



DISTRICT OF COLUMBIA PUBLIC CHARTER SCHOOL BOARD

Charter and/or Charter Agreement Amendment Application

Part I: General Information

\*All applicants must complete this section\*

SUBMITTED BY: **Glen Howard- Goodwill Excel Center Public Charter School**

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

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

SUBMISSION DATE: **11/6/2020**

SCHOOL BACKGROUND

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

Overview of School Performance

1. Provide the following information about your Local Education Agency (LEA) by campus:
  - a) Campus name(s) and location(s): **Goodwill Excel Center PCS located at 1776 G Street, NW, Washington DC**
  - b) Year opened: **2016**
  - c) Grade levels served (Currently and at maturation of charter agreement, if applicable): **9-12**
  - d) Date that charter will be eligible for possible renewal: **2031**

2. Please select the performance indicators below that describe the school’s current performance\*: (Mark all that apply)

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

\*If the school has multiple campuses or varying PMFs, please describe the academic performance of each campus here: **Enter text.**

**Disclaimer:** While processing this application, DC PCSB staff may contact you later to request additional information for the Board’s consideration. By submitting this application, you agree to cooperate with DC PCSB staff to ensure your application is processed in a timely manner. For questions, please contact DC PCSB staff person Laterica (Teri) Quinn at (202) 328-2660.

## PROPOSAL

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**Goodwill Excel Center Public Charter School** submits to the DC Public Charter School Board this application to amend its charter agreement by changing the item(s) selected above. If approved, this amendment will be effective on \_\_\_\_\_, 20\_\_\_\_ (leave blank if this has not been determined).

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

The Goodwill Excel Center (GEC) requests an Enrollment Ceiling Increase to serve more students and expand into a second facility. A second facility will allow GEC to reduce the number of students enrolled at GEC's existing facility so the number of students at the existing facility shifts from a maximum of 360 to a currently projected maximum of 275. This will improve the quality of learning at the existing facility while meeting the increase in demand from students through a second facility. GEC believes expansion is critical at this time for these additional reasons:

- GEC's initial vision when it opened in 2016 included a plan to have more than one facility given the wide need and demand in the District that has not changed.
- To serve 360 students, staff, and the Child Development Center's 24 children and staff most effectively, more space is needed than is currently available at GEC's existing location.
- After four years of operation, the GEC team has learned that the ideal maximum number of students for a facility of 23,000-25,000 square feet is 250-275.
- Demand has remained steady in the last five years with GEC meeting or exceeding its enrollment targets and ceiling in each of those five years. Of particular note is the fact that while public comments have been made that the enrollment of other adult schools has decreased because of the Pandemic, GEC's enrollment has remained steady.
- With the Pandemic's impact, still significant eight months after GEC suspended in classroom instruction in March 2020, and the effects of the Pandemic expected to continue into calendar year 2021 and possibly 2022, the team believes serving less students at its current facility is even more vital as students transition back to physical spaces and traditional in-person learning. Based on the square footage of GEC's current classrooms and DC Health guidelines, it is anticipated that no more than 115 students (in small groups of 12 that cannot mix) at any given time can now be instructed in the building until restrictions are lifted.

Planning already underway to prepare for the proposed amendment includes the following:

- Since the end of 2019, the leadership team has been touring potential locations that could be a fit for a second school.
- On August 28, 2020, the Goodwill Excel Center issued an RFP for a Project Manager to support location selection, lease negotiations, design management, bid and procurement, and construction and installation implementation for a new location.
- While the entire GEC team has been aware of the vision of expansion for some time, in January, 2020, the entire staff was given a formal opportunity to provide input around what key factors are important to consider in opening a second facility, any concerns they have, and what excites the team about expansion. A follow up

meeting communicating the results of this survey with the GEC staff was held in March and the presentation is attached to this application.

- The leadership has developed a new organizational chart for staffing two facilities.
- A new website launched at the start of SY 20-21 to better support current remote learning and school wide communications, from enrollment to alumni highlights, which the team expects will help with future recruitment and enrollment efforts.
- An initial financial sensitivity analysis was completed to forecast needed resources and will be further developed as a second site is identified and the staffing plan for a second school is implemented.
- The GEC board has met and discussed the need and case for support for expansion and is in full support. In addition, the Goodwill of Greater Washington Board, who oversees the successful execution of the management services provided by Goodwill of Greater Washington leadership and staff, is in support of expansion and has approved this plan to expand insofar as it has been included in Goodwill of Greater Washington's Strategic plan since 2017.
- In January 2020, a focus group was held with 15 GEC students facilitated by GEC's Chief Marketing Officer. In this student focus group, students provided feedback on the school environment and possible expansion. Additionally, students provided feedback on the school's location in the downtown business district and that a neighborhood that is outside of the neighborhoods from which most of GEC' students come (and is, therefore, "neutral") is key to its success.

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

The proposed amendment will allow the Goodwill Excel Center to better fulfill its school mission by allowing for more innovation and enhancements to all aspects of the model. More space than is currently available at the existing location is needed for classes and small group meetings. Additionally, a second Child Development Center will allow for more students with small children to come back to school. The addition of classrooms made possible through a second campus will allow more classes to be taught at high demand times during the day, (9:30 a.m. – 2:30 p.m.) and more sections of classes to be added, especially in the College and Career Readiness area.

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

In the past three years, the Goodwill Excel Center has not had any PCSB audits or reported community complaints. The school was issued one truancy notice of concern in SY 17-18. This notice of concern was issued in March, 2018 and lifted in May, 2018 as a result of improved In-Seat Attendance (ISA) rates and maintaining a chronic truancy rate lower than 45%, excluding those students already counted as truant in the baseline period. Because of strengthened infrastructure around data tracking and support services for students under 18, GEC has not received any further notices of concern in this area.

**4. DC PCSB will review the school's Financial Audit Reviews (FAR) and current financials to determine the fiscal health of the organization. If applicable, describe how the proposed amendment will impact the school's finances. Explain any anticipated expenses for the**

proposed changes and how the school will finance them. *[EXCLUDES the following amendments: Governance, Goals, Mission, Curriculum, Name Changes and Graduation Requirements. If not applicable, write N/A.]*

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

GEC has been able to maintain a strong financial infrastructure due to the management oversight of the school by Goodwill of Greater Washington. This oversight has been available at a much lower cost to the school than if the school was a standalone entity. This has been intentionally done in order to prepare for the cost of expanding the enrollment ceiling, which will require the cost of a second location and buildout of the school in a viable business area in the District. The second location will be metro accessible for the students, just like the existing location. The financial success and disciplines implemented since the school opened allow for this proposed expansion, without a hardship to the first location for either students or staff.

- 5.** How has the school informed its external stakeholders (e.g. local ANC commissioners, neighbors) and internal stakeholders (e.g. staff, parents) of the proposed amendment(s)? Please attach any written communication (e.g., meeting minutes). Describe any notable support for or opposition to the proposed amendment(s). If concerns have been brought to your attention, how do you plan to address them? *[EXCLUDES the following amendments: Governance, Goals, Mission, Curriculum, Graduation Requirements and Competency-Based Learning Credits. If not applicable, write N/A.]*
- In January 2019 GEC leadership held an all staff gathering to review PCSB criteria to obtain an ECI increase and actions needed by GEC to pursue an increase. GEC requested input and feedback from staff on:
    - Whether or not GEC should expand at this time;
    - what excites them about expansion;
    - key factors important to them as GEC identifies a new facility; and
    - questions and concerns they have about expansion.
  - In March 2020, GEC leadership presented the results of the survey to the staff. All but one staff member answered that GEC should pursue expansion now with one respondent answering GEC should expand, but perhaps not at this time.
  - The input from this survey and ongoing meetings and surveys with students will inform operational planning including, but not limited to, facility identification and development, recruitment/enrollment, operational alignment between two facilities, college and career readiness programming, and staffing.
  - Once a new location is identified, the leadership team plans on contacting the corresponding local ANC Commissioners and any relevant neighbors in the same way that GEC handled community outreach with GEC's first facility. Also, based on feedback from GEC's school community, metro accessible locations in business districts in DC are being targeted.
- 6.** When did your school's board approve the proposed amendment(s)? Please attach minutes from the meeting and vote results.

The Goodwill Excel Center board met for a special meeting on November 5, 2020 to vote to approve this application for an amendment to GEC's enrollment ceiling. Draft minutes from this meeting are attached to this application.