation at 100%, conveying the importance of this measure. In FFY 2023, the state rate of timely reevaluations was 73.3%.

State and Due Process Complaints

Breakthrough PCS did not receive state or due process complaints regarding special education compliance during the review period.⁴⁴

Compliance with EML Law

Charter schools are legally required to provide equitable services to EMLs. To monitor compliance with this obligation, DC PCSB implements its *Emerging Multilingual Learner Audit and Monitoring Policy* and reports LEAs' results on the ACCESS for English Language Learners 2.0 (ACCESS) assessment.

DC PCSB's *Emerging Multilingual Learner Audit and Monitoring Policy*⁴⁵

Breakthrough PCS did not require any DC PCSB enforcement actions or interventions pursuant to this policy during the review period.

ACCESS Assessment Results

ACCESS is DC's annual English proficiency assessment for grades K – 12. It measures EMLs' English language development in listening, reading, speaking, and writing. EMLs must take the ACCESS assessment annually until they score 4.5 or higher, indicating proficiency.

Breakthrough PCS's ACCESS growth performance, which can be found in Appendix L, exceeded state performance throughout the review period.

Compliance with Other Applicable Laws and Requirements

The SRA contains a non-exhaustive list of laws and other requirements applicable to charter schools, which DC PCSB monitors in its annual compliance reviews.⁴⁶ During the review period, Breakthrough PCS was compliant with all applicable laws and requirements as captured in DC PCSB's compliance reviews.

In addition, charter schools must use a competitive bidding process for procurement contracts valued at \$25,000 or more, and must submit certain information to DC PCSB within three days of awarding a contract.⁴⁷ To monitor compliance with this obligation, DC PCSB implements its *Procurement Contract Submission and Conflict of Interest Policy*.⁴⁸ DC PCSB has no major concerns about the LEA's compliance with procurement contract submission requirements.

⁴⁴ Any individual or organization may submit a written complaint that claims any DC public agency has failed to comply with a requirement of Part B or Part C of the IDEA or the District's laws and regulations regarding special education. Student-specific complaints are known as due process complaints, and systemic complaints are known as state complaints.

⁴⁵ See the *Emerging Multilingual Learner Audit and Monitoring Policy* here: <https://bit.ly/4c2XP86>.

⁴⁶ See Breakthrough PCS's Compliance Review Reports, Appendices M1 – M5.

⁴⁷ See D.C. Code § 38-1802.04(c)(1).

⁴⁸ See DC PCSB's *Procurement Contract Submission and Conflict of Interest Policy* here: <https://bit.ly/4bNG2jK>.

Charter schools must be open to all otherwise eligible students who are DC residents and wish to enroll.⁴⁹ To monitor compliance with this obligation, DC PCSB implements its *Open Enrollment Policy*.⁵⁰ Breakthrough PCS was compliant with open enrollment requirements throughout the review period.

⁴⁹ See D.C. Code § 38-1802.06(a) and § 2-1402.41(1).

⁵⁰ See DC PCSB's *Open Enrollment Policy* here: <https://bit.ly/4ojwJ2S>.

SECTION THREE: FISCAL MANAGEMENT AND ECONOMIC VIABILITY^{51, 52}

Key Findings

- Breakthrough PCS 1) has not engaged in a pattern of nonadherence to GAAP, 2) has not engaged in a pattern of fiscal mismanagement, and 3) is economically viable.⁵³
- DC PCSB will continue to monitor the LEA's below-target key financial indicators.

Adherence to GAAP and Fiscal Management

Based on a review of independent audit reports and financial reports submitted to DC PCSB by the LEA during the review period, DC PCSB has no evidence to indicate that Breakthrough PCS has either engaged in a pattern of nonadherence to GAAP or has engaged in a pattern of fiscal mismanagement.

Audit Reports

The unmodified audit reports for FY 2021 through FY 2024 state that Breakthrough PCS's financial statements present fairly, in all material respects, the LEA's financial position and changes in net assets and cash flows, in accordance with GAAP.

Other Findings

In the FY 2023 audit report, the auditor disclosed a material weakness in internal controls over financial reporting regarding a lack of support for certain debit card charges during the fiscal year. The LEA attributed the finding to staff turnover. In response, the LEA created and implemented stronger internal control procedures in FY 2024, which remediated the finding.

Economic Viability

DC PCSB determined that Breakthrough PCS is economically viable as of the date of this report based on a holistic evaluation of key financial indicators (KFIs) for economic viability, enrollment trends, audited and unaudited financial statements, and budget as described below.

⁵¹ See Financial Definitions and Examples in Appendix N.

⁵² The information in this section is current as of October 10, 2025. Any significant additional information regarding the LEA's adherence to GAAP, fiscal management, and economic viability received by DC PCSB between the writing of this report and the date of the DC PCSB Board vote on the LEA's charter review will be disclosed in a Subsequent Financial Update Memo, which will not be part of this report. Additionally, the latest information regarding financial oversight escalations, such as inclusion on the Financial Monitoring List, issuance of Citations of Fiscal Concern, or placement on a financial corrective action plan (FCAP), may be found on DC PCSB's website: <https://bit.ly/40ljdvo>.

⁵³ DC PCSB assessed the LEA's financial condition holistically by examining financial reports and information, including but not limited to: the audited financial statements from FY 2021 through FY 2024; the unaudited financial statements for FY 2025; the annual budget for FY 2026; and DC PCSB's Financial Analysis Report (FAR) of Breakthrough PCS from FY 2021 through FY 2024 and supporting information. See Breakthrough PCS's FAR Reports, Appendices O1 – O3.

KFIs for Economic Viability

KFIs are metrics that DC PCSB uses to assess LEAs' financial performance and overall financial health.⁵⁴ Meeting or exceeding a KFI's target indicates strong performance on that KFI. The floor is the minimum acceptable threshold. Falling below the floor on one or more KFIs—or falling below the target while exhibiting a declining trend—may signal financial risk and a need for corrective action.

Key for KFIs	
Blue	At or above the target; the KFI is within a range.
Yellow	Below the target but above the floor; further declines could result in concerns.
Red	Below the floor; the KFI fell below the threshold DC PCSB considers sound.

KFIs for Economic Viability							
KFI	FY 2021 Audited	FY 2022 Audited	FY 2023 Audited	FY 2024 Audited	FY 2025 Unaudited	FY 2026 Budgeted	FY 2025 Floor, Target
Days of Cash on Hand	136	101	97	95	121	121	30, 45
Current Ratio	4.1	2.7	2.7	1.0	3.6	NA	0.9, 1.0
Cash Flow from Operations Margin	12%	11%	4%	5%	12%	4%	-2%, 0%
Primary Reserve Ratio	0.2	0.1	0.0	0.0	0.0	0.0	0.0, 0.2
Annual Enrollment, % Change	271, NA	317, 17%	346, 9%	369, 7%	383, 4%	388, 1%	-10%, 0%

Enrollment Trends

Because LEAs receive per student funding, maintaining expenses commensurate with revenue from enrollment is key to financial sustainability. From FY 2021 to FY 2025, Breakthrough PCS's enrollment reflected steady growth, increasing from 271 students to 383 students as the school added grades.

⁵⁴ For more details about DC PCSB's KFIs, see yearly FAR Technical Guides on DC PCSB's website: <https://bit.ly/44Yb0FR>.

Financial Statements

Audited Financial Statements for FY 2021 through FY 2024

Based on audited financial statements for FY 2021 through FY 2024, Breakthrough PCS remained economically viable from FY 2021 through FY 2024. However, \$1.0M in operating losses over FY 2021 through FY 2024 contributed to a decrease in the primary reserve ratio to the floor of the KFI at fiscal year-end (FYE) 2023 and 2024. Liquidity indicators remained above target, but both the current ratio and working capital declined from FYE 2023 to FYE 2024. This was mainly due to a \$1.8M increase in the current portion of long-term debt tied to a \$1.9M balloon payment that was originally due in April 2025.

DC PCSB does not currently view any of the above as concerns for the LEA's economic viability for the following reasons:

- The FYE 2024 net deficit is mainly from cumulative \$1.6M noncash depreciation and amortization expenses from FY 2022 through FY 2024. The LEA's cash flow from operations remained above target each fiscal year. This reflects the LEA's ability to generate cash flow from its operations.
- In FY 2025, the LEA's balloon payment that was due April 2025 was extended to mature in August 2028. This resulted in significant improvement in the current ratio and working capital at FYE 2025, increasing to 3.6 and \$2.9M respectively.

Unaudited Financial Statements and Actual-Budget Variances for FY 2025

Based on unaudited financial statements for FY 2025, Breakthrough PCS did not demonstrate concerning trends, but did reflect a below target primary reserve ratio, which is not considered a cause for concern due to the reasons outlined above and the school's strong, above-target liquidity indicators.

Budgeted Financial Statements for FY 2026

In FY 2026, the LEA budgets a -\$0.2M change in net assets, which contributes to a budgeted primary reserve ratio of 0.0 at FYE 2026, meeting the floor of the KFI. This projected change in net assets reflects \$0.5M in noncash depreciation and amortization expenses. Despite the -\$0.2M change in net assets, the LEA continues to budget a strong 4% cash flow from operations for FY 2026, exceeding the target.