



Shukurat Adamoh-Faniyan
Board Chair

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

July 8, 2026

Via Electronic Mail

Glen Howard
Board Chair

Catherine Meloy
President and Chief Executive Officer

Goodwill Excel Center Public Charter School
1140 3rd Street NE
Washington, DC 20002

Re: 10-Year Charter Review of Goodwill Excel Center Public Charter School

Dear Chair Howard and Ms. Meloy:

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 Goodwill Excel Center PCS.

DC PCSB staff prepared a comprehensive report assessing the school's performance against the standard set by law.² On April 7, 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 May 18, 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: Gina Lucchesi, Manager, School Performance Department

SUBJECT: Charter Review: Goodwill Excel Center Public Charter School

DATE: May 18, 2026

Recommendation

District of Columbia Public Charter School Board (DC PCSB) staff recommends that its Board vote to continue the charter of Goodwill Excel Center Public Charter School (Goodwill Excel 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 Goodwill Excel 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)

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.

fiscal management. The chart below summarizes DC PCSB staff's findings in these three areas over the review period.

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

Goodwill Excel PCS is an alternative school, eligible to be evaluated under DC PCSB's Alternative Accountability Framework (AAF). DC PCSB designed the AAF for schools that have a mission to provide alternative programs to serve students facing significant obstacles to academic success. To be eligible for the AAF, at least 60.0% of a school's student population must qualify for at least one of nine risk factors.³ The AAF requires the school to adopt individually negotiated charter goals that measure school progress, school achievement, and/or school environment.⁴

Goodwill Excel PCS adopted 10 individually negotiated charter goals. In doing so, the school committed to attaining the goal targets in its charter agreement throughout the review period. However, given the disruption in schooling and data collection during the COVID-19 pandemic, DC PCSB did not assess goal attainment for school years 2020 – 21 or 2021 – 22.⁵ Consequently, for this review period, DC PCSB staff assessed Goodwill Excel PCS's charter goals performance using SY 2022 – 23, SY 2023 – 24, and SY 2024 – 25 goal attainment pathway performance as outlined in DC PCSB's *Charter Goals Policy*.⁶

³ AAF risk factors include if a student 1) is receiving level 3 or level 4 special education services, 2) is pregnant or mothering, 3) is at least two years over-aged or under-credited for their grade level, 4) is homeless, 5) has been involved in the criminal or juvenile justice system, 6) has been expelled, 7) has been involved in the child abuse and neglect system, 8) has a parent who is detained in a correctional facility or who is currently incarcerated, or 9) has been hospitalized due to a psychiatric condition. See page 213 of the *ASPIRE Policy and Technical Guide* for full eligibility criteria: <https://bit.ly/42nFD52>.

⁴ For details, see page 47 of the *ASPIRE Policy and Technical Guide*.

⁵ See the *COVID-19 Impact Policy* here: <https://bit.ly/3fy5zDo>.

⁶ See the *Charter Goals Policy* here: <https://bit.ly/4cpui8l>.

The *Charter Goals Policy* allows alternative schools to demonstrate goal attainment on their individually negotiated goals measures by meeting the goal target or improving from the prior school year.⁷

SY 2022 – 23 Goal Attainment

In SY 2022 – 23, Goodwill Excel PCS substantially met its goals by meeting or exceeding its goal target or demonstrating improvement in nine of 10 individually negotiated goals.

SY 2023 – 24 Goal Attainment

In SY 2023 – 24, Goodwill Excel PCS met its goals by meeting or exceeding its goal target or demonstrating improvement in all 10 individually negotiated goals.

SY 2024 – 25 Goal Attainment

In SY 2024 – 25, Goodwill Excel PCS met its goals by meeting or exceeding its goal target or demonstrating improvement in all 10 individually negotiated goals.

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

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.¹⁰

⁷ Goal attainment pathway A in the *Charter Goals Policy* applies to AAF schools. For more details, see page 10 of the attached report.

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 in the attached report for further details about the school's QSR performance.

¹⁰ The report will be finalized following the Board's vote on the school's continuance.

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

Charter Review Standard

The SRA stipulates that DC PCSB "shall review [a school's] charter at least once every [five] years."¹¹ 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.¹²

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.¹³

Additionally, there is a fiscal component to the charter review. DC PCSB is required by the SRA to revoke a school's charter if DC PCSB determines in its review that the school: 1) has engaged in a pattern of nonadherence to generally accepted accounting principles, 2) has engaged in a pattern of fiscal mismanagement, and/or 3) is no longer economically viable.¹⁴

Background

Goodwill Excel PCS began operation in 2016 under authorization from DC PCSB. The school currently educates 441 students in grades 9 through 12. The school operates one campus across two facilities in Wards 2 and 6. Goodwill Excel PCS's mission is "to transform adult lives through the power of achieving a high school diploma and accessing post-secondary education and careers in growing, sustainable local industries."

Notification

On April 1, 2026, DC PCSB staff notified the following Advisory Neighborhood Commissioners of the school's 10-year charter review: the ANC 2A commissioners, including Trupti Patel (2A03). On April 29, 2026, DC PCSB staff notified the ANC 6D commissioners, including Marquell Washington (6D01), Gottlieb Simon (6D02), and

¹¹ D.C. Code § 38-1802.12(a)(3).

¹² D.C. Code § 38-1802.13(a).

¹³ DC PCSB may impose conditions of continuance if it deems such conditions appropriate.

¹⁴ D.C. Code § 38-1802.13(b).

Bruce Levine (6D06). 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

Attachment(s) to this Proposal

Attachment A: Goodwill Excel PCS 10-Year Preliminary Charter Review Report

Attachment B: Optional Report Response from the School (if submitted)

Date: 5/18/26

DC PCSB Action: X Approved Approved with Changes Rejected

Changes to the Original Proposal:

Board Chair Signature: 

¹⁵ See the notice here: <https://bit.ly/4w1T5cY>.



2025 – 26 10-Year Charter Review Report Goodwill Excel Center Public Charter School

May 18, 2026

DC Public Charter School Board
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Washington, DC 20003
(202) 328-2660
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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

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

Goodwill Excel PCS is an alternative school, eligible to be evaluated under DC PCSB’s Alternative Accountability Framework (AAF).⁴ DC PCSB designed the AAF for schools that have a mission to provide alternative programs to serve students facing significant obstacles to academic success. To be eligible for the AAF, at least 60.0% of a school’s student population must qualify for at least one of nine risk factors.⁵ The AAF requires the school to adopt individually negotiated charter goals that measure school progress, school achievement, and/or school environment.⁶

Goodwill Excel PCS adopted 10 individually negotiated charter goals.⁷ In doing so, the school committed to attaining the goal targets in its charter agreement throughout the review period. However, given the disruption in schooling and data collection during the COVID-19 pandemic, DC PCSB did not assess goal attainment for school years 2020 – 21 or

² See Goodwill Excel PCS’s Charter Agreement and Amendments, Appendices A1 – A8. All appendices are located here: <https://bit.ly/4bLyUHZ>.

³ D.C. Code § 38-1802.12(a)(3).

⁴ See the Board action pertaining to Goodwill Excel PCS’s AAF eligibility, Appendix B1.

⁵ AAF risk factors include if a student 1) is receiving level 3 or level 4 special education services, 2) is pregnant or mothering, 3) is at least two years over-aged or under-credited for their grade level, 4) is homeless, 5) has been involved in the criminal or juvenile justice system, 6) has been expelled, 7) has been involved in the child abuse and neglect system, 8) has a parent who is detained in a correctional facility or who is currently incarcerated, or 9) has been hospitalized due to a psychiatric condition. See page 213 of the *ASPIRE Policy and Technical Guide* for full eligibility criteria: <https://bit.ly/42nFD52>.

⁶ For details, see page 47 of the *ASPIRE Policy and Technical Guide*.

⁷ See Goodwill Excel PCS’s charter amendment, Appendix A8.

2021 – 22.⁸ Consequently, for this review period, DC PCSB assessed Goodwill Excel PCS's charter goals performance using SY 2022 – 23, SY 2023 – 24, and SY 2024 – 25 goal attainment pathway performance as outlined in DC PCSB's *Charter Goals Policy*.⁹

The *Charter Goals Policy* allows alternative schools to demonstrate goal attainment on their individually negotiated goals measures by meeting the goal target or improving from the prior school year.¹⁰

SY 2022 – 23 Goal Attainment

In SY 2022 – 23, Goodwill Excel PCS substantially met its goals by meeting or exceeding its goal target or demonstrating improvement in nine of 10 individually negotiated goals.

SY 2023 – 24 Goal Attainment

In SY 2023 – 24, Goodwill Excel PCS met its goals by meeting or exceeding its goal target or demonstrating improvement in all 10 individually negotiated goals.

SY 2024 – 25 Goal Attainment

In SY 2024 – 25, Goodwill Excel PCS met its goals by meeting or exceeding its goal target or demonstrating improvement in all 10 individually negotiated goals.

Separate and apart from the school's goal attainment, during the Qualitative Site Review (QSR), observations of Goodwill Excel PCS's programming rated between proficient and distinguished in the classroom environment domain and just below proficient in the instruction domain.^{11, 12}

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.

⁸ See the *COVID-19 Impact Policy* here: <https://bit.ly/3fy5zDo>.

⁹ See the *Charter Goals Policy* here: <https://bit.ly/4cpui8l>.

¹⁰ Goal attainment pathway A in the *Charter Goals Policy* applies to AAF schools. For more details, see page 10 of this report.

¹¹ 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."

¹² See the QSR section on page 6 of this report for further details about the school's QSR performance.

Board Vote

Based on these findings, at its public meeting on May 18, 2026, the DC PCSB Board voted 7 – 0 to continue Goodwill Excel 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.

SCHOOL BACKGROUND

Goodwill Excel PCS¹³			
Year Opened	2016 – 17	Chartered Grade Span	9 – 12 (Alternative)
Number of Campuses	1	Current Enrollment Ceiling	550
Ward(s)	2, 6	Audited Enrollment and Grade Span	441, 9 – 12
Mission Statement			
To transform adult lives through the power of achieving a high school diploma and accessing post-secondary education and careers in growing, sustainable local industries. ¹⁴			

School Overview

Goodwill Excel PCS describes its programming as a high-quality, tuition-free high school where students can earn a diploma, industry-recognized certifications, and college credit through dual enrollment.¹⁵ The local education agency (LEA)¹⁶ is DC's first diploma-granting, competency-based high school that serves adults. The school largely serves individuals over the age of 18. Residents who have successfully completed middle school are eligible to enroll. Additionally, the LEA provides a free, on-site, child development center managed by the YMCA for children of enrolled students.

Goodwill Excel PCS operates a competency-based model in which staff coach students to create individualized graduation plans.¹⁷ Courses are arranged in accelerated, eight-week terms. Each student takes courses aligned to their needs and goals. Courses include foundational reading and math skills as well as Common Core-aligned humanities, math, and science.

The LEA experienced an enrollment increase from 360 students in SY 2020 – 21 to 441 students in SY 2025 – 26. To accommodate more students, the LEA opened an additional facility in 2022.¹⁸

Enrollment and Demographic Data

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

¹³ See Goodwill Excel PCS's charter agreement, Appendix A1.

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

¹⁵ See Goodwill Excel PCS's annual report for SY 2023 – 24, Appendix B2.

¹⁶ An "LEA" is any individual or group of public charter schools operating under a single charter.

¹⁷ See Goodwill Excel PCS's annual report for SY 2024 – 25, Appendix B3.

¹⁸ See Goodwill Excel PCS's charter amendment, Additional Facility, June 21, 2021, Appendix A6.

Enrollment Measure	School Year				
	2020 – 21	2021 – 22	2022 – 23	2023 – 24	2024 – 25
Audited Enrollment ¹⁹	360	424	405	441	438
Enrollment Ceiling ²⁰	360	425	500	550	550

Student Group	Percentage Enrolled
Economically Disadvantaged Students	88.8% ²¹
Emerging Multilingual Learners (EML)	0.2% ²²
Students with Disabilities (SWD)	9.6% ²³
American Indian or Alaska Native	0.2%
Asian	0.0%
Black or African American	93.8%
Hispanic/Latino	4.6%
Multiracial	0.9%
Native Hawaiian or Other Pacific Islander	0.0%
White	0.5%

Qualitative Site Review

DC PCSB staff conducted a Qualitative Site Review (QSR) at Goodwill Excel PCS to evaluate its performance in two domains—school environment and instructional quality.²⁴ DC PCSB staff observed the school’s overall program and special education program.

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.”²⁵ For the school’s overall program, QSR observers rated 100% of classrooms “proficient” or “distinguished” in classroom environment and 83.9% in

¹⁹ OSSE conducts an annual enrollment audit to determine the number of students at each DC public school.

²⁰ 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.

²¹ This demographic data is based on Uniform Per Student Funding Formula (UPSFF) funding categories. Therefore, it is not collected for adult students. Because Goodwill Excel PCS serves adult students, this percentage only includes students who are not adult students.

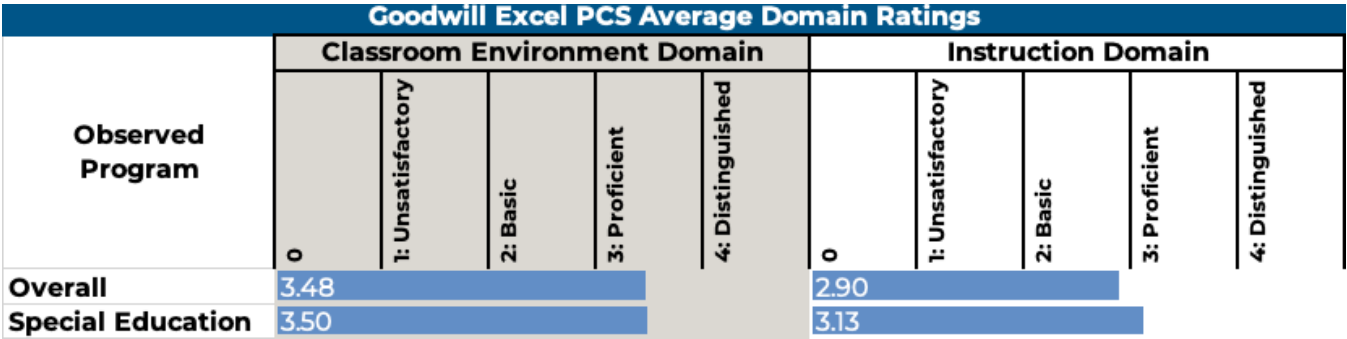
²² This percentage is based on UPSFF funding categories. Therefore, it is not collected for adult students. Because Goodwill Excel PCS serves adult students, this percentage only includes students who are not adult students.

²³ This percentage is based on UPSFF funding categories. Therefore, it is not collected for adult students. Because Goodwill Excel PCS serves adult students, this percentage only includes students who are not adult students.

²⁴ 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.

²⁵ See pages 16 – 21 of the school’s QSR report in Appendix C for a detailed description of each performance level.

instruction.²⁶ The following chart shows Goodwill Excel PCS’s average ratings in each program.



DC PCSB staff and consultants also reviewed sample ELA and math assignments to determine if they aligned with grade-level standards.²⁷ Goodwill Excel PCS’s model is designed to support students with grade-level and below-grade-level standards. Due to the school’s QSR timing at the beginning of a term, consistent with the school’s model, the assignment samples addressed below-grade-level standards. DC PCSB found that, although the tasks did not reach the full depth of grade-level standards, they were aligned to the Common Core. Goodwill Excel PCS volunteered for an additional assignment review to identify gaps in aligning students’ work to grade-level standards. School staff noted that the additional assignment review helps strengthen the instructional model, positively impacting teachers and students.

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

Every Student Succeeds Act (ESSA) Accountability Designations

During the review period, Goodwill Excel PCS received an accountability designation from the Office of the State Superintendent of Education (OSSE) under the ESSA. In 2024, OSSE designated Goodwill Excel PCS as Comprehensive Support and Improvement – Graduation (CSI-Grad). This designation applies to schools with four- and five-year adjusted cohort graduation rates (ACGRs) below 67.0%.²⁸ Goodwill Excel PCS notes that it intentionally recruits nearly 100% at-risk students who are currently not in school or have dropped out of school. School staff analyze students’ reading scores, math scores, and transcripts at entrance. In many cases, entering students do not have enough time to graduate with their ACGR cohort. Additionally, Goodwill Excel PCS’s unique model includes five eight-

²⁶ From SY 2022 – 23 through SY 2024 – 25, the average percentages of 9 – 12 classrooms rated “proficient” or “distinguished” were 75.0% in the classroom environment domain and 60.6% in the instruction domain. From SY 2022 – 23 through SY 2024 – 25, the average percentages of AAF classrooms rated “proficient” or “distinguished” were 99.0% in the classroom environment domain and 86.5% in the instruction domain.

²⁷ DC PCSB staff and consultants used TNTP’s *Assignment Review Protocol*. See the protocol here: <https://bit.ly/3PfYLKH>.

²⁸ In SY 2024 – 25, Goodwill Excel PCS’s four- and five-year graduation rates were 26.5% and 18.5%, respectively. These data are available via OSSE’s DC School Report Card here: <https://bit.ly/4ryBmWS>.

week academic terms each year. Students can enroll throughout the school year in any academic term. The timing of a student's enrollment may affect their ability to graduate within that year, or with their ACGR cohort. Goodwill Excel PCS notes that it fully met its graduation charter goal, which aligns with its model, in SY 2022 – 23, SY 2023 – 24, and SY 2024 – 25.

Previous Charter Reviews²⁹

School Year and Review	Outcome	Findings
2020 – 21, Five-year review	Continued with conditions	Goodwill Excel PCS met six goals, partially met two goals, and did not meet two goals. Conditions required the school to report disaggregated college and career readiness (CCR) outcomes that align with its CCR charter goals and adhere to the expectations in its School Improvement Plan.

Communication with the School

In September 2025, DC PCSB staff conducted a routine pre-review meeting with Goodwill Excel PCS staff to discuss the school's 10-year review. DC PCSB staff explained the charter review process and timeline. DC PCSB staff also discussed the school's goal performance for SY 2022 – 23 and SY 2023 – 24.

School Response to Review Report

DC PCSB invited Goodwill Excel 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.

²⁹ See Goodwill Excel PCS's previous charter review report, Appendix D.

CHARTER REVIEW STANDARD

The SRA stipulates that DC PCSB “shall review [a school's] charter at least once every [five] years.”³⁰ 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.³¹

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.³²

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.³³

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.

³⁰ D.C. Code § 38-1802.12(a)(3).

³¹ D.C. Code § 38-1802.13(a).

³² DC PCSB may impose conditions of continuance if it deems such conditions appropriate.

³³ D.C. Code § 38-1802.13(b).

SECTION ONE: GOALS AND ACADEMIC ACHIEVEMENT EXPECTATIONS

Key Findings				
- Goodwill Excel PCS substantially met its goals in SY 2022 – 23 and fully met its goals in SY 2023 – 24 and SY 2024 – 25. - Goodwill Excel PCS demonstrated strong performance in reading and math progress, the rate of students graduating with college credit or an industry-recognized credential, and the rate of students who are employed or enrolled in post-secondary education within six months of graduation.				
Goodwill Excel PCS Goal Attainment				
2021 – 22	2022 – 23	2023 – 24	2024 – 25	2024 – 25
NA		Substantially Met	Met	Met

In May 2025,³⁴ Goodwill Excel PCS adopted individually negotiated charter goals. In doing so, the LEA agreed to be assessed annually using the specified measures and targets.

As previously noted, for this review period, DC PCSB assessed Goodwill Excel 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 at least one pathway in each school year. The following table summarizes the pathways applicable to Goodwill Excel PCS.³⁵

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	Meet or exceed the goal targets as set in the charter agreement OR demonstrate improvement compared to prior year.
B: Transitional Goals ³⁶	NA ³⁷
C: Growth	NA ³⁷

³⁴ See Goodwill Excel PCS's charter amendment, Appendix A8.

³⁵ Pathway descriptions in the table below are paraphrased. For full pathway descriptions, see the *Charter Goals Policy* here: <https://bit.ly/4cpui81>.

³⁶ 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*.

³⁷ Accountability frameworks designed for traditional pre-kindergarten – 12 programs can be inappropriate for measuring a school serving a population that is considerably different than that of most schools. Consequently, each AAF school develops a unique set of goals with custom measures, metrics, and targets. Therefore, Pathways B and C of the *Charter Goals Policy*, which include school achievement, school progress, and school environment measures aligned to DC PCSB's standard accountability system, do not apply to AAF schools.

Summary of Charter Goals Policy Goal Attainment Pathways	
Pathway	How to Meet the Pathway
D: OSSE Accountability	NA ³⁸
SY 2024 – 25	
A: Meet or Exceed	Meet or exceed the individually negotiated goal targets as set in the charter agreement.
B: Improvement	For any individually negotiated goal targets not met outright, demonstrate improvement compared to SY 2023 – 24 performance.

Goodwill Excel PCS's Goal Attainment

SY 2022 – 23 Goal Attainment

In SY 2022 – 23, Goodwill Excel PCS substantially met Pathway A by meeting or exceeding its goal target or demonstrating improvement in nine of 10 individually negotiated goals.³⁹

SY 2023 – 24 Goal Attainment

In SY 2023 – 24, Goodwill Excel PCS met Pathway A by meeting or exceeding its goal target or demonstrating improvement in all 10 individually negotiated goals.

SY 2024 – 25 Goal Attainment

In SY 2024 – 25, Goodwill Excel PCS met Pathway A by meeting or exceeding its goal target in all 10 individually negotiated goals.

See Appendix E for Goodwill Excel PCS's performance by school year and pathway.

Goodwill Excel PCS Charter Goals Performance Summary

Strengths

Goodwill Excel PCS demonstrated strong performance in reading and math growth, the rate of students graduating with college credit or an industry-recognized credential, and the rate of students who are employed or enrolled in post-secondary education within six months of graduation. The school exceeded its goal targets for these measures by at least 10 percentage points across the review period.

³⁸ Schools must be eligible for at least 50 points on OSSE's accountability system to receive a summative score. Consequently, schools with non-traditional grade configurations and alternative education programs do not receive a summative score.

³⁹ Goodwill Excel PCS has three individually negotiated goals that include both an annual target and a stretch target, which are assessed across the review period. The school met its stretch target (65.0%) for its entered employment/enrolled postsecondary goal in at least two of the most recent five years and met its stretch goal target (25.0%) for its graduation goal in at least one of the most recent five years. While the school did not meet its stretch target (65.0%) for its course credit goal in any of the most recent five years, Goodwill Excel PCS met the annual target and demonstrated improvement across the review period.

Areas for Improvement

Goodwill Excel PCS demonstrated a need for some improvement in the rate of students earning at least one course credit toward graduation. While the school demonstrated improved performance across the review period, and the rate did not fall below its 55.0% target, it did not attain 65.0% in any year during the review period.⁴⁰

⁴⁰ Goodwill Excel PCS's Earning Course Credit charter goal reads: "Starting in SY 2020 – 21 and every year thereafter, an average of at least 65% of students will earn at least one credit in two of the most recent five academic years preceding charter review or charter renewal, and the annual average of students earning at least one credit will not fall below a 55% in any of the previous five academic years." See Goodwill Excel PCS's charter amendment, Appendix A8.

SECTION TWO: COMPLIANCE WITH CHARTER AND APPLICABLE LAWS

Key Findings

- Goodwill Excel PCS did not commit a material violation of the law or its charter.
- DC PCSB has no major concerns about Goodwill Excel PCS's compliance with laws pertaining to SWD, EMLs, procurement, open enrollment, or any other laws.

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)⁴¹ and Section 504 of the Rehabilitation Act of 1973.⁴² 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.⁴³

OSSE's Findings

Through federal fiscal year (FFY) 2020, OSSE published its special education oversight findings in annual determination reports.^{44, 45} 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.⁴⁶ 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)⁴⁷
- 61.0% – 80.9%: Strengthening (Needs Assistance)
- 41.0% – 60.9%: Building (Needs Intervention)
- 0.0% – 40.9%: Emerging (Needs Substantial Intervention)

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

⁴² 29 U.S.C. § 794.

⁴³ See the *Special Education Audit and Monitoring Policy* here: <https://bit.ly/49U9wfr>.

⁴⁴ 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.

⁴⁵ See OSSE's Glossary of Special Education Compliance Terms, Appendix F.

⁴⁶ 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.

⁴⁷ 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 G for more detail about how LEA performance aligns with each IDEA annual determination, SEPR score level, and OSSE's enforcement actions.

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

Goodwill Excel PCS's Special Education Performance ⁴⁸				
FFY	Overall Score	Compliance	Student Progress	SEPR Level (Annual Determination)
2020	100%	NA	NA	Meets Requirements
2021	88.2%	100%	81.8%	Leading (Meets Requirements)
2022	76.4%	100%	63.6%	Leading (Meets Requirements)
2023	100%	100%	100%	Leading (Meets Requirements)

DC PCSB has no major concerns regarding Goodwill Excel PCS's compliance with special education law as measured by the SEPR.

DC PCSB's Special Education Audit and Monitoring Policy

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

State and Due Process Complaints

Goodwill Excel PCS did not receive any state or due process complaints regarding special education compliance during the review period.⁴⁹

Compliance with Emerging Multilingual Learner 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 ACCESS for English Language Learners 2.0 (ACCESS) assessment results for LEAs that serve grades K–12. LEAs that serve adult students are not required to administer the ACCESS assessment.

DC PCSB's Emerging Multilingual Learner Audit and Monitoring Policy⁵⁰

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

⁴⁸ See the SEPRs for Goodwill Excel PCS, Appendices H1 – H3.

⁴⁹ 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.

⁵⁰ See the *Emerging Multilingual Learner Audit and Monitoring Policy* here: <https://bit.ly/4c2XP86>.

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.⁵¹ During the review period, Goodwill Excel 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 contract information to DC PCSB within three days of awarding a contract.⁵² To monitor compliance with this obligation, DC PCSB implements its *Procurement Contract Submission and Conflict of Interest Policy*.⁵³ DC PCSB has no major concerns about the LEA's compliance with procurement contract submission requirements.

Charter schools must be open to all otherwise eligible students who are DC residents and wish to enroll.⁵⁴ To monitor compliance with this obligation, DC PCSB implements its *Open Enrollment Policy*.⁵⁵ Goodwill Excel PCS was compliant with open enrollment laws throughout the review period.

⁵¹ See Goodwill Excel PCS's Compliance Review Reports, Appendices II – I5.

⁵² See D.C. Code § 38-1802.04(c)(1).

⁵³ See DC PCSB's *Procurement Contract Submission and Conflict of Interest Policy* here: <https://bit.ly/4bNG2jK>.

⁵⁴ See D.C. Code § 38-1802.06(a) and § 2-1402.41(1).

⁵⁵ See DC PCSB's *Open Enrollment Policy* here: <https://bit.ly/4ojwJ2S>.

SECTION THREE: FISCAL MANAGEMENT AND ECONOMIC VIABILITY^{56, 57}

Key Findings

- Goodwill Excel 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.⁵⁸

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 Goodwill Excel 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 fiscal year (FY) 2021 through FY 2024 state that Goodwill Excel 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.

Economic Viability

DC PCSB determined that Goodwill Excel 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.

KFIs for Economic Viability

KFIs are metrics that DC PCSB uses to assess LEAs' financial performance and overall financial health.⁵⁹ 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

⁵⁶ See Financial Definitions and Examples in Appendix J.

⁵⁷ 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>.

⁵⁸ 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 Goodwill Excel PCS from FY 2021 through FY 2024 and supporting information. See Goodwill Excel PCS's FAR Reports, Appendices K1 – K4.

⁵⁹ For more details about DC PCSB's KFIs, see yearly FAR Technical Guides on DC PCSB's website: <https://bit.ly/44Yb0FR>.

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 healthy 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	497	417	427	397	392	362	30, 45
Current Ratio	8.1	5.8	4.7	4.7	4.8	NA	0.9, 1.0
Cash Flow from Operations Margin	25%	17%	17%	8%	7%	0%	-2%, 0%
Primary Reserve Ratio	1.3	1.1	1.0	0.9	0.9	0.8	0.0, 0.2
Annual Enrollment, % Change	360, NA	424, 18%	405, -4%	441, 9%	438, -1%	440, 0%	-10%, 0%

Enrollment Trends

Because LEAs receive per student funding, maintaining expenses commensurate with revenue from enrollment is key to financial sustainability. Following an initial 18% increase in enrollment from FY 2021 to FY 2022, enrollment remained relatively stable between FY 2022 and FY 2025, fluctuating between 405 and 441 students.

Financial Statements

Based on the audited financial statements for FY 2021 through FY 2024, unaudited financial statements for FY 2025, and budgeted financial statements for FY 2026, Goodwill Excel PCS did not demonstrate any concerning trends or below-target KFIs.