



**THE SUNY CHARTER SCHOOLS  
INSTITUTE**

*RENEWAL RECOMMENDATION REPORT  
DEMOCRACY PREP ENDURANCE  
CHARTER SCHOOL*

**Report Date: March 9, 2022**

**Review Date: August 25, 2021**

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**Charter Schools Institute**  
The State University of New York

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## CHARTER SCHOOL BACKGROUND

# DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

1529 Williamsbridge Road, Bronx, New York  
250 West 127<sup>th</sup> Street, New York, New York  
240 East 123<sup>rd</sup> Street, New York, New York

| Grades: K-1 | Community School District 11  
| Grades: 6-8 | Community School District 5  
| Grades: 9-12 | Community School District 5

### “ MISSION

*The mission of Democracy Prep Endurance Charter School is to educate responsible citizen-scholars for success in the college of their choice and a life of active citizenship.*

### CURRENT CHARTER

Serves: Kindergarten – 1<sup>st</sup>,  
6<sup>th</sup> – 12<sup>th</sup>  
Chartered Enrollment:  
864

Charter Expiration:  
June 30, 2022

### PROPOSED FUTURE CHARTER

Serves: Kindergarten – 4<sup>th</sup>;  
6<sup>th</sup> – 12<sup>th</sup>  
Chartered Enrollment:  
932

Charter Expiration:  
July 31, 2024

### KEY DESIGN ELEMENTS

Rigorous college prep academics;



Exemplary talent;



More time to learn;



Commitment to educating all students, in all subjects, in all grades;



Data driven decision making;



Authentic civic leadership and engagement; and,



Safe and supportive school culture;



Running charters on public funds.



## CHARTER SCHOOL BACKGROUND

### EDUCATION CORPORATION BACKGROUND

The New York State Board of Regents (“Board of Regents”) originally approved Democracy Prep Endurance Charter School (“Democracy Prep Endurance”) on December 14, 2010, originally named Democracy Prep III Charter School. The charter opened in fall 2012 after changing its name to Democracy Prep Endurance the previous July. The Board of Regents granted the charter a five year renewal on March 13, 2017 that allowed it to add an elementary program, which the charter opened fall 2021. The State University of New York Board of Trustees (the “SUNY Trustees”) and the Board of Regents approved a merger of Democracy Prep Endurance into the SUNY authorized Democracy Prep New York Charter Schools (“Democracy Prep New York” or the “education corporation”) effective July 1, 2019. Democracy Prep New York is currently authorized to operate five charters. The New York Charter Schools Act of 1998 (as amended, the “Act”) allows authorizers to grant charter school education corporations the authority to operate more than one charter under Education Law § 2853(1)(b-1) through the approval of charters, or through merger with one or more education corporations. Democracy Prep New York was formed on July 1, 2017 through the merger of Democracy Prep Harlem Charter School (“Democracy Prep Harlem”) and Democracy Preparatory Charter School (“Democracy Prep”), both authorized by the New York City Schools Chancellor, and Harlem Prep Charter School (“Harlem Prep”), authorized by the SUNY Trustees, into Bronx Preparatory Charter School (“Bronx Prep”), also authorized by the SUNY Trustees. Democracy Prep Public Schools Inc. (“DPPS” or the “network”) is a New York not-for-profit charter management organization that provides academic, operational, facilities, and back office assistance to Democracy Prep New York. The charters use the network’s curricular and assessment materials. The network is also responsible for managing and evaluating the performance of each charter and school leader. DPPS focuses expansion efforts on turning around low performing district and charter public schools similar to its successful efforts at Harlem Prep and Bronx Prep. The network currently operates programs in New Jersey, Louisiana, Texas, and Nevada.



### NOTEWORTHY

Democracy Prep Public Schools provided support to families living in homeless shelters by providing them with MiFi devices and personal Chromebooks during the COVID-19 pandemic crisis.

## CHARTER SCHOOL BACKGROUND

### SUMMARY OF COVID-19 RESPONSE

Democracy Prep Endurance Charter School (“Democracy Prep Endurance”) quickly transitioned to fully remote instruction in March 2020 in response to the COVID-19 pandemic school closures. After careful monitoring and assessment of the public health crisis, the charter shifted to a hybrid learning model in October 2020 to resume in person instruction two days a week during the 2020-21 school year. Throughout the school year, teachers, leaders, and network personnel maintained consistent communication and engagement with students and families. The charter provided families with personal protective equipment and thermometers upon request and ensured that COVID-related updates were given to parents in the language that was most accessible to them. To further support and meet the needs of students and families during the pandemic, Democracy Prep Endurance provided resources such as digital instructional materials, Chrome Books, and internet enabled MiFi devices. Despite the challenges for scholars, leaders, and teachers during the COVID-19 pandemic, graduates of Democracy Prep Endurance were admitted to numerous CUNY and SUNY campuses, including the SUNY flagship at Stony Brook University, as well as several other prestigious colleges.

## RENEWAL RECOMMENDATION

### FULL-TERM RENEWAL

**Renewal through 2023-24.** *The Charter Schools Institute (the “Institute”) recommends that the SUNY Trustees’ Charter Schools Committee approve the Application for Charter Renewal of Democracy Prep Endurance through July 31, 2024 to align the expiration date and renewal schedule going forward of each charter held by Democracy Prep New York. The Institute makes this recommendation based on Democracy Prep Endurance meeting the criteria for renewal as set forth in the Policies for the Renewal of Not-for-Profit Charter School Education Corporations and Charter Schools Authorized by the Board of Trustees of the State University of New York (“SUNY Renewal Policies”).<sup>1</sup>*

The table below presents information on the Institute’s plan<sup>2</sup> to align the charter expiration dates of the charters under the education corporation. By the 2023-24 school year, all charters in the Democracy Prep New York education corporation will be under renewal consideration, and the Institute will conduct a full renewal review of all charters in the education corporation:

CHARTER	2021-22	2022-23	2023-24	2024-25	2025-26
Bronx Preparatory Charter School			Alignment Year	Charter Expiration	
Democracy Prep Harlem Charter School			Alignment Year		
Democracy Prep Charter School			Alignment Year	Charter Expiration	
Harlem Prep Charter School			Alignment Year		Charter Expiration
Democracy Prep Endurance	Charter Expiration		Alignment Year		

1. SUNY Renewal Policies (p. 12) are available on the [Institute’s website](#).

2. The above plan does not guarantee a specific renewal outcome for the education corporation or any of its charters.

## RENEWAL RECOMMENDATION

To earn an **Initial Full-Term Renewal**,<sup>3</sup> a charter must either:



have compiled a strong and compelling record of meeting or coming close to meeting its academic Accountability Plan goals, and have in place at the time of the renewal review an educational program that, as assessed using the Qualitative Education Benchmarks,<sup>4</sup> is generally effective; or,



have made progress toward meeting its academic Accountability Plan goals and have in place at the time of the renewal review an education program that, as assessed using the Qualitative Education Benchmarks, is particularly strong and effective.

### REQUIRED FINDINGS

In addition to making a recommendation based on a determination of whether the charter has met the SUNY Trustees' specific renewal criteria, the Institute makes the following findings required by the New York Charter Schools Act of 1998 (as amended, the "Act"):

1:

the charter, as described in the Application for Charter Renewal, meets the requirements of the Act and all other applicable laws, rules, and regulations;

2:

the education corporation can demonstrate the ability to operate the charter in an educationally and fiscally sound manner in the next charter term; and,

3:

given the programs it will offer, its structure, and its purpose, approving the charter to operate for another two years is likely to improve student learning and achievement and materially further the purposes of the Act.<sup>5</sup>

3. This is the charter's first renewal as a SUNY authorized charter. Therefore, the SUNY Trustees will consider the renewal pursuant to the SUNY Renewal Policies as an initial renewal, and all outcomes including Short-Term Renewal are available.

4. The Qualitative Education Benchmarks are a subset of the State University of New York Charter Renewal Benchmarks ("SUNY Renewal Benchmarks") which are available on the [Institute's website](#).

5. See New York Education Law § 2852(2).

## EXECUTIVE SUMMARY

### EXECUTIVE SUMMARY

During its five year charter term, Democracy Prep Endurance is an academic success having met or come close to meeting its key Accountability Plan goals. The table below demonstrates the key findings for the SUNY Trustees and highlights the successes of the charter.

#### FINDINGS & INFORMATION

##### *Is the charter an academic success?*

Democracy Prep Endurance is an academic success. The program demonstrated success on the New York State exams during the years in which state testing data are available for this charter term and will continue the programmatic elements that result in strong academic achievement across all Democracy Prep New York charters. The program demonstrates strong academic achievement from the internal benchmark exams, which are historically highly predictive of performance on state exams.

##### *Is the charter an effective, viable organization?*

Democracy Prep Endurance is an effective, viable organization. The board's governance and oversight of the network and charter leadership provide for clear academic and financial accountability structures. The network supports many aspects of the program operations allowing the leaders to focus on effectively leading the academic program.

##### *Is the charter fiscally sound?*

Democracy Prep Endurance is fiscally sound based on the fiscal evidence collected through the renewal review. The education corporation has met or come close to meeting its fiscal benchmarks throughout the charter term, and presents a reasonable and appropriate fiscal plan for the next charter term. The education corporation experienced theft of certain dissolution reserve funds due to a previous employee still having signature authorization on bank accounts. Subsequent to this incident and these internal control findings, the education corporation has reviewed and improved their fiscal policies and procedures, including their fiscal control structure, and reviewed all authorized signatories to correct the weaknesses that led to the deficiencies and theft. The education corporation insurance claims fully covered the financial loss.

##### *If the SUNY Trustees renew the education corporation's authority to operate the charter, are its plans for the charter reasonable, feasible, and achievable?*

Democracy Prep New York's plans for the future charter term for Democracy Prep Endurance, if renewed, are reasonable, feasible, and achievable. The charter will continue to grow its elementary program that has led to high achievement across all Democracy Prep New York charters. If renewed, Democracy Prep New York is prepared to continue supporting students' learning growth. The board plans to continue its effective oversight and strong support of the charter's academic performance, organization efficacy, and fiscal soundness.

## EXECUTIVE SUMMARY

Based on the Institute’s review of the charter’s performance as posted over the charter term; a review of the application for charter renewal submitted by the charter; a review of academic, organizational, governance, and financial documentation; and, a renewal review of the charter’s academic program, the Institute finds that the charter meets the required criteria for charter renewal.

The Institute recommends that the SUNY Trustees grant Democracy Prep Endurance Charter School an Initial Full Term Renewal through July 31, 2024 to align the charter expiration dates of all Democracy Prep New York charters.



DP

DATA PRESENTATION

PAGES: 9-17

AP

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CP

COMPLIANCE  
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COMMUNITY  
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DEMOGRAPHICS

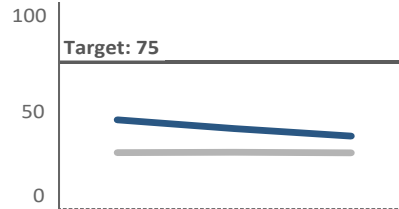


# ACADEMIC PERFORMANCE

## DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

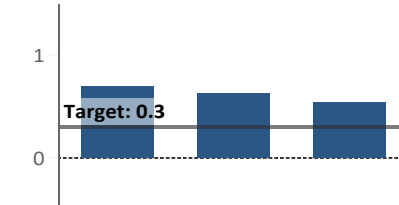
### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

**District Comparison.** The percentage of students at **the charter** performing at or above proficiency in ELA compared to the district.



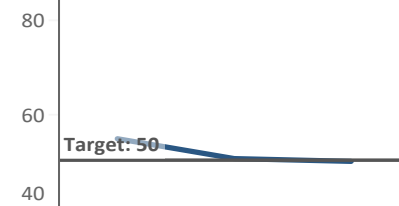
Test Year	Comp Grades	District %	Charter %
2017	7-8	29	46
2018	7-8	29	41
2019	7-8	29	38

**Effect Size.** The chart shows charter's effect size above its predicted level of performance in **ELA** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	Effect Size
2017	6-8	0.69
2018	6-8	0.63
2019	6-8	0.54

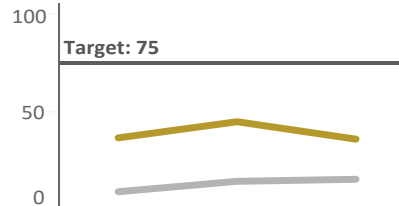
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2017	54.9
2018	50.6
2019	50.1

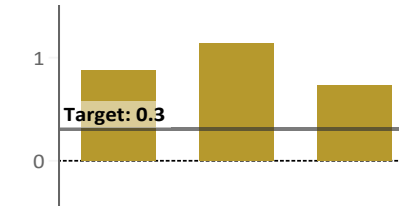
### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**District Comparison.** The percentage of students at **the charter** performing at or above proficiency in mathematics compared to the district.



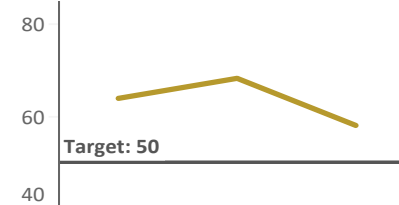
Test Year	Comp Grades	District %	Charter %
2017	7-8	10	38
2018	7-8	16	46
2019	7-8	17	37

**Effect Size.** The chart shows charter's effect size above its predicted level of performance in **mathematics** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	Effect Size
2017	6-8	0.87
2018	6-8	1.13
2019	6-8	0.71

**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.



Test Year	Charter Mean Growth
2017	64.0
2018	68.4
2019	58.1

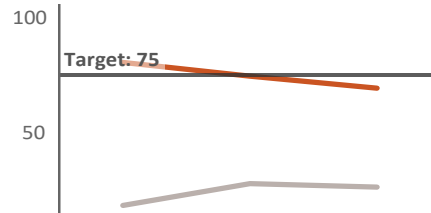


# ACADEMIC PERFORMANCE

## DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

### SCIENCE ACCOUNTABILITY PLAN GOAL

**Science: Comparative Measure.**  
The percentage of students at **the charter** in at least their second year performing at or above proficiency in science will exceed **the district**.



Test Year	District %	Charter %
2017	19	81
2018	29	75
2019	27	70

### BASELINE INTERNAL ASSESSMENT RESULTS 2020-21 ELA AND MATHEMATICS - INTERNALLY DEVELOPED\*

Measure	Subgroup	Tested	Results
Equity 1	English Language Learners	24	57%
Equity 2	Students with disabilities	80	37%
Absolute	All students	320	49%

Measure	Subgroup	Tested	Results
Equity 1	English Language Learners	24	57%
Equity 2	Students with disabilities	80	35%
Absolute	All students	320	54%

### SPECIAL POPULATIONS PERFORMANCE\*\*

	2017	2018	2019
Students with Disabilities Enrollment	114	129	132
Tested on State Exam	69	80	78
Charter Percent Proficient on ELA Exam	13.0	22.5	10.3
District Percent Proficient	7.0	10.3	13.3
ELL Enrollment	29	31	36
Tested on NYSESLAT Exam	27	26	30
Charter Percent 'Commanding' or Making Progress	18.5	30.8	16.7

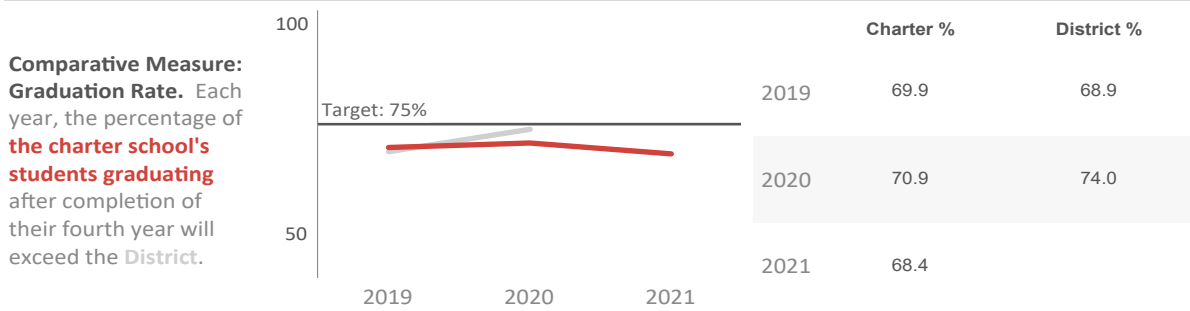
\* For description of internal assessments, see section 1A.  
\*\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".



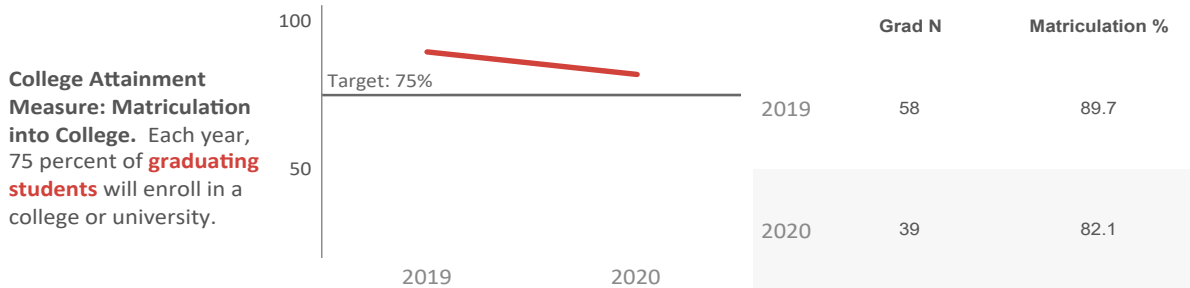
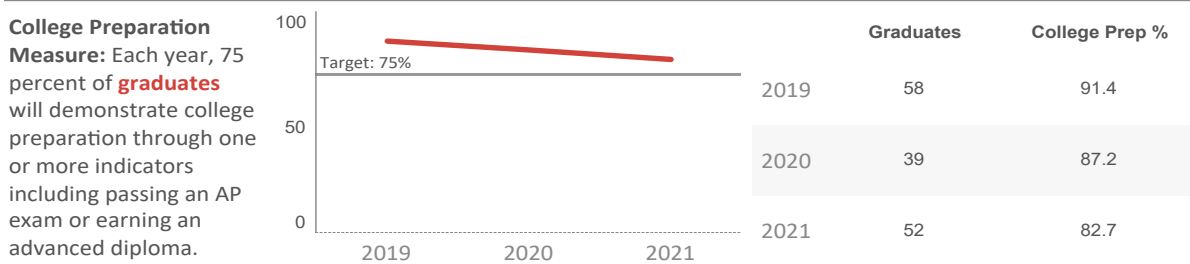
# ACADEMIC PERFORMANCE

## DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

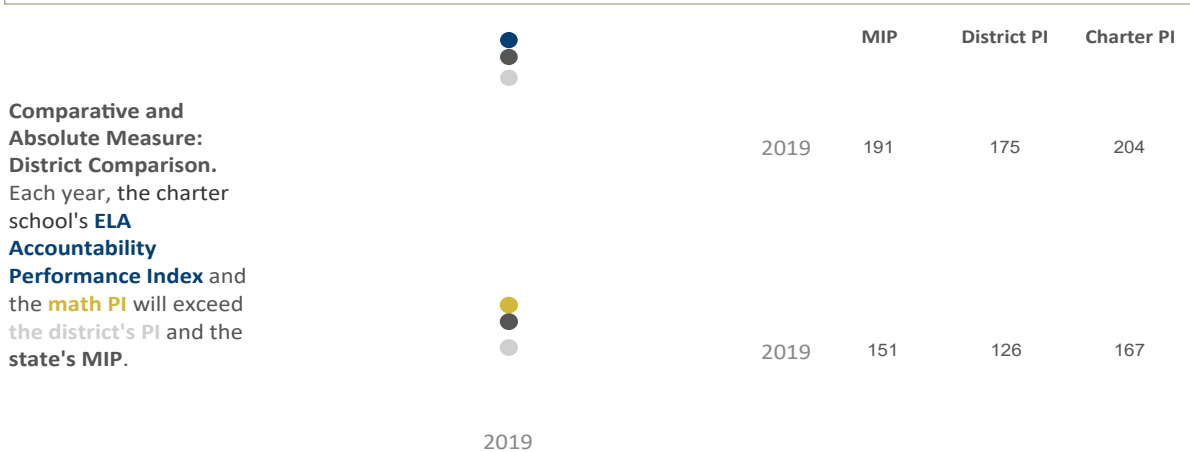
### HIGH SCHOOL GRADUATION RATE



### COLLEGE PREPARATION AND ATTAINMENT



### ENGLISH LANGUAGE ARTS AND MATHEMATICS



## ACADEMIC PERFORMANCE



### HAS THE CHARTER MET OR COME CLOSE TO MEETING ITS ACADEMIC ACCOUNTABILITY PLAN GOALS?

During its five year charter term, Democracy Prep Endurance met or came close to meeting its key academic Accountability Plan goals in English language arts (“ELA”) and mathematics. Notably, at the elementary and middle school programs, it exceeded the targets for all comparative and growth measures in every year that state exam data are available in both subjects. At the high school program, Democracy Prep Endurance came close to meeting its graduation goal and met its college preparation goal over the term. The charter also met its science, social studies, and No Child Left Behind (“NCLB”) and Every Student Succeeds Act (“ESSA”) goals over the term. In the absence of New York State exam data suitable for analysis in 2020-21, Democracy Prep Endurance continued to administer its internally developed assessments aligned to state standards in ELA and mathematics to measure student achievement and inform final course grades.

As is the policy for all Democracy Prep New York schools, Democracy Prep Endurance requires all students to meet rigorous graduation requirements beyond the minimum requirements for a Regents diploma. Over the term, the school posted four year graduation rates that fell slightly below the target of 75%. However, the charter consistently posts higher five year graduation rates, and the majority of graduates earn a Regents diploma with advanced designation. This distinction requires students to pass eight Regents exams instead of the five required for a Regents diploma. From 2018-19 to 2020-21, the charter’s graduates earned the diploma and demonstrated college preparation at rates that exceeded the target of 75% each year. The charter school consistently matriculates high proportions of its graduates into a two or four year college program in the fall following graduation. Notably, in 2018-19, 90% of graduates matriculated into college, exceeding the absolute target by 15 percentage points.

Given the absence of reliable and credible performance data from the state’s ELA and mathematics assessments for 3<sup>rd</sup> – 8<sup>th</sup> grade students in 2019-20 and 2020-21, the Institute worked with charters to collect other assessment data demonstrating student achievement and growth. During those years, Democracy Prep Endurance demonstrated academic success against its ELA and mathematics Accountability Plan goals using internally developed assessments aligned to state standards. The school establishes a mastery equivalent target for students as an average of students’ end-of-year grades of 70% or higher. In ELA, 49% of students in 6<sup>th</sup> – 8<sup>th</sup> grade achieved this measure established by the school and approved by the Institute. In mathematics, 54% of students achieved this distinction. The school disaggregates achievement of ELLs and students with disabilities to ensure comparable performance to their peers. Notably in 2020-21, the charter school’s ELLs posted rates of meeting the proficiency equivalent in ELA and mathematics that exceeded the rate for all students.

## COMPLIANCE REPORTING



### HAS THE CHARTER SUBSTANTIALLY COMPLIED WITH APPLICABLE LAWS, RULES AND REGULATIONS, AND PROVISIONS OF ITS CHARTER?

*The education corporation substantially complies with applicable laws, rules and regulations, and provisions of its charter. Over the current charter term, the charter demonstrated a clear record of compliance with the terms of its charter applicable to Democracy Prep Endurance.*

#### DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

##### **Teacher Certification**

The Act allows charters to hire up to 15 uncertified faculty members contingent upon those teachers meeting certain requirements including: two years of Teach for America experience; three years of teaching experience; status as a higher education professor; exceptional experience in a subject; or, teaching science, technology, engineering, and mathematics (STEM) or career and technical education courses.

Democracy Prep Endurance exceeds the allowance for uncertified teachers by 24. The operation of a high school program requiring specialized certifications contributes to the challenges faced in staffing the successful program in alignment with certifications as defined by the state. Twenty-one of the uncertified teachers do not meet the requirements contained in the Act. The network currently supports Democracy Prep New York charters with teacher certification by closely tracking each teacher's certification requirements and providing financial support for required workshops, exams, and coursework. The Institute is working with the charter to ensure it has a plan to come into compliance.

##### **Annual Reports**

While Democracy Prep Endurance properly submitted its annual report to the Institute and the New York State Education Department ("NYSED"), its web page does not include the latest education corporation audit (which is part of the annual report). The Institute will follow up with the charter to update the web page prior to the next charter term.

##### **Complaint Policy**

The charter needs to update its complaint policy, which includes a tiered approach to bringing formal complaints to the Democracy Prep New York board of trustees and outdated contact information for the Institute.

## COMMUNITY SATISFACTION

To report on parent satisfaction with the charter’s program, the Institute used satisfaction survey data and data regarding persistence in enrollment.

### PARENT SATISFACTION: SURVEY RESULTS

RESPONSE RATE <b>35%</b>	OVERALL SATISFACTION <b>83%</b>	TRUST <b>89%</b>	EFFECTIVE SCHOOL LEADERSHIP <b>86%</b>	STRONG FAMILY & COMMUNITY TIES <b>79%</b>
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#### Parent Survey Data

The Institute compiled data from the New York City Department of Education (“NYCDOE”) annual family survey from the 2019-20 school year for Democracy Prep Endurance. The NYCDOE and the Institute note that survey participation was much lower than previous years due to the ongoing COVID-19 pandemic. The Institute also recognizes that in addition to the NYCDOE survey, charters had multiple touchpoints and methods of gathering feedback from families regarding the quality of hybrid programming as well as understanding families’ health and safety concerns. In 2019-20, 35% of families who received the NYCDOE survey responded. Of the families who responded, 83% expressed satisfaction with the school.

#### Public Comments

In accordance with the Act, the Institute notified the district in which the charter school is located regarding the school’s Application for Charter Renewal. The full text of any written comments received from the district appears below, which also includes a summary of any public comments.

The NYCDOE held its required hearing on Democracy Prep Endurance’s renewal application on October 4, 2021 by videoconference. Five people spoke in support of the application. Multiple members of the charter’s leadership team spoke to the positive state assessment results, extracurricular offerings, civics program, and the scholar senate. The charter prides itself on focusing on students outside of the classroom and conflict resolution. The charter looks to continually improve and add offerings including adding film and television to the theater program. Teachers spoke to the ample supports and coaching they receive and a clear focus on balancing students’ social emotional needs with academic rigor. Teachers also spoke to the dedication to an inclusive, anti-racist community and the resources available for students including science classrooms and college trips. No one spoke in opposition.

**Persistence in Enrollment** An additional indicator of parent satisfaction is persistence in enrollment. In 2020-21, 83% of Democracy Prep Endurance students returned from the previous year. Student persistence data from previous years of the charter term is available in the Student Demographics section of this report.

*The Institute derived the statistical information on persistence in enrollment from its database. No comparative data from the New York City Department of Education (“NYCDOE”) or the NYSED is available to the Institute to provide either district or statewide context.*

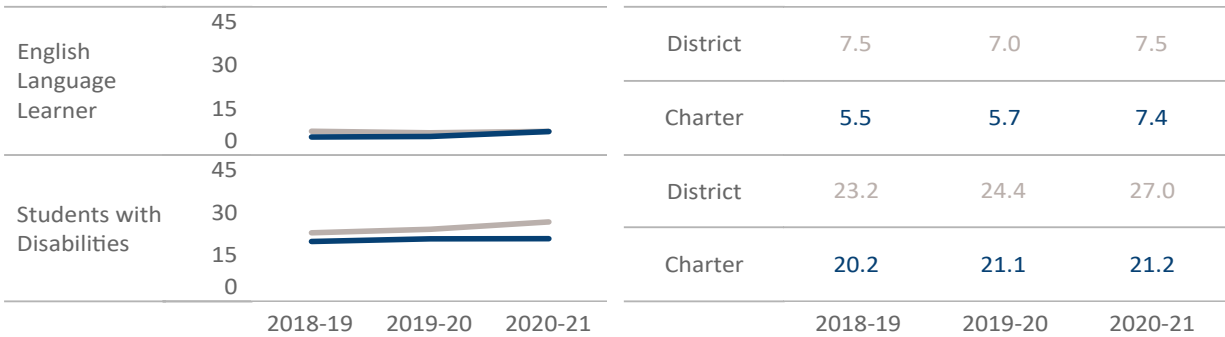


# STUDENT DEMOGRAPHICS

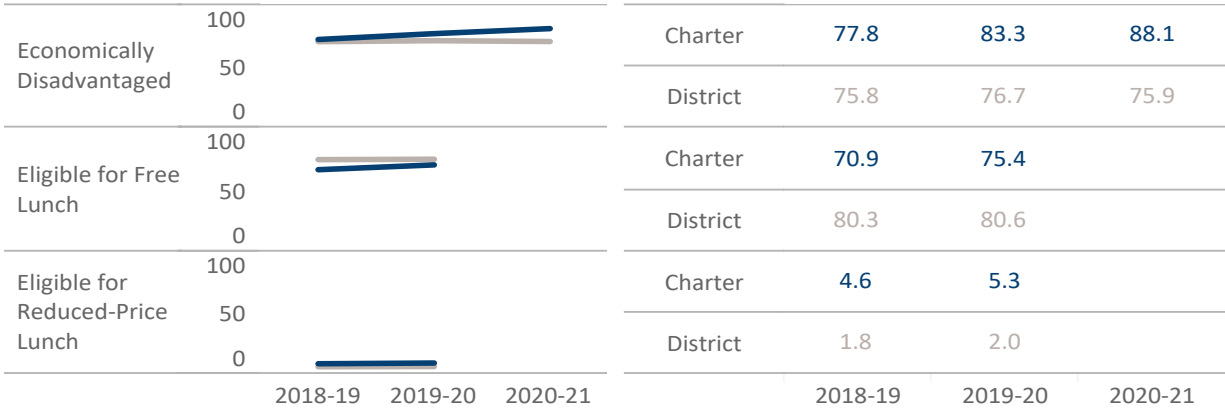
Democracy Prep Endurance Charter School

Manhattan CSD 5

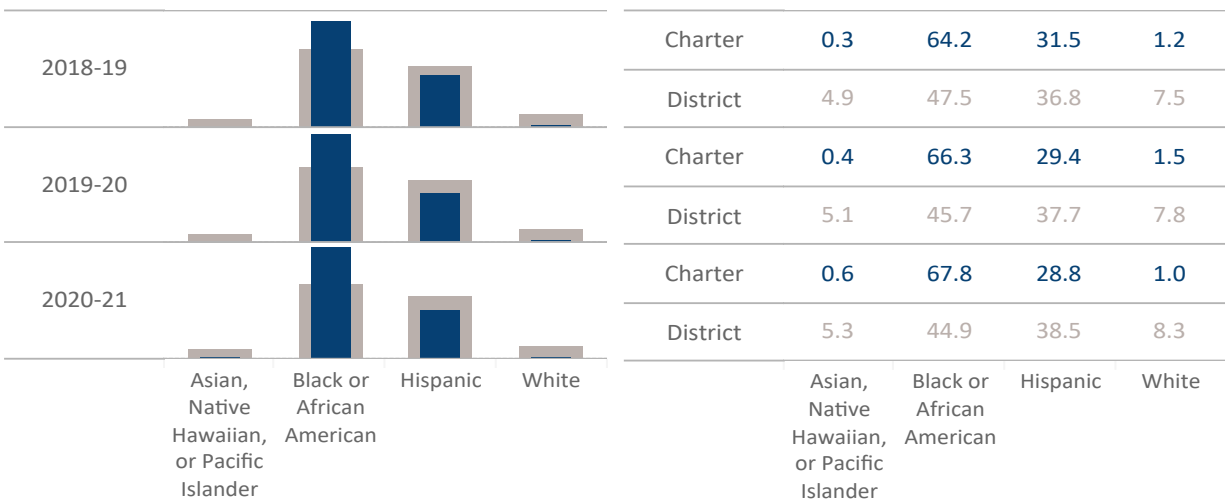
## Student Demographics: Special Populations



## Student Demographics: Free/Reduced Lunch



## Student Demographics: Race/Ethnicity

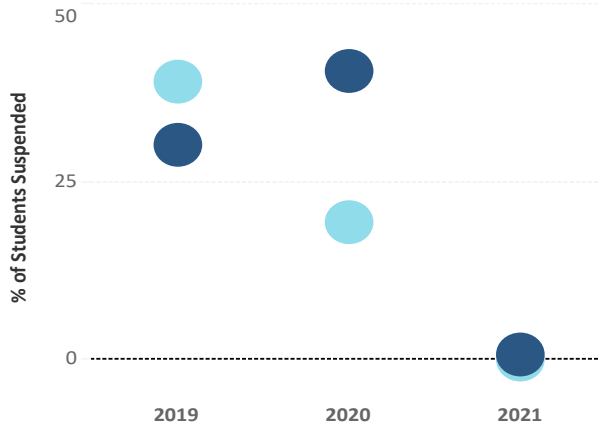


\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the charter and validated by the Institute.



# STUDENT DEMOGRAPHICS

## Democracy Prep Endurance Charter School



## Manhattan CSD 5

	ISS Rate	OSS Rate
2019	39.1	30.3
2020	19.4	40.6
2021	0.1	0.8

Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by NYCDOE: the total number of students receiving an in school or out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

**Persistence in Enrollment:** The percentage of students eligible to return from previous year who did return



**Expulsions:** The number of students expelled from the charter each year

	2019	2020	2021
Expulsions	0	0	0

## Democracy Prep Endurance Charter School's Enrollment and Retention Status: 2020-21

		Target	Charter
enrollment	economically disadvantaged	82.6	86.8
	English language learners	9.4	7.4
	students with disabilities	16.4	21.2
retention	economically disadvantaged	88.2	79.4
	English language learners	85.2	85.0
	students with disabilities	86.9	75.5

\* Data reported in these charts reflect information reported by the charter and validated by the Institute.

## STUDENT DEMOGRAPHICS

### ENROLLMENT AND RETENTION TARGETS

As required by Education Law § 2851(4)(e), a school must include in its renewal application information regarding the efforts it will put in place to meet or exceed SUNY’s enrollment and retention targets for students with disabilities, ELLs, and students who are eligible applicants for the federal Free and Reduced Price Lunch (“FRPL”) program. The Institute examines each school’s progress toward meeting or coming close to meeting its targets over the charter term as well as the efforts it has and will put in place to meet or continue to meet those targets.

Democracy Prep Endurance makes good faith efforts to meet its enrollment and retention targets. The charter, with support from the network, conducts the following efforts:

- connecting with local elementary school guidance counselors, parent teacher associations, special education coordinators, and other local district schools and community based organizations to inform about the charter’s programs and services;
- providing information to local pre-Kindergarten and afterschool programs and youth centers;
- canvassing local housing developments to drop off print applications in English and Spanish at the doors of prospective students;
- hosting a variety of open house events staffed by English and Spanish speakers; and,
- ensuring students accepted through the lottery process are committed to attending Democracy Prep Endurance the following fall using a variety of methods to stay in constant contact with families.

## FISCAL ANALYSIS

### IS THE EDUCATION CORPORATION FISCALLY SOUND?

*Democracy Prep New York is fiscally sound as is its charter, Democracy Prep Endurance based on the Institute’s review of the fiscal evidence collected through the renewal review. The SUNY Fiscal Dashboard presents color-coded tables and charts indicating that Democracy Prep Endurance and the education corporation have demonstrated fiscal soundness over the majority of the charter term.<sup>6</sup> The fiscal dashboard for Democracy Prep Endurance and the merged education corporation can be found at the end of this section. The discussion that follows relates mainly to the Democracy Prep New York education corporation because a charter is not a legally distinct fiscal entity.*



Democracy Prep Endurance opened in 2012-13 authorized by the Board of Regents and merged under SUNY authorization in 2019-20, joining the four additional charters the education corporation has the authority to operate. In addition to analyzing the fiscal soundness of the individual charters, the Institute analyzed the soundness of the not-for-profit education corporation granted the authority to operate the charter and finds it too has adequate financial resources to ensure stable operations. The fiscal dashboards reflect the independent entity as fiscally strong prior to the merger and fiscally strong as a merged entity.

The network supports Democracy Prep Endurance in the areas of curriculum, recruitment, training, professional development, compliance, external relations, financial management, and technology under the terms of a management contract that reflects a 12% management fee over the charter term.



### DOES THE EDUCATION CORPORATION OPERATE THE CHARTER PURSUANT TO A FISCAL PLAN WITH REALISTIC BUDGETS THAT THE EDUCATION CORPORATION MONITORS AND ADJUSTS WHEN APPROPRIATE?

***Democracy Prep Endurance operates pursuant to a long-range financial plan in which the education corporation creates realistic budgets that it monitors and adjusts when appropriate. The following elements are generally present:***

INDICATORS	EVIDENT?
The education corporation has clear budgetary objectives for the charter and clear budget preparation procedures;	+

6. The U.S. Department of Education has established fiscal criteria for certain ratios or information with high – medium – low categories, represented in the table as green – gray – red. The categories generally correspond to levels of fiscal risk, but must be viewed in the context of each education corporation and the general type or category of charter.

“+” : This indicator is generally present.

“-” : This indicator is generally not present.

“P” : The education corporation is progressing toward this indicator being present.

“N/A” : This indicator is not applicable.

## FISCAL ANALYSIS

Education corporation board members, charter management, and staff members contribute to the charter budget process, as appropriate;	+
The education corporation frequently compares its long-range fiscal plan for the charter to actual progress and adjusts it to meet changing conditions;	+
The education corporation routinely analyzes charter budget variances; the education corporation board addresses material variances and makes necessary revisions; and,	+
Actual charter expenses are equal to, or less than, actual charter revenue with no material exceptions.	+

### DOES THE CHARTER MAINTAIN APPROPRIATE INTERNAL CONTROLS AND PROCEDURES?

*The education corporation maintains appropriate internal controls and procedures, which are implemented by the charter. The following elements are generally present:*

INDICATORS	EVIDENT?
The education corporation has a history of sound fiscal policies, procedures and practices, and maintains appropriate internal controls at the charter;	<b>P</b>
The most recent education corporation audit report, which covers fiscal operations for the charter, was free of any significant deficiencies or material weaknesses in internal controls; and,	<b>-</b>
The education corporation reviews and updates its Financial Policies and Procedures manual, which covers the charter, on a regular basis.	<b>JULY 1, 2020</b>
<p>During the current charter term, the audit reports identified a number of significant deficiencies in internal controls including poor general ledger maintenance, untimely bank reconciliations, improper credit card transaction procedures, and improper competitive bidding procedures. The education corporation experienced theft of certain dissolution reserve funds due to a previous employee still having signature authorization on bank accounts. Subsequent to this incident and these internal control findings, the education corporation took immediate actions and followed with finalized written policies and procedures in July 2020 to formally place improved fiscal control structures with annual procedures to review all authorized signatories. Since July 2020, the external auditors have noted the improved fiscal policies and procedures are deemed adequate and have been followed. In addition to internal financial staff a contracted external financial service provider ensures proper financial reporting and strong internal controls are implemented and maintained. Upgrades to the financial records maintenance and reporting systems in addition to regular reconciliations of accounts and system wide efficiencies have been enacted. In accordance with the charter agreement on an annual basis an independent external auditor is engaged to conduct a financial audit and testing of internal control systems.</p>	

## FISCAL ANALYSIS

### DOES THE CHARTER COMPLY WITH FINANCIAL REPORTING REQUIREMENTS?

*The education corporation complies with financial reporting requirements by providing the SUNY Trustees and NYSED with required financial reports that are on time, complete, and follow generally accepted accounting principles. The following reports, which include information about the charter, have generally been filed in a timely, accurate, and complete manner:*

INDICATORS	EVIDENT?
Annual financial statement audit reports, including federal Single Audit report, if applicable.	+
Annual budgets.	+
Un-audited quarterly reports of income, expenses, and enrollment.	+
Bi-monthly enrollment reports to the sending districts and, if applicable, to NYSED including proper documentation regarding the level of special education services provided to students.	+
Grant expenditure reports.	+

## FISCAL ANALYSIS

### DOES THE CHARTER MAINTAIN ADEQUATE FINANCIAL RESOURCES TO ENSURE STABLE OPERATIONS?

*The education corporation maintains adequate financial resources for the charter to ensure stable operations. Critical financial needs of the charter are not dependent on variable income (grants, donations and fundraising). The following elements are generally present:*

INDICATORS	EVIDENT?
The education corporation maintains sufficient cash on hand to pay current bills of the charter and those that are due shortly.	+
The education corporation maintains adequate liquid reserves to fund expenses, including those of the charter, in the event of income loss (generally 30 days).	+
The education corporation prepares and monitors cash flow projections for the charter.	+
If the education corporation includes philanthropy in its budget for the charter, it monitors progress toward its development goals on a periodic basis.	N/A
If necessary, the education corporation pursues district state aid intercepts with NYSED to ensure adequate per pupil funding for the charter.	N/A
The education corporation accumulates unrestricted net assets that are equal to or exceed two percent of the charter’s operating budget for the upcoming year.	+
The education corporation is in compliance with all loan covenants related to the charter.	N/A

Since Democracy Prep Endurance merged under SUNY authorization, it has reported operating surpluses that have contributed to total net assets of the education corporation growing to \$54.6 million. The education corporation benefits from a combined balance sheet which is a combination of individual charter assets and liabilities. In order to track the operations of any individual charter within a merged education corporation, the Institute tracks each individual charter’s revenues and expenses in order to report operating surpluses or deficits. As of June 30, 2021, the education corporation fiscal dashboard reflects as fiscally strong with 4.2 months of cash on hand to pay liabilities due shortly. As a requirement of the SUNY charter agreements, Democracy Prep New York has established the separate bank account for the merged dissolution fund reserve of \$225,000.

# FISCAL ANALYSIS

## DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

Cash and Cash Equivalents - GRAPH 1  
Grants and Contracts Receivable  
Accounts Receivable  
Prepaid Expenses  
Contributions and Other Receivables

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

Accounts Payable and Accrued Expenses  
Accrued Payroll and Benefits  
Deferred Revenue  
Current Maturities of Long-Term Debt  
Short Term Debt - Bonds, Notes Payable  
Other

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability  
All other L-T debt and notes payable, net current maturities

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

State and local  
Federal - Title and IDEA  
Federal - Other  
Other

NYC DoE Rental Assistance  
Food Service/Child Nutrition Program

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other

##### Total Program Services

Management and General  
Fundraising

##### Total Expenses - GRAPHS 2, 3 & 4

##### Surplus / (Deficit) From School Operations

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

##### Total Unrestricted Revenue

##### Total Temporarily Restricted Revenue

##### Total Revenue - GRAPHS 2 & 3

##### Change in Net Assets

##### Net Assets - Beginning of Year - GRAPH 2

Prior Year Adjustment(s)

##### Net Assets - End of Year - GRAPH 2

Opened 2012-13 (Transfer from SED to SUNY 2019-20)

	2016-17	2017-18	2018-19	2019-20	2020-21
				MERGED	MERGED
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents - GRAPH 1	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
<b>Liabilities and Net Assets</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
<b>Net Assets</b>					
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
<b>ACTIVITIES</b>					
<b>Operating Revenue</b>					
Resident Student Enrollment	-	-	-	10,976,272	11,034,421
Students with Disabilities	-	-	-	1,265,735	1,198,362
<b>Grants and Contracts</b>					
State and local	-	-	-	54,607	56,115
Federal - Title and IDEA	-	-	-	479,161	914,516
Federal - Other	-	-	-	-	-
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	850,516	822,600
Food Service/Child Nutrition Program	-	-	-	-	-
<b>Total Operating Revenue</b>	-	-	-	13,626,291	14,026,014
<b>Expenses</b>					
Regular Education	-	-	-	7,649,178	7,740,225
SPED	-	-	-	1,875,349	1,956,669
Other	-	-	-	-	-
<b>Total Program Services</b>	-	-	-	9,524,527	9,696,894
Management and General	-	-	-	1,209,641	1,774,583
Fundraising	-	-	-	76,059	77,645
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	-	-	-	10,810,227	11,549,122
<b>Surplus / (Deficit) From School Operations</b>	-	-	-	2,816,064	2,476,892
<b>Support and Other Revenue</b>					
Contributions	-	-	-	4,503	12,729
Fundraising	-	-	-	2,725	-
Miscellaneous Income	-	-	-	88,583	238,589
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	-	-	-	95,811	251,318
<b>Total Unrestricted Revenue</b>	-	-	-	13,722,102	14,277,332
<b>Total Temporarily Restricted Revenue</b>	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	-	-	-	13,722,102	14,277,332
<b>Change in Net Assets</b>	-	-	-	2,911,875	2,728,210
<b>Net Assets - Beginning of Year - GRAPH 2</b>	-	-	-	1,769,111	4,680,986
Prior Year Adjustment(s)	-	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	-	-	-	4,680,986	7,409,196

# FISCAL ANALYSIS

## DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "Democracy Prep New York Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

	2016-17	2017-18	2018-19	2019-20	2020-21
Personnel Service	-	-	-	1,291,476	1,549,696
Administrative Staff Personnel	-	-	-	3,971,973	4,145,132
Instructional Personnel	-	-	-	15,666	51,615
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	-	-	-	<b>5,279,115</b>	<b>5,746,443</b>
Fringe Benefits & Payroll Taxes	-	-	-	1,028,349	1,024,582
Retirement	-	-	-	226,829	185,698
Management Company Fees	-	-	-	1,521,178	1,552,896
Building and Land Rent / Lease / Facility Financing	-	-	-	1,425,689	1,454,103
Staff Development	-	-	-	89,546	21,634
Professional Fees, Consultant & Purchased Services	-	-	-	41,599	108,106
Marketing / Recruitment	-	-	-	29,169	45,917
Student Supplies, Materials & Services	-	-	-	508,058	403,493
Depreciation	-	-	-	226,578	268,563
Other	-	-	-	434,117	737,687
<b>Total Expenses</b>	-	-	-	<b>10,810,227</b>	<b>11,549,122</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016-17	2017-18	2018-19	2019-20	2020-21
Original Chartered Enrollment	-	-	-	1,080	1,188
Final Chartered Enrollment (includes any revisions)	-	-	-	756	756
Actual Enrollment - <b>GRAPH 4</b>	-	-	SED	682	683
Chartered Grades	-	-	6-12	6-12	6-12
Final Chartered Grades (includes any revisions)	-	-	-	-	-

#### Primary School District: NYC CHANCELLOR'S OFFICE

Per Pupil Funding (Weighted Avg of All Districts)	2016-17	2017-18	2018-19	2019-20	2020-21
Increase over prior year	0.0%	0.0%	0.0%	0.0%	100.0%

#### PER STUDENT BREAKDOWN

##### Revenue

	2016-17	2017-18	2018-19	2019-20	2020-21
Operating	-	-	#VALUE!	19,984	20,536
Other Revenue and Support	-	-	#VALUE!	141	368
<b>TOTAL - GRAPH 3</b>	-	-	#VALUE!	<b>20,124</b>	<b>20,904</b>

##### Expenses

	2016-17	2017-18	2018-19	2019-20	2020-21
Program Services	-	-	#VALUE!	13,968	14,198
Management and General, Fundraising	-	-	#VALUE!	1,886	2,712
<b>TOTAL - GRAPH 3</b>	-	-	#VALUE!	<b>15,854</b>	<b>16,909</b>
% of Program Services	0.0%	0.0%	#VALUE!	88.1%	84.0%
% of Management and Other	0.0%	0.0%	#VALUE!	11.9%	16.0%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	0.0%	0.0%	#VALUE!	<b>26.9%</b>	<b>23.6%</b>
<b>% of Revenue Expended on Facilities</b>	#DIV/0!	#DIV/0!	#DIV/0!	<b>10.5%</b>	<b>10.4%</b>

#### Student to Faculty Ratio

2016-17	2017-18	2018-19	2019-20	2020-21
-	-	-	13.9	9.6

#### Faculty to Admin Ratio

2016-17	2017-18	2018-19	2019-20	2020-21
-	-	-	2.6	4.7

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2016-17	2017-18	2018-19	2019-20	2020-21
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	0.0	0.0	0.0	0.0	0.0
	N/A	N/A	N/A	N/A	N/A

#### Working Capital - GRAPH 7

	2016-17	2017-18	2018-19	2019-20	2020-21
Net Working Capital	0	0	0	0	0
As % of Unrestricted Revenue	0.0%	0.0%	0.0%	0.0%	0.0%
Working Capital (Current) Ratio Score	0.0	0.0	0.0	0.0	0.0
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	N/A	N/A	N/A	N/A

#### Quick (Acid Test) Ratio

Score	2016-17	2017-18	2018-19	2019-20	2020-21
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	0.0	0.0	0.0	0.0	0.0
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	N/A	N/A	N/A	N/A	N/A

#### Debt to Asset Ratio - GRAPH 7

Score	2016-17	2017-18	2018-19	2019-20	2020-21
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	0.0	0.0	0.0	0.0	0.0
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	N/A	N/A	N/A	N/A	N/A

#### Months of Cash - GRAPH 8

Score	2016-17	2017-18	2018-19	2019-20	2020-21
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	0.0	0.0	0.0	0.0	0.0
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	N/A	N/A	N/A	N/A

## FISCAL ANALYSIS

### DEMOCRACY PREP NEW YORK CHARTER SCHOOLS (COMBINED)

#### CHARTER INFORMATION

##### BALANCE SHEET

###### Assets

###### Current Assets

	MERGED	MERGED	MERGED	MERGED
	2016-17	2017-18	2018-19	2019-20
Cash and Cash Equivalents - GRAPH 1	-	4,784,886	10,871,406	23,269,220
Grants and Contracts Receivable	-	3,993,191	2,082,011	4,644,060
Accounts Receivable	-	-	-	850,052
Prepaid Expenses	-	1,750,260	618,884	2,400,000
Contributions and Other Receivables	-	1,448,403	1,336,142	-
<b>Total Current Assets - GRAPH 1</b>	-	<b>11,976,740</b>	<b>14,908,443</b>	<b>31,163,332</b>
Property, Building and Equipment, net	-	17,111,230	15,518,755	16,862,654
Other Assets	-	217,700	1,800,000	1,151,432
<b>Total Assets - GRAPH 1</b>	-	<b>29,305,670</b>	<b>32,227,198</b>	<b>49,177,418</b>

###### Liabilities and Net Assets

###### Current Liabilities

Accounts Payable and Accrued Expenses	-	1,149,325	1,044,370	1,146,835
Accrued Payroll and Benefits	-	3,706,139	4,337,417	4,387,403
Deferred Revenue	-	43,316	279,777	-
Current Maturities of Long-Term Debt	-	338,025	-	652,572
Short Term Debt - Bonds, Notes Payable	-	-	-	197,089
Other	-	-	385,182	-
<b>Total Current Liabilities - GRAPH 1</b>	-	<b>5,236,805</b>	<b>6,046,746</b>	<b>6,383,899</b>
Deferred Rent/Lease Liability	-	887,151	925,074	1,618,747
All other L-T debt and notes payable, net current maturities	-	779,380	414,623	2,474,857
<b>Total Liabilities - GRAPH 1</b>	-	<b>6,903,336</b>	<b>7,386,443</b>	<b>10,477,503</b>

###### Net Assets

Without Donor Restrictions	-	10,654,241	13,593,642	27,927,739
With Donor Restrictions	-	11,748,093	11,247,113	10,772,176
<b>Total Net Assets</b>	-	<b>22,402,334</b>	<b>24,840,755</b>	<b>38,699,915</b>
<b>Total Liabilities and Net Assets</b>	-	<b>29,305,670</b>	<b>32,227,198</b>	<b>67,527,043</b>

##### ACTIVITIES

###### Operating Revenue

Resident Student Enrollment	-	47,338,436	52,226,156	68,624,869
Students with Disabilities	-	4,528,212	4,892,597	6,102,801
<b>Grants and Contracts</b>	-	-	254,304	376,595
State and local	-	-	2,794,433	3,334,698
Federal - Title and IDEA	-	2,345,380	-	-
Federal - Other	-	-	-	-
Other	-	-	-	-
NYC DoE Rental Assistance	-	849,712	1,183,411	1,668,676
Food Service/Child Nutrition Program	-	-	-	-
<b>Total Operating Revenue</b>	-	<b>55,061,740</b>	<b>61,350,901</b>	<b>80,107,639</b>

###### Expenses

Regular Education	-	40,638,731	40,825,702	49,668,622
SPED	-	7,852,999	9,126,365	11,674,529
Other	-	-	-	-
<b>Total Program Services</b>	-	<b>48,491,730</b>	<b>49,952,067</b>	<b>61,343,151</b>
Management and General	-	9,767,169	9,709,047	7,034,223
Fundraising	-	-	-	474,014
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	-	<b>58,258,899</b>	<b>59,661,114</b>	<b>68,851,388</b>
<b>Surplus / (Deficit) From School Operations</b>	-	<b>(3,197,159)</b>	<b>1,689,787</b>	<b>11,256,251</b>

###### Support and Other Revenue

Contributions	-	39,642	49,160	30,783
Fundraising	-	-	-	3,561
Miscellaneous Income	-	684,867	699,474	799,450
Net assets released from restriction	-	-	-	-
<b>Total Support and Other Revenue</b>	-	<b>724,509</b>	<b>748,634</b>	<b>833,794</b>

Total Unrestricted Revenue	-	56,265,599	62,600,515	81,427,436
Total Temporarily Restricted Revenue	-	(479,350)	(500,980)	(486,003)
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	-	<b>55,786,249</b>	<b>62,099,535</b>	<b>80,941,433</b>

###### Change in Net Assets

Net Assets - Beginning of Year - GRAPH 2	-	24,874,984	22,402,334	26,609,866
Prior Year Adjustment(s)	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	-	<b>22,402,334</b>	<b>24,840,755</b>	<b>38,699,911</b>

# FISCAL ANALYSIS

## DEMOCRACY PREP NEW YORK CHARTER SCHOOLS (COMBINED)

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

	2016-17	2017-18	2018-19	2019-20	2020-21
Personnel Service	-	6,295,196	6,276,856	6,965,922	8,634,804
Administrative Staff Personnel	-	22,167,785	23,512,520	27,068,572	27,768,707
Instructional Personnel	-	446,481	422,138	1,280,652	1,103,342
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	-	<b>28,909,462</b>	<b>30,211,514</b>	<b>35,315,146</b>	<b>37,506,853</b>
Fringe Benefits & Payroll Taxes	-	6,148,696	6,081,491	6,820,298	5,880,971
Retirement	-	979,867	975,275	1,430,772	1,323,632
Management Company Fees	-	7,340,599	7,773,302	9,480,277	10,023,047
Building and Land Rent / Lease / Facility Financing	-	3,126,930	3,006,275	5,047,099	4,817,953
Staff Development	-	581,740	879,909	345,703	157,517
Professional Fees, Consultant & Purchased Services	-	1,037,596	873,664	373,903	755,936
Marketing / Recruitment	-	168,428	138,575	217,138	235,458
Student Supplies, Materials & Services	-	3,204,771	3,401,170	2,840,951	2,012,717
Depreciation	-	2,130,512	1,593,915	2,284,394	1,861,921
Other	-	4,630,298	4,726,024	4,695,707	5,907,992
<b>Total Expenses</b>	-	<b>58,258,899</b>	<b>59,661,114</b>	<b>68,851,388</b>	<b>70,483,997</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2016-17	2017-18	2018-19	2019-20	2020-21
Original Chartered Enrollment	-	3,390	3,534	4,693	5,262
Final Chartered Enrollment (includes any revisions)	-	3,390	3,534	4,369	4,430
Actual Enrollment - <b>GRAPH 4</b>	-	3,185	3,376	4,178	4,349
Chartered Grades	-	-	-	-	-
Final Chartered Grades (includes any revisions)	-	-	-	-	-

#### Primary School District:

Per Pupil Funding (Weighted Avg of All Districts)	2016-17	2017-18	2018-19	2019-20	2020-21
Increase over prior year	0.0%	0.0%	0.0%	0.0%	0.0%

#### PER STUDENT BREAKDOWN

Revenue	2016-17	2017-18	2018-19	2019-20	2020-21
Operating	-	17,288	18,173	19,172	19,650
Other Revenue and Support	-	227	222	200	218
<b>TOTAL - GRAPH 3</b>	-	<b>17,516</b>	<b>18,395</b>	<b>19,371</b>	<b>19,868</b>
Expenses	2016-17	2017-18	2018-19	2019-20	2020-21
Program Services	-	15,225	14,797	14,681	13,907
Management and General, Fundraising	-	3,067	2,876	1,797	2,300
<b>TOTAL - GRAPH 3</b>	-	<b>18,292</b>	<b>17,673</b>	<b>16,478</b>	<b>16,207</b>
% of Program Services	0.0%	83.2%	83.7%	89.1%	85.8%
% of Management and Other	0.0%	16.8%	16.3%	10.9%	14.2%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	0.0%	<b>-4.2%</b>	<b>4.1%</b>	<b>17.6%</b>	<b>22.6%</b>
<b>% of Revenue Expended on Facilities</b>	#DIV/0!	5.7%	4.9%	6.3%	5.6%

#### Student to Faculty Ratio

	2016-17	2017-18	2018-19	2019-20	2020-21
	-	8.9	10.0	14.3	12.1

#### Faculty to Admin Ratio

	2016-17	2017-18	2018-19	2019-20	2020-21
	-	4.1	4.1	3.6	5.1

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2016-17	2017-18	2018-19	2019-20	2020-21
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	0.0	1.7	2.5	3.0	3.0
	N/A	Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong

#### Working Capital - GRAPH 7

Net Working Capital	2016-17	2017-18	2018-19	2019-20	2020-21
0	0	6,739,935	8,861,697	24,779,433	22,749,790
As % of Unrestricted Revenue	0.0%	12.0%	14.2%	30.4%	26.2%
Working Capital (Current) Ratio Score	0.0	2.3	2.5	4.9	3.4
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	N/A	MEDIUM	MEDIUM	LOW	LOW
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	Good	Good	Excellent	Excellent

#### Quick (Acid Test) Ratio

Score	2016-17	2017-18	2018-19	2019-20	2020-21
0.0	0.0	2.0	2.4	4.5	3.0
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	N/A	MEDIUM	MEDIUM	LOW	LOW
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	N/A	Good	Good	Excellent	Excellent

#### Debt to Asset Ratio - GRAPH 7

Score	2016-17	2017-18	2018-19	2019-20	2020-21
0.0	0.0	0.2	0.2	0.2	0.2
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	N/A	LOW	LOW	LOW	LOW
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	N/A	Excellent	Excellent	Excellent	Excellent

#### Months of Cash - GRAPH 8

Score	2016-17	2017-18	2018-19	2019-20	2020-21
0.0	0.0	1.0	2.2	4.1	4.2
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	N/A	MEDIUM	MEDIUM	LOW	LOW
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	Good	Good	Excellent	Excellent

## FUTURE PLANS



### IF THE SUNY TRUSTEES RENEW THE EDUCATION CORPORATION'S AUTHORITY TO OPERATE THE CHARTER, ARE ITS PLANS FOR THE CHARTER REASONABLE, FEASIBLE, AND ACHIEVABLE?

*Democracy Prep Endurance is an academic success supported by an effective, viable organization. The charter and education corporation are fiscally sound and present sound financial plans. As such, the plans for Democracy Prep New York to operate Democracy Prep Endurance for the next charter term are reasonable, feasible, and achievable.*

#### DEMOCRACY PREP ENDURANCE CHARTER SCHOOL

**Plans for the Charter's Structure.** The education corporation has provided all of the key structural elements for a charter renewal and those elements are reasonable, feasible, and achievable.

**Plans for the Educational Program.** In alignment with Democracy Prep New York's strategic plan, Democracy Prep Endurance will revise its ELA and mathematics curricula during the next charter term, if renewed. Democracy Prep Endurance will also commit, along with the network, to becoming an anti-racist organization and will systematically apply a lens of diversity, equity, and inclusion across all practices. The charter will continue to grow its elementary program.

**Plans for Board Oversight & Governance.** Board members express their interest in continuing to serve Democracy Prep New York in the next charter term without material changes to the composition of the board.

**Fiscal & Facility Plans.** Based on evidence collected through the renewal review, including a review of the financial plan, Democracy Prep New York presents a reasonable and appropriate fiscal plan for the next charter term including education corporation and charter budgets that are feasible and achievable. The education corporation intends to maintain its contractual relationship with the network. The Institute has reviewed the proposed terms of such contract and will review and approve the final contract, and any other network contracts, when executed.

Democracy Prep Endurance will continue to operate its middle and high school programs in their current facilities. The middle school program occupies NYCDOE co-located space while the high school program occupies privately leased space. The charter's elementary program currently occupies temporary privately leased space. The lease for this facility is set to expire in two years with an option for one subsequent year to protect the charter against any construction delays related to its permanent space that the program will occupy once complete.

	CURRENT	END OF NEXT CHARTER TERM
<b>Enrollment</b>	864	932
<b>Grade Span</b>	K-1, 6-12	K-4, 6-12
<b>Teaching Staff</b>	61	69
<b>Days of Instruction</b>	180	180

Democracy Prep Endurance

# Ax

APPENDICES

PAGES Ax 1-18

<b>CO</b> <sup>A</sup> CHARTER OVERVIEW	<b>BS</b> <sup>B</sup> BENCHMARK SUMMARY	<b>EO</b> <sup>C</sup> ED CORP OVERVIEW	<b>RI</b> <sup>D</sup> REPORT INFORMATION
PAGE Ax 1	PAGE Ax 3	PAGE Ax 7	PAGE Ax 15



**DEMOCRACY PREP NEW YORK CHARTER SCHOOLS BOARD OF TRUSTEES**

CHAIR	TRUSTEES	
Dr. Robert North	Doug Snyder	Sean Windsor
VICE CHAIR	Kenneth Weiller	Jake Foley
Josh Pristaw	Alastair Wood	Brittany Mullings
TREASURER	Greg Weston	
Brian Berger	Khary Barnes	
SECRETARY	Stephanie King	
Roger Berg	Farida Ilboudo	
	Ross Frommer	

**CHARTER SCHOOL LEADERS**

**ELEMENTARY PRINCIPAL**  
*Katherine Perez (2020-21 to Present)*

**MIDDLE SCHOOL PRINCIPAL**  
*Andy Clay (2020-21 to Present)*  
*Katherine Perez (2017-18 to 2019-20)*  
*Katherine Williamson (2015-16 to 2016-17)*  
*Margaret Marrer (2012-13 to 2014-15)*

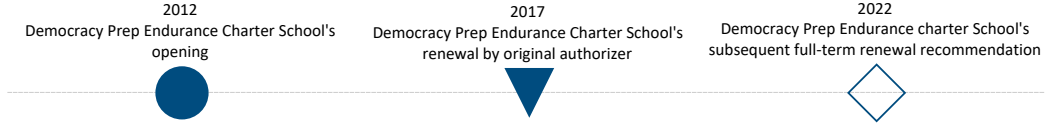
**HIGH SCHOOL PRINCIPAL**  
*Diana Anello (November 2021 to Present)*  
*Alrica Boler (August 2021 to November 2021)*  
*Emmanuel George (2019-20 to 2020-21)*  
*Pia Dandiya (2016-17 to 2018-19)*  
*Margaret Marrer (2015-16)*

**CHARTER CHARACTERISTICS**

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2017-18	NYSED	NYSED		6-12
2018-19	NYSED	NYSED		6-12
2019-20	756	682	90%	6-12
2020-21	756	683	90%	6-12
2021-22	864	681	79%	K-1, 6-12



**TIMELINE OF CHARTER SCHOOL RENEWAL**



**CHARTER SCHOOL VISIT HISTORY**

SCHOOL YEAR	VISIT TYPE	DATE
2021-22	Renewal Review	August 25, 2021

**CONDUCT OF THE RENEWAL REVIEW**

DATE(S) OF REVIEW	EVALUATION TEAM MEMBERS	TITLE
August 25, 2021	Vickie Masséus	School Evaluation Analyst

## BENCHMARK SUMMARY

For strong performing SUNY authorized charters that implement a common charter design across multiple charters, the Institute provides an analysis and description of the charters' academic design using the Qualitative Education Benchmarks. This subset of the SUNY Renewal Benchmarks focuses on assessment, curriculum, pedagogy, leadership, at-risk programs, organizational capacity, and board oversight. The following program description analyzes and reports on the charter design that produced the high quality outcomes captured in the body of this renewal report.

### ASSESSMENT

Democracy Prep New York uses an assessment system that enables leaders and teachers to frequently collect and analyze data, then use it to understand students' instructional needs and make appropriate adjustments to instruction, curriculum, and student support. The network has built a culture of data driven instruction where teachers and leaders engage in discussions around improvement strategies. Leaders and teachers measure academic progress and proficiency consistently using a number of ongoing assessments aligned with state standards including NWEA MAP, exit tickets, Eureka Math assessments, New York State exams, internal assessments, ACT and SAT, unit assessments, The New York State Identification Test for English Language Learners ("NYSITELL"), and the New York State English as a Second Language Achievement Test ("NYSESLAT"). Leaders and teachers conduct frequent evaluations to know what students need to make progress toward mastery of learning standards. With support of data from network resources, Democracy Prep New York charters make modifications in real-time based on feedback from instructional personnel and assessment data that reveal programmatic strengths and weaknesses. Teachers and leaders work together to review student achievement data and identify areas of concern as well as instructional approaches to adjust future instruction. Leaders use student performance data to inform ongoing professional development plans and coaching strategies and to evaluate teacher effectiveness.

### CURRICULUM

Democracy Prep New York has a curricular framework with student performance expectations that provides a fixed, underlying structure aligned to state standards and across grades. The curriculum supports teachers in instructional planning and includes significant opportunities to develop students' mastery of standards in all subject areas. For ELA, teachers at various levels implement the Into Reading, i-Ready, Novel Study, and Study Sync curricular programs. In addition to rigorous coursework, all high school students must complete a change the world project through a sociology of change course to meet graduation requirements. In mathematics, the charters use Eureka Math and Zearn curricular programs for the elementary and middle programs. Each charter in the education corporation benefits from DPPS's network-wide curricular resources and academic intervention curricular resources from outside organizations. The 16-person network academic team analyzes curriculum on a network level. The academic team also partners with charter leaders to

support with classroom observations, data analysis, and professional development planning and execution. To meet the needs of struggling students, teachers differentiate lesson plans by adding instructional and content modifications. Teachers receive feedback from the principals and implement the feedback in the executed lesson. The Democracy Prep New York educational program uses a robust process for reviewing and revising curricula. Before starting a new unit, after trimester exams, and at the end of the school year, the network curricular team updates each subject's curriculum based on assessment data, charter walkthrough and classroom observation data, and teacher input. Democracy Prep New York teachers and leaders give feedback to the curricular team regularly throughout the year. Leaders also meet with the network team approximately twice per month to review how teachers implement the curricula and changes that can be made. Representatives from the network curricular team observe teachers at each charter approximately once every three weeks. The network team then debriefs with the teacher and provides strengths and areas of growth for implementing the curriculum. This system of ongoing feedback allows the network to regularly make adjustments to the curricula and support the charters with instructional planning.

### PEDAGOGY

Due to the curriculum's strong foundation, solid instruction is evident in Democracy Prep New York classrooms. The network has made culture building a priority and this is apparent in every classroom. During visits to Democracy Prep New York schools, the Institute consistently observes that classes have clear behavioral expectations and teachers create a classroom environment focused on academic achievement. Students have internalized behavioral expectations and are consistently engaged in the lesson activities, often actively participating in class discussions or interacting with peers. Overall, Democracy Prep New York teachers maximize time on task.

Democracy Prep New York's curriculum is particularly instrumental in ensuring that classes engage students in higher order thinking. Lessons include tasks that encourage students to debate, justify, argue, compare and contrast, and defend their ideas. While working in student packets, rather than simply writing statements, students draw models or find evidence to support assertions. In discussions, Democracy Prep New York teachers prompt students with follow up questions and students build on each other's ideas

### INSTRUCTIONAL LEADERSHIP

Democracy Prep New York has systems and structures that enable consistently strong instructional leadership across all charters. Democracy Prep New York principals receive training through Leader U, a selective, rigorous, and integrated leadership development program that attracts, prepares, and empowers education entrepreneurs to lead high performing Democracy Prep New York charters in educationally disadvantaged communities. Every summer, prior to the first day of school, teachers receive approximately three weeks of uninterrupted professional development. New and early career Democracy Prep New York teachers receive calibrated coaching and mentoring based on qualitative and quantitative data collected at the charter and network levels. Teachers from all Democracy Prep New York charters have access to a repository of videos, and shared unit and lesson plans from Democracy Prep New York elementary, middle, and high school programs that instructional staff at both the charter and network levels have crafted and fine tuned. Data analysis

informs lesson planning with campus based feedback systems and structures. All plans are designed based on measurable objectives, which are aligned to common core state standards. Principals and Teacher Leaders routinely observe and deliver feedback to all teachers. Whereas teachers new to the profession receive weekly coaching on classroom management and instruction, veterans are pushed to further develop their students' critical thinking. The network holds each Democracy Prep New York charter accountable for student growth and achievement. Charters participate in network internal charter reviews twice per year. For struggling charters, the office of the superintendent also conducts a strategic review in between reviews to support the leader with implementing feedback and monitoring progress made. Leaders have access to the internal network review rubric, which captures information about each charter's leadership, culture, behavior, environment, and facility. The office of the superintendent reviews these results and compares across all charters in the network. These walkthroughs result in charter school review action plans that impact instruction, coaching, and professional development. To monitor the effectiveness of individual charter programs, leaders use a network created leader dashboard with up-to-date information about enrollment, attrition, attendance, suspensions, grades, and pass rates.

#### AT-RISK PROGRAM

Democracy Prep New York's at-risk programs meet the educational needs of students struggling academically, students with disabilities, and ELLs. The Democracy Prep New York educational program emphasizes an inclusion model that provides specific supports to meet individual students' needs. The network has a robust academic collaboration team ("ACT") that supports each Democracy Prep New York ACT site-based team with both compliance and instructional improvement. Site-based ELL coordinators collaborate with the network level ELL manager to provide supports for ELL services at each site. Each charter uses clear procedures for identifying students with disabilities, ELLs, and students struggling academically. The charter serves any and all students who are classified as ELLs through the Sheltered Instruction Observation Protocol that provides students with the challenge and extra supports needed rapidly to achieve proficiency in English while simultaneously accessing grade level content. Students who have been identified as ELLs are assessed annually using the NYSESLAT to determine improvement in English language proficiency. Each student with an individualized education program ("IEP") or 504 plan is monitored by an ACT teacher to ensure compliance with service mandates. Unique to Democracy Prep New York, in order to serve students with more restrictive settings on the IEP, the education corporation offers a temporary, smaller class sized designed program to meet individual needs. Students have the opportunity to transition into this program from any Democracy Prep New York charter until the student is ready to transition back into the general education program. Democracy Prep New York's Response to Intervention ("RTI") program effectively identifies and supports students struggling academically. Democracy Prep New York uses academic data to identify specific students that need extra academic support during grade team meetings. Using a multi-tiered intervention system, classroom and ACT teachers identify specific interventions to meet the needs of individual students. Democracy Prep New York provides effective training and professional development to all teachers on identifying and supporting students with disabilities and students struggling academically. Teachers receive targeted opportunities that address meeting the needs of students with disabilities and students struggling academically.

### ORGANIZATIONAL CAPACITY

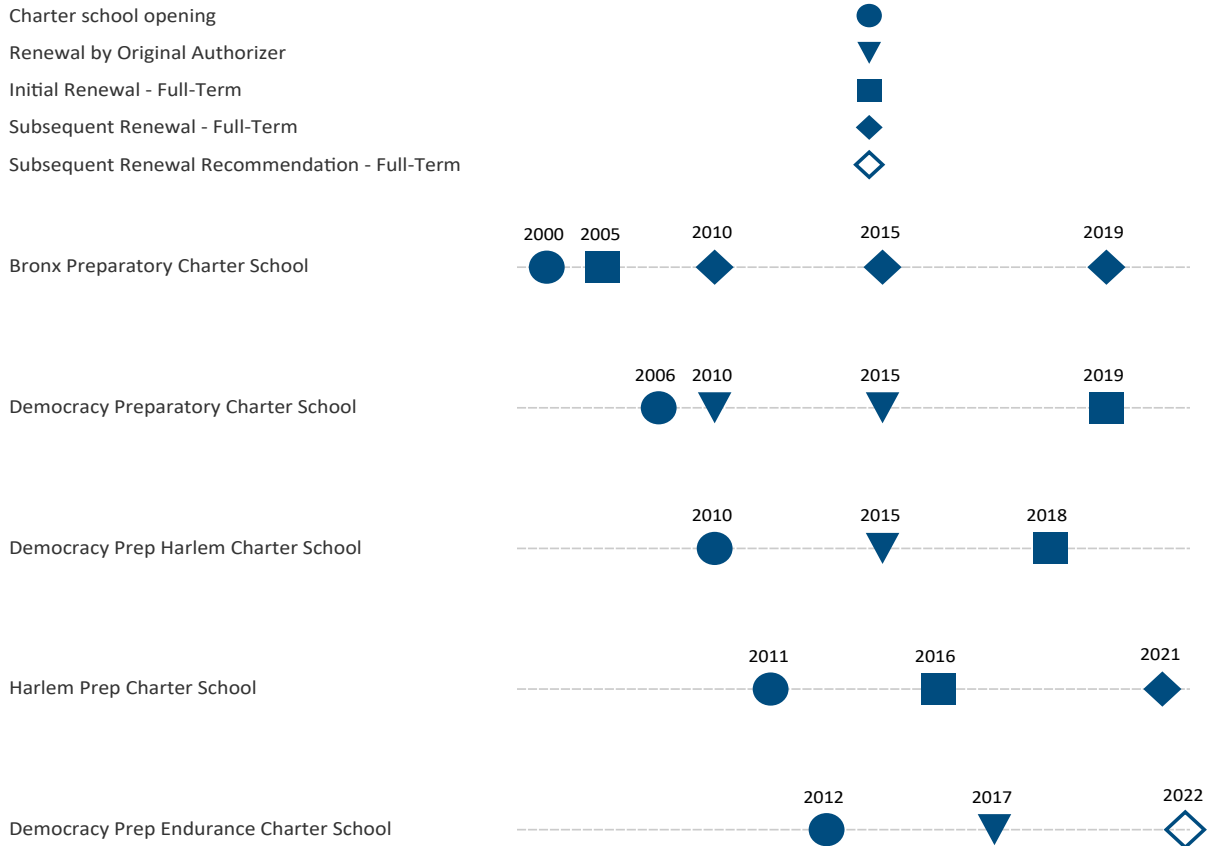
Democracy Prep New York establishes an organizational structure that works effectively to deliver the educational program. The roles of various administrative positions are appropriate and clear. The charters have adequate resources to support the achievement of goals. The network provides quality facilities, adequate materials for students and appropriate funding for staffing. The network implements a variety of initiatives to recruit and retain students and high quality staff members. The network has also established a master teacher program as a pipeline to develop highly effective teachers for roles of their choice. Teachers with at least five years of teaching experience and strong performance evaluation results earn a monetary bonus and perform research related to their career goals. Democracy Prep New York maintains a highly structured and consistent discipline system, as one of the network's top priorities is students' physical safety and comfort with taking intellectual risks.

### BOARD OVERSIGHT AND GOVERNANCE

The Democracy Prep New York board works effectively to achieve each charter's Accountability Plan goals. The board has a clear understanding of its role and has established committees, systems, and procedures. Board members bring an array of talents and expertise and provide thoughtful oversight to the charters ensuring the stability and soundness of the charters' academics, organization, and finances. Board members are knowledgeable of academic progress and areas for growth across all Democracy Prep New York charters, and set measurable goals to improve performance. The Democracy Prep New York board continues to hold DPPS accountable for academic and financial outcomes, and monitors the fiscal condition of the network.



EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL



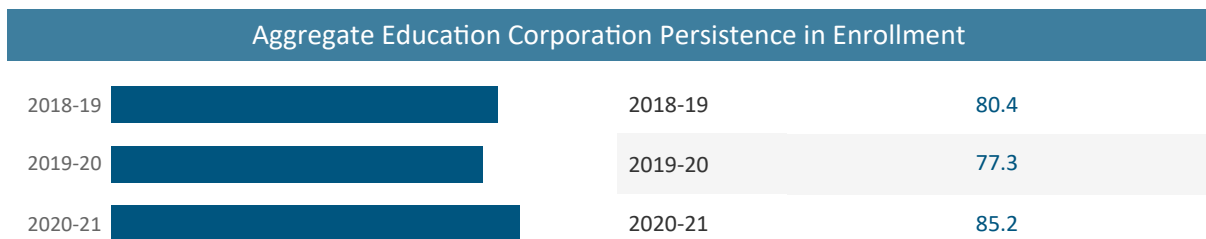
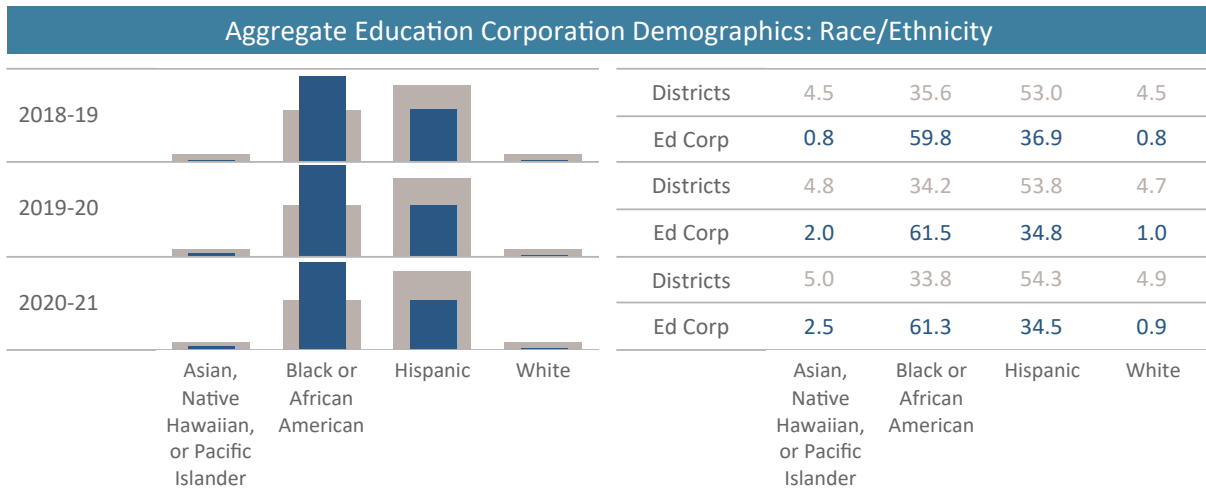
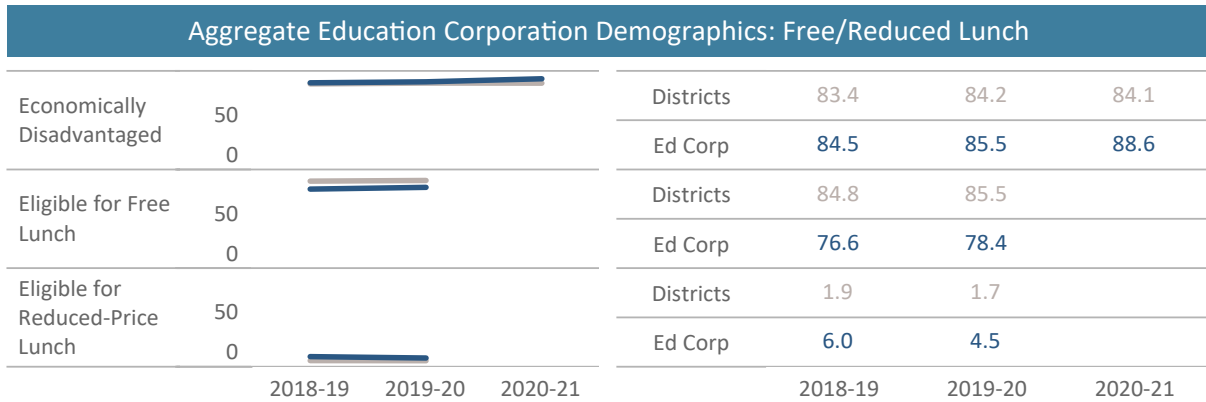
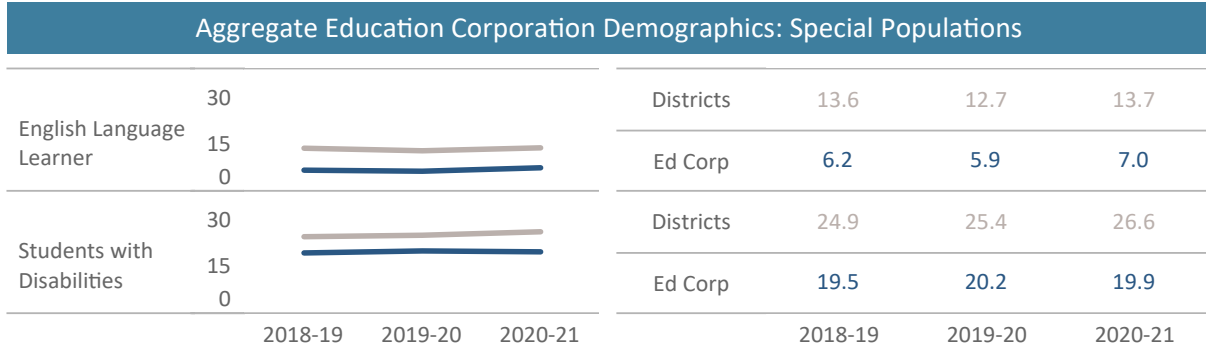


**EDUCATION CORPORATION CHARTER CHARACTERISTICS**

CHARTER	LOCAL DISTRICT	CO-LOCATED	CHARTERED ENROLLMENT	GRADE SPAN
Bronx Preparatory Charter School	Bronx CSD 9, 11	Private	910	K-1, 6-12
Democracy Preparatory Endurance Charter School	Bronx CSD 11 Manhattan CSD 4 Manhattan CSD 5	Co-located/ Private	864	K-1, 6-12
Democracy Preparatory Harlem Charter School	Manhattan CSD 3 Manhattan CSD 5	Co-located/ Private	1,188	K-12
Democracy Preparatory Charter School	Manhattan CSD 5	Co-located	715	6-12
Harlem Preparatory Charter School	Manhattan CSD 4	Co-located/ Private	1,020	K-12



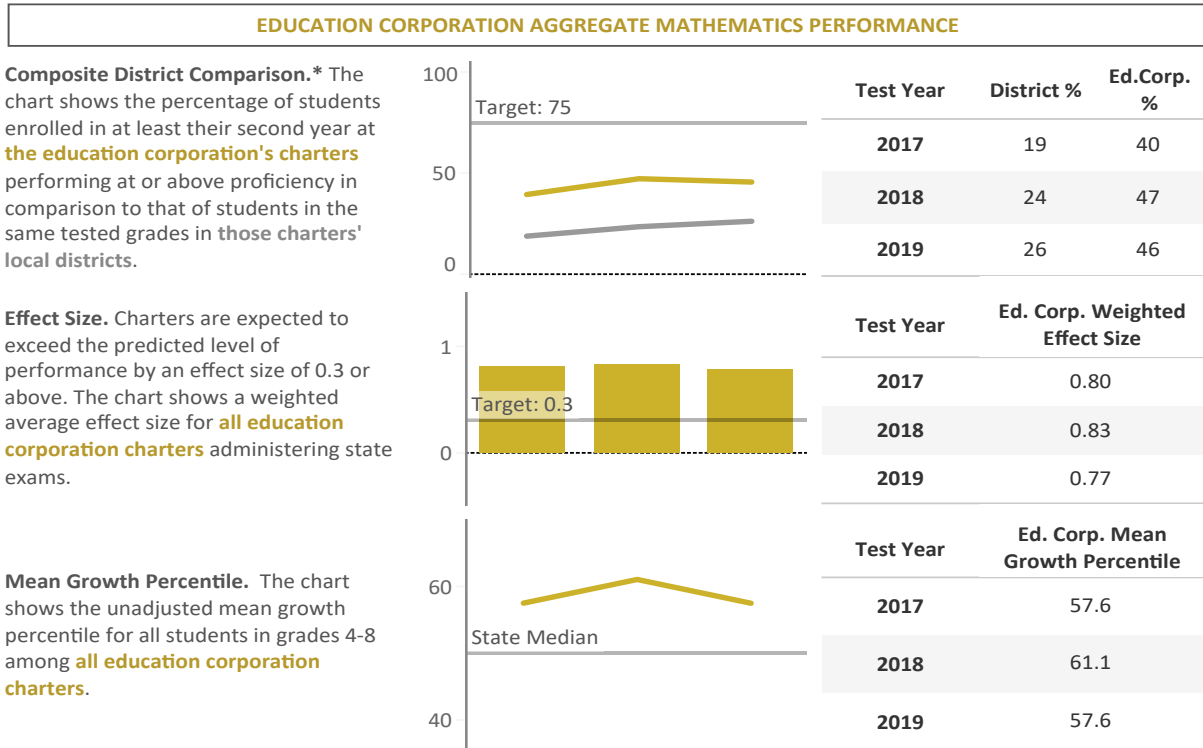
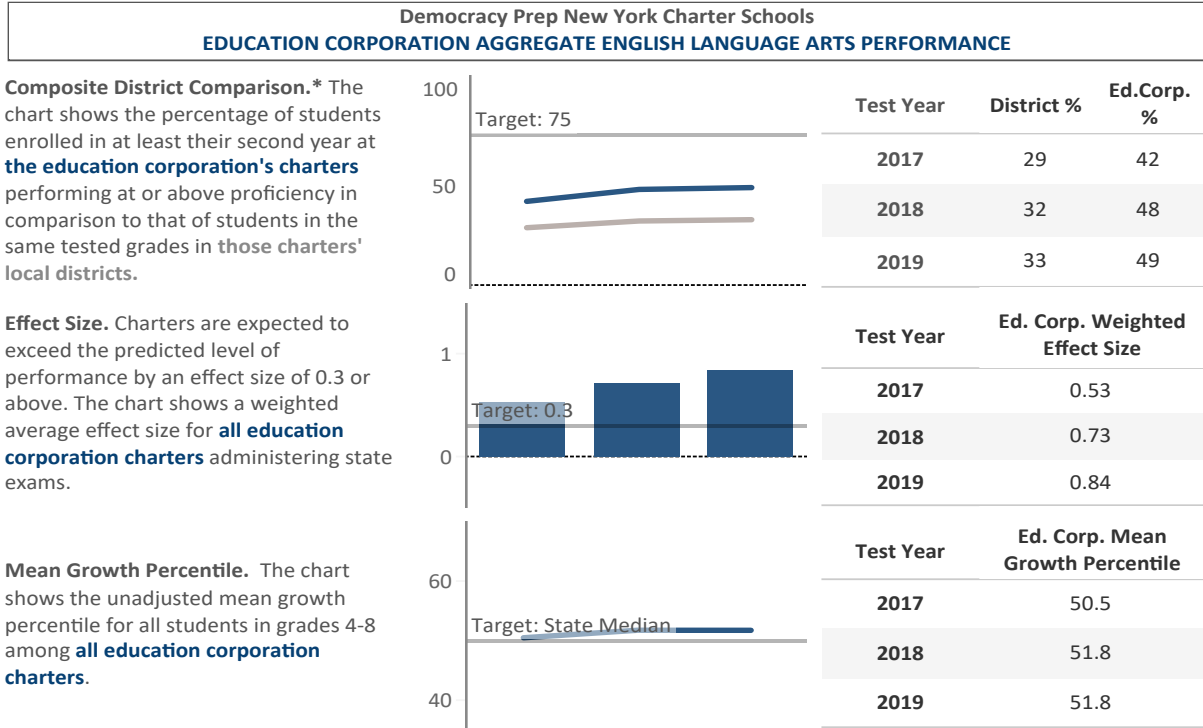
Democracy Prep New York Charter Schools Aggregate Education Corporation Enrollment and Persistence



\* Data reported in these charts reflect BEDS day enrollment counts as reported by NYSED except for the charters' 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



DEMOCRACY PREP NEW YORK CHARTER SCHOOLS:  
AGGREGATE ENGLISH LANGUAGE ARTS AND MATHEMATICS PERFORMANCE FOR ALL CHARTERS



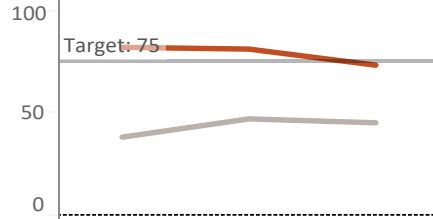
\* The composite district comparison is a weighted proficiency rate including all comparison grades from Districts/New York City Community School Districts ("CSDs") in which a charter in the education corporation is located. The data reflect results for all charters in the education corporation that have produced New York State exam results.



DEMOCRACY PREP NEW YORK CHARTER SCHOOLS:  
AGGREGATE SCIENCE PERFORMANCE FOR ALL CHARTERS

**Democracy Prep New York Charter Schools  
EDUCATION CORPORATION AGGREGATE SCIENCE PERFORMANCE**

**Composite District Comparison.** The chart shows the percentage of students enrolled in at least their second year at the education corporation performing at or above proficiency in comparison to that of students in the same tested grades in those charters' local districts.



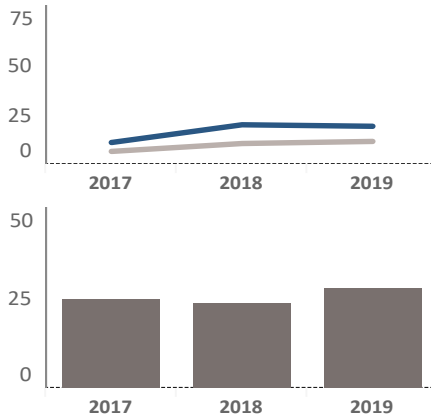
Test Year	District %	Ed.Corp. %
2017	38	82
2018	47	81
2019	45	74

**BASELINE INTERNAL ASSESSMENT RESULTS 2020-21 ELA AND MATHEMATICS - INTERNALLY DEVELOPED\***

Measure	Subgroup	Bronx Prep		DPCS		DPHCS		Endurance		Harlem Prep	
		Tested	Results	Tested	Results	Tested	Results	Tested	Results	Tested	Results
Equity 1	English Language Learners	42	44.3%	20	37.0%	21	21.5%	24	57.2%	32	43.5%
Equity 2	Students with disabilities	63	46.5%	56	42.7%	83	29.4%	80	36.7%	114	30.8%
Absolute	All students	386	52.6%	310	54.9%	597	51.4%	320	49.4%	496	43.6%

Measure	Subgroup	Bronx Prep		DPCS		DPHCS		Endurance		Harlem Prep	
		Tested	Results	Tested	Results	Tested	Results	Tested	Results	Tested	Results
Equity 1	English Language Learners	42	44.3%	20	32.0%	39	25.6%	24	56.8%	32	47.4%
Equity 2	Students with disabilities	63	25.9%	56	32.5%	128	29.7%	80	35.1%	114	38.3%
Absolute	All students	386	46.6%	310	49.4%	597	52.0%	320	54.5%	496	47.2%

**AGGREGATE PERFORMANCE OF STUDENTS WITH DISABILITIES AND ELLS FOR EDUCATION CORPORATION\*\***



Ed. Corp. Enrollment Receiving Mandated Academic Services	620	703	789
Tested on State Exam	337	386	437
Ed. Corp. Percent Proficient on ELA Exam	11.3	20.2	19.5
Composite District Percent Proficient	6.8	10.8	11.8
Ed. Corp. ELL Enrollment	190	230	253
Tested on NYSESLAT Exam	167	216	236
Ed. Corp. Percent 'Commanding' or Making Progress on NYSESLAT	24.6	23.6	27.5

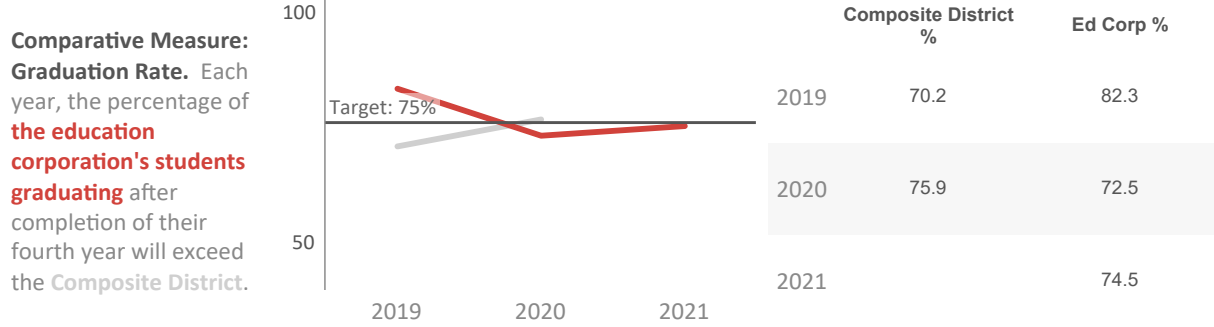
\* For description of internal assessments, see section 1A.  
\*\*The academic outcome data about the performance of students receiving special education services and ELLs above is not tied to separate goals in a charter's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding.



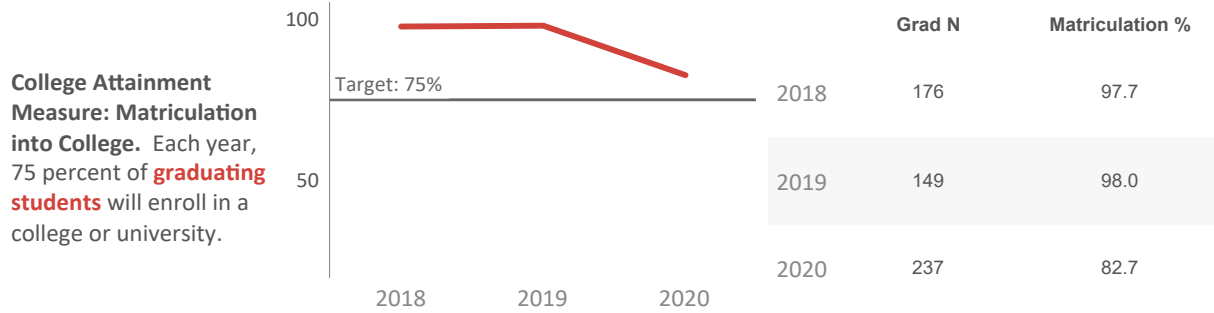
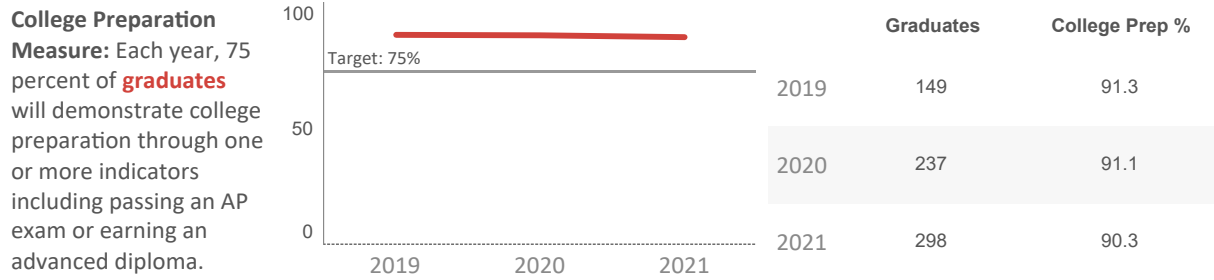
Democracy Prep New York Charter Schools

Composite District

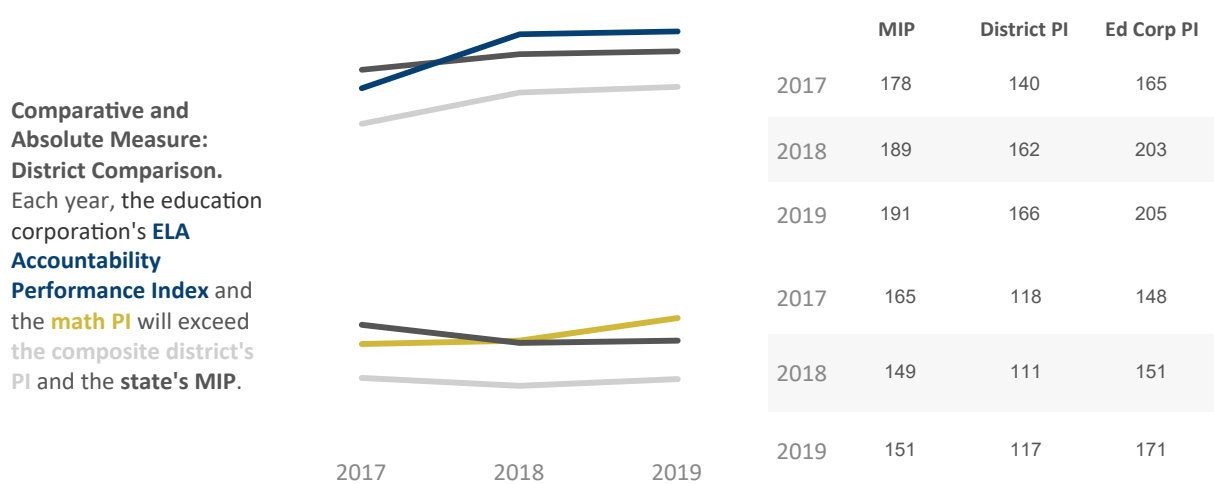
HIGH SCHOOL GRADUATION RATE



COLLEGE PREPARATION AND ATTAINMENT

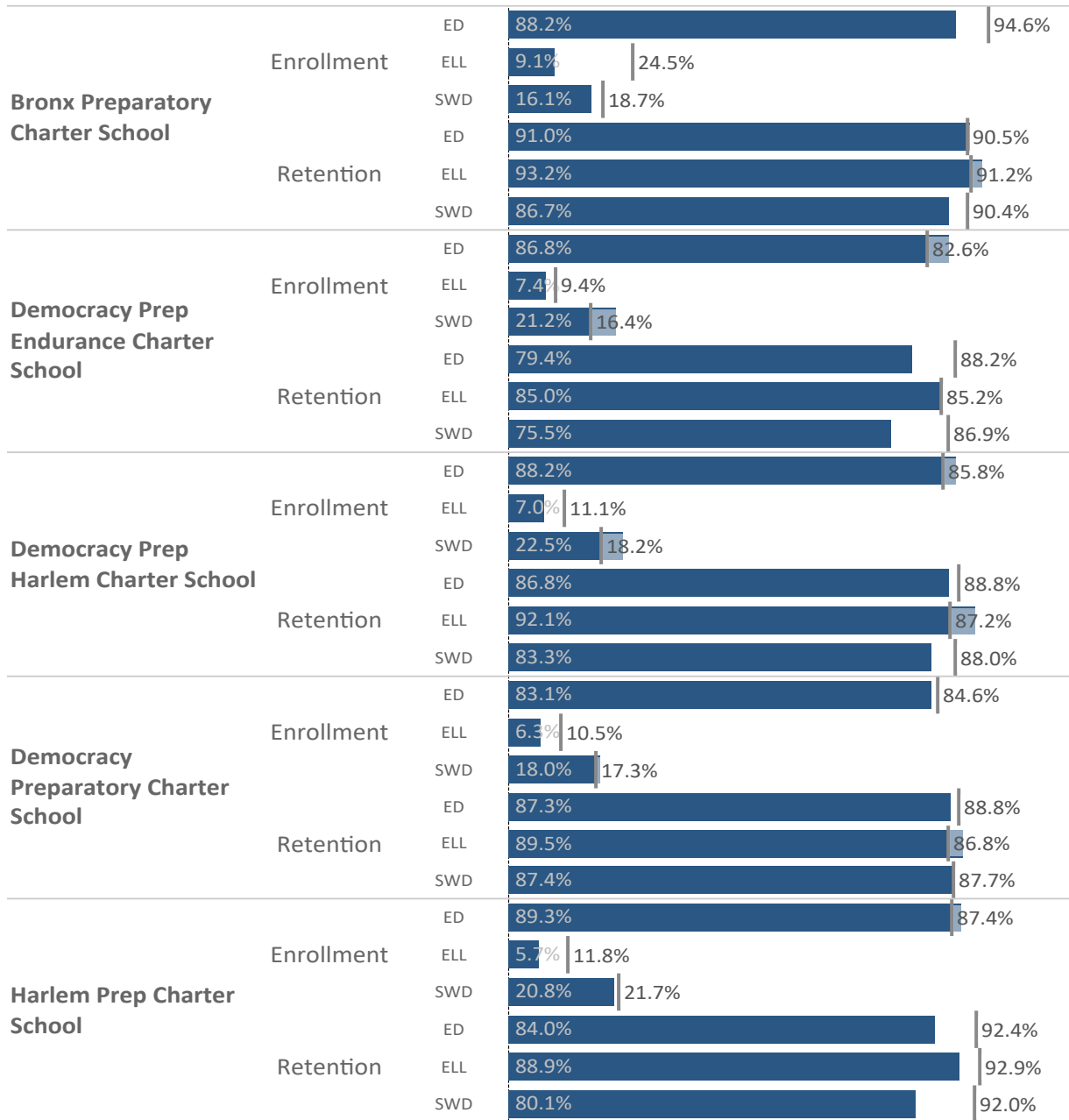


ENGLISH LANGUAGE ARTS AND MATHEMATICS





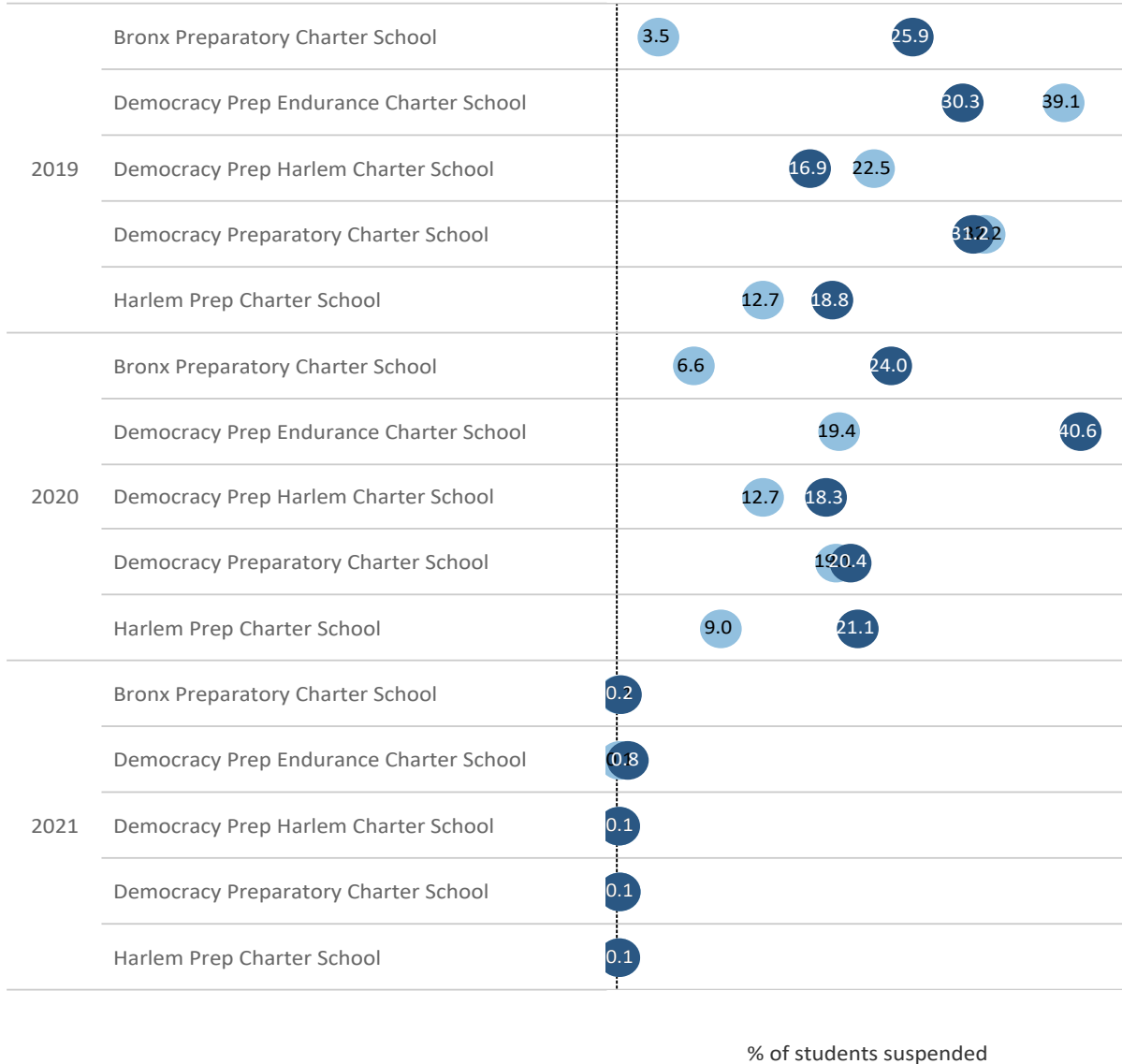
**ENROLLMENT AND RETENTION TARGETS**



The chart illustrates the **current enrollment and retention percentages** against the **enrollment and retention targets** for each operating charter in the education corporation. As required by Education Law § 2851(4)(e), a charter must include in its renewal application information regarding the efforts it has, and will, put in place to meet or exceed SUNY’s enrollment and retention targets for students with disabilities, ELLs, and FRPL students. This analysis is based on the most recent enrollment and retention data supplied to the Institute by the education corporation.



**Suspensions: Democracy Prep New York Charter Schools's out of school suspension rate and in school suspension rate.**



Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by the NYCDOE: the total the number of students receiving an out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

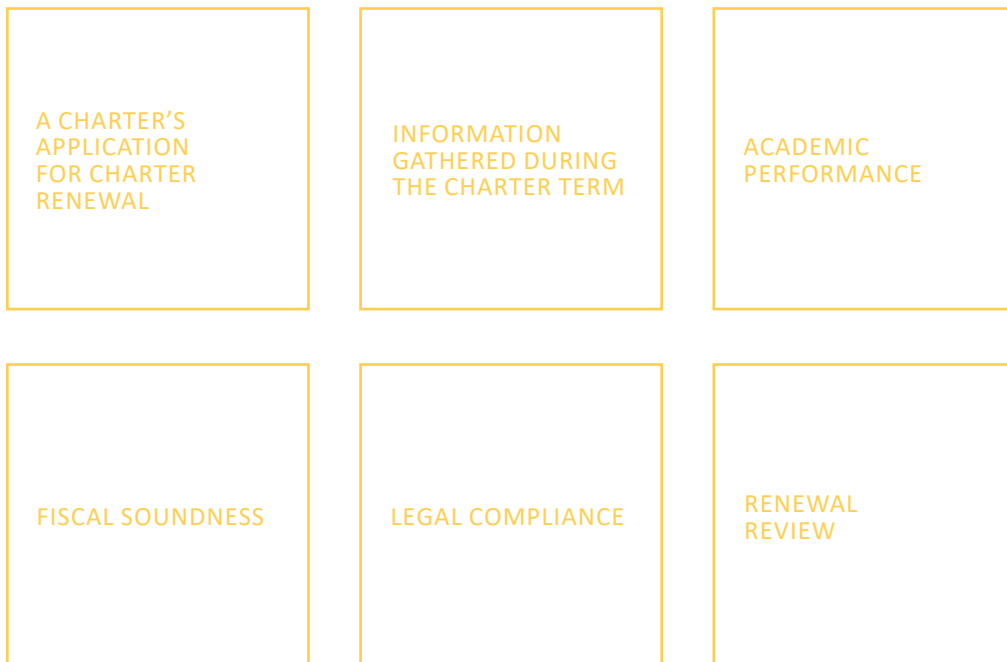
**During the most recent school year, the education corporation expelled 0 students.**

The sections below contain general information about the SUNY Trustees’ and Institute’s approach to renewal.

### REPORT FORMAT

This report is the primary means by which the SUNY Charter Schools Institute (the “Institute”) transmits to the State University of New York Board of Trustees (the “SUNY Trustees”) its findings and recommendations regarding a charter’s Application for Charter Renewal, and more broadly, details the merits of a charter’s case for renewal. The Institute has created and issued this report pursuant to the ***Policies for the Renewal of Not-For-Profit Charter School Education Corporations and Charter Schools Authorized by the Board of Trustees of the State University of New York*** (the “SUNY Renewal Policies”).<sup>1</sup>

### THE INSTITUTE MAKES ALL RENEWAL RECOMMENDATIONS BASED ON



***Most importantly, the Institute analyzes the charter’s record of academic performance and the extent to which it has met its academic Accountability Plan goals.***

1. Revised September 4, 2013 and available on the [Institute’s website](#).

## REPORT FORMAT

This renewal recommendation report compiles evidence using the *State University of New York Charter Renewal Benchmarks* (the “SUNY Renewal Benchmarks”),<sup>2</sup> which specify in detail what a successful charter should be able to demonstrate at the time of the renewal review. The Institute uses the four interconnected renewal questions below for framing benchmark statements to determine if a charter has made an adequate case for renewal.

## RENEWAL QUESTIONS



**IS THE CHARTER AN ACADEMIC SUCCESS?**

**IS THE CHARTER AN EFFECTIVE, VIABLE ORGANIZATION?**

**IS THE CHARTER FISCALLY SOUND?**

**IF THE SUNY TRUSTEES RENEW THE EDUCATION CORPORATION'S AUTHORITY TO OPERATE THE CHARTER, ARE ITS PLANS FOR THE CHARTER REASONABLE, FEASIBLE, AND ACHIEVABLE?**

This report contains appendices that provide additional statistical and organizationally related information including a statistical overview, copies of any school district comments on the Application for Charter Renewal, and the SUNY Fiscal Dashboard information for the charter. If applicable, the appendices also include additional information about the education corporation, its charters and student achievement of those charters.



*Additional information about the SUNY renewal process and an overview of the requirements for renewal under the New York Charter Schools Act of 1998 (as amended, the “Act”) are available on the [Institute’s website](#).*

*2. Version 5.0, May 2012, are available on the [Institute’s website](#).*



## IS THE CHARTER AN ACADEMIC SUCCESS? THE INFORMATION BELOW HIGHLIGHTS THE INSTITUTE'S AND SUNY TRUSTEES' APPROACH TO ACCOUNTABILITY PLANS FOR EACH SUNY AUTHORIZED CHARTER SCHOOL.

At the beginning of the Accountability Period,<sup>3</sup> the charter developed and adopted an Accountability Plan that set academic goals for performance in the key subjects of ELA and mathematics, as well as science and the federal Every Student Succeeds Act ("ESSA"). High school Accountability Plans also include goals for High School Graduation, College Preparation, and Social Studies. For each goal in the Accountability Plan, specific outcome measures define the level of performance necessary to meet that goal. The Institute examines results for all required Accountability Plan measures to determine goal attainment. The Act requires charters be held "accountable for meeting measurable student achievement results"<sup>4</sup> and states the educational programs at a charter school must "meet or exceed the student performance standards adopted by the board of regents"<sup>5</sup> for other public schools. SUNY's required accountability measures rest on performance as measured by statewide assessments. Historically, SUNY's required measures include measures that present charters':

ABSOLUTE PERFORMANCE, I.E., WHAT PERCENTAGE OF STUDENTS SCORE AT A CERTAIN PROFICIENCY ON STATE EXAMS?

COMPARATIVE PERFORMANCE, I.E., HOW DID THE CHARTER DO AS COMPARED TO SCHOOLS IN THE DISTRICT AND SCHOOLS THAT SERVE SIMILAR POPULATIONS OF ECONOMICALLY DISADVANTAGED STUDENTS?

GROWTH PERFORMANCE, I.E., HOW MUCH DID THE CHARTER GROW STUDENT PERFORMANCE AS COMPARED TO THE GROWTH OF SIMILARLY SITUATED STUDENTS?

Absolute, comparative, and growth achievement provide a basis for triangulating charter performance within each academic goal area. Furthermore, every SUNY authorized charter school may propose additional, mission aligned goals and measures of success when crafting its Accountability Plan. The final Accountability Plan adopted by the charter's board and approved by the Institute is included in the charter and frames the analysis of the charter's student achievement results.

The Institute consistently emphasizes comparative and growth performance over absolute measures in its analysis of goal attainment. Nevertheless, the Institute analyzes every measure included in a charter's Accountability Plan to determine its level of academic success, including the extent to which each charter has established and maintained a record of high performance and demonstrated progress toward meeting its academic Accountability Plan goals throughout the charter term. Whether or not a charter includes additional measures in its Accountability Plan, the Institute considers all available evidence of charter performance at the time of renewal.

3. Because the SUNY Trustees make a renewal decision before student achievement results for the final year of a charter term become available, the Accountability Period ends with the school year prior to the final year of the charter term. For a charter in a subsequent charter term, the Accountability Period covers the final year of the previous charter term and ends with the school year prior to the final year of the current charter term. In this renewal report, the Institute uses "charter term" and "Accountability Period" interchangeably.

4. Education Law § 2850(2)(f).

5. Education Law § 2854(1)(d).

State assessment data in ELA, mathematics, and science in 3<sup>rd</sup>- 8<sup>th</sup> grade form the basis of data required to analyze the required accountability measures for elementary and middle schools. These data were not available in 2019-20 following the state’s cancellation of all state exams during the start of the COVID-19 pandemic. Although charters participated in state assessments in ELA and mathematics in 2020-21, the participation rates that year were inconsistent. The resulting data are not sufficiently reliable or credible for cogent analyses of academic performance. In response, the Institute provided all SUNY authorized charter schools a framework for the analysis of norm-referenced and internally developed exam data. To every extent possible, the Institute attempted to maintain a consistent framework of examining absolute, comparative, and growth performance. During 2019-20 and 2020-21, charters reported data on a variety of norm-referenced and internally developed assessments to demonstrate student academic success. This renewal report contemplates charter performance during the pandemic through the lenses of absolute and growth performance on norm-referenced and internally developed ELA, mathematics, and science assessments along with high school completion and college readiness data.



**Charter Schools Institute**  
The State University of New York