

THE SUNY CHARTER SCHOOLS INSTITUTE

**RENEWAL RECOMMENDATION REPORT
TRUE NORTH ROCHESTER PREPARATORY
CHARTER SCHOOL'S AUTHORITY TO OPERATE:**

ROCHESTER PREPARATORY CHARTER SCHOOL 3

*TRUE NORTH ROCHESTER PREPARATORY
CHARTER SCHOOL*

*TRUE NORTH ROCHESTER PREPARATORY
CHARTER SCHOOL - WEST CAMPUS*

Report Date: September 28, 2020

Visit Dates: March 11-13, 2020

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Charter Schools Institute
The State University of New York

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INTRODUCTION & 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 the education corporation’s Applications for Charter Renewal for all schools under renewal consideration during the current school year, and more broadly, details the merits of the schools’ cases 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”).¹

THE INSTITUTE MAKES ALL RENEWAL RECOMMENDATIONS BASED ON

A SCHOOL'S
APPLICATION
FOR CHARTER
RENEWAL

INFORMATION
GATHERED
DURING THE
CHARTER TERM

ACADEMIC
PERFORMANCE

FISCAL
SOUNDNESS

LEGAL
COMPLIANCE

RENEWAL
EVALUATION VISIT



Based on these elements, the Institute is confident in the education corporation’s capacity to ensure that each school within the education corporation, and the charter schools under renewal consideration during this school year, continues to produce high student achievement results.

This renewal report presents the evidence for and merits of the renewal recommendations for three schools operating under a single education corporation. The evidence supporting the renewal recommendation for each school is presented under a single cover when multiple schools operate under one education corporation and the academic program at each school is substantively the same both in design and in implementation. Most importantly, the Institute

1. Revised September 4, 2013 and available at: www.newyorkcharters.org/SUNY-Renewal-Policies/.

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presents the evidence for multiple schools under a single cover when the academic program at each school has produced a track record of meeting or coming close to meeting the academic goals in each school's Accountability Plan. The Institute uses multiple measures to determine the education corporation has demonstrated capacity throughout the charter term to support its schools in meeting or coming close to meeting their Accountability Plan goals and that the education corporation is likely to do so in a subsequent charter term.

REPORT FORMAT

For a high performing education corporation, the renewal recommendation report compiles the evidence below using the ***State University of New York Charter Renewal Benchmarks*** (the "SUNY Renewal Benchmarks"),² which specify in detail what a successful school should be able to demonstrate at the time of the renewal review. For the purposes of multiple schools within the education corporation under renewal consideration at the same time, the Institute slightly modifies the questions below to reflect the capacity of the education corporation and the supports it provides to its schools. The Institute uses the four interconnected renewal questions below for framing benchmark statements to determine if an education corporation has made an adequate case for renewal for each of its schools.



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 at: www.newyorkcharters.org/renewal/.

RENEWAL QUESTIONS

1. IS EACH SCHOOL AN ACADEMIC SUCCESS?
2. IS EACH SCHOOL AN EFFECTIVE, VIABLE ORGANIZATION?
3. IS THE EDUCATION CORPORATION FISCALLY SOUND?
4. IF THE SUNY TRUSTEES RENEW THE EDUCATION CORPORATION'S AUTHORITY TO OPERATE EACH SCHOOL, ARE ITS PLANS FOR ITS SCHOOLS REASONABLE, FEASIBLE, AND ACHIEVABLE?

Because the education corporation implements a replicated program across all of its sites, and that program posts an overall record of high academic performance, the Institute confirms that each school under renewal consideration implements the replicated program through classroom

2. Version 5.0, May 2012, available at: www.newyorkcharters.org/SUNY-Renewal-Benchmarks/.

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observations, interviews, and document reviews. For schools under renewal consideration, the Institute completes compliance related checks and meets with school leaders, teachers, and families. The Institute also meets with members of the education corporation board of trustees (the “board”) within the charter term.

In this report, information about the education corporation and the academic program found across all its schools precedes information regarding each individual renewal school, which includes student performance information, copies of any school district comments on the Applications for Charter Renewal, and the SUNY Fiscal Dashboard information for each school. The appendices that follow offer statistical information on each school in the education corporation and the SUNY Fiscal Dashboard information for the education corporation.



RENEWAL RECOMMENDATION

Full-Term Renewal. The Institute recommends that the SUNY Trustees approve the three Applications for Charter Renewal:

- Rochester Preparatory Charter School 3;
- True North Rochester Preparatory Charter School; and,
- True North Rochester Preparatory Charter School - West Campus.

If each school is renewed, True North Rochester Preparatory Charter School will be granted the authority to continue to operate each school for a period of five years with authority to provide instruction to students in such configurations as set forth in each school's Application for Charter Renewal. The table below presents more information about the schools.

The Institute further recommends that the SUNY Trustees renew for a full term of five years the provisional charter of True North Rochester Preparatory Charter School, the New York not-for-profit charter school education corporation that operates the three charter schools above

SCHOOL	PROJECTED GRADES FOR END OF NEXT CHARTER TERM	PROJECTED ENROLLMENT FOR END OF NEXT CHARTER TERM	RENEWAL TYPE
Rochester Preparatory Charter School 3 ("Rochester Prep 3")	K-8	807	Five-Year Initial
True North Rochester Preparatory Charter School ("Rochester Prep")	K-12	1,405	Five-Year Subsequent
True North Rochester Preparatory Charter School - West Campus ("Rochester Prep - West")	K-8	807	Five-Year Subsequent

To earn an **Initial Full-Term Renewal**, a school 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,³ 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.⁴

To earn a **Subsequent Full-Term Renewal**, a school must demonstrate that it has met or come close to meeting its academic Accountability Plan goals.⁵

REQUIRED FINDINGS

In addition to making a recommendation based on a determination of whether each school has met the SUNY Trustees' specific renewal criteria, the Institute makes the following findings required by the Act:

- 1: each school, as described in its 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 each school in an educationally and fiscally sound manner in the next charter term; and,
- 3: given the programs they will offer, their structure and purpose, approving each school to operate for another five years is likely to improve student learning and achievement and materially further the purposes of the Act.⁶

3. The Qualitative Education Benchmarks are a subset of the SUNY Renewal Benchmarks.

4. SUNY Renewal Policies (p.12).

5. SUNY Renewal Policies (p.14).

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

As part of the corporate charter renewal review process and as required by Education Law § 2851(4), the Institute reviewed the progress of each of the education corporation's operating schools in achieving the educational objectives set forth in their terms of operation in the education corporation's charter agreement. The Institute also reviewed detailed financial statements that disclosed the costs of administration, instruction, and other spending categories at each school operated by the education corporation. The Institute reviewed the annual reports, indications of parent and student satisfaction and organizational capacity for

each of the schools. Finally, the Institute reviewed the governance structure and finances of the education corporation. Elements of the foregoing constitute the Corporate Renewal Application. Based on this review and other information submitted to the Institute and in its files, the Institute makes the following findings required by the Act:

- 4:** the charter school education corporation, as described in the Corporate Renewal Application, meets the requirements of the Act and all other applicable laws, rules, and regulations;
- 5:** the education corporation can demonstrate the ability to operate its schools in an educationally and fiscally sound manner in the next charter term; and,
- 6:** approving the education corporation to operate for another five years is likely to improve student learning and achievement and materially further the purposes of the Act.

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, English Language learners ("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.

Each school operated by True North Rochester Preparatory Charter School ("Rochester Prep Schools" or the "education corporation") makes good faith efforts to meet its enrollment and retention targets. Rochester Prep Schools contracts with the not-for-profit charter management organization ("CMO") Uncommon Schools, Inc. ("Uncommon Schools" or the "network"), for, among other things, support with monitoring the enrollment and retention targets of the schools within Rochester Prep Schools. Network and school based operations teams plan to utilize the following strategies to meet targets in the next charter term:

- mailing recruitment letters home to families across Rochester;
- advertising in various venues including busses and local businesses, about the schools;
- translating all promotional materials into Spanish;
- advertising on local radio stations including Spanish language programs;

- highlighting the schools’ services for ELLs and students with disabilities;
- hosting open houses at each school location;
- holding sessions for prospective families specifically on special education services offered by the schools;
- offering a wide range of services for students with disabilities including more restrictive settings;
- participating in community events to share information about each school; and,
- providing a weighted preference in the annual lottery for students who qualify for FRPL, ELLs, and students with disabilities.

For additional information on each school’s enrollment and retention target progress, see the School Overviews, below.

CONSIDERATION OF SCHOOL DISTRICT COMMENTS

In accordance with the Act, the Institute notified the district in which the charter schools are located regarding the schools’ Applications for Charter Renewal. Any full text of written comments, if available, received from the district appears in Appendix C.

As of the date of this report, the Institute has not received district comments for Rochester Prep 3, Rochester Prep, or Rochester Prep - West in response to the renewal applications.

EDUCATION CORPORATION BACKGROUND AND EXECUTIVE SUMMARY

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL

This section of the report provides an overall description of the highly successful model and aggregate analysis of Rochester Prep Schools' student achievement results. A detailed, school by school analysis highlighting individual school background, student performance, legal compliance, and fiscal information is presented in the School Overview sections.

BACKGROUND

Rochester Prep Schools, a not-for-profit charter school education corporation, is currently authorized to operate three charter schools. For 2019-20, the three schools are approved to collectively serve over 2,500 students per each school's chartered enrollment.

The Act allows authorizers to grant charter school education corporations the authority to operate more than one school under Education Law § 2853(1)(b-1) through the approval of new schools as set forth in the Act, or through merger with one or more education corporations.

Rochester Prep Schools' mission states:



Uncommon Schools operates outstanding urban public schools that close the achievement gap and prepare students from low-income communities to graduate from college.

Rochester Prep Schools contracts with Uncommon Schools, a New Jersey not-for-profit corporation, which operates charter schools across New York, Massachusetts, and New Jersey, and provides operational, instructional, and performance management support to schools pursuant to a contract. The SUNY Trustees authorize 17 schools in New York City, Rochester, and Troy across three not-for-profit education corporations that contract with the network for education management services, and collectively educate approximately 11,500 students.

The Institute conducted the renewal visit to the three Rochester Prep Schools before the education corporation made the transition to remote learning in response to the COVID-19 pandemic. The report that follows includes the analysis of the school's academic program as conducted by the team while the school still provided students with full in person instruction.

Since the transition, the Institute maintained communication with the education corporation by conducting three interviews with school leaders. The Institute also partnered with Stanford University's Center for Research on Education Outcomes ("CREDO") and other New York

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EDUCATION CORPORATION BACKGROUND AND EXECUTIVE SUMMARY

State charter school authorizers to conduct a survey of all New York State charter schools in spring 2020. Over summer 2020, the education corporation submitted reopening plans to the Institute, and the Institute found that the education corporation developed a thorough plan to provide a hybrid model of learning for students for the beginning of the 2020-21 school year.

SUMMARY OF COVID-19 RESPONSE

Rochester Prep Schools swiftly transitioned to remote instruction for the health and safety of students, families, and staff. On March 13, 2020, schools distributed the necessary work and technology to approximately 2,500 students and families. The school worked to ensure that families had access to three meals a day through Rochester City Schools District and other community partners. Within 14 days of transitioning to remote instruction, the education corporation, with support from Uncommon Schools, revised its remote learning program to include more opportunities for students to engage with learning. By mid-April, the school offered between 10 and 25 hours of asynchronous video instruction to students, dependent on the grade band. All Uncommon Schools across New York, New Jersey, and Massachusetts collaborated to create asynchronous video resources for students across the elementary and middle school levels. The high school program implemented synchronous instruction in core content areas. Over the course of the spring, Rochester Prep Schools made appropriate adjustments to its remote learning program based on feedback from students, families, and teachers, and leaders worked to prioritize balancing health and safety while attempting to provide the best instructional program in a remote space. Some changes included adopting new programs to fully engage students.

In crafting its reopening plan for the 2020-21 school year, Rochester Prep Schools reflected on feedback from the spring programming and implemented a similar program with adjustments to continue to increase student engagement. At the time of this report, the schools will open fully remote and begin to transition to a hybrid model in early October 2020. Rochester Prep Schools plans to implement in person learning at least two days per week for the elementary and middle school programs, and the schools are prioritizing in person learning for Kindergarten, students with disabilities, and ELLs. At the high school level, students will continue synchronous learning remotely with one day per week of instruction for general education students and three days per week for students with disabilities. The school plans to deliver diagnostic assessments as soon as hybrid instruction begins to inform curricular program changes to meet the needs of students to remedy any gaps in learning that may have occurred during the remote learning period.

Rochester Prep Schools' New York Forward DOH Reopening Plan, developed in alignment with guidance from New York State's Department of Health, [can be found at this link](#).

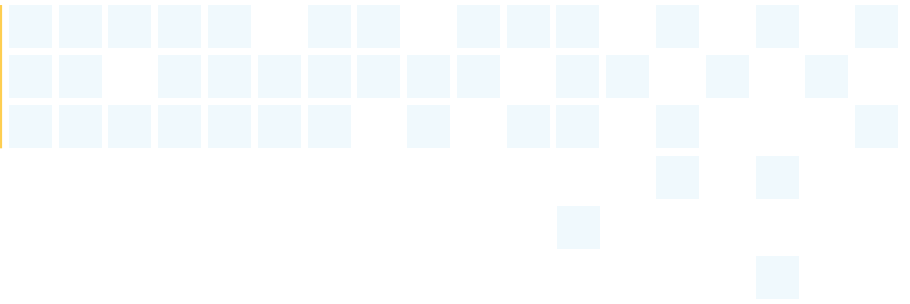
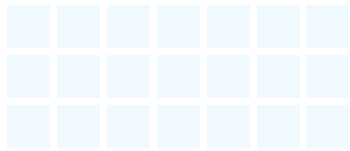
EDUCATION CORPORATION BACKGROUND AND EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

All Rochester Prep Schools are academic successes having met their Accountability Plan goals over their charter terms. Rochester Prep 3, in its initial charter term, did not yet enroll students in testing grades during the years prior to the cancellation of the state exams in 2019-20. The schools demonstrate high levels of performance as evidenced by:

- Rochester Prep and Rochester Prep - West posted high ELA achievement over the charter term outperforming the district by at least 20 percentage points every year.
- In mathematics, both schools exceeded the targets for each comparative and growth measure every year. Notably in 2017-18, Rochester Prep - West posted a proficiency rate that met the absolute target of 75% and exceeded the district by 63 points.
- In the first two years that Rochester Prep Schools enrolled four year Graduation Cohorts, Rochester Prep posted high graduation and college matriculation rates. Notably in 2017-18, 93% of its first Graduation Cohort graduated after four years, and 86% of those students matriculated into college the following year.
- Rochester Prep Schools posts high results for its at-risk student population specifically ELLs and students with disabilities. Both subgroups of students outperform their district counterparts in ELA and mathematics proficiency. In 2018-19, both ELLs and students with disabilities across the schools had a mean growth percentile at or above the target of 50.
- Based on a review of Rochester Prep 3's and the network's rigorous internal testing systems, Rochester Prep 3's interim assessment results demonstrate the school would be on track to maintain the high levels of performance as similar grade levels in Rochester Prep and Rochester Prep - West.

Based on visits to the schools, the Institute finds that Rochester Prep Schools, with support from the network, ensures the education program is implemented with fidelity across each school as evidenced by academic achievement and corroborated by classroom observations, interviews with staff members, and document reviews. A review of network level supports demonstrates the network has the capacity to maintain support of the educational program of all schools within Rochester Prep Schools. Over the charter term, Rochester Prep Schools improved systems for resource sharing and professional development with Uncommon Schools. The schools now access more curricular resources and professional development tools from the network. This practice of collaboration results in high quality teacher and leader development with strong academic results for students.



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Based on the Institute’s review of each school’s performance as posted over the charter term; a review of the three Applications for Charter Renewal submitted by Rochester Prep Schools; a review of academic, organizational, governance, and financial documentation; and, renewal visits to each school under renewal consideration, the Institute finds that the schools meet the required criteria for charter renewal.

The Institute recommends that the SUNY Trustees renew Rochester Prep Schools’ authority to operate Rochester Prep 3, Rochester Prep, and Rochester Prep – West for a full term of five years. The Institute further recommends that the SUNY Trustees renew the provisional charter of Rochester Prep Schools for a full term of five years.

NOTEWORTHY - TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL

In 2018-19, Rochester Prep and Rochester Prep - West ranked 2nd and 3rd among 49 charter and district schools in Rochester in both ELA and mathematics.



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ACADEMIC PERFORMANCE



IS EACH SCHOOL AN ACADEMIC SUCCESS?

Rochester Prep 3, Rochester Prep, and Rochester Prep - West are each an academic success. Each school meets all of its Accountability Plan goals, where applicable.

At the beginning of the Accountability Period,⁷ each school developed and adopted an Accountability Plan that set academic goals in the key subjects of ELA and mathematics. 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 five required Accountability Plan measures to determine ELA and mathematics goal attainment. Because the Act requires charters be held “accountable for meeting measurable student achievement results”⁸ and states the educational programs at a charter school must “meet or exceed the student performance standards adopted by the board of regents”⁹ 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 schools’:

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

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

7. 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 school 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.

Every SUNY authorized charter school has the opportunity to propose additional measures of success when crafting its Accountability Plan. Rochester Prep Schools did not include any additional measures of success in the Accountability Plan it adopted for each school under renewal consideration.

The Institute analyzes every measure included in the school’s Accountability Plan to determine its level of academic success including the extent to which each school due for renewal this year has established and maintained a record of high performance, and established progress toward meeting its academic Accountability Plan goals throughout the charter term. The Institute identifies the required measures (absolute proficiency, absolute Measure of Interim

8. Education Law § 2850(2)(f).

9. Education Law § 2854(1)(d).

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Progress attainment,¹⁰ comparison to local district, comparison to demographically similar schools, student growth, and high school graduation and college going rates, as applicable) in the Performance Summaries appearing in each of the individual School Overview sections.

The Institute analyzes all measures under a school's ELA and mathematics goals (and high school graduation and college preparation goals for schools enrolling students in high school grades) while emphasizing the school's comparative performance and growth to determine goal attainment. The Institute calculates a comparative effect size to measure the performance of each school coming to renewal and all Rochester Prep Schools combined relative to all public schools statewide that serve the same grade levels and that enroll similar concentrations of economically disadvantaged students. It is important to note that this measure is a comparison measure and therefore any changes in New York's assessment system do not compromise its validity or reliability. Further, a school's performance on the measure is not relative to the test, but relative to the strength of the school's demonstrated student learning compared to other schools' demonstrated student learning. Notwithstanding the validity of the measures within a given school year, it is important to recognize changes in the administration of the state exams and cautiously interpret year over year trends in achievement scores.

The Institute uses the state's growth percentile analysis as a measure of comparative year-to-year growth in student performance on the state's ELA and mathematics exams. The measure compares a school's growth in assessment scores to the growth in assessment scores of the subset of students throughout the state who performed identically on previous years' assessments. According to this measure, median growth statewide is at the 50th percentile. This means that to signal the school's ability to help students make one year's worth of growth in one year's time the expected percentile performance is 50. To signal a school is increasing students' performance above their peers (students statewide who scored previously at the same level), the school must post a percentile performance that exceeds 50.

The Accountability Plan also includes a science goal and an ESSA goal, the latter of which replaced the No Child Left Behind ("NCLB") goal.

For the purposes of this report, the Institute presents the education corporation's aggregate data for all schools across the network to demonstrate the high levels of performance, presenting its aggregate absolute measure, its growth measure, and a comparative measure as compared to a composite district. The Performance Summaries for each individual school under consideration for renewal are available in the individual School Overview sections following the education corporation overview section.

10. During the 2017-18 school year, the state finalized and approved its Every Student Succeeds Act ("ESSA") plan. The Institute established changes to required goals and measures in order to align with the new accountability system. The Institute now requires schools to report a Performance Index ("PI") with the target of meeting or exceeding the state's Measure of Interim Progress ("MIP").

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SUNY RENEWAL BENCHMARK 1A

HAS EACH SCHOOL MET OR COME CLOSE TO MEETING ITS ACADEMIC ACCOUNTABILITY PLAN GOALS?

Rochester Prep Schools demonstrated high levels of student achievement and met or came close to meeting their key Accountability Plan goals in high school graduation, college preparation, ELA, and mathematics. Rochester Prep and Rochester Prep - West each posted strong comparative and growth performance over the charter term.¹¹ In 2018-19, the education corporation's aggregate 3rd – 8th grade students outperformed the district by 37 percentage points in ELA and 51 percentage points in mathematics. Rochester Prep also posted high graduation and college matriculation rates, demonstrating high rates of college and career readiness. Rochester Prep 3 only enrolled 3rd grade students for the first time during the 2019-20 school year and, due to the cancellation of testing by the Board of Regents during 2019-20, will not have state test results for that year. The schools also met or came close to meeting their science, social studies, and NCLB/ESSA goals throughout the term.

Rochester Prep, the only school in the education corporation serving high school grades, met its graduation goal over the charter term. In 2017-18, the first year in which the school enrolled a fourth year cohort, 93% of the school's 2014 Cohort graduated, exceeding the absolute target of 75% by 18 percentage points. The school outperformed the district graduation rate by 34 percentage points. In 2018-19, the school's four year graduation rate declined slightly, but still exceeded the absolute target by 11 percentage points and the district rate by 23 points. Rochester Prep posted high rates of promotion for the first and second year Cohorts in 2017-18 and 2018-19, a leading indicator of continued high graduation rates in the future.

Rochester Prep came close to meeting the college preparation goal over the term. The school posted high results on its college matriculation measure in 2017-18 and 2018-19. In both years, the percentage of graduates who enrolled in a two or four year college program in the fall after graduation exceeded the absolute target of 75%. Notably in 2018-19, the school's matriculation rate increased by 12 percentage points to 98%. Also in both years, just over half of the school's graduates demonstrated college preparation by passing at least one AP exam or achieving the college readiness benchmark on the SAT exam, falling below the target of 75%. In contrast, the school posted high achievement on its College, Career, and Civic Readiness Index ("CCCRI") measure exceeding the state Measure of Interim Progress ("MIP") and the district CCCRI by 58 points in 2017-18.

11. The data analysis presented here reflects student achievement from the first four years of the Accountability Period. Due to the COVID-19 pandemic, the Board of Regents canceled the administration of 3rd – 8th grade state tests for ELA, mathematics, and science during spring 2020. The Board of Regents also canceled the June and August administrations of Regents exams.

Rochester Prep and Rochester Prep – West met their ELA goal over the charter term. From 2014-15 through 2018-19, the schools' students enrolled for at least two years scored at or above proficiency at rates that exceeded the district by as much as 20 percentage points every year. The schools also demonstrated high comparative achievement relative to schools enrolling similar percentages of economically disadvantaged students statewide. Rochester Prep posted effect sizes that exceeded the target of 0.3 from 2014-15 to 2018-19. After only performing slightly higher than expected in 2014-15 and 2015-16, Rochester Prep – West exceeded the target for the subsequent three years. Both schools exceeded the growth target over the term, posting mean growth percentiles above 50 every year. At the secondary level, Rochester Prep posted strong comparative ELA achievement. The school's cohorts scored at least Level 4 on the English Regents exam at rates that far exceeded the district. Further, the school also posted Performance Indices ("PIs") that surpassed the district in 2017-18 and 2018-19.

Both schools in the education corporation enrolling students in testing grades met their mathematics Accountability Plan goals over the term. Rochester Prep and Rochester Prep - West exceeded all comparative and growth targets in every year. From 2014-15 through 2018-19, students at both schools enrolled for at least two years posted proficiency rates far above the performance of the district. Notably, Rochester Prep – West outperformed the district by 63 percentage points in 2017-18. Each school also exceeded the target for the effect size measure in all years. This performance indicates that the schools performed higher than expected to at least a meaningful degree compared to demographically similar schools across the state. The schools also posted high mean growth percentiles, exceeding the target of 50 every year with state assessment results. At the high school level, Rochester Prep posted high comparative achievement in 2017-18 and 2018-19. In both years, the school's total Cohorts scored at least Level 4 on a mathematics Regents at rates that exceeded the district. The school also posted mathematics PIs above the district scores.

Both schools in the education corporation that enrolled students in testing grades during the charter term posted high results on the state's science exams. From 2014-15 to 2018-19, Rochester Prep Schools' 4th and 8th grade students enrolled in at least their second year posted proficiency rates on the state's science exam that exceeded the absolute target of 75% and outperformed the district by at least 27 percentage points in each year. At the high school level, Rochester Prep exceeded both the absolute and comparative target each year that the school enrolled four year cohorts. The school's Accountability Cohorts posted passing rates on a Regents science exam that were far above the target of 75% each year, and the Total Cohorts exceeded the district performance each year.

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Rochester Prep came close to meeting the social studies goal during the charter term. The school's Accountability Cohorts scored at or above proficiency on the U.S. History Regents exam at rates that exceeded the target of 75% in 2017-18 and 2018-19. Also during those two years, the school's Total Cohorts exceeded the district's Total Cohort achievement on the exam. Although the school did not exceed the target of 75% on the Global History Regents exam, it surpassed the district performance in 2018-19 by eight percentage points.

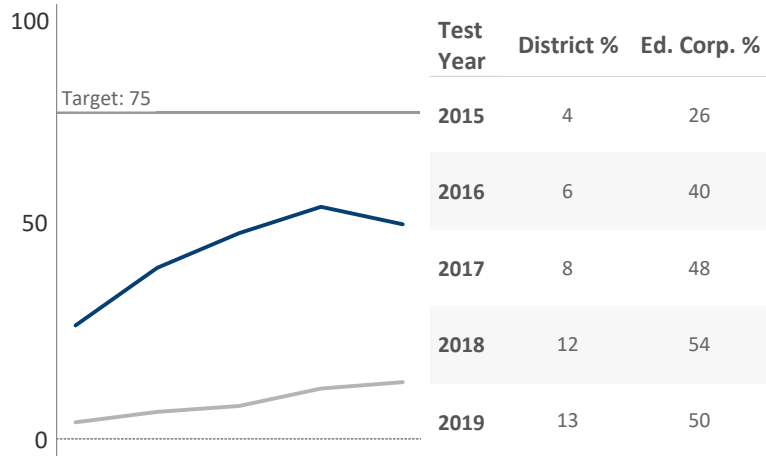
The schools under renewal consideration met their NCLB goal, and more recently the ESSA goal, which replaced the NCLB goal. All schools also remained in good standing under the state's accountability system during the charter term.

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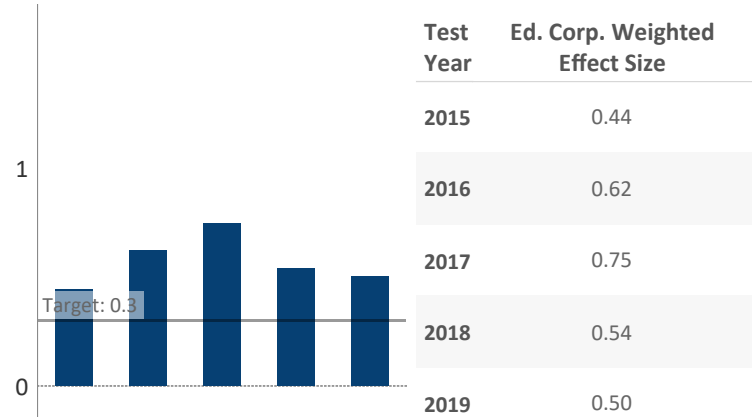
ACADEMIC PERFORMANCE

TRUE NORTH ROCHESTER PREPARATORY SCHOOL: AGGREGATE ENGLISH LANGUAGE ARTS PERFORMANCE FOR ALL SCHOOLS

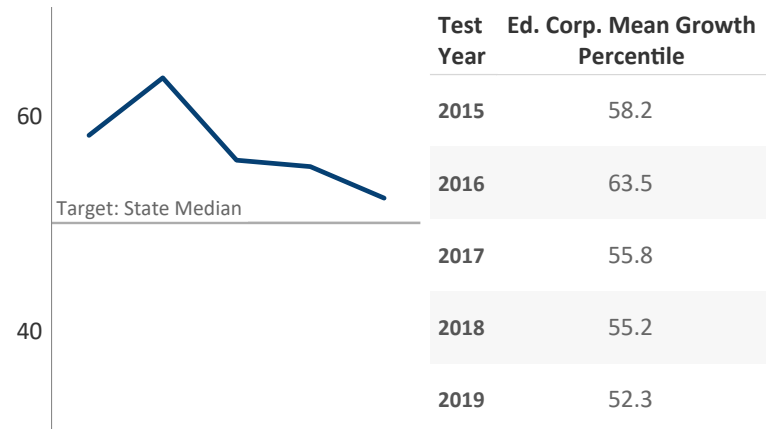
Comparative Measure: District Comparison. The chart shows the percentage of students enrolled in at least their second year at **the education corporation's schools** performing at or above proficiency in comparison to that of students in the same tested grades in **those schools' local district**.



Comparative Measure: Effect Size. Schools are expected to exceed the predicted level of performance by an effect size of 0.3 or above according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State. The chart shows a weighted average effect size for all **education corporation schools** administering state exams.



Comparative Growth Measure: Mean Growth Percentile. The chart shows the unadjusted mean growth percentile for all tested students in grades 4-8 among **all education corporation schools**.

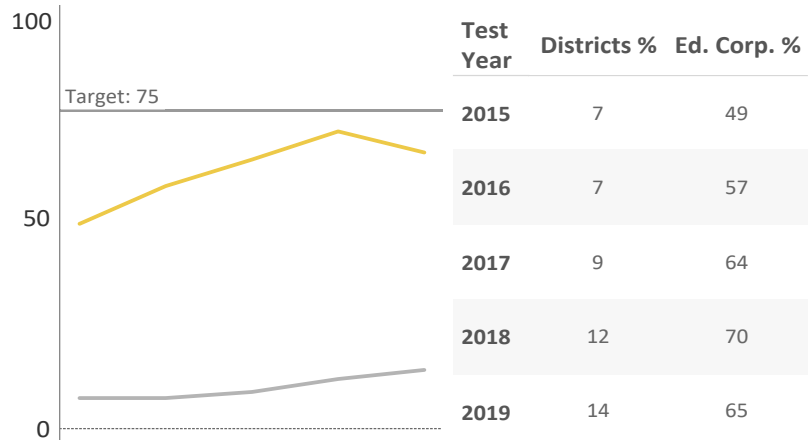


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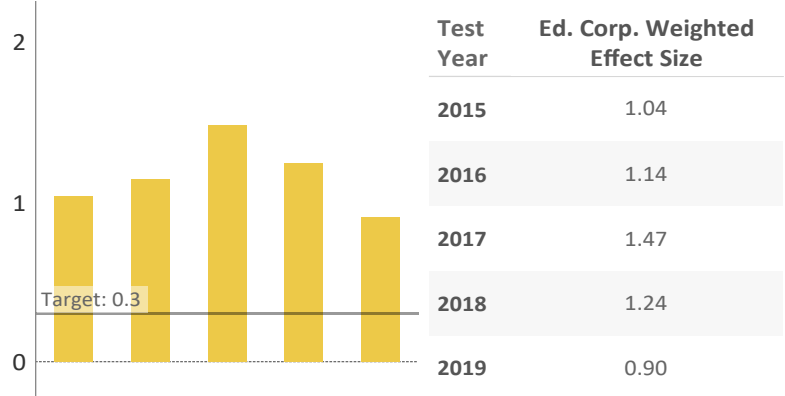
ACADEMIC PERFORMANCE

TRUE NORTH ROCHESTER PREPARATORY SCHOOL: AGGREGATE MATHEMATICS PERFORMANCE FOR ALL SCHOOLS

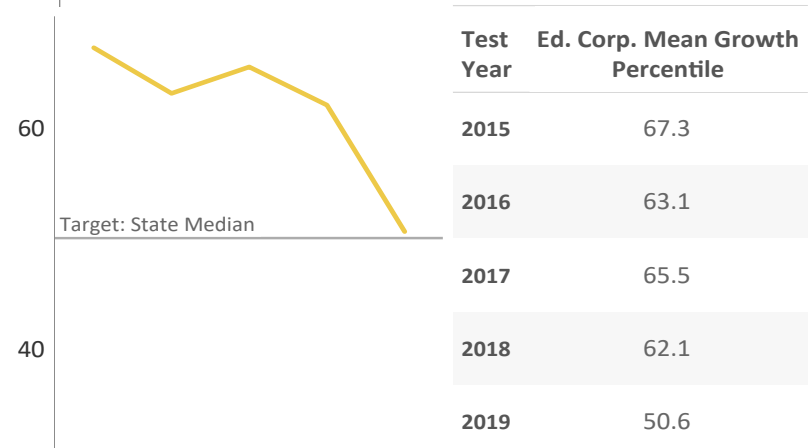
Comparative Measure: District Comparison. The chart shows the percentage of students enrolled in at least their second year at **education corporation schools** performing at or above proficiency in comparison to that of students in the same tested grades in **those schools' local district**.



Comparative Measure: Effect Size. Schools are expected to exceed the predicted level of performance by an effect size of 0.3 or above according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State. The chart shows a weighted average effect size for all **education corporation schools** administering state exams.



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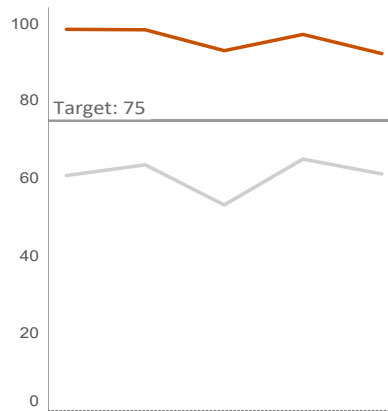


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ACADEMIC PERFORMANCE

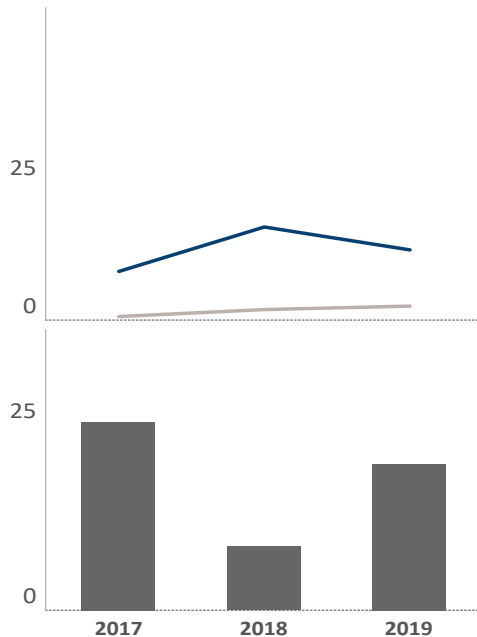
TRUE NORTH ROCHESTER PREPARATORY SCHOOL: AGGREGATE SCIENCE PERFORMANCE FOR ALL SCHOOLS

Comparative Measure:
District comparison. The chart shows the percentage of students enrolled in at least their second year at **education corporation schools** performing at or above proficiency in comparison to that of students in the same tested grades in the **local district**.



	District %	Ed. Corp. %
2015	61	99
2016	64	99
2017	53	93
2018	65	97
2019	61	92

AGGREGATE PERFORMANCE OF STUDENTS WITH DISABILITIES AND ELLS FOR ALL SCHOOLS



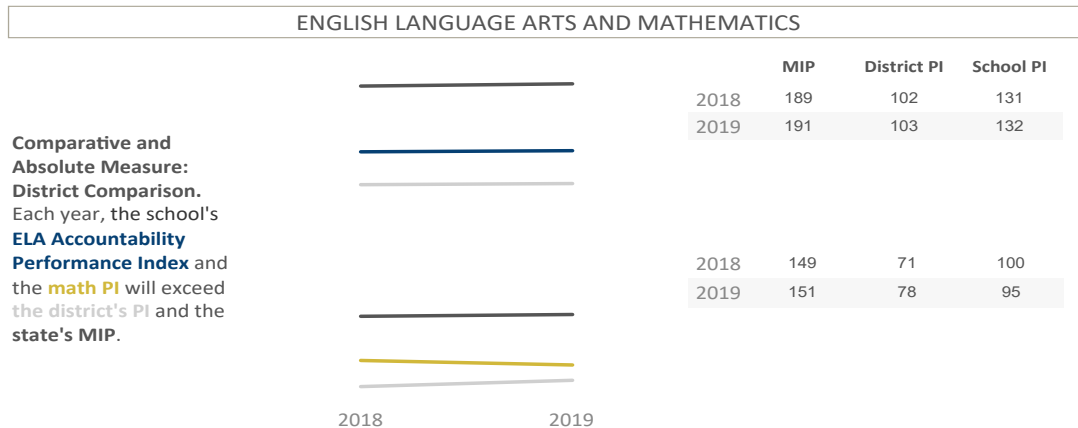
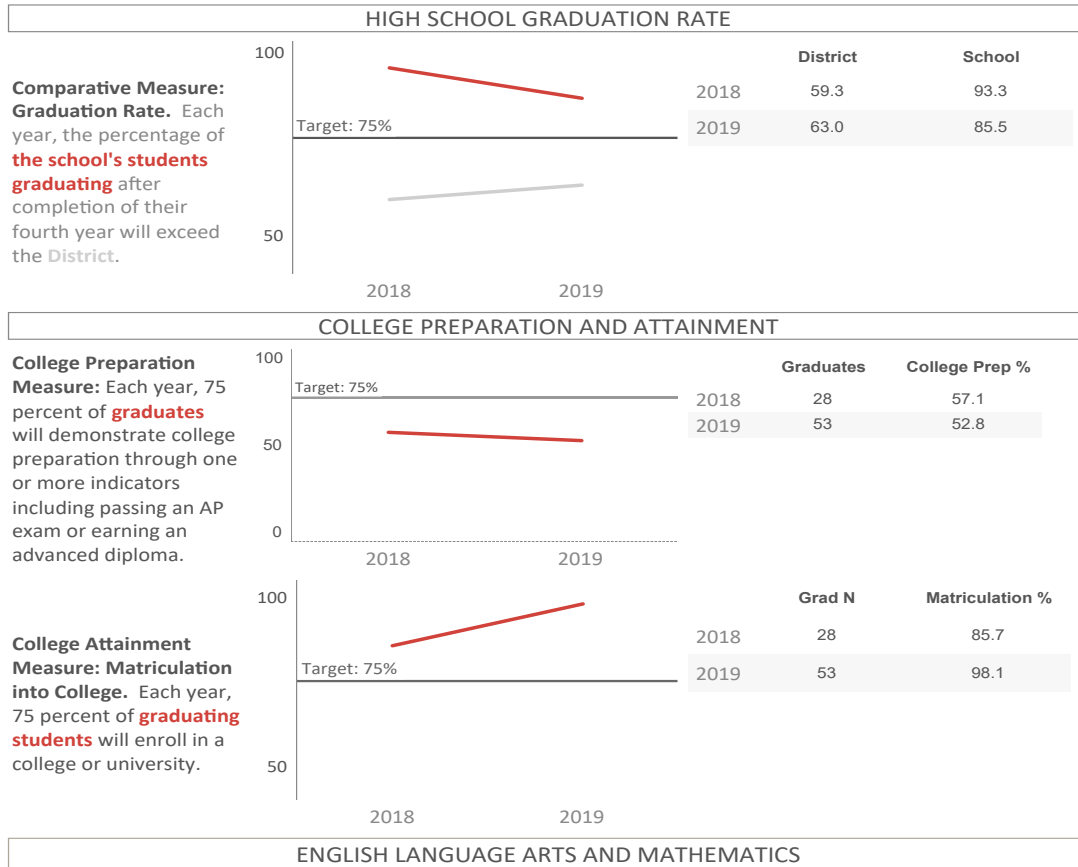
	2017	2018	2019
Ed. Corp. Enrollment Receiving Mandated Academic Services	175	150	243
Tested on State Exam	70	70	117
Ed. Corp. Percent Proficient on ELA Exam	7.1	22.9	10.2
District Percent Proficient	0.6	1.6	2.1
Ed. Corp. ELL Enrollment	17	26	30
Tested on NYSESLAT Exam	17	25	11
Ed. Corp. Percent 'Commanding' or Making Progress on NYSESLAT	23.5	8.0	18.2

The academic outcome data about the performance of students receiving special education services and ELLs above is not tied to separate goals in a 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.

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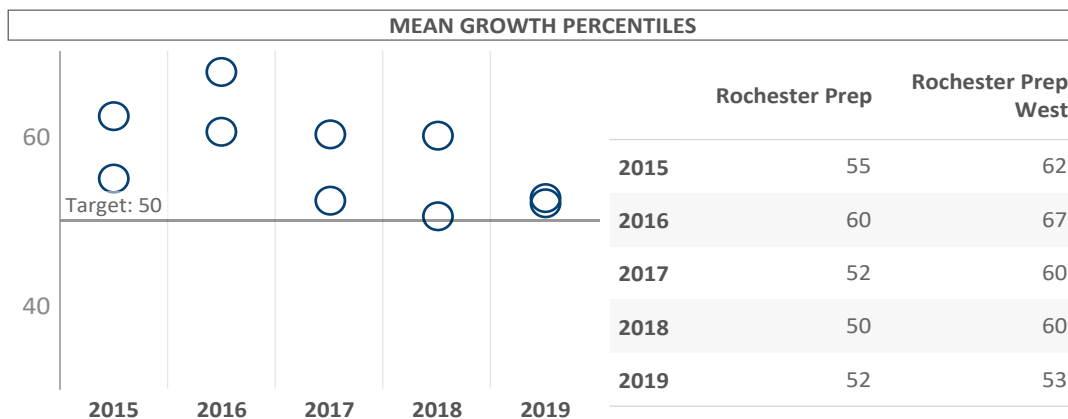
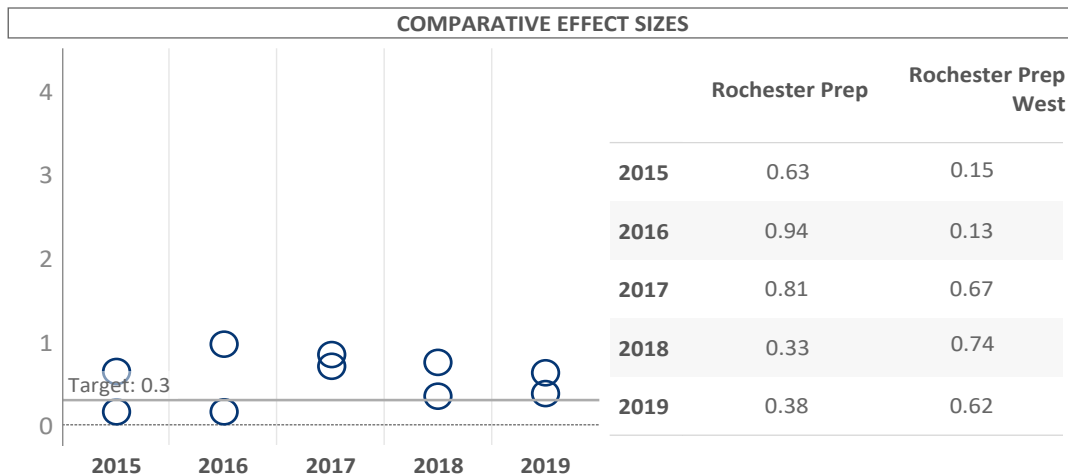
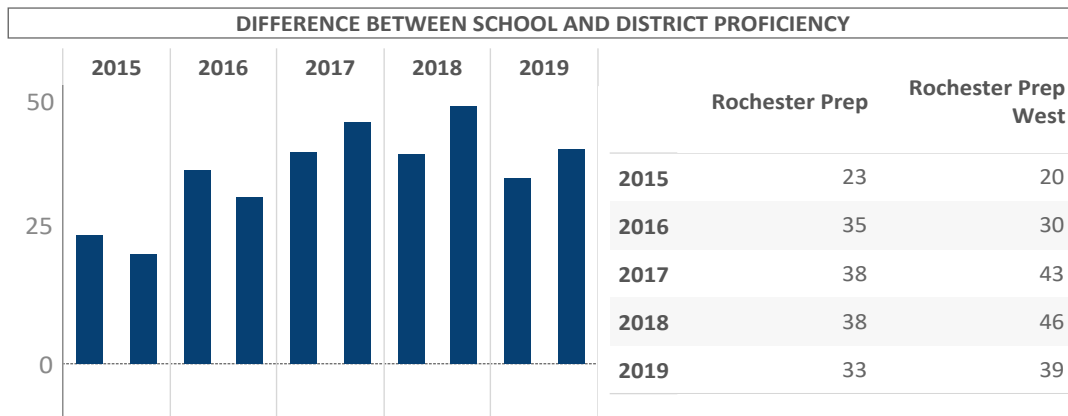
TRUE NORTH ROCHESTER PREPARATORY SCHOOL: AGGREGATE HIGH SCHOOL PERFORMANCE FOR ALL SCHOOLS



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ACADEMIC PERFORMANCE

TRUE NORTH ROCHESTER PREPARATORY SCHOOL:
2019-20 RENEWAL COHORT ENGLISH LANGUAGE ARTS GOAL ATTAINMENT

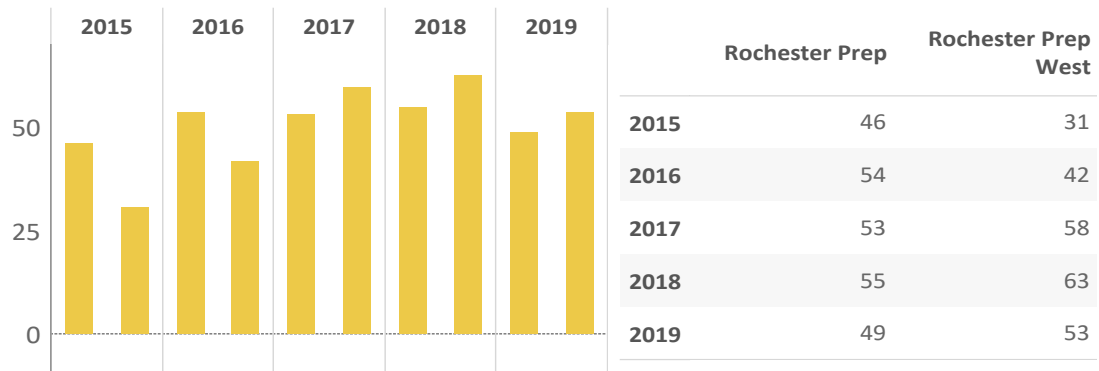


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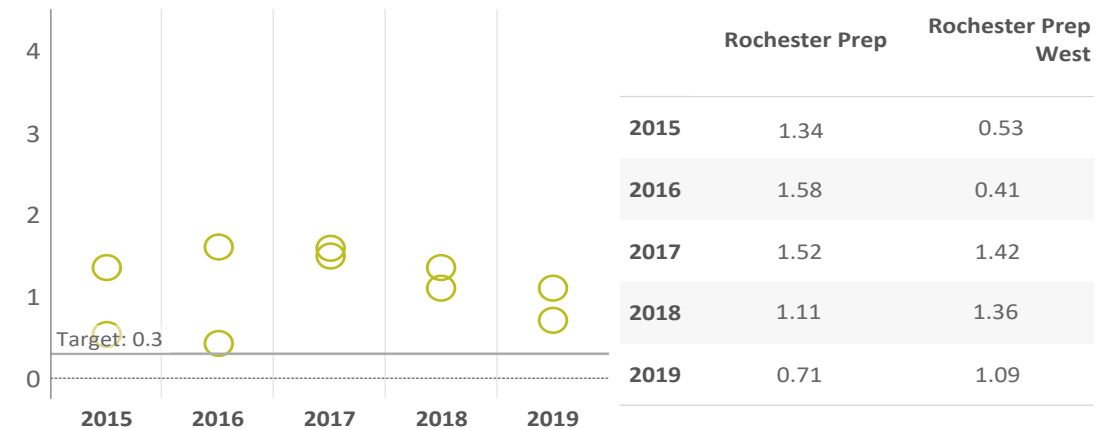
ACADEMIC PERFORMANCE

TRUE NORTH ROCHESTER PREPARATORY SCHOOL: 2019-20 RENEWAL COHORT MATHEMATICS GOAL ATTAINMENT

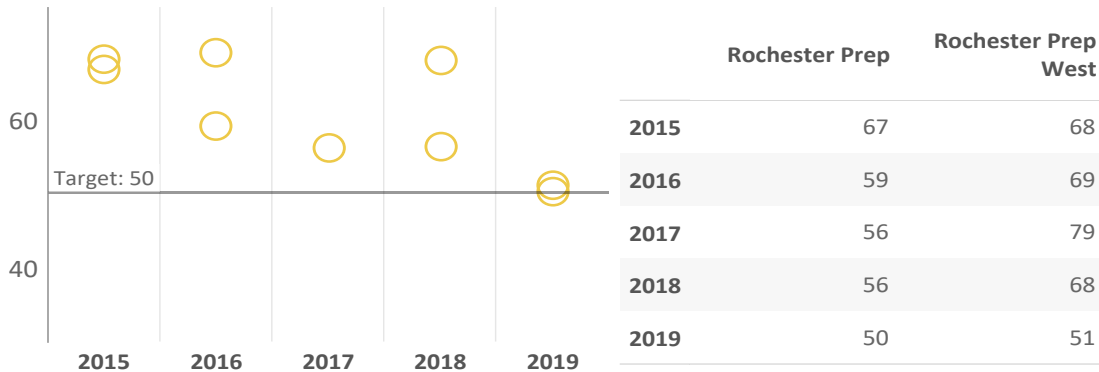
DIFFERENCE BETWEEN SCHOOL AND DISTRICT PROFICIENCY



COMPARATIVE EFFECT SIZES

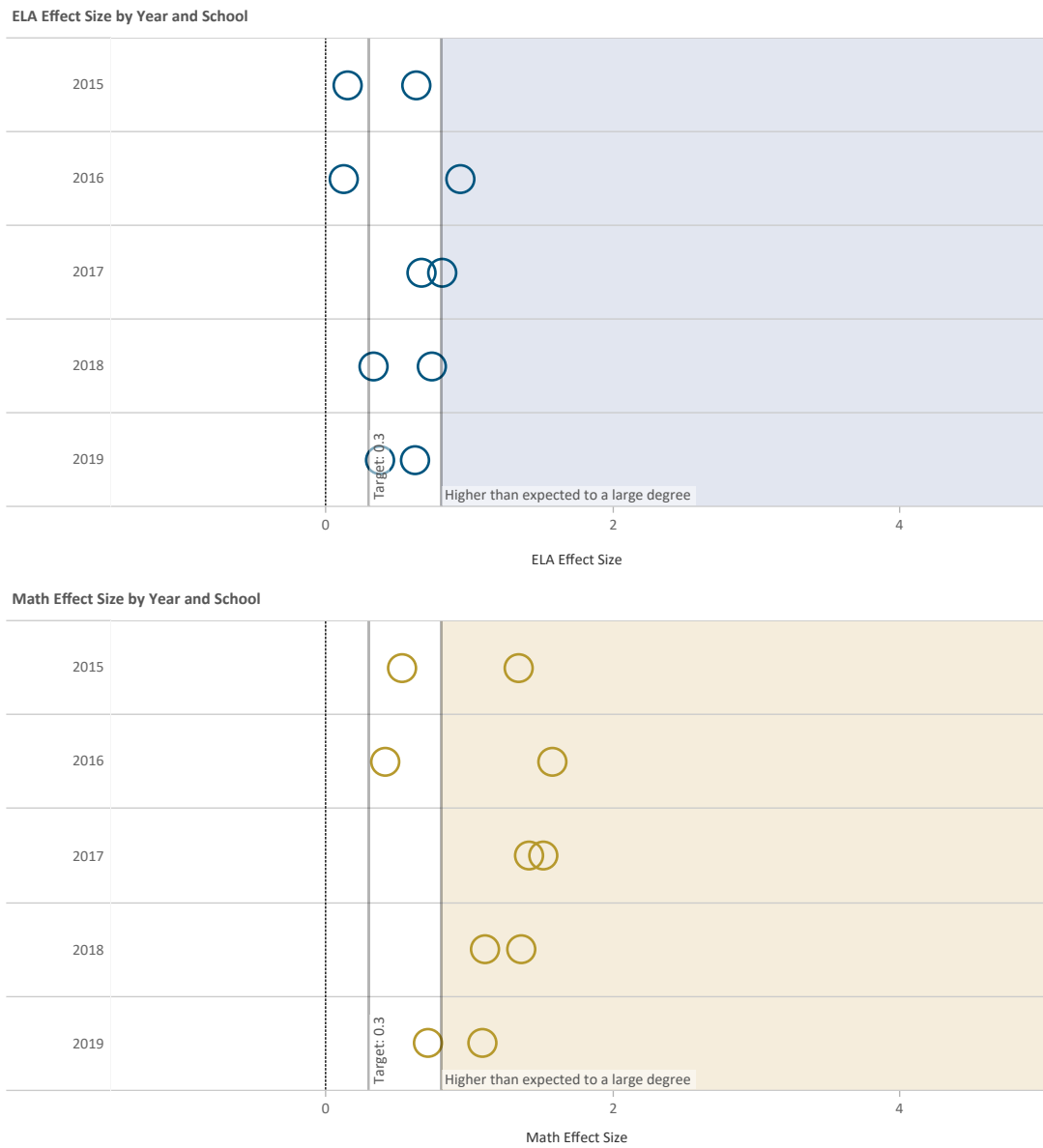


MEAN GROWTH PERCENTILES



ACADEMIC PERFORMANCE

ELA AND MATH EFFECT SIZE DOT PLOTS: 2014-15 THROUGH 2018-19

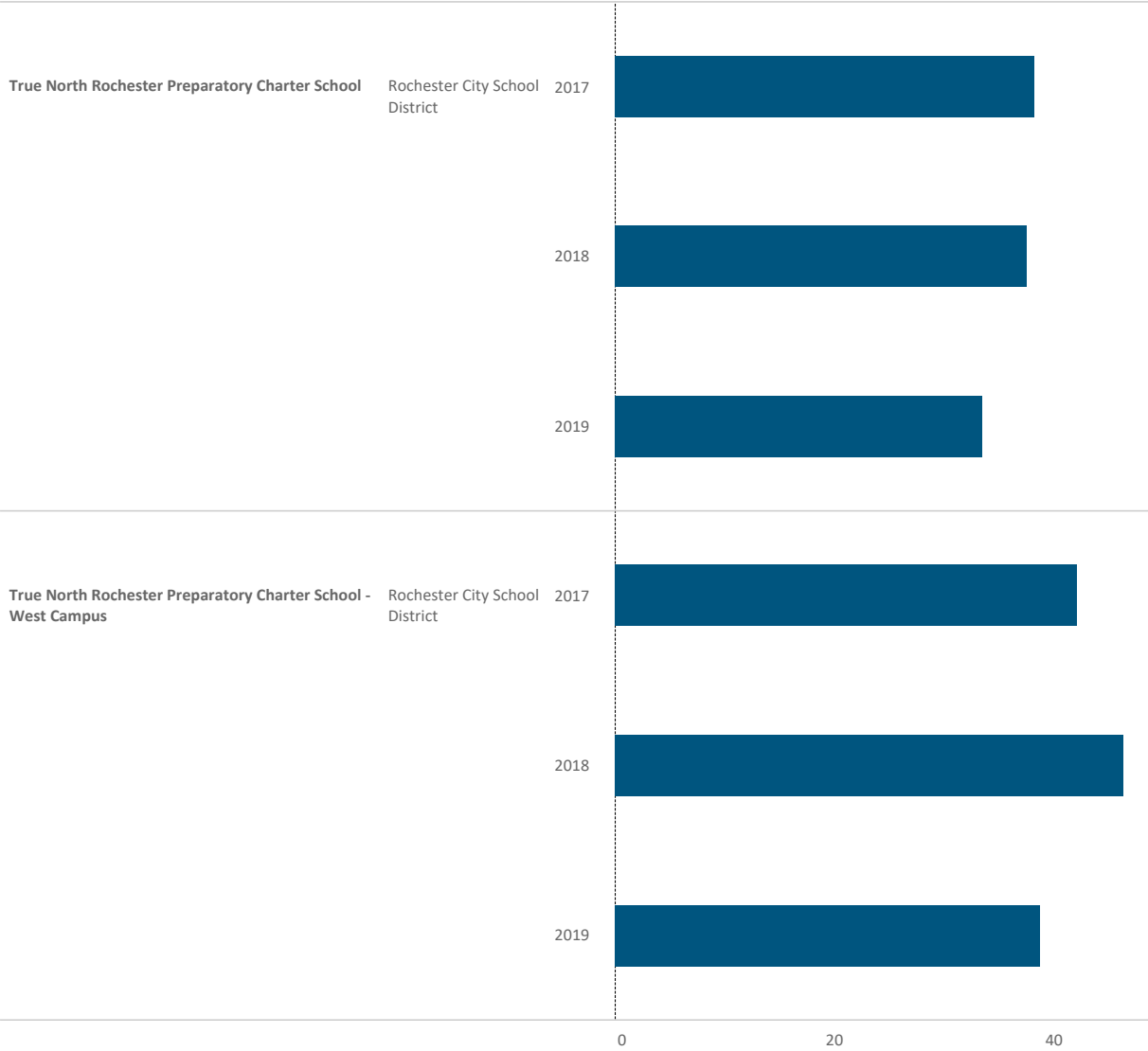


The charts illustrate the comparative effect size performance at each school across the ed corp by each year for which data are available throughout the charter term. Schools performing at or above 0.3 are meeting SUNY's benchmark for the measure. Schools performing at or above 0.8 are performing higher than expected to a large degree in comparison to schools enrolling similar levels of economically disadvantaged students.

ACADEMIC PERFORMANCE

DIFFERENCE BETWEEN SCHOOLS AND DISTRICT SCORES: ELA

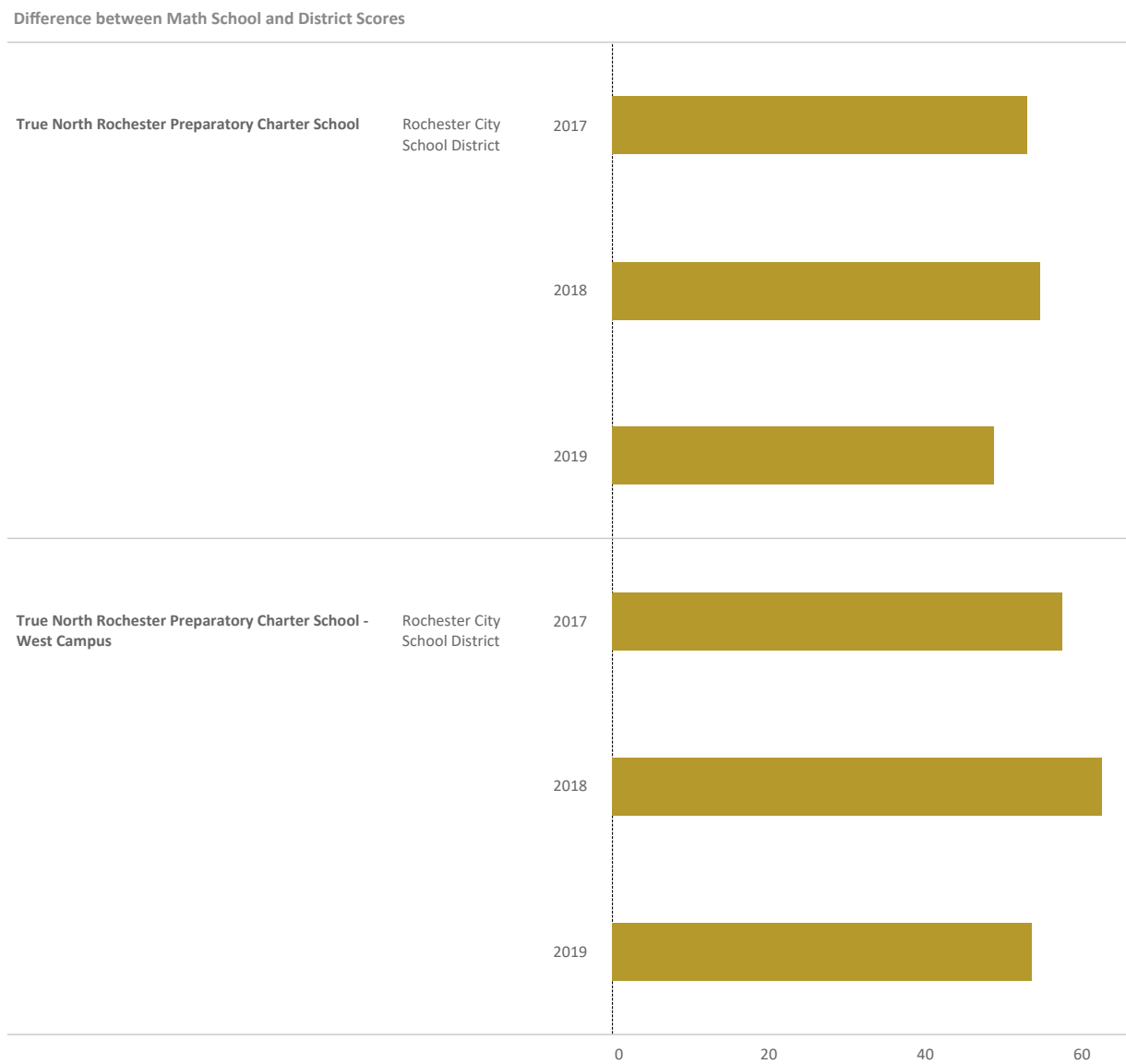
Difference between ELA School and District Scores



District difference for each year broken down by school and district (in NYC, the Institute uses the CSD). These charts compare a school's performance to that of the district. Each bar represents the difference between the school's performance and the district's. A positive result (showing the bar to the right of zero) indicates the amount by which the school outscored the district. A negative result (with the bar to the left of zero) illustrates the amount by which the school performed lower than the district. A score of zero indicates that the school performed exactly even with the district. School scores reflect the achievement of students enrolled for at least two years per the schools' Accountability Plans.

ACADEMIC PERFORMANCE

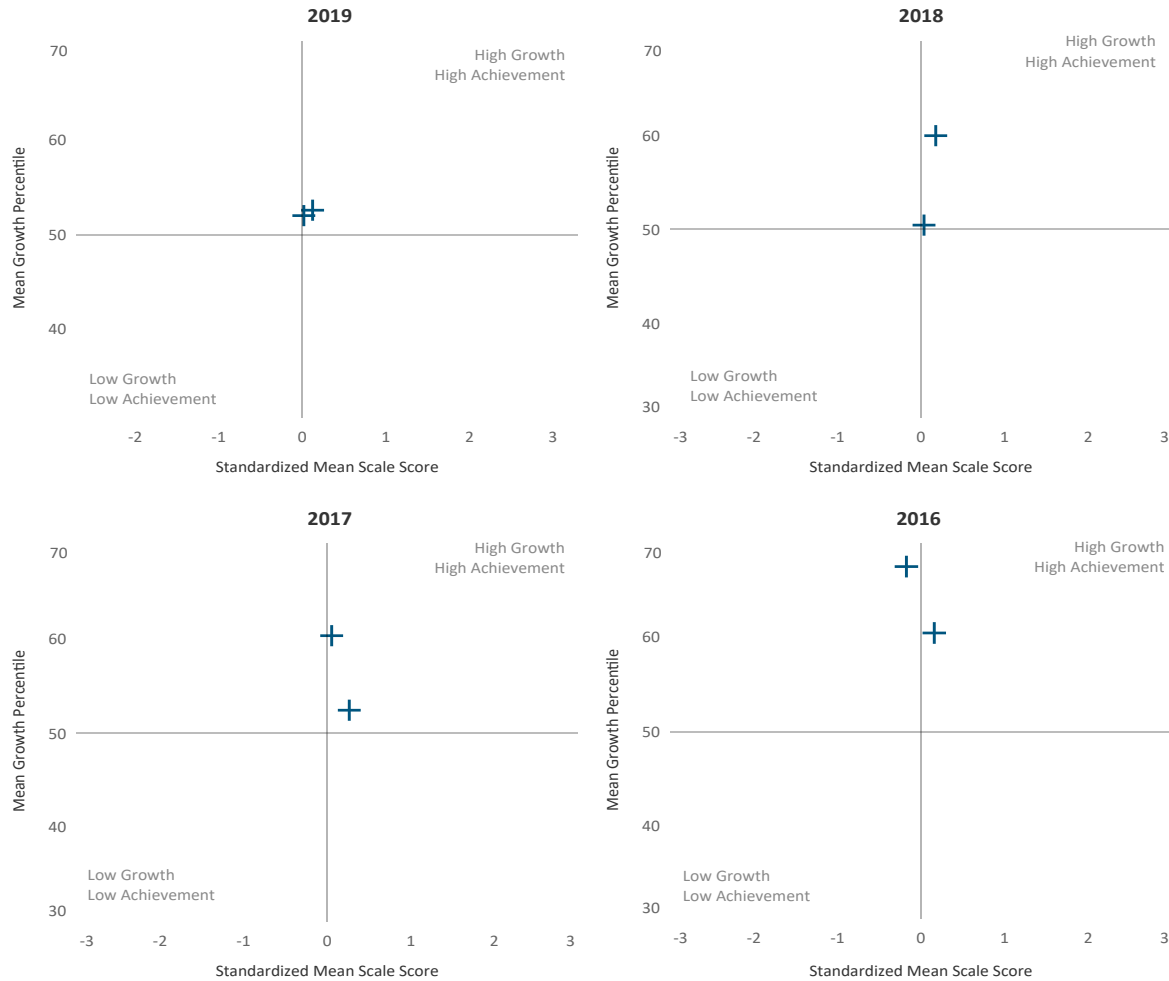
DIFFERENCE BETWEEN SCHOOLS AND DISTRICT SCORES: MATH



District difference for each year broken down by school and district (in NYC, the Institute uses the CSD). These charts compare a school's performance to that of the district. Each bar represents the difference between the school's performance and the district's. A positive result (showing the bar to the right of zero) indicates the amount by which the school outscored the district. A negative result (with the bar to the left of zero) illustrates the amount by which the school performed lower than the district. A score of zero indicates that the school performed exactly even with the district. School scores reflect the achievement of students enrolled for at least two years per the schools' Accountability Plans.

ACADEMIC PERFORMANCE

ELA GROWTH AND ACHIEVEMENT: 2015-16 THROUGH 2018-19

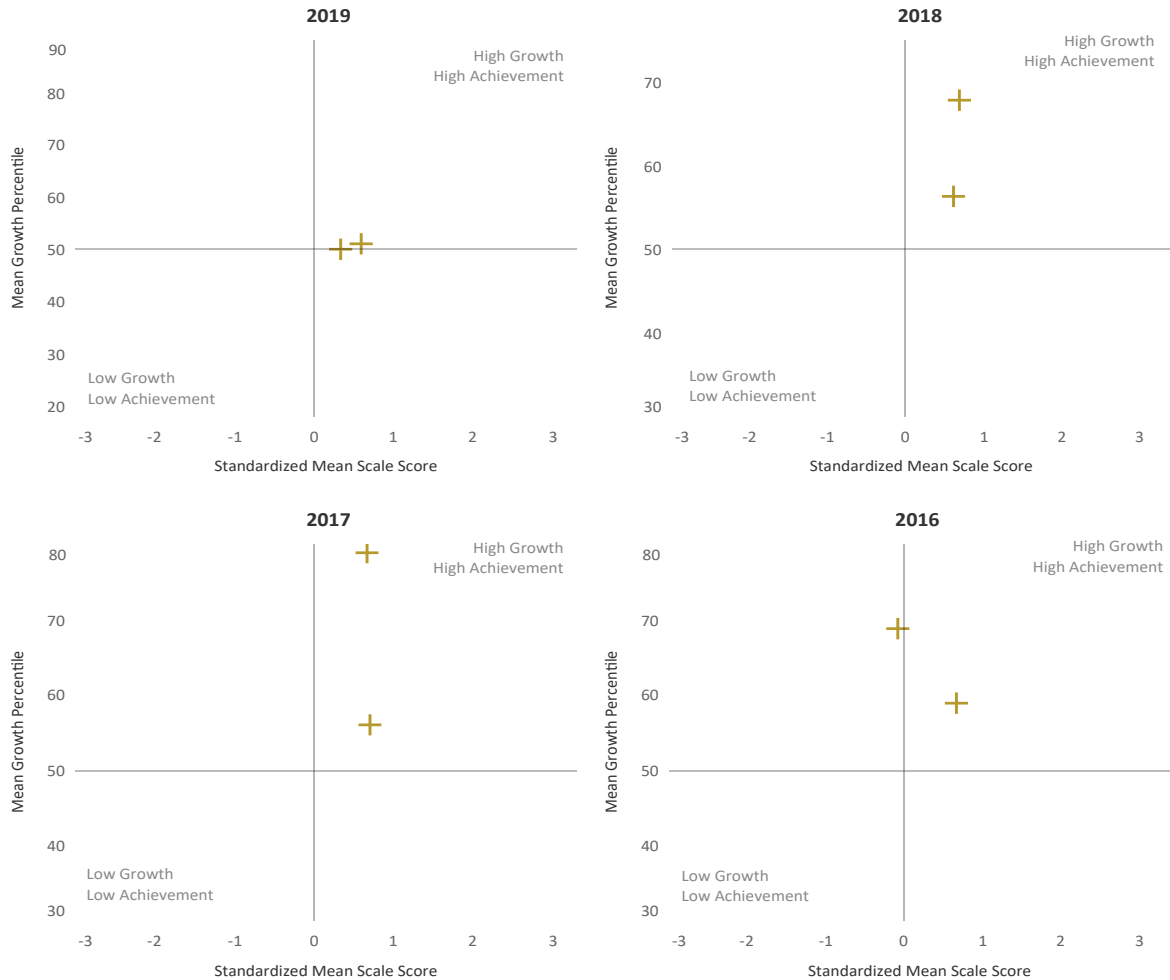


These charts compare a school's ability to grow student achievement with a school's absolute student performance. Schools located in the upper right hand quadrant of each chart show strong results in helping students make learning gains while at the same time helping students achieve strong absolute scores on state assessments. Schools in the lower right hand quadrant show strong absolute scores but lower growth. Because the student growth percentile uses the previous year's scale score as a baseline, it becomes more difficult for a school to maintain strong overall growth scores when students already post high absolute scores.

These charts are produced by comparing growth as measured by the state's student growth percentile to its overall achievement as measured by scale score standardized to the statewide grade level mean over each year for which data are available during the charter term. The growth axis (labeled Mean Growth Percentile) represents the statewide median growth score. The achievement axis (labeled Standardized Mean Scale Score) represents the statewide mean-centered achievement level for each grade served by each school.

ACADEMIC PERFORMANCE

MATH GROWTH AND ACHIEVEMENT: 2015-16 THROUGH 2018-19

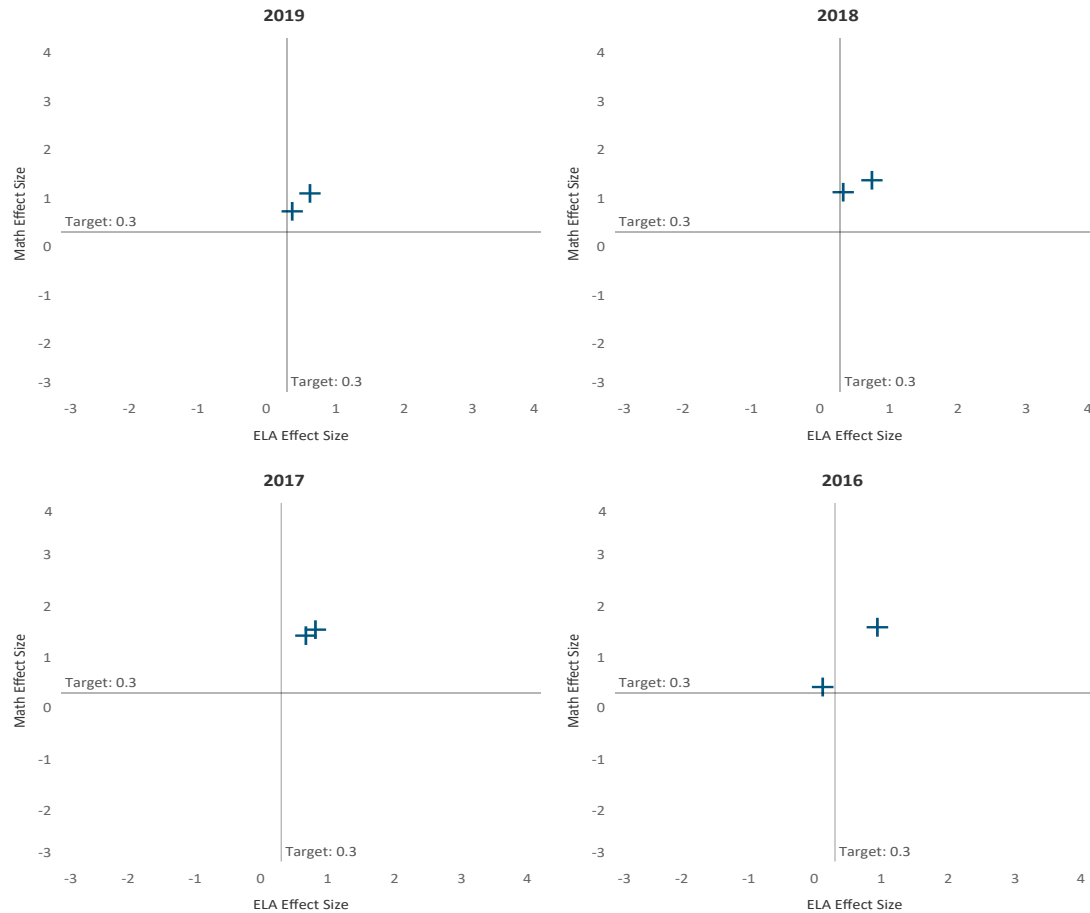


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ACADEMIC PERFORMANCE

ELA AND MATH EFFECT SIZE SCATTER PLOTS 2015-16 THROUGH 2018-19



The charts compare a school's ELA and math effect sizes over each year for which data are available during the charter term. An effect size measures school performance in comparison to other schools statewide enrolling students with similar proportions of economic disadvantage. Schools with an ELA or math effect size that is less than 0 performed lower than expected based on the economic disadvantage statistic. Schools posting an effect size greater than 0 but less than 0.3 perform about the same as the comparison schools. Schools with an ELA or math effect size greater than 0.3 (SUNY's performance target for the measure) outperformed similar schools statewide to a meaningful degree, while schools with effect sizes greater than 0.8 perform higher than expected to a large degree.

The summary that follows is the education corporation’s approach to learning in a full in person model. The Institute conducted its review prior to the education corporation’s transition to remote learning in spring 2020. Therefore, the information that follows is relevant to the school program at the time of the visit. More information regarding Rochester Prep Schools’ transition to remote learning in spring 2020 and its reopening plan for the 2020-21 school year can be found in the Education Corporation Background section at the beginning of this report.

SUNY RENEWAL BENCHMARK 1B

DOES THE EDUCATION CORPORATION HAVE AN ASSESSMENT SYSTEM THAT IMPROVES INSTRUCTIONAL EFFECTIVENESS AND STUDENT LEARNING?

Rochester Prep Schools’ assessment system is robust and provides valid and reliable data to inform its instructional program. Rochester Prep Schools administers a variety of diagnostic, formative, and benchmark assessments throughout the school year to determine students’ level of mastery and identify student needs at each grade level. To measure literacy and mathematics skills in elementary grades, the schools administer the Strategic Teaching and Evaluation of Progress (“STEP”) Assessment for Kindergarten – 4th grade. It also creates ELA and mathematics interim assessments (“IAs”) that each school administers in Kindergarten – 4th grade. For middle school grades, Rochester Prep Schools administer practice ELA and mathematics state exams and IAs in ELA, mathematics, science, and history. For 8th grade, students take the Algebra 1 and Living Environment Regents exams in lieu of taking the 8th grade state assessments in math and science. At the high school level, students take quarterly and final course exams in addition to Regents exams. The high school program requires all students to enroll in at least one AP course. The high school program focuses on AP coursework upon students’ completion of the five required Regents exams. As such, the school prioritize measures of college preparation that supplant the Advanced Regents diploma measure.

Appropriate training prepares teachers to implement valid and reliable processes for scoring assessments and evaluating results. For example, during pre-service training, teachers collectively grade and analyze student work samples to norm their understanding of grading rubrics. This norming helps ensure teachers score student work and assessments in the same manner across schools and individual classrooms, and that the collected data are reliable. Schools work with the network to provide thorough analyses of assessment data at the student, class, grade, and school levels using Illuminate, an online software that houses

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student information. This portal serves as a repository for student academic and culture data. The network team uses Tableau, a data visualization tool, to generate comprehensive performance reports to enable school-to-school comparisons across grade levels and to assist in developing instructional adjustments at the network, school, and classroom level.

School leaders and the content experts from the network use data to identify topics for professional development and to identify strategies needed for general coaching and high performing teachers for examples of best practice. For example, after reviewing classroom observation and student performance data, principals create specific professional development activities to help teachers identify standards students did not previously master and incorporate or “spiral” those standards into mini-review lessons to increase student mastery. Rochester Prep continually uses assessment data to evaluate teacher, leader, and program effectiveness.

DOES THE EDUCATION CORPORATION’S CURRICULUM SUPPORT TEACHERS IN THEIR INSTRUCTIONAL PLANNING?

SUNY RENEWAL BENCHMARK 1C

Rochester Prep Schools develops a rigorous and comprehensive in-house curriculum that supports teachers in their instructional planning within and across grades. At the elementary and middle school levels, the curriculum and assessment team creates scope and sequence documents aligned to state standards for each subject and grade level under the guidance of the Uncommon Schools chief schools officer. Scope and sequence documents include flexibility to allow for adjustment based on individual school schedules and student needs. Lead lesson planners from each grade level and content area help develop the curriculum materials collaboratively with network staff. The network chooses lead planners based on student performance data and demonstrated ability to create strong lesson plans. At the high school level, teachers receive curricular frameworks and supporting documents for most classes from the network. During the school year, teachers work collaboratively with instructional leaders at each school to review and internalize instructional plans and provide feedback to the network if necessary. Lead lesson planners hold meetings for teachers one to two weeks before the start of each new mathematics and ELA unit to ensure schools implement units with fidelity. As part of roll-out conferences, staff members discuss the upcoming unit, lesson plans, and logistics that will ensure effective implementation of the unit.

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In addition to the network curricular framework that details what students will learn in each grade, Uncommon Schools provides teachers with a variety of supporting tools including pacing guides, unit plans, and individual lesson plans that provide a bridge between the framework and daily lessons. Network lead planners create daily lesson plans and class assignments. Each lesson plan includes sections that instructional leaders may assist teachers in modifying based on the needs of specific student needs. These materials detail what students should learn and be able to do throughout the school year, therefore allowing teachers to know what to teach and when to teach it.

IS HIGH QUALITY INSTRUCTION EVIDENT THROUGHOUT THE EDUCATION CORPORATION?

SUNY RENEWAL BENCHMARK 1D

Across Rochester Prep Schools' grade spans, high quality instruction creates an evident and consistent focus on academic achievement through the development of students' higher-order thinking and problem-solving skills. During first year visits, mid-charter term visits, and renewal visits to each school, Institute teams have found well crafted lessons, effective questioning, and ongoing formal and informal assessment of students' progress toward concept mastery. Particularly, daily work packets in classrooms serve as a primary means to support adherence to clear objectives generally built on previously taught concepts.

Typically, lessons include opportunities for students to work with peers to solve problems or complete assignments that require higher order thinking skills. Teachers regularly use "The Taxonomy of Effective Teaching Practices" found in Teach Like A Champion to help guide instruction. Some techniques to gauge student understanding of taught concepts include circulating the classroom to conference with students or peer groups, as well as requiring students to orally articulate correct answers. These strategies help ensure teachers have clear understandings of student mastery in order to plan future instruction and address any student misunderstandings during or after lessons.

A high urgency for learning is an integral part of Rochester Prep Schools' approach to instruction. The majority of teachers maximize learning time, often with use of timers to regulate pacing and effective classroom management techniques the network and individual schools train teachers to implement. Routines for transitioning students from one lesson to the next ensure students remain focused on learning tasks.

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SUNY RENEWAL BENCHMARK 1E

DOES THE EDUCATION CORPORATION HAVE STRONG INSTRUCTIONAL LEADERSHIP?

Rochester Prep Schools has a common school leadership structure consisting of a principal and a director of operations for each school. Other members of the school leadership team include a dean of curriculum and instruction, a dean of students, and a special education coordinator. One of the main roles of instructional leaders is to provide extensive coaching and professional development to support student learning. Teacher coaching consists of daily classroom observations by school and network leaders, which they follow up with post observation feedback through regularly scheduled one-on-ones with teachers and weekly grade level meetings. Rochester Prep Schools also emphasizes the importance of “in the moment” feedback in which leaders may provide suggestions or co-teach with teachers during classroom observations.

Rochester Prep Schools sets high expectations for student and teacher performance measured largely by student achievement results. For example, the network expects schools to show at least 80% student mastery on specific mathematics and ELA IAs. Network content experts monitor progress toward meeting network-wide and school performance goals and use this data to adjust lesson plans if necessary.

Rochester Prep Schools’ strong, differentiated professional development program begins with summer pre-service training. The content and duration of pre-service training varies with years of teaching experience and area of specialization. For example, teachers new to any school participate in an additional week of network orientation, and members of schools’ at-risk programs staff attend sessions focusing on identifying students struggling academically, providing student interventions, and working with ELLs. In addition to ongoing network-wide activities, weekly professional development sessions led by school leaders address particular teacher needs by grade and content area.

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SUNY RENEWAL BENCHMARK 1F

DOES THE EDUCATION CORPORATION MEET THE EDUCATIONAL NEEDS OF AT-RISK STUDENTS?

Rochester Prep continually adjusts its programs designed to meet the needs of at-risk students. Network schools generally implement clear procedures for identifying and serving students with disabilities, ELLs, and students at risk of academic failure. School leaders and at-risk program staff disaggregate student performance data regularly to monitor the effectiveness of instructional and behavioral interventions.

Rochester Prep Schools' Response to Intervention ("RTI") effectively improves learning for students struggling academically. Tier 1 interventions involve the implementation of schoolwide behavior systems and differentiated instruction in general education classrooms. Teachers refer students who do not respond to tier 1 supports, as reflected in low performance on IAs or in class assignments, to student study teams ("SSTs") that comprise grade level teams and at-risk program staff at each school. SSTs identify specific learning gaps and assign tier 2 interventions as appropriate. Tier 2 interventions usually last between six and 12 weeks, and include pull out classes in groups of no more than eight students for up to one hour per day. The skills specific groups often follow research based commercial intervention programs including SRA Corrective Mathematics, Stern Structural Arithmetic, Foundations, the Wilson Reading System, and Lindamood Bell Visualizing and Verbalizing. SSTs monitor students' progress in meeting performance goals throughout the time specifically allotted to each intervention. If a student does not make sufficient progress, the SST determines next steps including tier 3 supports that may include adjustments to pull-out and push-in supports, individualized interventions, and referral to the student school district's committee on special education ("CSE") as necessary.

Rochester Prep Schools uses a home language survey and the New York State Identification Test for English Language Learners ("NYSITELL") to identify students requiring English language acquisition supports. The network utilizes effective strategies it provides to other students struggling academically to serve ELLs. Schools serve ELLs using a structured English language immersion program in combination with various effective instructional strategies such as guided reading and modification of vocabulary complexity during instruction. Network professional development activities help develop teachers' abilities in identifying and supporting ELLs in their classrooms. Teachers incorporate speaking, listening, reading, and writing across the curricula. Programmatically, these supports meet students' learning needs due to the strength of Rochester Prep's program. As discussed with the Institute recently, Rochester Prep is conducting a review of its ELL services. The schools provide an ELL

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coordinator for each of the elementary, middle school, and high school levels. The director of student support services creates English learner plans that highlight ELLs' English language proficiency levels from either the NYSITELL or NYSESLAT for reading, writing, listening, and speaking. The schools remain committed to hiring and improving the ELL program, and the Institute will continue to monitor the schools' ELL compliance, proficiency, and enrollment and retention targets. The Institute will also continue to communicate with the network regarding the supports it is putting in place in schools for ELLs.

To meet the needs of students with Individualized Education Programs ("IEPs") mandating academic services, Rochester Prep Schools utilizes a number of instructional services including direct and indirect consultant teacher, as well as resource room supports that special education teachers provide. Teachers are aware of students' IEP goals and work regularly with at-risk program staff to address student needs. SSTs also meet regularly to discuss students' progress toward meeting IEP goals using quantitative and qualitative data from general education and special education teachers.

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ORGANIZATIONAL PERFORMANCE



IS THE EDUCATION CORPORATION AN EFFECTIVE, VIALE ORGANIZATION?

Rochester Prep Schools is an effective and viable organization that ensures its schools have in place the key design elements identified in the charter. The education corporation’s board provides rigorous oversight to ensure that students demonstrate high levels of success.

SUNY RENEWAL BENCHMARK 2A

IS THE EDUCATION CORPORATION FAITHFUL TO ITS MISSION AND DOES IT IMPLEMENT THE KEY DESIGN ELEMENTS INCLUDED IN ITS CHARTERS?

The schools within Rochester Prep Schools are faithful to their mission and key design elements. These can be found in the Education Corporation Background section at the beginning of the report and Appendix A, respectively. At each grade level, Rochester Prep Schools’ mission and dedication to college readiness is evident. Students take college tours and every classroom is named after a college or university.

SUNY RENEWAL BENCHMARK 2B

ARE PARENTS/GUARDIANS AND STUDENTS SATISFIED WITH THE EDUCATION CORPORATION?

To report on parent satisfaction with each school’s program, the Institute reviewed the network’s Parent Satisfaction Renewal Application submission and used information gathered from a focus group of parents representing a cross section of students and data regarding persistence in enrollment.

Network Metrics. Rochester Prep Schools uses a wide range of metrics to assess family satisfaction. Network staff closely review school demand, attrition and persistence rates, as well as attendance to understand family satisfaction. During a variety of events, school leaders meet with families to gain an understanding of satisfaction and needs. When families leave a school in the network, leaders closely follow up with an exit interview and use data collected to help improve programming and family satisfaction.

Parent Focus Group. The Institute asks all schools facing renewal to convene a representative set of parents for a focus group discussion. For a high performing education corporation, the Institute speaks with a representative set of parents across all schools due for renewal this year. A representative set includes parents of students in attendance at the schools for multiple years, parents of students new to the schools, parents of students receiving general education services, parents of students with special needs, and parents of ELLs. The Institute met with 15 family members representative of the three renewal charter schools. Families deeply appreciate the education option that Rochester Prep Schools offers with its high quality focus on academics. Families appreciate the communication from each school and especially the relationships with teachers. Families expressed an interest in seeing more opportunities for critical thinking and more clubs and sports offered.

Persistence in Enrollment. An additional indicator of parent satisfaction is persistence in enrollment. Persistence data for each individual school due for renewal this year is available in Appendix A. Across the education corporation, 83% of students returned from the previous school year in 2018-19.

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

DOES THE EDUCATION CORPORATION EFFECTIVELY SUPPORT THE DELIVERY OF THE EDUCATIONAL PROGRAM?

SUNY RENEWAL BENCHMARK 2C

Rochester Prep Schools establishes effective organizational structures with staff, systems, and procedures that support student achievement and undergird the holistic delivery of the educational program. Clear roles and responsibilities at the school and network level allow school leaders to focus on student achievement and teacher support. The directors of operations serve as school leaders allowing principals to focus on implementing a strong academic program. Principals receive support from directors of curriculum and instruction at the elementary, middle, and high school levels. Network schools also employ deans of students that focus mainly on school culture and behavior management, as well as directors of operations and additional operational staff members that manage the non-instructional business of the schools. Network assistant superintendents (“ASUPs”) visit schools regularly to coach principals and supervise the instructional and academic program at the schools they manage.

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To help recruit and retain high quality staff, Rochester Prep Schools emphasizes promoting high quality talent from within the organization to leadership positions at the school and network level. The network's "leadership pathways" provide high performing teachers with secondary leadership positions that exist within all network schools at scale. These positions include dean of students, dean of curriculum and instruction, instructional leader, grade level leader, special education coordinator, or director of special projects. It is customary for staff to hold one of these secondary leadership positions before moving to higher positions in a school or at the network level. School leaders and network staff use student achievement results, classroom observations, coaching feedback, and other data to identify particularly strong teachers and staff to fill these leadership roles, ultimately supplying top talent to support the network's portfolio of schools.

Rochester Prep Schools also utilizes its instructional fellowship program to develop high quality candidates into future school leaders. This fellowship program prepares participants to run high-performing schools and, like the school principals, the ASUP manages and supports these fellows. Although fellows can participate in the program for one year before leading their own school, the fellowship also offers a multi-year option for those that need further development in areas such as data analysis and school culture or who are ready for a principal position before the need arises. Building and maintaining an effective leadership bench has become a strength of Rochester Prep Schools. Much like the Instructional Fellowship Program, Rochester Prep Schools also offers an operations fellowship that trains those interested in the non-instructional responsibilities of schools to open a new network school, take over an existing school or join an existing Kindergarten – 8th grade school as an academy director of operations.

DOES THE EDUCATION CORPORATION BOARD WORK EFFECTIVELY TO ACHIEVE THE SCHOOLS' ACCOUNTABILITY PLAN GOALS?

The Rochester Prep Schools board has members with a diverse skill set and long tenure on the board. The board has clear onboarding practices when new members join. With its strong knowledge and longevity with the education corporation, the board provides rigorous oversight of its three schools and manages the oversight of the partnership with Uncommon Schools. At each board meeting, the network presents a dashboard with information regarding student academic performance, enrollment, budget updates, and other relevant information to ensure that schools make progress toward meeting their Accountability Plan goals.

**SUNY
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BENCHMARK
2D**

The board works with the network to set clear priorities for each school. For this charter term, the board set a priority to improve the transition for students from 4th to 5th grade and from 8th to 9th grade to ensure a seamless transition between school sites. The network leverages resources from other Uncommon Schools to implement best practices and improve in this area, and keeps the board up to date on progress. The board also prioritizes rigorous college placement as the high school level continues to graduate seniors. The board, alongside the network, reviewed the types of colleges and universities that students matriculated. The board determined that the previous options presented to students did not align with the rigor and quality of the educational program at Rochester Prep Schools, and so the network moved swiftly to adjust its program to begin offering higher quality options to graduates during the 2019-20 school year.

In addition to regular data dashboards, the board invites school leaders to present at each board meeting and receives regular updates on Uncommon Schools from network individuals. Members also make a point to visit schools regularly and participate in schoolwide events. The board regularly evaluates the CMO and demonstrates high levels of satisfaction with the provided services.

DOES THE EDUCATION CORPORATION BOARD IMPLEMENT, MAINTAIN, AND ABIDE BY APPROPRIATE POLICIES, SYSTEMS, AND PROCESSES?

The education corporation board materially and substantially implements, maintains, and abides by adequate and appropriate policies, systems, processes, and procedures to ensure the effective governance and oversight of the school. Many of these structures are in place at other charter schools managed by Uncommon Schools. However, the board is extraordinarily proactive in its planning and identifying contingencies. It demonstrates a clear understanding of its role in holding the school leadership and Uncommon Schools accountable for both academic results and fiscal soundness. It also appropriately contacts the Institute when needed and to discuss issues facing the board.

- The board approves changes to its policies and procedures as needed and appropriate. For example, the board established an internal audit function at the education corporation level and has paid attention to internal controls. The board also updated its code of ethics after the last charter renewal.

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- The board is mindful of its obligations under the New York Open Meetings Law, and has reached out to the Institute when issues arise.
- The board exercises good governance practices such as complying with by-laws, keeping minutes, and filling vacancies.
- The board manages and approves leases as necessary and has engaged in real estate transactions to create a future site for its high school program.

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

The education corporation generally and substantially complies with applicable state and federal laws, rules and regulations, and the provisions of its charter.

- **No Complaints or Violations.** The Institute received no formal complaints regarding any of the education corporation's schools, and issued no violation letters.
- **FOIL.** While the education corporation posts its New York Freedom of Information Law ("FOIL") policy in its online handbooks for each school, and references the required subject matter list of all records, it did not post the list on its website nor provide a link to the Committee on Open Government website in order to be in full compliance.
- **By-laws.** The education corporation's by-laws require several minor revisions, some of which are the result of law changes since the last renewal.
- **Annual Reports.** While the education corporation submitted its annual reports to the Institute and NYSED by the deadline, it needs to post the school's latest annual reports on its website in compliance with the Act.

The Institute will work with the education corporation to help bring it into compliance before the start of the next charter term.

Please refer to the School Overviews for information on each individual school.

SUNY RENEWAL BENCHMARK 2F

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FISCAL PERFORMANCE



IS THE EDUCATION CORPORATION FISCALLY SOUND?

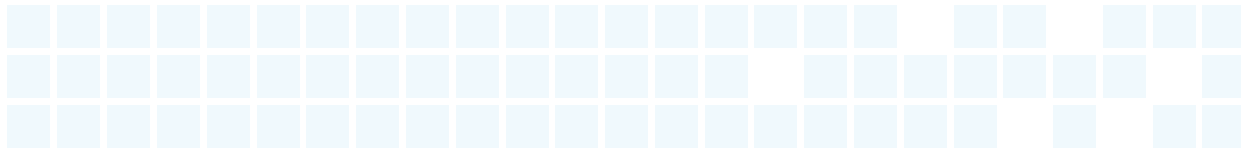
Based on a review of the fiscal evidence collected through the renewal review, Rochester Prep Schools is fiscally sound as are its schools, Rochester Prep 3, Rochester Prep, and Rochester Prep – West. The SUNY Fiscal Dashboard presents color-coded tables and charts indicating that Rochester Prep 3, Rochester Prep, and Rochester Prep - West and the education corporation have demonstrated fiscal soundness over the majority of the charter term.¹² The SUNY Fiscal Dashboards for Rochester Prep 3, Rochester Prep, and Rochester Prep - West are included in the School Overview sections and the Fiscal Dashboard for the True North Rochester Preparatory Charter School education corporation is included in Appendix B. The discussion that follows relates mainly to the merged education corporation because the schools are not legally distinct fiscal entities.

Under the terms of a management agreement, Uncommon Schools provides management and other administrative support services to the education corporation. These services include back office financial support, facility financing, academic support, fundraising, recruiting, training, professional development, financial management, and human resources. Each school pays a service fee ranging from 8-10% of per pupil revenues to Uncommon Schools for these services.

Operating multiple schools allows for the realization of efficiencies associated with operations and capacity to share programs and resources in the areas of academic program, fiscal management, operational support, human resources, technology, and public relations.

In response to the COVID-19 situation, on a regional basis, Uncommon Schools proactively budgeted FY 2020-21 conservatively by projecting decreased revenues and lowering expenses while projecting additional costs for remote learning technologies and building safety measures to comply with socially distanced in-person learning.

12. 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 school.



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SUNY RENEWAL BENCHMARK 3A

DOES THE EDUCATION CORPORATION OPERATE PURSUANT TO A FISCAL PLAN IN WHICH IT CREATES REALISTIC BUDGETS THAT IT MONITORS AND ADJUSTS WHEN APPROPRIATE?

Rochester Prep Schools has the necessary financial resources to ensure stable operations. The education corporation employs clear budgetary objectives and budget preparation procedures.

- The budget process applies the financial expertise of key board members, as well as experiences learned as an operator, to a bottoms-up analysis and approach to determine the required resources needed for achieving the educational goals and outcomes of each school in the education corporation.
- Each spring, the director of financial management for Uncommon Schools, with input from the leadership teams of each campus and finance committee of the board of trustees, facilitates a quarterly budget review process to refine the current year's end-of-year budget projections and uses these projections to draft the initial budget for the upcoming fiscal year. School leaders determine the programmatic needs for the following year and the director of financial management meets with associate superintendents to review the preliminary budgets. These budgets are then reviewed by Uncommon Schools' chief financial officer and chief of operations before it is presented to the full board of trustees for approval.
- The next charter term projections reflect steady enrollment and stable budgets based on historical costs at each school. The budget projection also assumes conservative per pupil funding based on the current state core aid funding formula. These measures should help with any reduction in charter school basic tuition and enrollment as a result of COVID-19.

Please refer to the School Overviews below for budgeting and long range planning information for each individual school.



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SUNY RENEWAL BENCHMARK 3B

DOES THE EDUCATION CORPORATION MAINTAIN APPROPRIATE INTERNAL CONTROLS AND PROCEDURES?

The education corporation generally establishes and maintains appropriate fiscal policies, procedures, and internal controls.

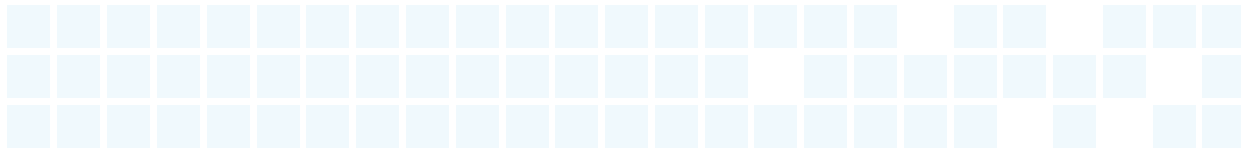
- Written policies address key issues including financial reporting, cash disbursements and receipts, payroll, bank reconciliations, fixed assets, grants/contributions, capitalization and accounting, procurement, and investments.
- The education corporation accurately records and appropriately documents transactions in accordance with established policies.
- The education corporation's most recent audit report of internal control over financial reporting and on compliance and other matters disclosed no material weaknesses or instances of non-compliance.

SUNY RENEWAL BENCHMARK 3C

DOES THE EDUCATION CORPORATION COMPLY WITH FINANCIAL REPORTING REQUIREMENTS?

The education corporation complies with reporting requirements.

- The education corporation's annual financial statements are presented in accordance with generally accepted accounting principles and the independent audits of those statements have received unqualified opinions.
- The education corporation's independent auditor meets with the board to discuss the annual financial statements and answer any questions about the process and results.
- Rochester Prep Schools submitted the most recent audit reports for fiscal year ending June 30, 2019 to the Institute prior to the deadline of November 1, 2019 and reported no material weaknesses.



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SUNY RENEWAL BENCHMARK 3D

DOES THE EDUCATION CORPORATION MAINTAIN ADEQUATE FINANCIAL RESOURCES TO ENSURE STABLE OPERATIONS?

Rochester Prep Schools maintains adequate financial resources to ensure stable operations.

- The education corporation reported operating surpluses in each year of the current charter term.
- The merged education corporation fiscal dashboard in Appendix B reflects fiscally strong with 3.3 months of cash on hand to pay liabilities coming due shortly.
- The education corporation benefits from a combined balance sheet, which is a combination of individual school assets and liabilities. In order to track operations of any individual school within a merged education corporation, the Institute tracks each individual school's revenue and expenses in order to report operating surpluses and deficits. Rochester Prep 3 is the lone school that has shown any operating deficits. However, as the deficits are minimal, they are easily offset by the other two schools' surpluses.
- The education corporation had total net assets of approximately \$17.3 million as of June 30, 2019.
- As a requirement of the SUNY charter agreement, Rochester Prep Schools has established a separate dissolution reserve fund account of \$175,000 for three operating charter schools.

Please refer to the School Overviews for information on each individual school's financial condition.



SCHOOL OVERVIEWS



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Rochester Preparatory Charter School 3

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True North Rochester Preparatory Charter School

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True North Rochester Preparatory Charter School - West Campus

Rochester Preparatory Charter School 3

So

SCHOOL OVERVIEW

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SO
SCHOOL
OVERVIEW

PS
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FD
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FP
FUTURE PLANS

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ROCHESTER PREPARATORY CHARTER SCHOOL 3

DOES THE SCHOOL IMPLEMENT THE EDUCATIONAL PROGRAM WITH FIDELITY TO THE EDUCATION CORPORATION'S DESIGN?

Based on a review of the school's Application for Charter Renewal, discussions with teachers, leaders, and board members during the charter term, and a review of the academic program, Rochester Preparatory Charter School 3 fully implements the academic program as outlined in the education corporation overview.

SCHOOL BACKGROUND

The SUNY Trustees approved the original charter for Rochester Prep 3 on October 2, 2012. The school opened its doors in the fall of 2016 initially serving 87 students in Kindergarten. The school is authorized to serve 450 students in Kindergarten – 4th grade during the 2020-21 school year. If renewed, the school will grow to serve students in Kindergarten – 8th grade with a projected total enrollment of 807 students.

The current charter term expires on July 31, 2021. A subsequent charter term would enable the school to operate through July 31, 2026. The school is located in privately leased space at 85 St. Jacob Street, Rochester, New York, in the Rochester City School District in the same building as the Rochester Prep - West elementary grades.

NOTEWORTHY - ROCHESTER PREP 3

As part of a the Uncommon Schools network, leaders closely monitor each school's performance on each IA for ELA and mathematics. Rochester Prep 3's third grade has consistently performed in the top three of all Uncommon Schools in both mathematics and ELA IAs.

ACADEMIC PROGRAM

Rochester Prep 3 offers a high quality education program. In the school's first year of New York State testing, Rochester Prep 3 consistently demonstrates high expectations for its students. Rochester Prep 3 routinely performs in the top three of all Uncommon schools on both ELA and mathematics IAs. Teachers frequently press students to think independently and ultimately improve student outcomes. Teachers encourage students to annotate texts

in great detail, show their work when solving mathematics word problems, respond to many teacher questions during whole group instruction, and actively participate in guided reading small groups. With support from the instructional leader, teachers study student work to inform daily whole group reteach lessons. The school collectively celebrates student achievement and growth weekly during whole school pep rallies.

Rochester Prep 3, in its initial charter term, would have produced its first set of state test results in 2019-20. At the time of the renewal visit, from an analysis of the 3rd grade classroom IA results, 3rd grade students were on track to have similar performance as Rochester Prep and Rochester Prep – West for both mathematics and ELA.

LEGAL REQUIREMENTS

Rochester Prep 3 generally and substantially complies with applicable laws, rules and regulations, and provisions of the charter.

FINANCIAL CONDITION

Rochester Prep 3's projected five year budget reflects decreased revenues and expenses associate with the school's COVID-19 response. If renewed, the school will grow to serve Kindergarten – 8th grade. For elementary grades, the school will continue to operate in its current facility. The current facility will also begin housing Rochester Prep 3's middle school grades beginning in 2021-22.

Rochester Prep 3 opened in 2016-17 and has reported operating surpluses and deficits since inception, which add to the accumulated operating surpluses of the merged education corporation to assist with offsetting the deficits of the growing school. The school's net assets as of June 30, 2019 were approximately \$230,461.

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SCHOOL OVERVIEW

K-4 SCHOOL LEADERS

Christopher Shaffer (2016-17 - present)

SCHOOL CHARACTERISTICS - ROCHESTER PREP 3

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2016-17	87	90	103%	K
2017-18	180	174	97%	K-1
2018-19	270	260	96%	K-2
2019-20	360	362	101%	K-3
2020-21	450	NOT YET AVAILABLE	NOT YET AVAILABLE	K-4

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SCHOOL OVERVIEW

SUMMARY OF PUBLIC COMMENTS

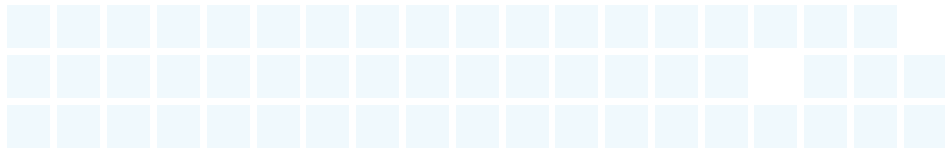
The Rochester City School District held a hearing on May 28, 2020 regarding the renewal of Rochester Prep 3. No speakers were in attendance.

ENROLLMENT AND RETENTION

Rochester Prep Charter School 3's Enrollment and Retention Status: 2018-19

			District Target	School
Enrollment	economically disadvantaged		91.2	80.2
	English language learners		11.5	0.0
	students with disabilities		16.4	12.2
Retention	economically disadvantaged		95.4	85.3
	English language learners		95.1	NA
	students with disabilities		95.7	93.3

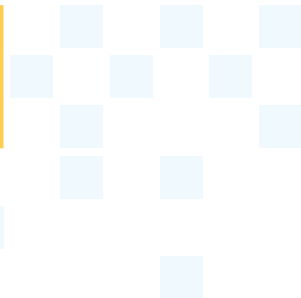
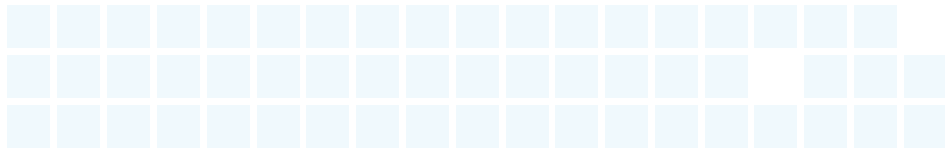
Data reported in this chart reflect information reported by the school and validated by the Institute.



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PERFORMANCE SUMMARIES

DATA NOT YET AVAILABLE



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DATA NOT YET AVAILABLE

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FISCAL DASHBOARD

ROCHESTER PREPARATORY CHARTER SCHOOL 3

NOTE: The SUNY Trustees chartered the school as part of the education corporation, "True North Rochester Preparatory Charter School." Accordingly, see the education corporation report containing the "Balance Sheet" for all schools combined in the education corporation.

SCHOOL 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

Unrestricted
Temporarily restricted

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 2016-17

MERGED	MERGED	MERGED	MERGED	MERGED
2014-15	2015-16	2016-17	2017-18	2018-19
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
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-	-	-	-	-

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

-	-	1,152,511	2,291,565	3,592,751
-	-	5,549	7,490	33,931

-	-	200,000	200,000	-
-	-	52,290	195,925	142,610
-	-	599,849	51,301	23,821
-	-	90,175	-	-
-	-	-	-	-
-	-	-	96,920	106,846
-	-	2,100,374	2,843,201	3,899,959

-	-	1,398,152	2,541,100	3,516,904
-	-	89,244	78,590	35,522
-	-	-	-	-
-	-	1,487,396	2,619,690	3,552,426
-	-	349,572	361,655	486,065
-	-	-	-	-
-	-	1,836,968	2,981,345	4,038,491
-	-	263,406	(138,144)	(138,532)

-	-	114,000	156	120,743
-	-	-	-	-
-	-	7,480	-	709
-	-	-	643	-
-	-	121,480	799	121,452

-	-	2,221,854	2,844,000	4,021,411
-	-	-	-	-
-	-	2,221,854	2,844,000	4,021,411

-	-	384,886	(137,345)	(17,080)
-	-	-	384,886	247,541
-	-	-	-	-
-	-	384,886	247,541	230,461

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FISCAL DASHBOARD

ROCHESTER PREPARATORY CHARTER SCHOOL 3

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SCHOOL INFORMATION - (Continued)

Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
Total Salaries and Staff
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other

Total Expenses

2014-15	2015-16	2016-17	2017-18	2018-19
-	-	357,820	479,635	479,129
-	-	413,674	769,479	1,229,826
-	-	-	5,122	-
-	-	-	-	-
-	-	771,494	1,254,236	1,708,955
-	-	113,906	175,868	277,328
-	-	18,049	28,263	30,549
-	-	121,035	249,476	376,841
-	-	49,430	94,649	142,370
-	-	58,681	95,181	97,094
-	-	61,217	83,549	105,350
-	-	12,567	18,221	9,418
-	-	115,494	134,092	132,669
-	-	134,927	299,739	430,880
-	-	380,168	548,071	727,037
-	-	1,836,968	2,981,345	4,038,491

SCHOOL ANALYSIS

ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - **GRAPH 4**
Chartered Grades
Final Chartered Grades (includes any revisions)

2014-15	2015-16	2016-17	2017-18	2018-19
249	441	606	689	330
-	-	87	180	270
-	-	90	174	260
K, 5-6	K-1, 5-7	K-2, 5-8	K-3, 5-8	K, 5-7
Planning Year	Planning Year	K	K-1	K-2

Primary School District: ROCHESTER CITY SD

Per Pupil Funding (Weighted Avg of All Districts)
Increase over prior year

-	-	12,593	13,084	13,655
0.0%	0.0%	100.0%	3.8%	4.2%

PER STUDENT BREAKDOWN

Revenue

Operating
Other Revenue and Support
TOTAL - GRAPH 3

Expenses

Program Services
Management and General, Fundraising
TOTAL - GRAPH 3
% of Program Services
% of Management and Other

% of Revenue Exceeding Expenses - GRAPH 5

-	-	23,442	16,350	15,000
-	-	1,356	5	467
-	-	24,797	16,354	15,467
-	-	16,600	15,064	13,663
-	-	3,901	2,080	1,869
-	-	20,502	17,144	15,533
0.0%	0.0%	81.0%	87.9%	88.0%
0.0%	0.0%	19.0%	12.1%	12.0%
0.0%	0.0%	21.0%	-4.6%	-0.4%

Student to Faculty Ratio

-	-	10.0	10.9	10.0
---	---	------	------	------

Faculty to Admin Ratio

-	-	1.3	3.2	6.5
---	---	-----	-----	-----

Financial Responsibility Composite Scores - GRAPH 6

Score
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

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

0	0	0	0	0
0.0%	0.0%	0.0%	0.0%	0.0%
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Quick (Acid Test) Ratio

Score
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Debt to Asset Ratio - GRAPH 7

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Months of Cash - GRAPH 8

Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

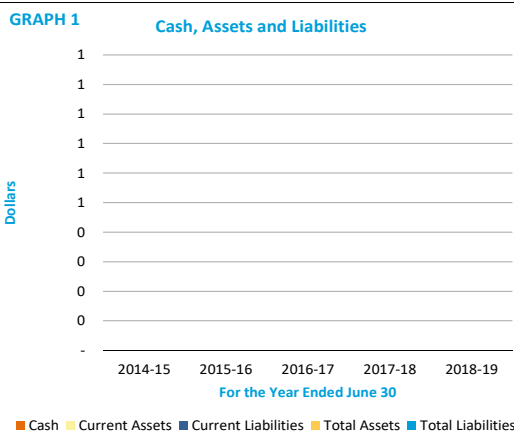
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

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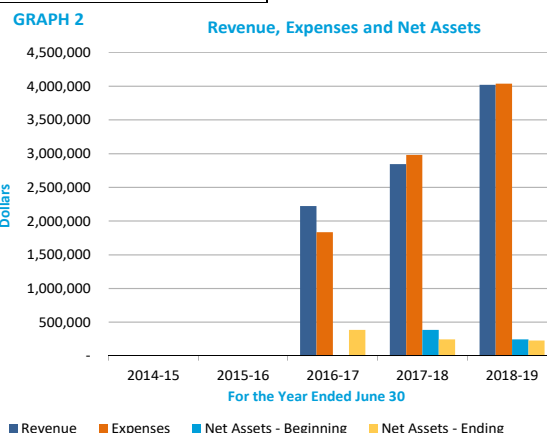
FISCAL DASHBOARD

ROCHESTER PREPARATORY CHARTER SCHOOL 3

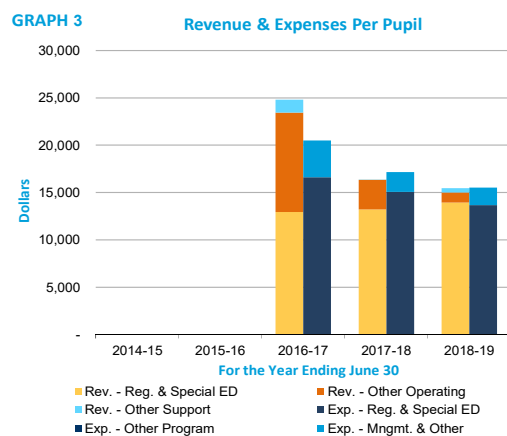
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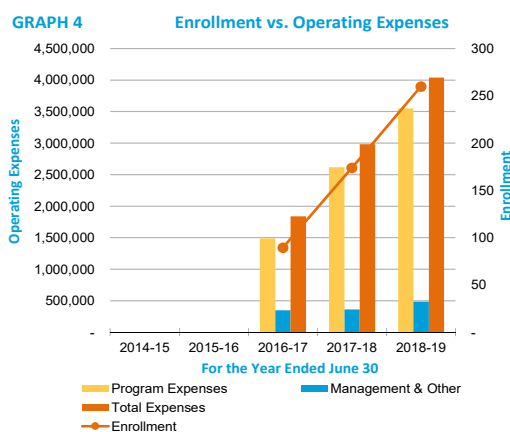
This chart illustrates the relationship between assets and liabilities and to what extent cash reserves makes up current assets. Ideally for each subset, subsets 2 through 4, (i.e. current assets vs. current liabilities), the column on the left is taller than the immediate column on the right; and, generally speaking, the bigger that gap, the better.



This chart illustrates total revenue and expenses each year and the relationship those subsets have on the increase/decrease of net assets on a year-to-year basis. Ideally subset 1, revenue, will be taller than subset 2, expenses, and as a result subset 3, net assets - beginning, will increase each year, building a more fiscally viable school.



This chart illustrates the breakdown of revenue and expenses on a per pupil basis. Caution should be exercised in making school-by-school comparisons since schools serving different missions or student populations are likely to have substantially different educational cost bases. Comparisons with similar schools with similar dynamics are most valid.



This chart illustrates to what extent the school's operating expenses have followed its student enrollment pattern. A baseline assumption that this data tests is that operating expenses increase with each additional student served. This chart also compares and contrasts growth trends of both, giving insight into what a reasonable expectation might be in terms of economies of scale.

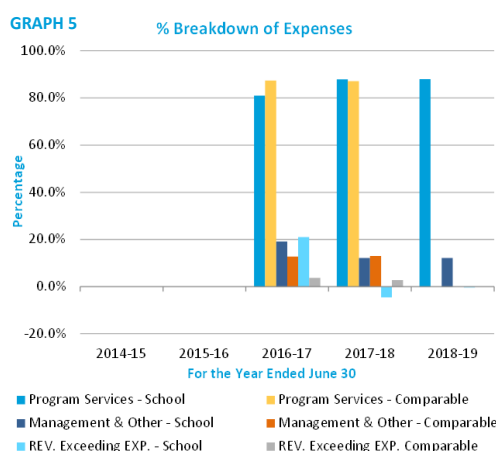
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FISCAL DASHBOARD

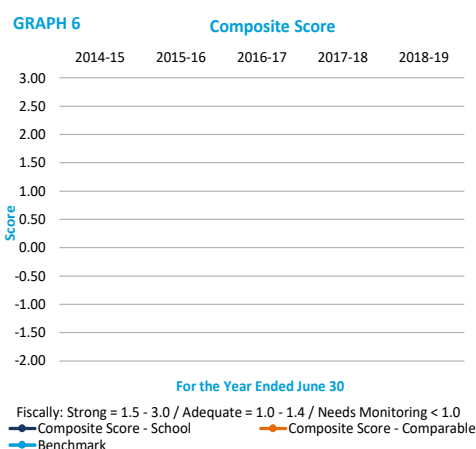
ROCHESTER PREPARATORY CHARTER SCHOOL 3

NOTE: The SUNY Trustees chartered the school as part of the education corporation, "True North Rochester Preparatory Charter School." Accordingly, see the education corporation report containing the "Balance Sheet" for all schools combined in the education corporation.

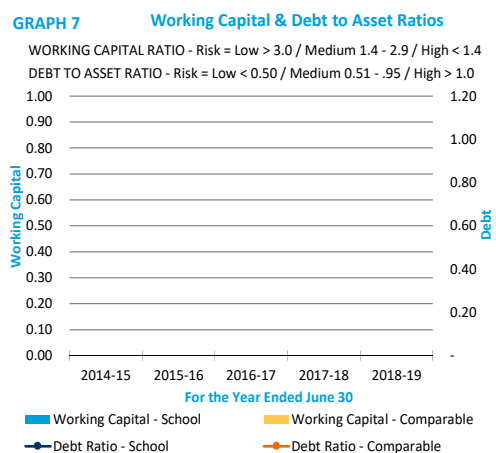
Comparable School, Region or Network: All SUNY Authorized Charter Schools (Including Closed Schools)



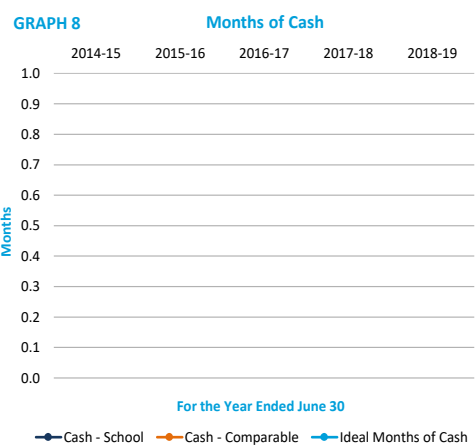
This chart illustrates the percentage expense breakdown between program services and management & others as well as the percentage of revenues exceeding expenses. Ideally the percentage expense for program services will far exceed that of the management & other expense. The percentage of revenues exceeding expenses should not be negative. Similar caution, as mentioned on GRAPH 3, should be used in comparing schools.



This chart illustrates a school's composite score based on the methodology developed by the United States Department of Education (USDOE) to determine whether private not-for-profit colleges and universities are financially strong enough to participate in federal loan programs. These scores can be valid for observing the fiscal trends of a particular school and used as a tool to compare the results of different schools.



This chart illustrates working capital and debt to asset ratios. The working capital ratio indicates if a school has enough short-term assets to cover its immediate liabilities/short term debt. The debt to asset ratio indicates what proportion of debt a school has relative to its assets. The measure gives an idea to the leverage of the school along with the potential risks the school faces in terms of its debt-load.



This chart illustrates how many months of cash the school has in reserves. This metric is to measure solvency – the school's ability to pay debts and claims as they come due. This gives some idea of how long a school could continue its ongoing operating costs without tapping into some other, non-cash form of financing in the event that revenues were to cease flowing to the school.

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FUTURE PLANS



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

Rochester Prep 3 is an academic success. The school operates as an effective and viable organization. Rochester Prep Schools plans to continue to operate the school in the same manner, making its plans for the school's future sound.

Plans for the School'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. Rochester Prep 3 plans to continue to implement the same core elements of its educational program. The school will continue to grow to middle school grades and, by the end of the next charter term, be a fully grown Kindergarten - 8th grade program. Rochester Prep 3 will continue its management agreement with Uncommon Schools, and the network will support the school implement a similar middle school program as other Uncommon Schools. These elements are likely to enable the school to meet or exceed its academic goals in the next charter term.

Fiscal & Facility Plans. Based on evidence collected through the renewal review, including a review of the five year financial plan, Rochester Prep Schools presents a reasonable and appropriate fiscal plan for the school for the next charter term including school budgets that are feasible and achievable if closely monitored.

ROCHESTER PREP 3		
	CURRENT	END OF NEXT CHARTER TERM
Enrollment	450	807
Grade Span	K-4	K-8
Teaching Staff	37	62
Days of Instruction	178	185

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Rochester Prep 3 will continue operations at its current facility throughout the next charter term. Beginning in 2021-22, Rochester Prep 3's middle school program will also be located in the same facility that holds the elementary school program, as Rochester Prep – West's program will be moving into a new facility.

The school's Application for Charter Renewal contains all necessary elements as required by the Act. The proposed school calendar allots an appropriate amount of instructional time to meet or exceed instructional time requirements, and taken together with other academic and key design elements, should be sufficient to allow the school to meet its proposed Accountability Plan goals.

True North Rochester Preparatory Charter School

So

SCHOOL OVERVIEW

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TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL

DOES THE SCHOOL IMPLEMENT THE EDUCATIONAL PROGRAM WITH FIDELITY TO THE EDUCATION CORPORATION'S DESIGN?

Based on a review of the school's Application for Charter Renewal, discussions with teachers, leaders, and board members during the charter term, and a review of the academic program, True North Rochester Preparatory Charter School fully implements the academic program as outlined in the education corporation overview and is an academic success having met its key Accountability Plan goals.

SCHOOL BACKGROUND

The SUNY Trustees approved the original charter for Rochester Prep on January 24, 2006. The school opened its doors in the fall of 2006 initially serving 78 students in 5th grade. The school is authorized to serve 1,483 students in Kindergarten – 12th grade during the 2020-21 school year. If renewed, the school will continue to serve students in Kindergarten – 12th grade with a projected total enrollment of 1,405 students.

The current charter term expires on July 31, 2021. A subsequent charter term would enable the school to operate through July 31, 2026. The school's Kindergarten – 4th grade program is located in privately leased space at 899 Jay Street, Rochester, New York. The 5th – 8th grade program is located in privately leased space at 630 Brooks Avenue, Rochester, New York. The high school program is located at privately leased space at 305 Andrews Street, Rochester, New York. All locations are within the Rochester City School District.

NOTEWORTHY - ROCHESTER PREP

Rochester Prep's high school program has strong community ties and partnerships with the Rochester Institute of Technology ("RIT"). Through this partnership, high school students have the opportunity to intern with professors and conduct research. Three high school students interning with an RIT biology professor discovered a bacterium. The American Society for Microbiology's Microbiology Resource Announcements published an article about the discovery and provided co-author credits to the high school students.

ACADEMIC PROGRAM

Rochester Prep offers a high quality education program across all levels. School staff members at the elementary school level leverage a daily data-driven instruction block to provide targeted and individualized ELA instruction. With teachers tracking student progress diligently, teachers and school leaders modify daily instruction to improve student outcomes. With a wealth of information for each student, school leaders support students' transition to the middle school level easily. For this charter term, leaders prioritize ensuring the transition from the elementary to middle school levels is seamless with high levels of coordination between teachers and leaders. The elementary and middle school level teachers and leaders also ease the transition from the elementary to middle campus through coordinating the use of academic terminology and other instructional practices. At the middle school level, in alignment with the high school level's priorities, teachers receive consistent professional development sessions to support more student-led discourse.

Rochester Prep encourages a positive workplace environment in part to promote high teacher retention. The elementary level holds after work social activities for its staff members. Activities such as the middle school level's teacher led committees empower teachers to develop their own initiatives to foster strong adult culture. The improvement in school culture at the high school led to almost all teachers committing to return in the 2020-21 school year at the time of the renewal visit.

Across all levels, Rochester Prep supports the mission of getting students to and through college. The elementary level developed the elite mentorship program with Robert Wesleyan University in which fourth grade students shadow the university's basketball team members in university classes. All middle school grade levels conduct annual field trips to college campuses. At the high school level, students begin the college preparation process in 10th grade with students first determining their interests and ultimately understanding the financial implications of attending, and options to fund, college.

Rochester Prep develops its partnership with RIT with many benefits for high school level students. In addition to college tours and shadowing students, RIT professors critique AP Art students' portfolios. With college level feedback, students enrolled in AP Art perform at strong passing rates on the respective AP exam with 100% of students passing and receiving college credit.

LEGAL REQUIREMENTS

Rochester Prep generally and substantially complies with applicable laws, rules and regulations, and provisions of the charter with the one exception below.

Teacher Certification. During the 2020-21 school year, Rochester Prep was out of compliance with its obligations under the Act's certified teacher requirements. In addition, approximately 68% of the uncertified teachers did not, at that time, have the requisite three years of teaching experience to be properly exempt from certification under the Act. As a result of inquiry of the Institute, effective July 1, 2020, the school put in place a hiring policy stating that new teachers must receive initial or transitional certification within two years of employment and then obtain professional certification within five years, the latter of which is not required by the Act. For teachers who do not meet these requirements, the education corporation will not reward raises until the teachers satisfy the certification requirement. The teachers will also be subject to contract nonrenewal by the education corporation. To support teachers obtaining certification, Rochester Prep Schools partners with Relay Graduate School of Education to enroll uncertified teachers into certification programs. Given the disruptions to graduate education, the ability to student teach under supervision, and difficulties with child care and education caused by COVID-19, the Institute finds the two year compliance period in policy reasonable under the circumstances.

FINANCIAL CONDITION

Rochester Prep's projected five year budget reflects decreased revenues and expenses associated with the school's COVID-19 response. If renewed, the school will continue to serve Kindergarten – 12th grade. Rochester Prep is confident that it will have the opportunity to remain in its current spaces for both the elementary and middle school grades for the full course of the next charter term. The high school grades plan to continue to operate in its same space through the 2020-21 school year. Beginning in 2021-22, the high school grades will relocate to a permanent facility, which will provide more classrooms to operate the program.

Rochester Prep opened in 2006-07 and has reported continuous operating surpluses, which add to the other accumulated operating surpluses of the merged education corporation to assist with offsetting operating deficits of one of the growing schools. The school's net assets as of June 30, 2019 were approximately \$8.7 million.

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SCHOOL OVERVIEW

ELEMENTARY LEADERS

Danielle Hinman (2019-20 to present)

Jaimie Brillante (2013-14 to 2018-19)

Stacey Shells (2010-11 to 2011-12)

MIDDLE SCHOOL LEADERS

Patrick Pastore (2013-14 to present)

David McBride (2010-11 to 2012-13)

Stacey Shells (2006-07 to 2009-10)

HIGH SCHOOL LEADERS

Ted Eckert (2019-20 to present)

David McBride (2013-14 to 2018-19)

SCHOOL CHARACTERISTICS - ROCHESTER PREP

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2016-17	1,050	990	94%	K-11
2017-18	1,198	1,077	90%	K-12
2018-19	1,309	1,184	90%	K-12
2019-20	1,363	1,231	90%	K-12
2020-21	1,483	NOT YET AVAILABLE	NOT YET AVAILABLE	K-12

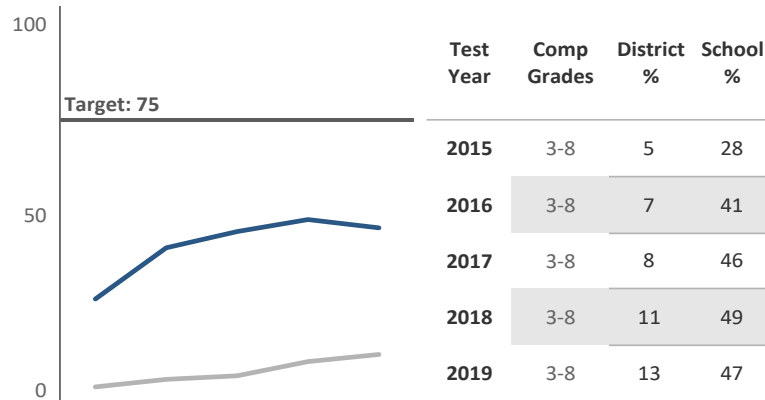
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SCHOOL OVERVIEW

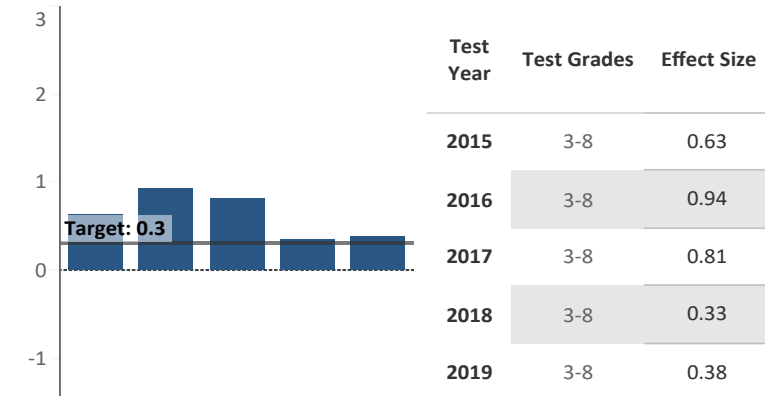
TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL

ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

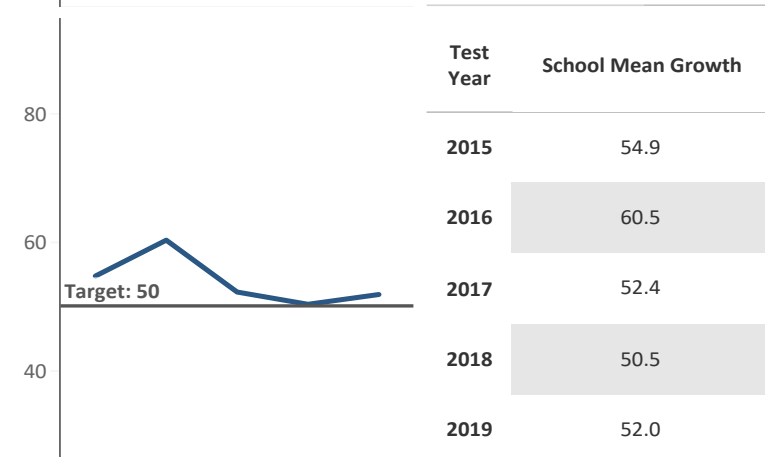
Comparative Measure: District Comparison. Each year, the percentage of students at **the school** in at least their second year performing at or above proficiency in ELA will be greater than that of students in the same tested grades in **the district**.



Comparative Measure: Effect Size. Each year, the school will exceed its predicted level of performance by an effect size of 0.3 or above in **ELA** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



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



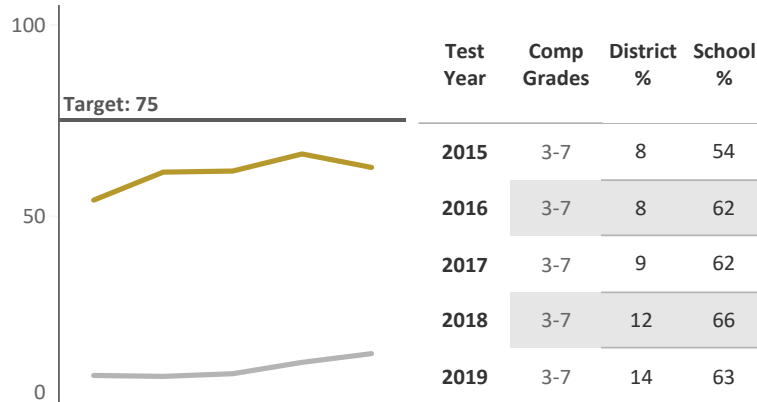
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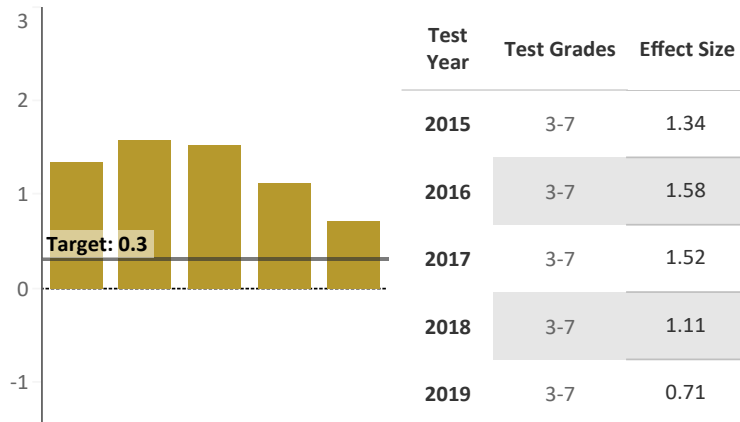
TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL

MATHEMATICS ACCOUNTABILITY PLAN GOAL

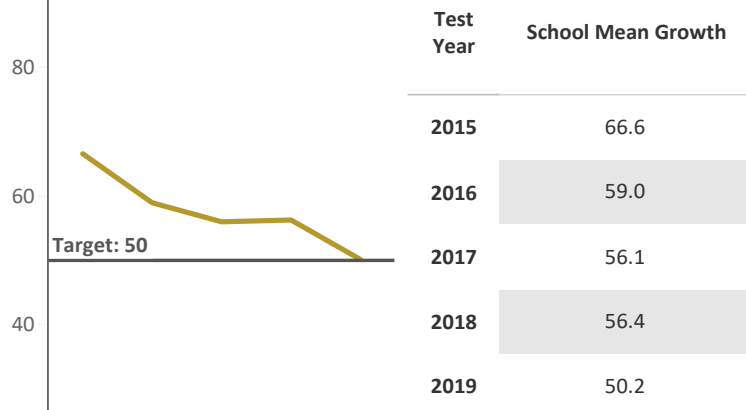
Comparative Measure: District Comparison. Each year, the percentage of students at **the school** in at least their second year performing at or above proficiency in Mathematics will be greater than that of students in the same tested grades in **the district**.



Comparative Measure: Effect Size. Each year, the school will exceed its predicted level of performance by an effect size of 0.3 or above in **mathematics** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



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



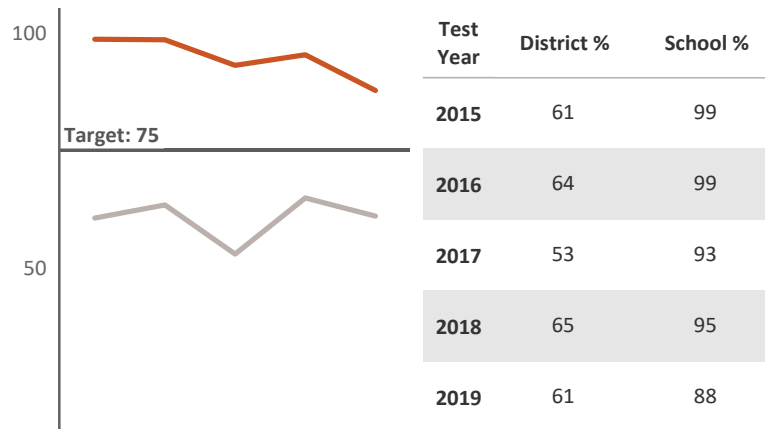
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SCHOOL OVERVIEW

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL

SCIENCE ACCOUNTABILITY PLAN GOAL

Science: Comparative Measure. Each year, the percentage of students at the school in at least their second year performing at or above proficiency in **science** will exceed that of students in the same tested grades in the **district**.



SPECIAL POPULATIONS PERFORMANCE

	2017	2018	2019
Enrollment Receiving Mandated Academic Services	103	95	132
Tested on State Exam	42	52	57
School Percent Proficient on ELA Exam	9.5	13.5	10.5
District Percent Proficient	0.8	1.6	2.1
	2017	2018	2019
ELL Enrollment	6	11	20
Tested on NYSESLAT Exam	6	11	11
School Percent 'Commanding' or Making Progress on NYSESLAT	50.0	9.1	18.2

The academic outcome data about the performance of students receiving special education services and ELLs above is not tied to separate goals in the 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."

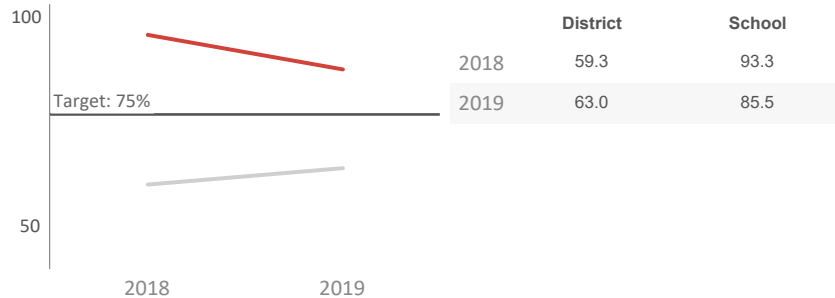
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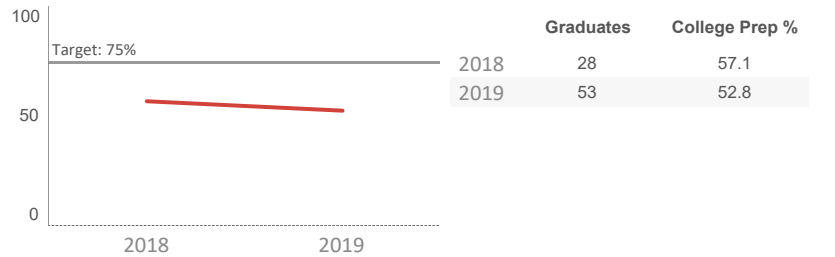
HIGH SCHOOL GRADUATION RATE

Comparative Measure: Graduation Rate. Each year, the percentage of **the school's students graduating** after completion of their fourth year will exceed the **District**.



COLLEGE PREPARATION AND ATTAINMENT

College Preparation Measure: Each year, 75 percent of **graduates** will demonstrate college preparation through one or more indicators including passing an AP exam or earning an advanced diploma.

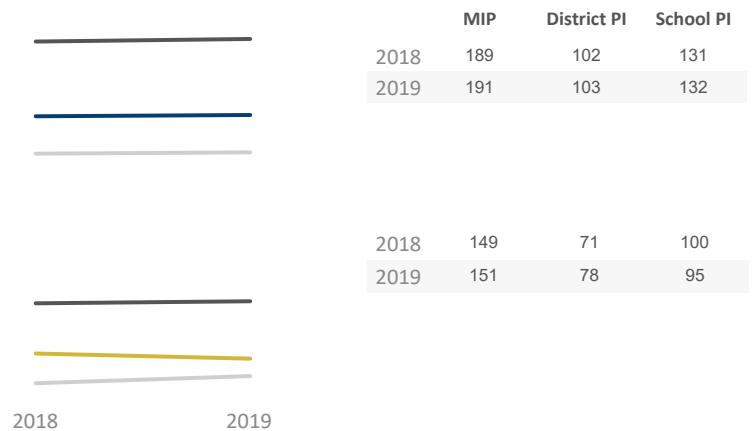


College Attainment Measure: Matriculation into College. Each year, 75 percent of **graduating students** will enroll in a college or university.



ENGLISH LANGUAGE ARTS AND MATHEMATICS

Comparative and Absolute Measure: District Comparison. Each year, the school's **ELA Accountability Performance Index** and the **math PI** will exceed the **district's PI** and the **state's MIP**.









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SCHOOL OVERVIEW

SUMMARY OF PUBLIC COMMENTS

The Rochester City School District held a hearing on May 28, 2020 regarding the renewal of Rochester Prep. No speakers were in attendance.

ENROLLMENT AND RETENTION

True North Rochester Preparatory Charter School's Enrollment and Retention Status: 2018-19			District Target	School
Enrollment	economically disadvantaged		88.6	80.1
	English language learners		11.3	2.2
	students with disabilities		17.3	14.3
Retention	economically disadvantaged		94.1	81.4
	English language learners		93.0	93.3
	students with disabilities		93.0	78.3

Data reported in this chart reflect information reported by the school and validated by the Institute.

SCHOOL PERFORMANCE SUMMARY: ENGLISH LANGUAGE ARTS

True North Rochester Preparatory Charter School

2016-17 Grades Served K-11					2017-18 Grades Served K-12					2018-19 Grades Served K-12								
	Grades	All % (N)	2+ Years % (N)	MET	Grades	All % (N)	2+ Years % (N)	MET	Grades	All % (N)	2+ Years % (N)	MET						
1. Each year 75 percent of students who are enrolled in at least their second year will perform at or above proficiency on the New York State exam.	3	55.1 (89)	56.8 (74)		3	53.9 (89)	54.3 (81)		3	48.3(87)	55.4(65)							
	4	51.2 (86)	54.1 (74)		4	66.7 (90)	66.7 (69)		4	63.4(93)	65.3(75)							
	5	30.2 (86)	34.4 (61)		5	27.6 (87)	32.4 (68)		5	27.3(88)	25.0(64)							
	6	36.0 (89)	41.3 (75)		6	50.6 (87)	53.3 (60)		6	36.4(88)	40.0(65)							
	7	38.7 (75)	39.7 (63)		7	37.8 (82)	43.8 (64)		7	23.9(88)	27.4(62)							
	8	42.5 (73)	45.0 (60)		8	35.6 (73)	40.4 (57)		8	57.3(75)	63.9(61)							
	All	42.4 (498)	45.7 (407)	NO	All	45.9 (508)	48.9 (399)	NO	All	42.6(519)	46.7(392)	NO						
		Grades	PI	AMO		Grades	PI	MIP		Grades	PI	MIP						
2. Each year the school's aggregate Performance Index on the State exam will meet the state Measure of Interim Progress set forth in the State's ESSA accountability system.	3-8	124	111	YES	3-8	130	101	YES	3-8	126	105	YES						
3. Each year the percent of students enrolled in at least their second year and performing at or above proficiency will be greater than that of students in the same grades in the local district.	Comparison: Rochester City School District				Comparison: Rochester City School District				Comparison: Rochester City School District									
	Grades	School	District		Grades	School	District		Grades	School	District							
	3-8	45.7	7.6	YES	3-8	48.9	11.4	YES	3-8	46.7	13.2	YES						
	Grade	% ED	Actual	Predicted	ES	Grade	% ED	Actual	Predicted	ES	Grade	% ED	Actual	Predicted	ES			
	3	82.6	55.6	32.3	1.26	3	82.6	53.9	41.2	0.67	3	77.7	600.0	596.7	0.40			
	4	84.4	51.2	29.2	1.20	4	70.5	67.0	43.1	1.27	4	78.0	606.0	595.2	1.36			
	5	83.9	30.2	24.0	0.41	5	85.4	27.6	26.1	0.09	5	80.6	596.0	595.3	0.09			
	6	88.9	36.0	18.5	1.36	6	62.4	50.6	47.3	0.20	6	74.4	593.0	594.5	-0.18			
4. Each year the school will exceed its predicted performance on the state exam by an effect size of 0.3 or above based on a regression analysis controlling for economically disadvantaged students statewide.	7	73.6	38.7	33.5	0.27	7	68.5	37.8	35.2	0.14	7	74.4	596.0	596.7	-0.08			
	8	70.0	42.5	39.3	0.18	8	58.8	35.6	46.4	-0.59	8	70.5	603.0	597.7	0.64			
	All	81.1	42.5	29.1	0.81	YES	All	71.8	46.0	39.8	0.33	YES	All	76.1	599.0	596.0	0.38	YES
	Grades	School	State		Grades	School	State		Grades	School	State							
	4	53.2			4	56.8			4	65.2								
	5	40.7			5	43.7			5	35.1								
	6	55.2			6	55.7			6	48.2								
	7	57.7			7	48.6			7	46.3								
5. Each year, the school's unadjusted mean growth percentile will meet or exceed the target of 50.	8	57.4			8	46.0			8	64.8								
	All	52.4	50.0	YES	All	50.5	50.0	YES	All	52.0	50.0	YES						

PERFORMANCE SUMMARIES

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SCHOOL PERFORMANCE SUMMARY: MATHEMATICS

True North Rochester Preparatory Charter School

2016-17 Grades Served K-11					2017-18 Grades Served K-12					2018-19 Grades Served K-12							
Grades	All % (N)	2+ Years % (N)	MET	Grades	All % (N)	2+ Years % (N)	MET	Grades	All % (N)	2+ Years % (N)	MET	Grades	All % (N)	2+ Years % (N)	MET		
1. Each year 75 percent of students who are enrolled in at least their second year will perform at proficiency on the New York State exam.	3	84.3 (89)	85.1 (74)		3	74.4 (90)	74.1 (81)		3	66.7 (87)	73.4 (64)						
	4	54.5 (88)	56.0 (75)		4	82.2 (90)	85.3 (68)		4	64.5 (93)	66.7 (75)						
	5	43.7 (87)	46.8 (62)		5	47.7 (88)	50.0 (68)		5	45.5 (88)	48.4 (64)						
	6	56.8 (88)	63.5 (74)		6	46.4 (84)	54.2 (59)		6	61.5 (91)	65.2 (66)						
	7	52.0 (75)	54.7 (64)		7	56.4 (78)	65.0 (60)		7	52.8 (89)	59.7 (62)						
	8	(0)	(0)		8	(0)	(0)		8	(0)	(0)						
	All	58.5 (427)	61.9 (349)	NO	All	61.9 (430)	66.4 (336)	NO	All	58.3 (448)	62.8 (331)	NO					
	Grades	PI	AMO		Grades	PI	MIP		Grades	PI	MIP						
3-7	147	109	YES	3-7	161	103	YES	3-7	151	107	YES						
3. Each year the percent of students enrolled in at least their second year and performing at or above proficiency will be greater than that of students in the same grades in the local district.	Comparison: Rochester City School District				Comparison: Rochester City School District				Comparison: Rochester City School District								
	Grades	School	District		Grades	School	District		Grades	School	District						
	3-7	61.9	8.8	YES	3-7	66.4	11.8	YES	3-7	62.8	14.0	YES					
4. Each year the school will exceed its predicted performance on the state exam by an effect size of 0.3 or above based on a regression analysis controlling for economically disadvantaged students statewide.	Grade	% ED	Actual	Predicted	ES	Grade	% ED	Actual	Predicted	ES	Grade	% ED	Actual	Predicted	ES		
	3	82.6	84.4	37.5	2.22	3	82.6	74.4	44.1	1.40	3	77.7	603.0	596.8	0.69		
	4	84.4	54.5	29.3	1.28	4	70.5	81.3	43.1	1.91	4	78.0	605.0	596.2	0.89		
	5	83.9	43.7	29.1	0.77	5	85.4	47.7	30.5	0.93	5	80.6	599.0	595.6	0.35		
	6	88.9	56.8	21.7	2.03	6	62.4	46.4	42.9	0.20	6	74.4	605.0	596.9	0.88		
	7	73.6	52.0	27.1	1.22	7	68.5	56.4	35.5	1.03	7	74.4	605.0	597.2	0.76		
	8					8					8						
	All	83.0	58.6	29.0	1.52	YES	All	74.1	61.7	39.3	1.11	YES	All	77.0	603.4	596.5	0.72
5. Each year, the school's unadjusted mean growth percentile will meet or exceed the target of 50.	Grades	School	State		Grades	School	State		Grades	School	State						
	4	39.9			4	58.4			4	35.2							
	5	40.2			5	46.3			5	30.7							
	6	69.9			6	56.3			6	67.3							
	7	80.8			7	65.7			7	68.9							
	8	0.0			8	0.0			8	0.0							
	All	56.1	50.0	YES	All	56.4	50.0	YES	All	50.2	50.0	YES					

PERFORMANCE SUMMARIES

Pf
PERFORMANCE

Su
SUMMARIES

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PERFORMANCE SUMMARIES

SCHOOL PERFORMANCE SUMMARY: True North Rochester Preparatory Charter School

High School Graduation

	2016-17	2017-18	2018-19	
	MET			MET
1. Each year, 75 percent of students in the second year high school Total Graduation Cohort will score at or above proficiency on at least three different Regents exams required for graduation.	2015 Cohort N % Passing ≥ 3 Regents	2016 Cohort N % Passing ≥ 3 Regents	2017 Cohort N % Passing ≥ 3 Regents	2018 Cohort N % Passing ≥ 3 Regents
	89	66.3	103	74.8
2. Each year, 75 percent of students in the Total Graduation Cohort will graduate after the completion of their fourth year.	2013 Cohort N %	2014 Cohort N %	2015 Cohort N %	2016 Cohort N %
	30	93.3	62	85.5
3. Each year, 95 percent of students will graduate after the completion of their fifth year.	2012 Cohort N % Graduating	2013 Cohort N % Graduating	2014 Cohort N % Graduating	2015 Cohort N % Graduating
		NA	27	100.0
4. Each year, the percent of students graduating after the completion of their fourth year will exceed that of the local school district.	Comparison School District: School District	Comparison School District: Rochester School District	Comparison School District: Rochester School District	Comparison School District: Rochester School District
	93.3	59.3	85.5	63.0
		YES		YES

College Preparation

	2016-17	2017-18	2018-19	
	MET			MET
1. Each year, 75 percent of graduating students will demonstrate their preparation for college by at least one or some combination of indicators of college readiness. ¹	Graduate N %	Graduate N %	Graduate N %	Graduate N %
	28	57.1	53	52.8
2. Each year, 75 percent of graduating students will matriculate in a college or university in the year after graduation.	Graduate N %	Graduate N %	Graduate N %	Graduate N %
	28	85.7	53	98.1
		YES		YES
3. Each year, the College, Career, and Civic Readiness Index ("CCCRI") for the school's Total Cohort will exceed the state's MIP set forth in the state's ESSA accountability system.	CCCRI MIP	CCCRI MIP	CCCRI MIP	CCCRI MIP
	131	128	NA	130
		YES		NA
4. Each year, the school's CCCRI for the Total Cohort will exceed that of the district's Total Cohort.	Comparison School District: Rochester School District	Comparison School District: Rochester School District	Comparison School District: Rochester School District	Comparison School District: Rochester School District
	131	73	NA	81
		YES		NA

1. The indicators include, but are not limited to: passing an Advanced Placement exam with a score of 3 or higher, earning a score of 4 or higher on an International Baccalaureate exam, passing a College Level Examination Program exam, passing a college level course, achieving the college and career readiness benchmark on the SAT, earning a Regents diploma with advanced designation.

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PERFORMANCE SUMMARIES

SCHOOL PERFORMANCE SUMMARY: True North Rochester Preparatory Charter School

English Language Arts

	2016-17		2017-18		2018-19	
	MET		MET		MET	
1. Each year, 65 percent of students in the fourth year Accountability Cohort will meet or exceed Common Core expectations (currently scoring at or above Performance Level 4 on the Regents Exam in English Language Arts (Common Core)).	2013 Cohort N	%	2014 Cohort N	%	2015 Cohort N	%
2. Each year, 50 percent of students in the fourth year Accountability Cohort who did not score proficient on the 8 th grade ELA exam will meet or exceed Common Core expectations (currently scoring at or above Performance Level 4 on the exam).	Low Performing Entrants N	%	Low Performing Entrants N	%	Low Performing Entrants N	%
3. The percentage of students in the Total Cohort scoring at or above Level 4 on the Regents English exam will exceed the district.	Comparison District:		Comparison District: Rochester		Comparison District: Rochester	
	School	District	School	District	School	District
4. The school's performance index ("PI") in ELA of students in the fourth year of their Accountability Cohort will exceed that of the district.						

Mathematics

	2016-17		2017-18		2018-19	
	MET		MET		MET	
1. Each year, 65 percent of students in the fourth year Accountability Cohort will meet or exceed Common Core expectations (currently scoring at or above Performance Level 4 on a Regents Common Core mathematics exam).	2013 Cohort N	%	2014 Cohort N	%	2015 Cohort N	%
2. Each year, 50 percent of students in the fourth year Accountability Cohort who did not score proficient on the 8 th grade math exam will meet or exceed Common Core expectations (currently scoring at or above Performance Level 4 on the exam).	Low Performing Entrants N	%	Low Performing Entrants N	%	Low Performing Entrants N	%
3. The percentage of students in the Total Cohort scoring at or above Level 4 on a Regents mathematics exam will exceed the district.	Comparison District:		Comparison District: Rochester		Comparison District: Rochester	
	School	District	School	District	School	District
4. The school's PI in mathematics of students in the fourth year of their Accountability Cohort will exceed that of the district.						

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TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL

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SCHOOL 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

Unrestricted
Temporarily restricted

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 2006-07

MERGED	MERGED	MERGED	MERGED	MERGED
2014-15	2015-16	2016-17	2017-18	2018-19
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
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-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

9,836,555	11,371,403	12,812,678	14,116,179	16,138,894
238,700	391,410	467,300	484,194	703,260

-	-	-	-	-
1,222,996	422,822	548,209	792,342	674,021
231,000	437,292	233,199	801,223	311,949
-	-	-	-	-
-	-	-	-	-
-	1,039,724	979,852	1,117,937	1,232,432
11,529,251	13,662,651	15,041,238	17,311,875	19,060,556

10,100,478	10,987,999	12,160,279	13,546,565	14,287,750
245,279	692,466	776,188	418,965	595,324
-	-	-	-	-
10,345,757	11,680,465	12,936,467	13,965,530	14,883,074
1,261,977	1,522,782	1,653,701	1,842,278	1,732,072
-	-	-	-	-
11,607,734	13,203,247	14,590,168	15,807,808	16,615,146
(78,483)	459,404	451,070	1,504,067	2,445,410

64,581	35,500	127,290	246,106	302,917
-	-	-	-	-
-	14,525	12,875	6,347	35,449
-	-	-	-	-
64,581	50,025	140,165	252,453	338,366

11,593,832	13,712,676	15,181,403	17,564,328	19,398,922
-	-	-	-	-
11,593,832	13,712,676	15,181,403	17,564,328	19,398,922

(13,902)	509,429	591,235	1,756,520	2,783,776
3,376,488	3,098,452	3,607,881	4,199,116	5,955,636
-	-	-	-	-
3,362,586	3,607,881	4,199,116	5,955,636	8,739,412

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FISCAL DASHBOARD

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL

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SCHOOL INFORMATION - (Continued)

Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
Total Salaries and Staff
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other

Total Expenses

2014-15	2015-16	2016-17	2017-18	2018-19
401,411	2,200,023	2,278,978	2,299,126	2,478,125
5,157,420	3,946,131	4,544,007	4,671,076	5,018,012
-	36,991	35,688	36,396	33,197
-	-	-	-	-
5,558,831	6,183,145	6,858,673	7,006,598	7,529,334
1,240,733	1,107,395	1,182,235	1,252,370	1,481,684
-	157,099	164,671	150,337	157,775
842,058	1,002,803	1,160,430	1,290,845	1,458,048
342,369	401,181	555,344	542,549	594,874
402,528	417,855	507,954	537,242	518,561
31,878	280,746	366,929	667,475	519,872
-	76,364	45,019	45,202	28,445
1,130,125	771,983	815,980	1,032,667	995,042
347,706	443,307	532,466	519,485	546,115
1,711,506	2,361,369	2,400,467	2,763,038	2,785,396
11,607,734	13,203,247	14,590,168	15,807,808	16,615,146

SCHOOL ANALYSIS

ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - **GRAPH 4**
Chartered Grades
Final Chartered Grades (includes any revisions)

2014-15	2015-16	2016-17	2017-18	2018-19
664	664	1,050	1,198	1,309
843	963	1,050	1,198	1,309
801	909	990	1,077	1,184
K-9	K-10	K-11	K-12	K-12
-	-	-	-	-

Primary School District: ROCHESTER CITY SD

Per Pupil Funding (Weighted Avg of All Districts)
Increase over prior year

12,426	12,426	12,565	13,059	13,624
0.0%	0.0%	1.1%	3.8%	4.1%

PER STUDENT BREAKDOWN

Revenue

Operating
Other Revenue and Support

TOTAL - GRAPH 3

14,396	15,024	15,200	16,079	16,098
81	55	142	234	286
14,476	15,079	15,341	16,313	16,384

Expenses

Program Services
Management and General, Fundraising

TOTAL - GRAPH 3

% of Program Services

% of Management and Other

% of Revenue Exceeding Expenses - **GRAPH 5**

12,918	12,844	13,073	12,971	12,570
1,576	1,675	1,671	1,711	1,463
14,494	14,519	14,744	14,682	14,033
89.1%	88.5%	88.7%	88.3%	89.6%
10.9%	11.5%	11.3%	11.7%	10.4%
-0.1%	3.9%	4.1%	11.1%	16.8%

Student to Faculty Ratio

8.8	11.2	10.1	10.9	10.8
-----	------	------	------	------

Faculty to Admin Ratio

15.2	2.9	3.6	4.0	3.8
------	-----	-----	-----	-----

Financial Responsibility Composite Scores - GRAPH 6

Score
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

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

0	0	0	0	0
0.0%	0.0%	0.0%	0.0%	0.0%
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Quick (Acid Test) Ratio

Score
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Debt to Asset Ratio - GRAPH 7

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Months of Cash - GRAPH 8

Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

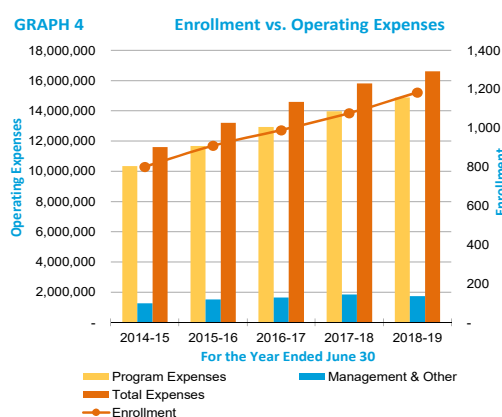
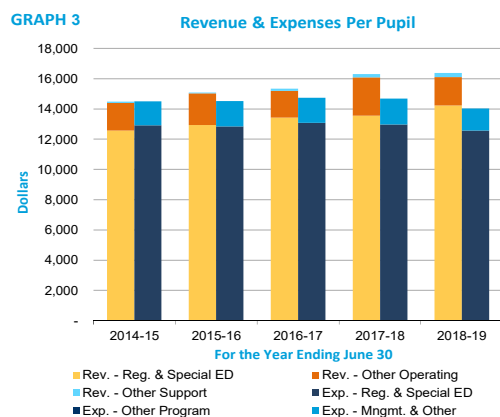
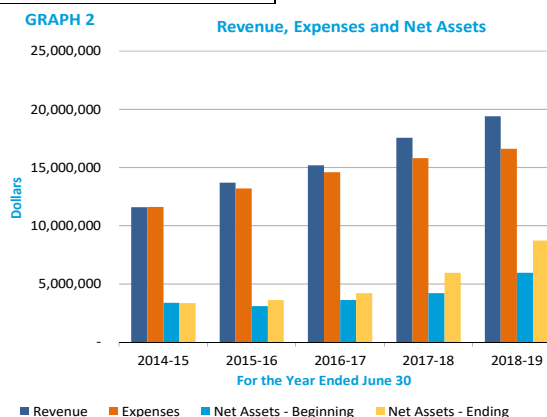
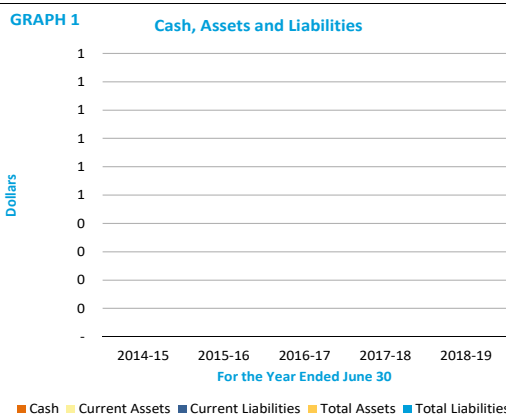
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

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FISCAL DASHBOARD

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL

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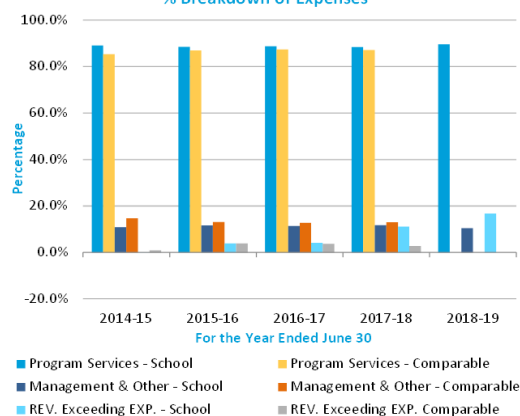
TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL

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Comparable School, Region or Network: All SUNY Authorized Charter Schools (Including Closed Schools)

GRAPH 5

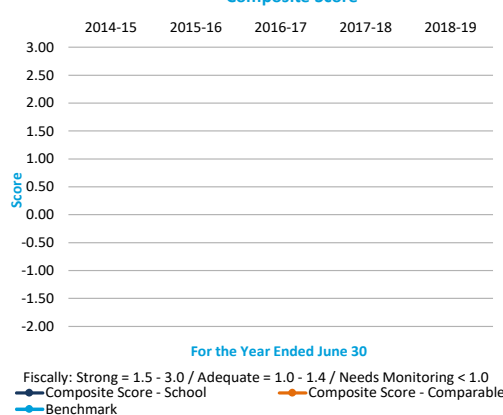
% Breakdown of Expenses



This chart illustrates the percentage expense breakdown between program services and management & others as well as the percentage of revenues exceeding expenses. Ideally the percentage expense for program services will far exceed that of the management & other expense. The percentage of revenues exceeding expenses should not be negative. Similar caution, as mentioned on GRAPH 3, should be used in comparing schools.

GRAPH 6

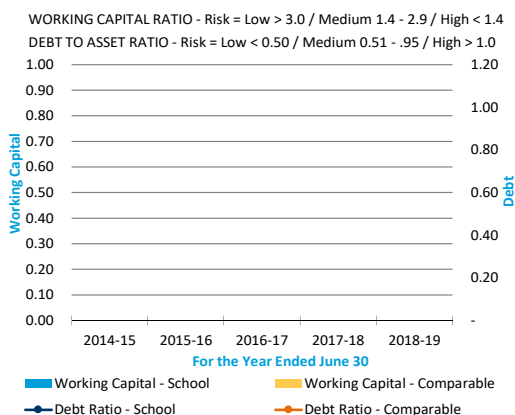
Composite Score



This chart illustrates a school's composite score based on the methodology developed by the United States Department of Education (USDOE) to determine whether private not-for-profit colleges and universities are financially strong enough to participate in federal loan programs. These scores can be valid for observing the fiscal trends of a particular school and used as a tool to compare the results of different schools.

GRAPH 7

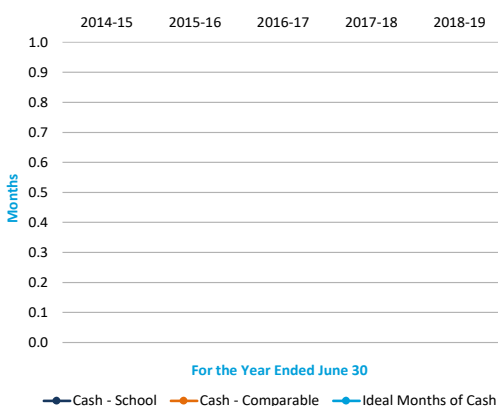
Working Capital & Debt to Asset Ratios



This chart illustrates working capital and debt to asset ratios. The working capital ratio indicates if a school has enough short-term assets to cover its immediate liabilities/short term debt. The debt to asset ratio indicates what proportion of debt a school has relative to its assets. The measure gives an idea to the leverage of the school along with the potential risks the school faces in terms of its debt-load.

GRAPH 8

Months of Cash



This chart illustrates how many months of cash the school has in reserves. This metric is to measure solvency – the school's ability to pay debts and claims as they come due. This gives some idea of how long a school could continue its ongoing operating costs without tapping into some other, non-cash form of financing in the event that revenues were to cease flowing to the school.

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FUTURE PLANS



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

Rochester Prep is an academic success. The school operates as an effective and viable organization, and the education corporation is fiscally sound. Rochester Prep Schools plans to continue to operate the school in the same manner, making its plans for the school's future sound.

Plans for the School'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. Rochester Prep plans to continue to implement the same core elements of its educational program that enabled the school to meet or exceed its key Accountability Plan goals in the current charter term. With a leadership transition during this charter term, the school plans to increase the rigor and quality of college and university options for high school graduates. With initiatives from the board, network leaders plan to closely track and monitor student progress and success at the college level and ensure that the school is reaching its mission to get students to and through college. These elements are likely to enable the school to meet or exceed its academic goals in the next charter term.

Fiscal & Facility Plans. Based on evidence collected through the renewal review, including a review of the five year financial plan, Rochester Prep Schools presents a reasonable and appropriate fiscal plan for the school for the next charter term including school budgets that are feasible and achievable.

ROCHESTER PREP		
	CURRENT	END OF NEXT CHARTER TERM
Enrollment	1,485	1,405
Grade Span	K-12	K-12
Teaching Staff	101	109
Days of Instruction	178	185

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Rochester Prep’s elementary and middle school grades will continue operations at its current locations throughout the next charter term. The high school grades will continue operations at its current facility through the 2020-21 school year. Beginning in 2021-22, the high school grades will relocate to a permanent facility, which will provide more classrooms to operate the program.

The school’s Application for Charter Renewal contains all necessary elements as required by the Act. The proposed school calendar allots an appropriate amount of instructional time to meet or exceed instructional time requirements, and taken together with other academic and key design elements, should be sufficient to allow the school to meet its proposed Accountability Plan goals.

True North Rochester Preparatory Charter School - West

So

SCHOOL OVERVIEW

PAGES: 80-95

SO

SCHOOL
OVERVIEW

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TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL - WEST CAMPUS

DOES THE SCHOOL IMPLEMENT THE EDUCATIONAL PROGRAM WITH FIDELITY TO THE EDUCATION CORPORATION'S DESIGN?

Based on a review of the school's Application for Charter Renewal, discussions with teachers, leaders, and board members, and a review of the academic program, True North Rochester Preparatory Charter School - West Campus fully implements the academic program as outlined in the education corporation overview and is an academic success, having met its key Accountability Plan goals.

SCHOOL BACKGROUND

The SUNY Trustees approved the original charter for Rochester Prep - West on May 11, 2010. The school opened its doors in the fall of 2011 initially serving 78 students in 5th grade. The school is authorized to serve 810 students in Kindergarten – 8th grade during the 2020-21 school year. If renewed, the school will continue to serve students in Kindergarten – 8th grade with a projected total enrollment of 807 students.

The current charter term expires on July 31, 2021. A subsequent charter term would enable the school to operate through July 31, 2026. Rochester Prep - West's Kindergarten – 4th grade program is located in privately leased space at 85 St. Jacob Street, Rochester, New York with Rochester Prep 3's elementary level program. The 5th – 8th grade program is located in privately leased space at 432 Chili Avenue, Rochester, New York. Both locations are in the Rochester City School District.

NOTEWORTHY - ROCHESTER PREP - WEST

In 2018-19, the school administered a mathematics Regents exam to its 8th grade students in lieu of the state exam. That year, 84% of students passed the exam, surpassing the district achievement by 82 points.

ACADEMIC PROGRAM

As part of the Rochester Prep Schools' emphasis on teacher development, leaders work strategically to support each and every teacher at Rochester Prep - West. Instructional leaders split the caseload of teachers to provide intensive coaching with a constant focus on improving pedagogical techniques. At the Rochester Prep - West elementary level, the instructional leaders are focused on ensuring new teachers deliver high quality lessons similar to the more veteran teachers on staff. Through both individual coaching and small group feedback, the instructional leaders strive to build skills through strong relationships among all staff members. All leaders across the elementary and middle school levels follow consistent coaching cycles, observing teachers' daily lessons and giving immediate feedback. Teachers meet with leaders on a regular basis to discuss observation feedback and practice Teach Like a Champion strategies to increase engagement. Instructional leaders will continue to monitor teachers' lessons as student outcomes improve.

LEGAL REQUIREMENTS

With the minor exception noted below, Rochester Prep - West generally and substantially complies with applicable laws, rules and regulations, and provisions of the charter.

Teacher Certification. During the 2020-21 school year, Rochester Prep - West was out of compliance with its obligations under the Act's certified teacher requirements. In addition, approximately 33% of the uncertified teachers did not, at that time, have the requisite three years of teaching experience to be properly exempt from certification under the Act. As a result of inquiry by the Institute, effective July 1, 2020, the school put in place a hiring policy stating that new teachers must receive initial or transitional certification within two years of employment, and then obtain professional certification within five years, the latter of which is not required by the Act. For teachers who do not meet these requirements, the education corporation will not reward raises until the teachers satisfy the certification requirement. The teachers will also be subject to contract nonrenewal by the education corporation. To support teachers with obtaining certification, Rochester Prep Schools partners with Relay Graduate School of Education to enroll uncertified teachers into certification programs. Given the disruptions to graduate education, the ability to student teach under supervision, and difficulties with child care and education caused by COVID-19, the Institute finds the two year compliance period in policy reasonable under the circumstances.

FINANCIAL CONDITION

Rochester Prep - West's projected five year budget reflects decreased revenues and expenses associated with the school's COVID-19 response. Rochester Prep - West's elementary grades currently share space with Rochester Prep 3's elementary grades. Both elementary school programs will remain at their current location through the 2020-21 school year. Beginning in 2021-22, Rochester Prep - West's elementary grades will move into the facility currently housing Rochester Prep's high school grades. Rochester Prep - West's middle school grades will remain in its current facility throughout the next charter term. When Rochester Prep - West's elementary grades move into its new facility, Rochester Prep 3's middle school grades will share the same space as its elementary program for the charter term.

Rochester Prep - West opened in 2011-12 and has reported operating surpluses, which add to the other accumulated operating surpluses of the merged education corporation to assist with offsetting operating deficits of the other growing school. The school's net assets as of June 30, 2019 were approximately \$8.4 million.

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SCHOOL OVERVIEW

ELEMENTARY LEADERS

Emily Volpe (2013-14 to present)

Kim Schultz, Acting Principal (January 2020 to March 2020)

MIDDLE SCHOOL LEADERS

Kris Hirsch (2019-20 to present)

Adrienne Sopinski (2016-17 to 2018-19)

Paul Powell, Acting Principal (2015-16)

Kelli Ragin (2011-12 to 2014-15)

SCHOOL CHARACTERISTICS - ROCHESTER PREP - WEST

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2016-17	785	739	94%	K-3, 5-8
2017-18	856	801	94%	K-8
2018-19	834	810	97%	K-8
2019-20	819	819	100%	K-8
2020-21	810	NOT YET AVAILABLE	NOT YET AVAILABLE	K-8

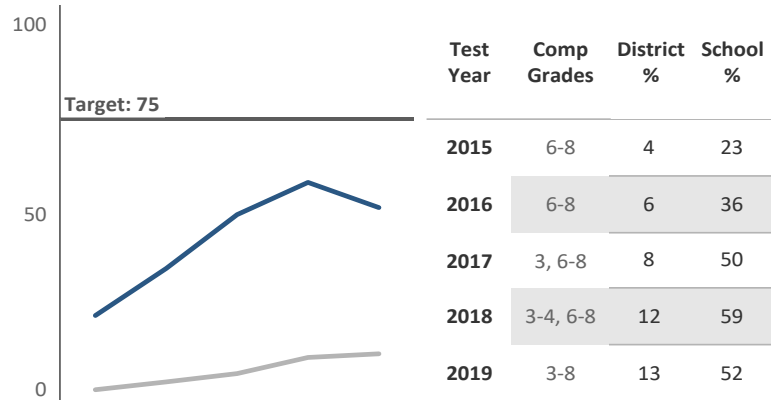
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SCHOOL OVERVIEW

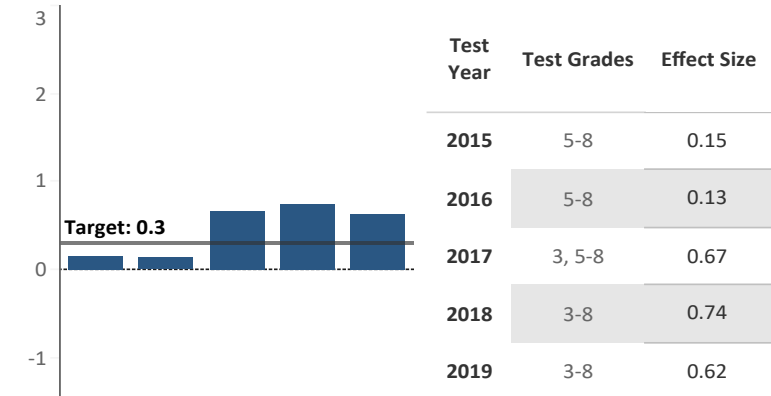
TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL - WEST CAMPUS

ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

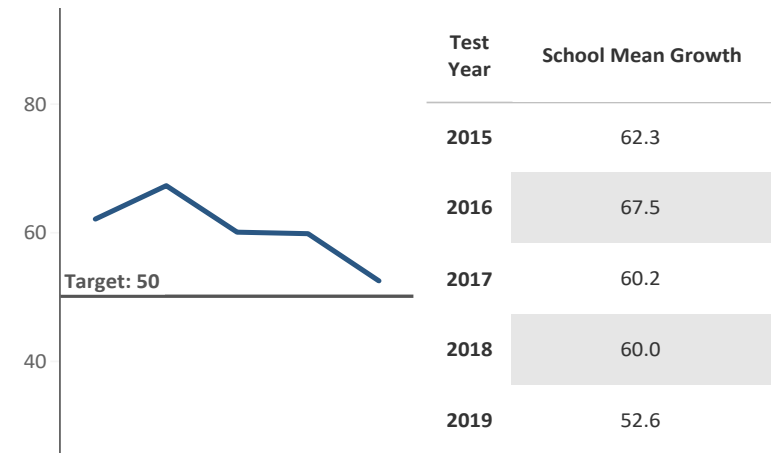
Comparative Measure: District Comparison. Each year, the percentage of students at **the school** in at least their second year performing at or above proficiency in ELA will be greater than that of students in the same tested grades in **the district**.



Comparative Measure: Effect Size. Each year, the school will exceed its predicted level of performance by an effect size of 0.3 or above in **ELA** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



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



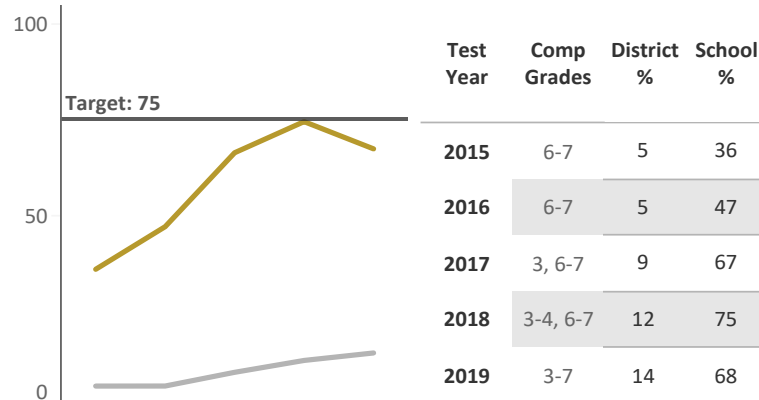
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SCHOOL OVERVIEW

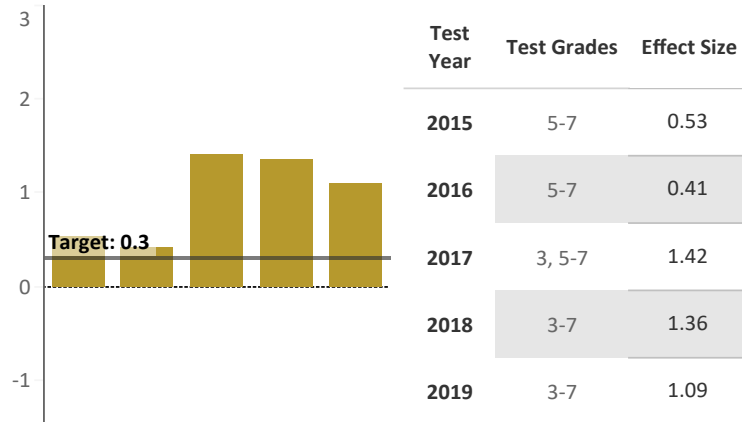
TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL - WEST CAMPUS

MATHEMATICS ACCOUNTABILITY PLAN GOAL

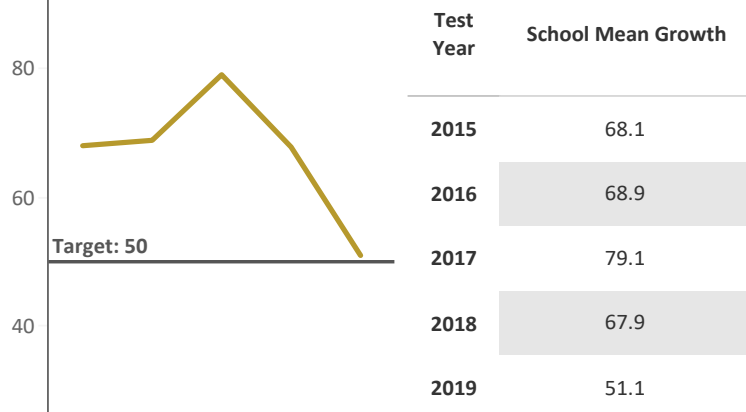
Comparative Measure: District Comparison. Each year, the percentage of students at **the school** in at least their second year performing at or above proficiency in Mathematics will be greater than that of students in the same tested grades in **the district**.



Comparative Measure: Effect Size. Each year, the school will exceed its predicted level of performance by an effect size of 0.3 or above in **mathematics** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



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



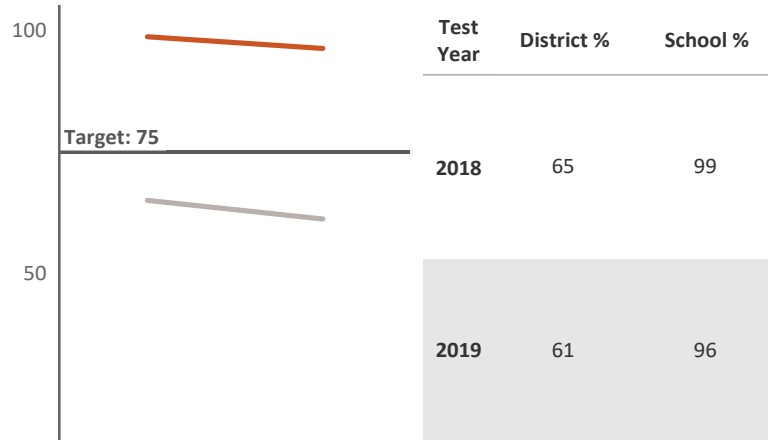
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SCHOOL OVERVIEW

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL - WEST CAMPUS

SCIENCE ACCOUNTABILITY PLAN GOAL

Science: Comparative Measure. Each year, the percentage of students at the school in at least their second year performing at or above proficiency in **science** will exceed that of students in the same tested grades in the district.



SPECIAL POPULATIONS PERFORMANCE

	2017	2018	2019
Enrollment Receiving Mandated Academic Services	65	42	83
Tested on State Exam	28	18	60
School Percent Proficient on ELA Exam	3.6	50.0	10.0
District Percent Proficient	0.5	1.6	2.1
	2017	2018	2019
ELL Enrollment	11	15	10
Tested on NYSESLAT Exam	11	14	NA*
School Percent 'Commanding' or Making Progress on NYSESLAT	9.1	7.1	NA

* Due to an error in data reporting, the school's 2018-19 NYSESLAT scores are unavailable.

The academic outcome data about the performance of students receiving special education services and ELLs above is not tied to separate goals in the 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."







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SCHOOL OVERVIEW

SUMMARY OF PUBLIC COMMENTS

The Rochester City School District held a hearing on May 28, 2020 regarding the renewal of Rochester Prep - West. No speakers were in attendance.

ENROLLMENT AND RETENTION

True North Rochester Preparatory Charter School - West Campus's Enrollment and Retention Status: 2018-19			District Target	School
Enrollment	economically disadvantaged		91.1	83.1
	English language learners		11.6	1.5
	students with disabilities		17.1	11.1
Retention	economically disadvantaged		95.4	88.9
	English language learners		94.8	76.9
	students with disabilities		95.5	81.9

Data reported in this chart reflect information reported by the school and validated by the Institute.

SCHOOL PERFORMANCE SUMMARY: ENGLISH LANGUAGE ARTS

True North Rochester Preparatory Charter School - West Campus

2016-17 Grades Served K-3, 5-8				2017-18 Grades Served K-8				2018-19 Grades Served K-8										
	Grades	All % (N)	2+ Years % (N)	MET	Grades	All % (N)	2+ Years % (N)	MET	Grades	All % (N)	2+ Years % (N)	MET						
1. Each year 75 percent of students who are enrolled in at least their second year will perform at or above proficiency on the New York State exam.	3	61.6 (99)	61.6 (99)		3	82.6 (92)	82.6 (92)		3	75.3 (89)	77.5 (80)							
	4	(0)	(0)		4	77.5 (89)	77.5 (89)		4	64.9 (94)	66.7 (84)							
	5	11.4 (88)	0.0 (3)		5	27.2 (81)	0.0 (6)		5	35.2 (91)	38.1 (84)							
	6	18.4 (87)	21.9 (64)		6	33.0 (88)	34.5 (55)		6	38.5 (91)	47.7 (65)							
	7	39.2 (79)	43.3 (60)		7	23.5 (81)	26.9 (67)		7	25.3 (87)	28.4 (74)							
	8	65.9 (82)	67.6 (68)		8	53.7 (82)	56.7 (67)		8	44.4 (81)	50.0 (70)							
	All	39.5 (435)	50.0 (294)	NO	All	50.5 (513)	58.5 (376)	NO	All	47.5 (533)	51.9 (457)	NO						
2. Each year the school's aggregate Performance Index on the State exam will meet the state Measure of Interim Progress set forth in the State's ESSA accountability system.	Grades	PI	AMO		Grades	PI	MIP		Grades	PI	MIP							
	3, 5-8	114	111	YES	3-8	135	101	YES	3-8	131	105	YES						
3. Each year the percent of students enrolled in at least their second year and performing at or above proficiency will be greater than that of students in the same grades in the local district.	Comparison: Rochester City School District				Comparison: Rochester City School District				Comparison: Rochester City School District									
	Grades	School	District		Grades	School	District		Grades	School	District							
4. Each year the school will exceed its predicted performance on the state exam by an effect size of 0.3 or above based on a regression analysis controlling for economically disadvantaged students statewide.	3, 6-8	50.0	8.0	YES	3-4, 6-8	58.5	12.3	YES	3-8	51.9	13.2	YES						
	Grade	% ED	Actual	Predicted	ES	Grade	% ED	Actual	Predicted	ES	Grade	% ED	Actual	Predicted	ES			
	3	88.3	61.6	29.8	1.78	3	92.5	82.6	37.0	2.55	3	81.7	610.0	596.0	1.60			
	4					4	87.1	77.5	36.7	2.16	4	78.9	606.0	595.1	1.38			
	5	86.7	11.4	22.8	-0.80	5	83.0	27.2	27.1	0.01	5	89.6	598.0	593.5	0.55			
	6	91.0	18.4	17.6	0.06	6	68.2	33.0	44.7	-0.67	6	78.5	591.0	593.6	-0.30			
	7	86.0	39.2	28.2	0.60	7	75.6	23.5	32.4	-0.48	7	87.5	594.0	594.2	-0.02			
	8	81.6	65.9	34.9	1.61	8	75.9	53.7	40.8	0.63	8	80.0	600.0	596.2	0.45			
	All	86.9	39.5	26.6	0.67	YES	All	80.6	50.5	36.6	0.74	YES	All	82.7	599.9	594.7	0.62	YES
5. Each year, the school's unadjusted mean growth percentile will meet or exceed the target of 50.	Grades	School	State		Grades	School	State		Grades	School	State							
	4	0.0			4	57.3			4	46.1								
	5	55.6			5	68.1			5	31.2								
	6	55.2			6	65.1			6	60.4								
	7	60.2			7	50.9			7	57.6								
	8	70.0			8	60.0			8	69.9								
	All	60.2	50.0	YES	All	60.0	50.0	YES	All	52.6	50.0	YES						

PERFORMANCE SUMMARIES

Pf
PERFORMANCE

Su
SUMMARIES

SCHOOL PERFORMANCE SUMMARY: MATHEMATICS

True North Rochester Preparatory Charter School - West Campus

2016-17 Grades Served K-3, 5-8				2017-18 Grades Served K-8				2018-19 Grades Served K-8							
	Grades	All % (N)	2+ Years % (N)	MET	Grades	All % (N)	2+ Years % (N)	MET	Grades	All % (N)	2+ Years % (N)	MET			
1. Each year 75 percent of students who are enrolled in at least their second year will perform at proficiency on the New York State exam.	3	89.8 (98)	89.8 (98)		3	87.0 (92)	87.0 (92)		3	87.6 (89)	87.5 (80)				
	4	(0)	(0)		4	86.5 (89)	86.5 (89)		4	75.5 (94)	77.4 (84)				
	5	29.1 (86)	0.0 (3)		5	28.8 (80)	0.0 (6)		5	54.9 (91)	58.3 (84)				
	6	39.3 (84)	39.7 (63)		6	58.6 (87)	70.4 (54)		6	45.6 (90)	52.4 (63)				
	7	55.7 (79)	60.0 (60)		7	53.1 (81)	52.2 (67)		7	49.4 (89)	58.1 (74)				
	8	(0)	(0)		8	(0)	(0)		8	(0)	(0)				
	All	54.8 (347)	66.5 (224)	NO	All	63.9 (429)	74.7 (308)	NO	All	62.7 (453)	67.5 (385)	NO			
	Grades	PI	AMO		Grades	PI	MIP		Grades	PI	MIP				
3, 5-7	139	109	YES	3-7	164	103	YES	3-7	161	107	YES				
3. Each year the percent of students enrolled in at least their second year and performing at or above proficiency will be greater than that of students in the same grades in the local district.	Comparison: Rochester City School District			Comparison: Rochester City School District			Comparison: Rochester City School District								
	Grades	School	District	Grades	School	District	Grades	School	District						
3, 6-7	66.5	9.0	YES	3-4, 6-7	74.7	12.1	YES	3-7	67.5	14.0	YES				
4. Each year the school will exceed its predicted performance on the state exam by an effect size of 0.3 or above based on a regression analysis controlling for economically disadvantaged students statewide.	Grade	% ED	Actual	Predicted	ES	% ED	Actual	Predicted	ES	% ED	Actual	Predicted	ES		
	3	88.3	89.8	35.0	2.62	92.5	87.0	39.9	2.28	81.7	614.0	596.0	1.84		
	4					87.1	86.5	35.4	2.43	78.9	609.0	596.0	1.31		
	5	86.7	29.1	27.6	0.08	83.0	28.8	31.7	-0.16	89.6	605.0	593.7	1.14		
	6	91.0	39.3	20.5	1.09	68.2	58.6	39.6	1.00	78.5	599.0	595.9	0.33		
	7	86.0	55.7	20.4	1.74	75.6	53.1	31.7	1.05	87.5	603.0	594.2	0.85		
	8														
	All	88.1	54.8	26.3	1.42	YES	81.5	63.9	35.8	1.36	YES	83.2	606.0	595.2	1.09
5. Each year, the school's unadjusted mean growth percentile will meet or exceed the target of 50.	Grades	School	State	Grades	School	State	Grades	School	State						
	4	0.0		4	43.6		4	36.3							
	5	76.3		5	72.1		5	36.3							
	6	81.0		6	87.7		6	75.8							
	7	80.0		7	72.3		7	56.7							
	8	0.0		8	0.0		8	0.0							
	All	79.1	50.0	YES	All	67.9	50.0	YES	All	51.1	50.0	YES			

PERFORMANCE SUMMARIES

Pf
PERFORMANCE

Su
SUMMARIES

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FISCAL DASHBOARD

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL - WEST CAMPUS

NOTE: Effective 2013-14 the school merged into the education corporation, "True North Rochester Preparatory Charter School." Accordingly, see the education corporation report containing the "Balance Sheet" for all schools combined in the education corporation.

SCHOOL 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

Unrestricted
Temporarily restricted

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 2011-12

MERGED	MERGED	MERGED	MERGED	MERGED
2014-15	2015-16	2016-17	2017-18	2018-19
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

6,851,628	8,491,221	9,720,436	10,290,996	11,195,356
213,000	228,351	285,120	354,207	302,466

-	-	196,012	191,895	-
891,079	300,612	431,545	553,310	503,754
179,860	166,917	3,621	149,746	69,588
-	507,485	690,589	-	-
-	-	-	-	-
-	-	-	817,015	900,692
8,135,567	9,694,586	11,327,323	12,357,169	12,971,856

5,941,436	7,393,006	8,350,673	9,254,033	9,808,709
300,581	359,784	533,022	286,207	303,361
-	-	-	-	-
6,242,017	7,752,790	8,883,695	9,540,240	10,112,070
857,680	917,813	1,145,704	1,226,209	1,127,376
-	-	-	-	-
7,099,697	8,670,603	10,029,399	10,766,449	11,239,446
1,035,870	1,023,983	1,297,924	1,590,720	1,732,410

24,246	300,000	117,500	25,747	1,536
-	-	-	-	-
-	22,327	24,795	35,106	40,801
-	-	-	-	-
24,246	322,327	142,295	60,853	42,337

8,159,813	10,016,913	11,469,618	12,418,022	13,014,193
-	-	-	-	-
8,159,813	10,016,913	11,469,618	12,418,022	13,014,193

1,060,116	1,346,310	1,440,219	1,651,573	1,774,747
846,410	2,170,661	3,516,971	4,957,190	6,608,763
-	-	-	-	-
1,906,526	3,516,971	4,957,190	6,608,763	8,383,510

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FISCAL DASHBOARD

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL - WEST CAMPUS

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SCHOOL INFORMATION - (Continued)

Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
Total Salaries and Staff
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other

Total Expenses

2014-15	2015-16	2016-17	2017-18	2018-19
309,994	1,252,625	1,241,876	1,460,261	1,523,687
3,046,824	2,632,221	3,287,989	3,488,966	3,516,564
-	78,139	77,034	79,595	27,219
-	-	-	-	-
3,356,818	3,962,985	4,606,899	5,028,822	5,067,470
690,950	752,250	913,460	1,009,659	1,094,007
-	83,248	95,121	111,739	132,058
701,633	854,102	945,204	963,157	992,682
138,000	480,788	463,912	425,504	416,153
205,334	269,478	318,862	352,357	246,509
16,301	206,227	231,687	227,792	247,295
-	44,237	28,931	35,316	21,146
936,974	508,963	608,111	620,273	679,775
167,598	136,286	243,381	297,855	615,090
886,089	1,372,039	1,573,831	1,693,975	1,727,261
7,099,697	8,670,603	10,029,399	10,766,449	11,239,446

SCHOOL ANALYSIS

ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - **GRAPH 4**
Chartered Grades
Final Chartered Grades (includes any revisions)

2014-15	2015-16	2016-17	2017-18	2018-19
516	594	785	856	834
572	695	785	856	834
553	679	739	801	810
K-1, 5-8	K-2, 5-8	K-3, 5-8	K-8	K-8
-	-	-	-	-

Primary School District: ROCHESTER CITY SD

Per Pupil Funding (Weighted Avg of All Districts)
Increase over prior year

2014-15	2015-16	2016-17	2017-18	2018-19
12,410	12,410	12,565	13,065	13,627
-0.1%	0.0%	1.2%	3.8%	4.1%

PER STUDENT BREAKDOWN

Revenue

Operating
Other Revenue and Support

TOTAL - GRAPH 3

2014-15	2015-16	2016-17	2017-18	2018-19
14,711	14,270	15,326	15,423	16,015
44	474	193	76	52
14,755	14,744	15,519	15,499	16,067

Expenses

Program Services
Management and General, Fundraising

TOTAL - GRAPH 3

% of Program Services

% of Management and Other

% of Revenue Exceeding Expenses - GRAPH 5

2014-15	2015-16	2016-17	2017-18	2018-19
11,287	11,412	12,020	11,907	12,484
1,551	1,351	1,550	1,530	1,392
12,838	12,763	13,570	13,438	13,876
87.9%	89.4%	88.6%	88.6%	90.0%
12.1%	10.6%	11.4%	11.4%	10.0%
14.9%	15.5%	14.4%	15.3%	15.8%

Student to Faculty Ratio

2014-15	2015-16	2016-17	2017-18	2018-19
9.9	12.6	10.4	11.4	11.6

Faculty to Admin Ratio

2014-15	2015-16	2016-17	2017-18	2018-19
11.2	2.6	3.9	3.9	4.1

Financial Responsibility Composite Scores - GRAPH 6

Score
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /
Fiscally Needs Monitoring < 1.0

2014-15	2015-16	2016-17	2017-18	2018-19
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A

Working Capital - GRAPH 7

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

2014-15	2015-16	2016-17	2017-18	2018-19
0	0	0	0	0
0.0%	0.0%	0.0%	0.0%	0.0%
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Quick (Acid Test) Ratio

Score
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

2014-15	2015-16	2016-17	2017-18	2018-19
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Debt to Asset Ratio - GRAPH 7

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

2014-15	2015-16	2016-17	2017-18	2018-19
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Months of Cash - GRAPH 8

Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

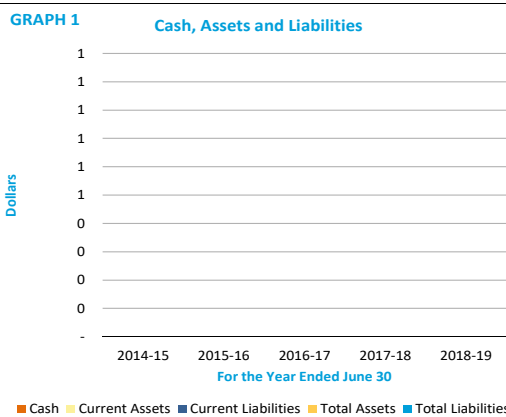
2014-15	2015-16	2016-17	2017-18	2018-19
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

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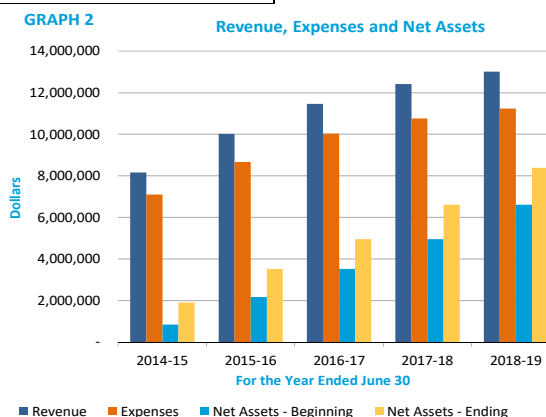
FISCAL DASHBOARD

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL - WEST CAMPUS

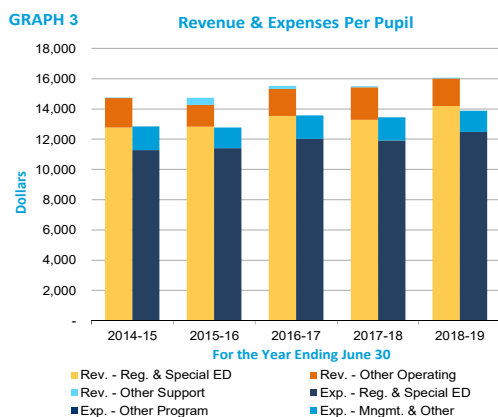
NOTE: Effective 2013-14 the school merged into the education corporation, "True North Rochester Preparatory Charter School." Accordingly, see the education corporation report containing the "Balance Sheet" for all schools combined in the education corporation.



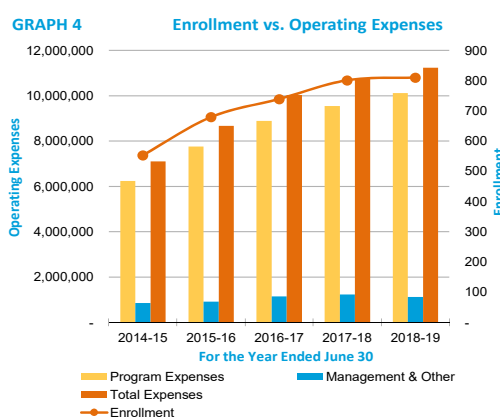
This chart illustrates the relationship between assets and liabilities and to what extent cash reserves makes up current assets. Ideally for each subset, subsets 2 through 4, (i.e. current assets vs. current liabilities), the column on the left is taller than the immediate column on the right; and, generally speaking, the bigger that gap, the better.



This chart illustrates total revenue and expenses each year and the relationship those subsets have on the increase/decrease of net assets on a year-to-year basis. Ideally subset 1, revenue, will be taller than subset 2, expenses, and as a result subset 3, net assets - beginning, will increase each year, building a more fiscally viable school.



This chart illustrates the breakdown of revenue and expenses on a per pupil basis. Caution should be exercised in making school-by-school comparisons since schools serving different missions or student populations are likely to have substantially different educational cost bases. Comparisons with similar schools with similar dynamics are most valid.



This chart illustrates to what extent the school's operating expenses have followed its student enrollment pattern. A baseline assumption that this data tests is that operating expenses increase with each additional student served. This chart also compares and contrasts growth trends of both, giving insight into what a reasonable expectation might be in terms of economies of scale.

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FISCAL DASHBOARD

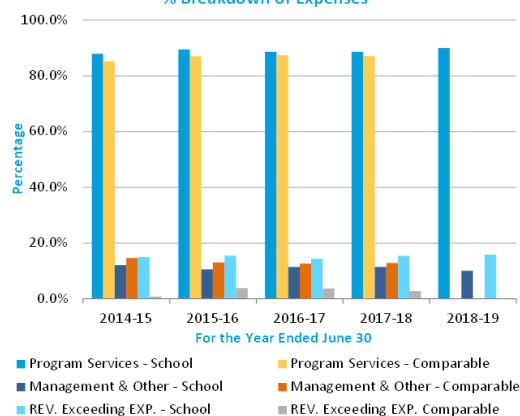
TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL - WEST CAMPUS

NOTE: Effective 2013-14 the school merged into the education corporation, "True North Rochester Preparatory Charter School." Accordingly, see the education corporation report containing the "Balance Sheet" for all schools combined in the education corporation.

Comparable School, Region or Network: All SUNY Authorized Charter Schools (Including Closed Schools)

GRAPH 5

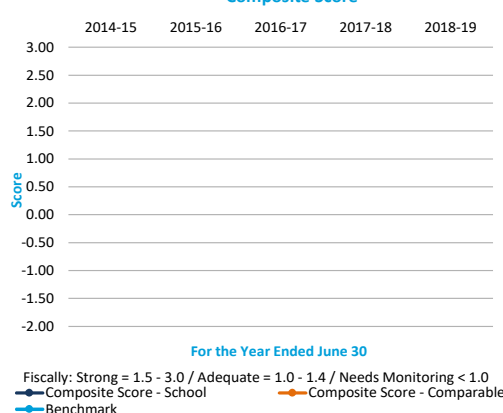
% Breakdown of Expenses



This chart illustrates the percentage expense breakdown between program services and management & others as well as the percentage of revenues exceeding expenses. Ideally the percentage expense for program services will far exceed that of the management & other expense. The percentage of revenues exceeding expenses should not be negative. Similar caution, as mentioned on GRAPH 3, should be used in comparing schools.

GRAPH 6

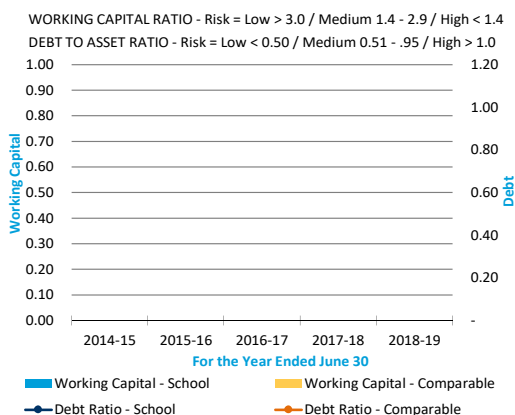
Composite Score



This chart illustrates a school's composite score based on the methodology developed by the United States Department of Education (USDOE) to determine whether private not-for-profit colleges and universities are financially strong enough to participate in federal loan programs. These scores can be valid for observing the fiscal trends of a particular school and used as a tool to compare the results of different schools.

GRAPH 7

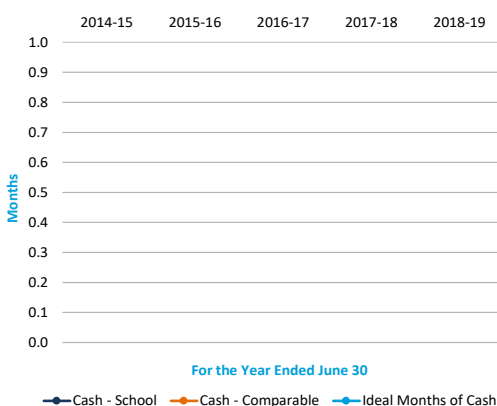
Working Capital & Debt to Asset Ratios



This chart illustrates working capital and debt to asset ratios. The working capital ratio indicates if a school has enough short-term assets to cover its immediate liabilities/short term debt. The debt to asset ratio indicates what proportion of debt a school has relative to its assets. The measure gives an idea to the leverage of the school along with the potential risks the school faces in terms of its debt-load.

GRAPH 8

Months of Cash



This chart illustrates how many months of cash the school has in reserves. This metric is to measure solvency – the school's ability to pay debts and claims as they come due. This gives some idea of how long a school could continue its ongoing operating costs without tapping into some other, non-cash form of financing in the event that revenues were to cease flowing to the school.

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FUTURE PLANS



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

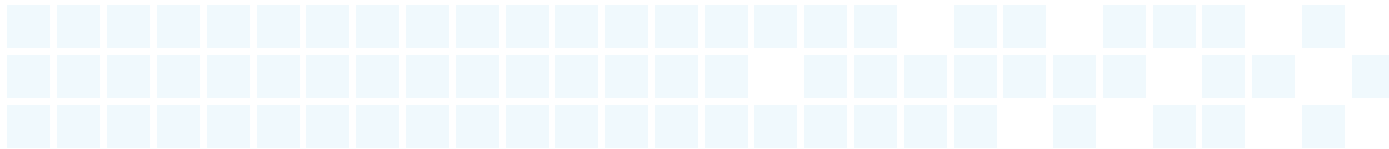
Rochester Prep - West is an academic success. The school operates as an effective and viable organization, and the education corporation is fiscally sound. Rochester Prep Schools plans to continue to operate the school in the same manner, making its plans for the school's future sound.

Plans for the School'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. Rochester Prep - West plans to continue to implement the same core elements of its educational program that enabled the school to meet or exceed its key Accountability Plan goals in the current charter term. As Rochester Prep Schools prioritizes the transition between elementary and middle school levels and between middle and high school levels, Rochester Prep - West principals will implement plans to improve collaboration between each level to ensure that students transition seamlessly in any future charter term. These elements are likely to enable the school to meet or exceed its academic goals in the next charter term.

Fiscal & Facility Plans. Based on evidence collected through the renewal review, including a review of the five year financial plan, Rochester Prep Schools presents a reasonable and appropriate fiscal plan for the school for the next charter term including school budgets that are feasible and achievable.

ROCHESTER PREP - WEST		
	CURRENT	END OF NEXT CHARTER TERM
Enrollment	810	807
Grade Span	K-8	K-8
Teaching Staff	63	63
Days of Instruction	178	185



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Rochester Prep - West's elementary program will continue operations at its current facility through the 2020-21 school year. Beginning in 2021-22, the school will relocate to the facility currently occupied by Rochester Prep's high school program. Rochester Prep - West's middle school program will continue operations in its current facility throughout the next charter term.

The school's Application for Charter Renewal contains all necessary elements as required by the Act. The proposed school calendar allots an appropriate amount of instructional time to meet or exceed instructional time requirements, and taken together with other academic and key design elements, should be sufficient to allow the school to meet its proposed Accountability Plan goals.



Rochester Prep Schools

Ax

APPENDICES

PAGES Ax 1-16

EO^A
ED CORP
OVERVIEW

PAGE Ax 1

EF^B
ED CORP FISCAL

PAGE Ax 13

APPENDIX A: Education Corporation Overview

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL BOARD OF TRUSTEES

CHAIR

Geoffrey Rosenberger

VICE CHAIR

Rebecca Summer, PhD

TRUSTEES

William Clark
Jim Costanza
Jean Howard
Ebony Miller-Wesley
Joshua Phillips
James D. Ryan
Ron Zarrella

UNCOMMON SCHOOLS, INC., BOARD OF TRUSTEES

CHAIR

Norman Atkins

TRUSTEES

Laura Blankfein
Allison Blitzer
Cecily C. Carson
David Cooper
Gaurav Kapadia
Robert Karr
Donald R. Katz
William M. Lewis, Jr.
Robert Marcus
Rondo Moses
Brooker Reid

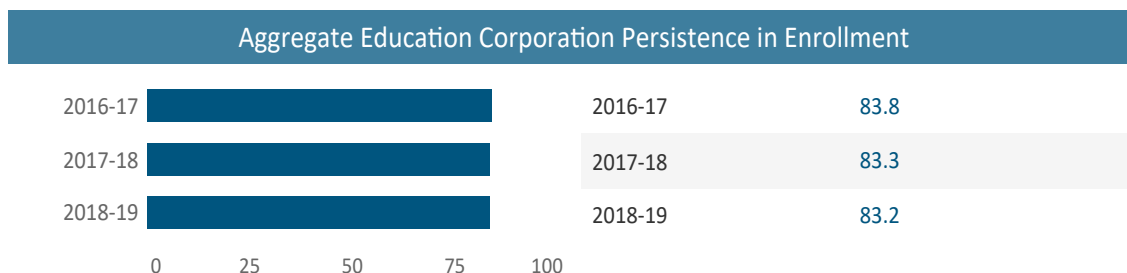
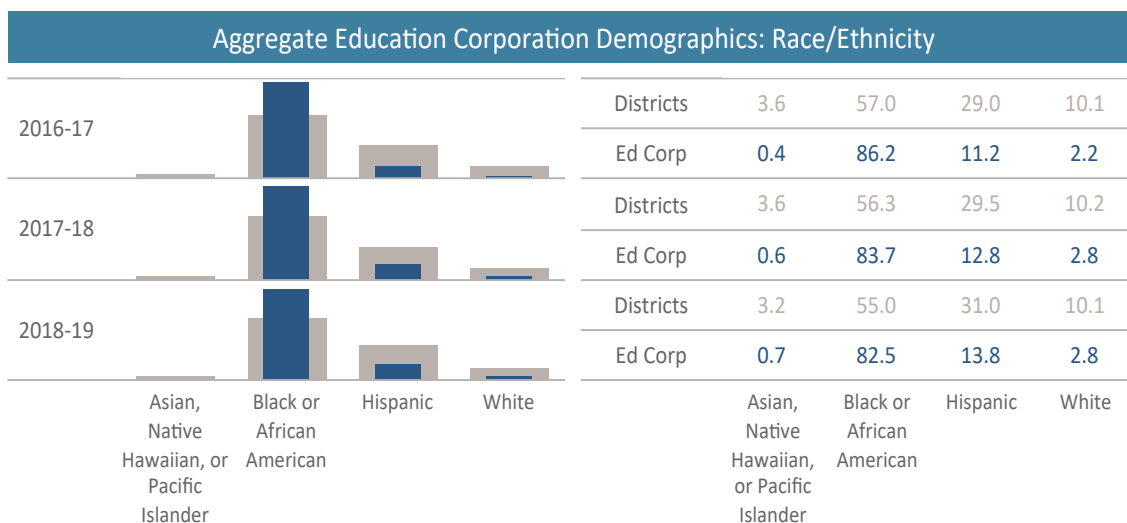
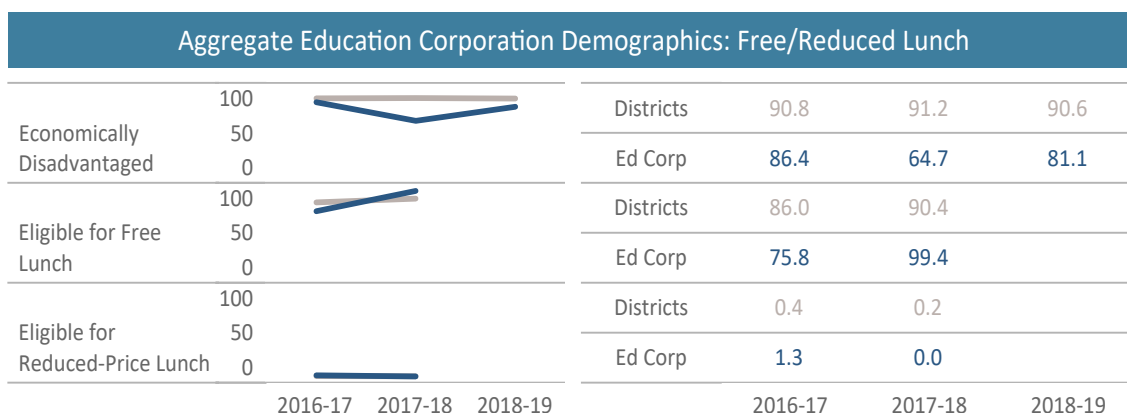
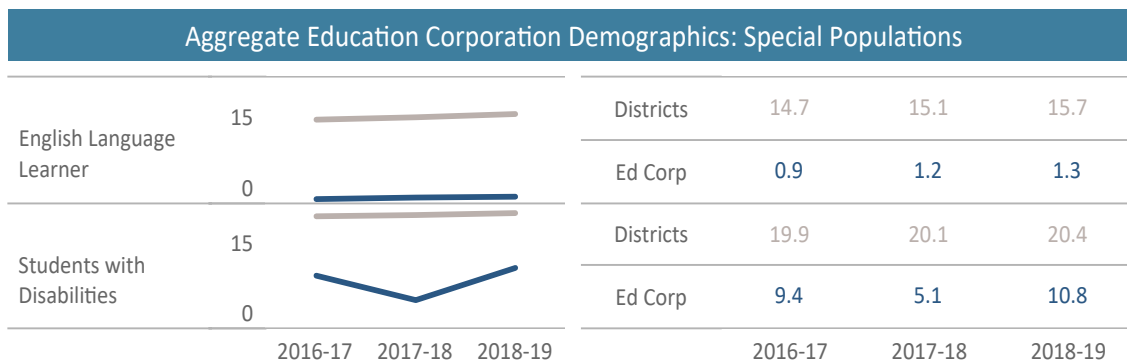
NETWORK LEADERS

NETWORK

Brett Peiser, CEO (July 2012 to Present)

APPENDIX A: Education Corporation Overview

Rochester Prep Charter Schools Aggregate Education Corporation Enrollment and Persistence

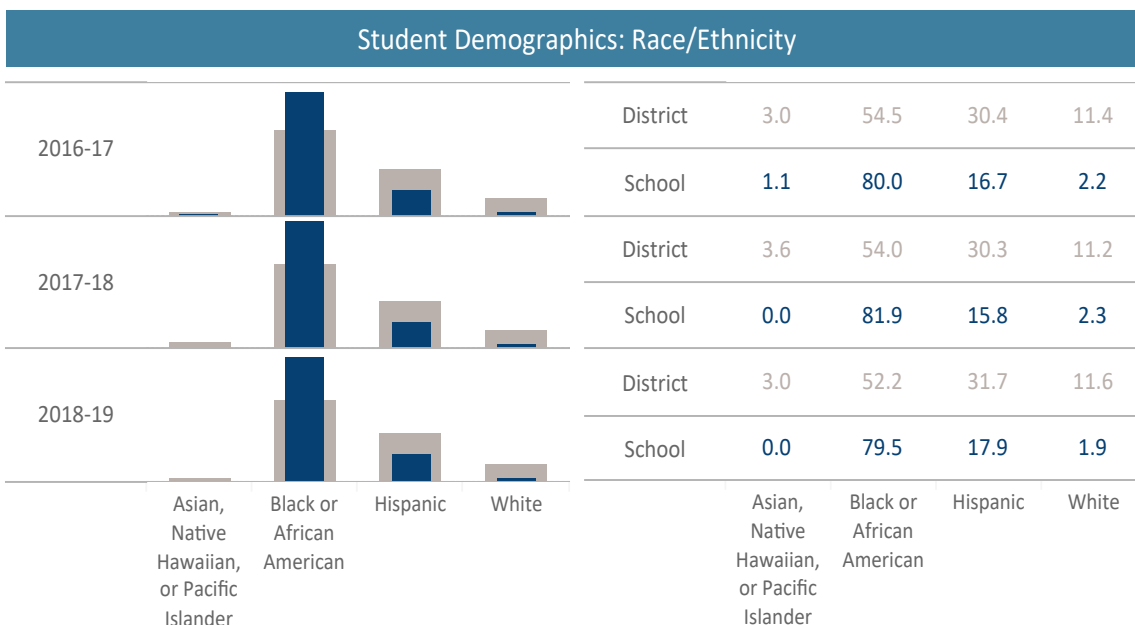
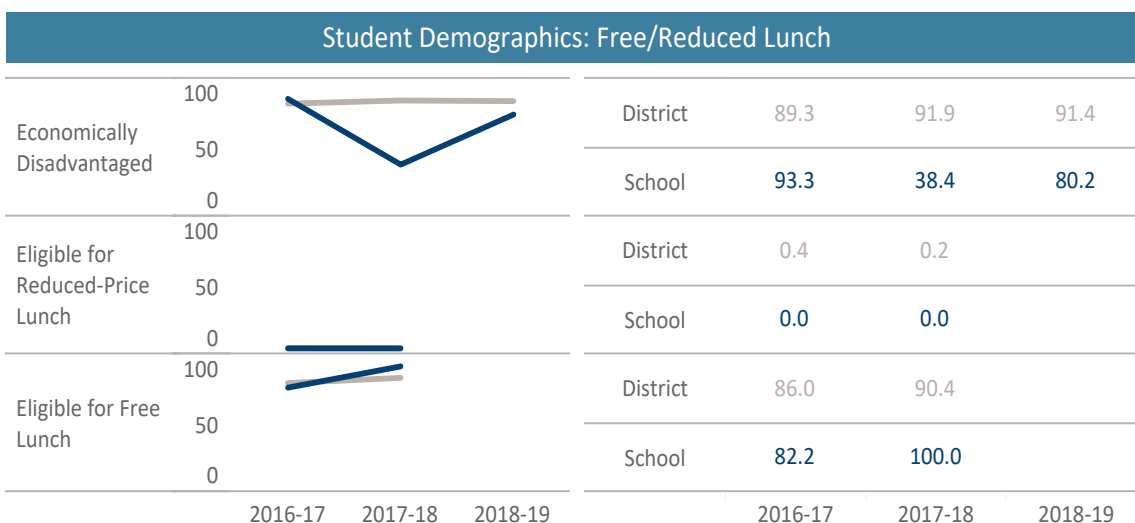
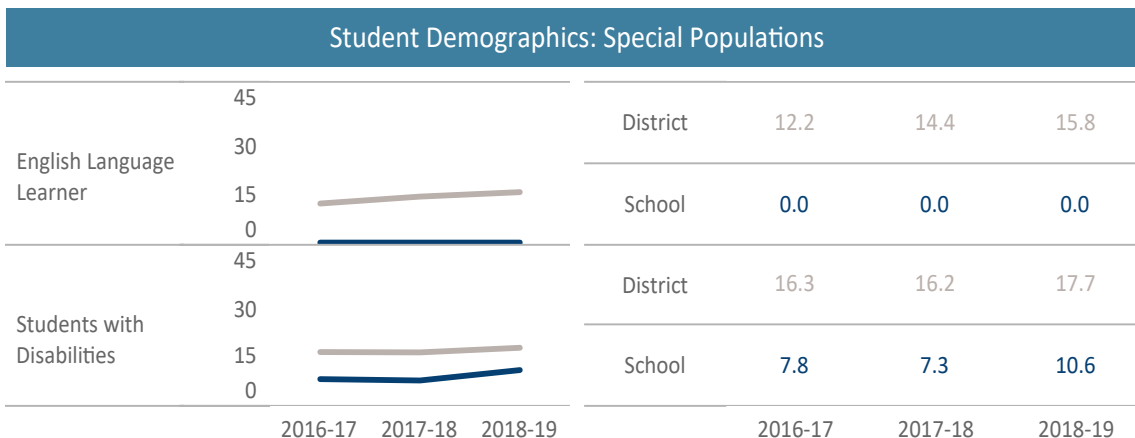


Data reported in these charts reflect BEDS day enrollment counts as reported by the New York State Education Department

APPENDIX A: Education Corporation Overview

Rochester Prep Charter School 3

Rochester City School District

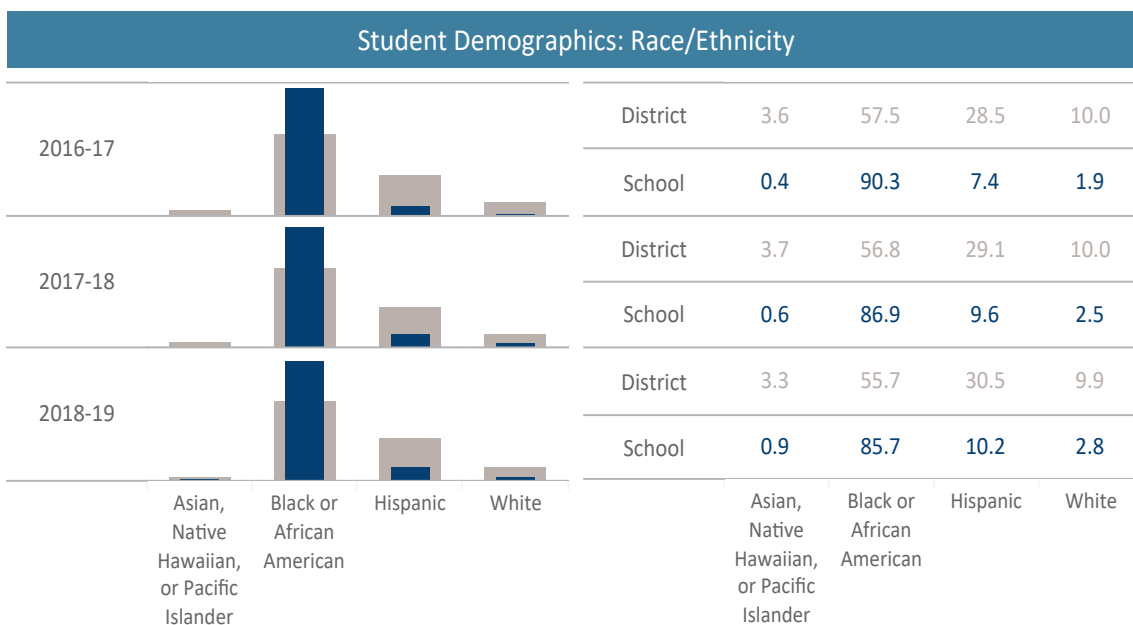
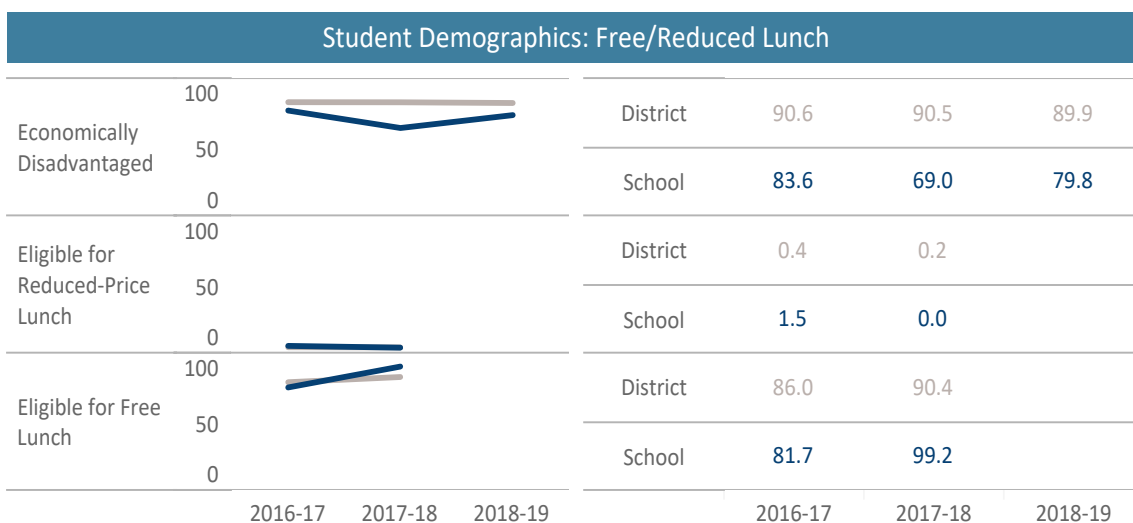
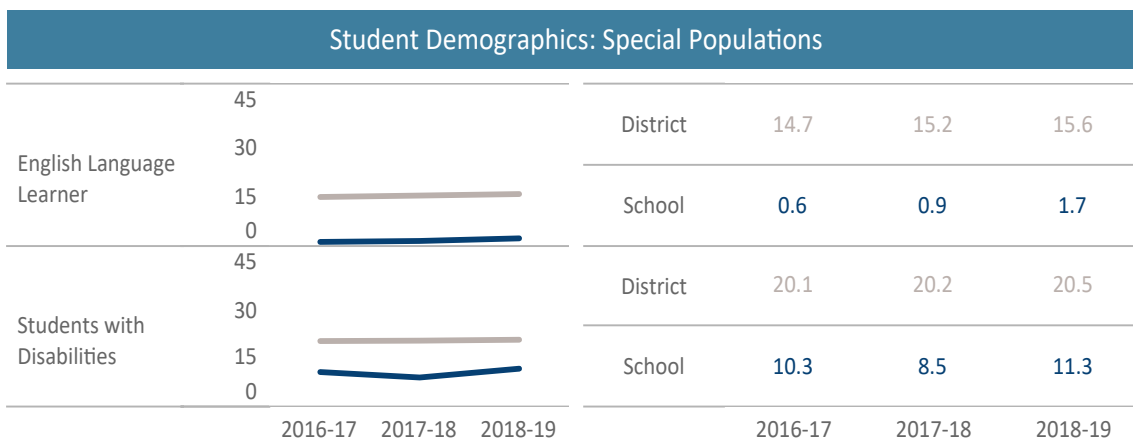


Data reported in these charts reflect BEDS day enrollment counts as reported by the New York State Education Department

APPENDIX A: Education Corporation Overview

True North Rochester Preparatory Charter School

Rochester City School District



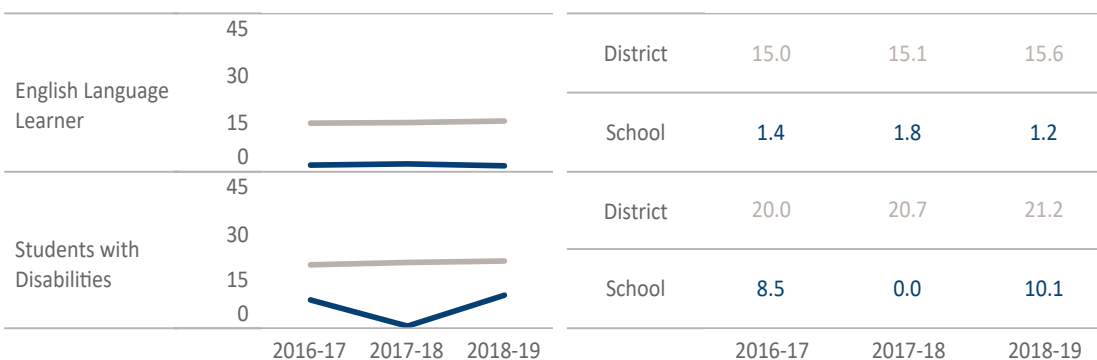
Data reported in these charts reflect BEDS day enrollment counts as reported by the New York State Education Department

APPENDIX A: Education Corporation Overview

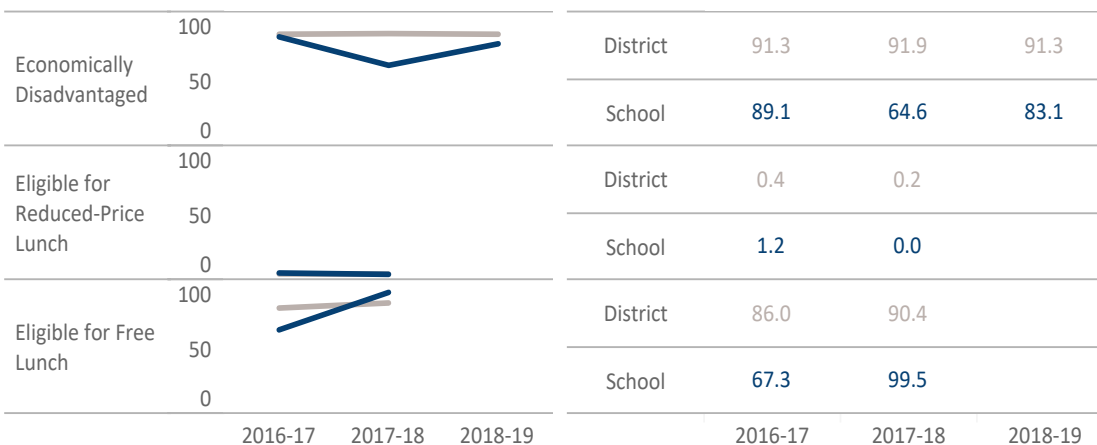
True North Rochester Preparatory Charter School - West Campus

Rochester City School District

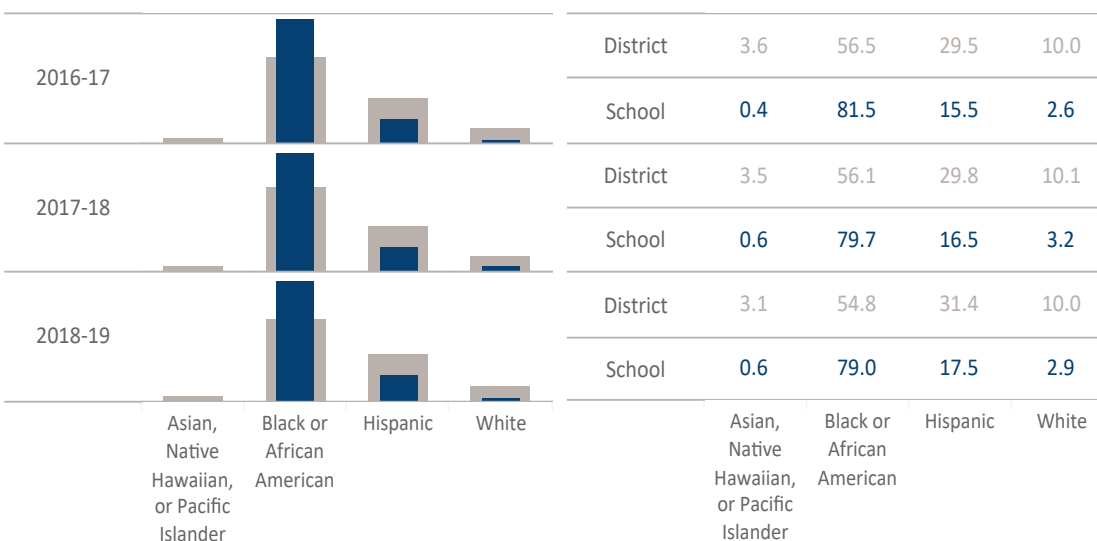
Student Demographics: Special Populations



Student Demographics: Free/Reduced Lunch



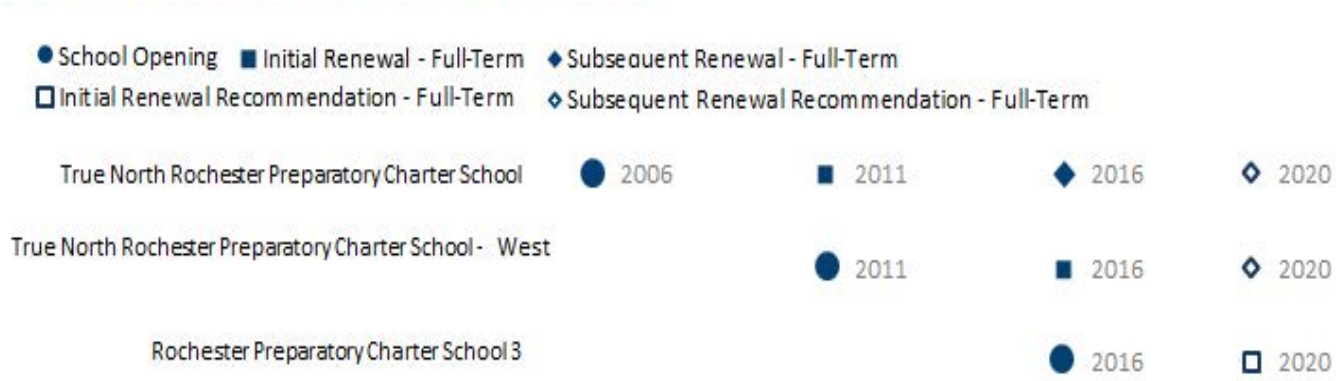
Student Demographics: Race/Ethnicity



Data reported in these charts reflect BEDS day enrollment counts as reported by the New York State Education Department

APPENDIX A: Education Corporation Overview

EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL



APPENDIX A: Education Corporation Overview

SCHOOL VISIT HISTORY

SCHOOL YEAR	SCHOOL AND VISIT TYPE	VISIT DATE
2006-07	Rochester Prep - First Year	May 8, 2007
2007-08	Rochester Prep - Evaluation	March 31-April 1, 2008
2008-09	Rochester Prep - Evaluation	April 14, 2009
2010-11	Rochester Prep - Renewal	September 29-30, 2010
2011-12	Rochester Prep - West - First Year	March 26-27, 2012
2015-16	Rochester Prep - Renewal	October 20, 2015
	Rochester Prep - West - Renewal	October 21, 2015
2016-17	Rochester Prep 3 - First Year	April 26, 2017
2019-20	Rochester Prep 3 - Renewal	March 13, 2020
	Rochester Prep - Renewal	March 11-12, 2020
	Rochester Prep - West - Renewal	March 11-13, 2020

CONDUCT OF THE VISIT

DATE(S) OF VISIT	EVALUATION TEAM MEMBERS	TITLE
March 11-13, 2020	Andrew Kile	Director of School Evaluation
	Sinnjinn Bucknell	Director of Systems and Performance
	Katherine Malitzky	School Evaluation Analyst
	Adam Aberman	External Consultant

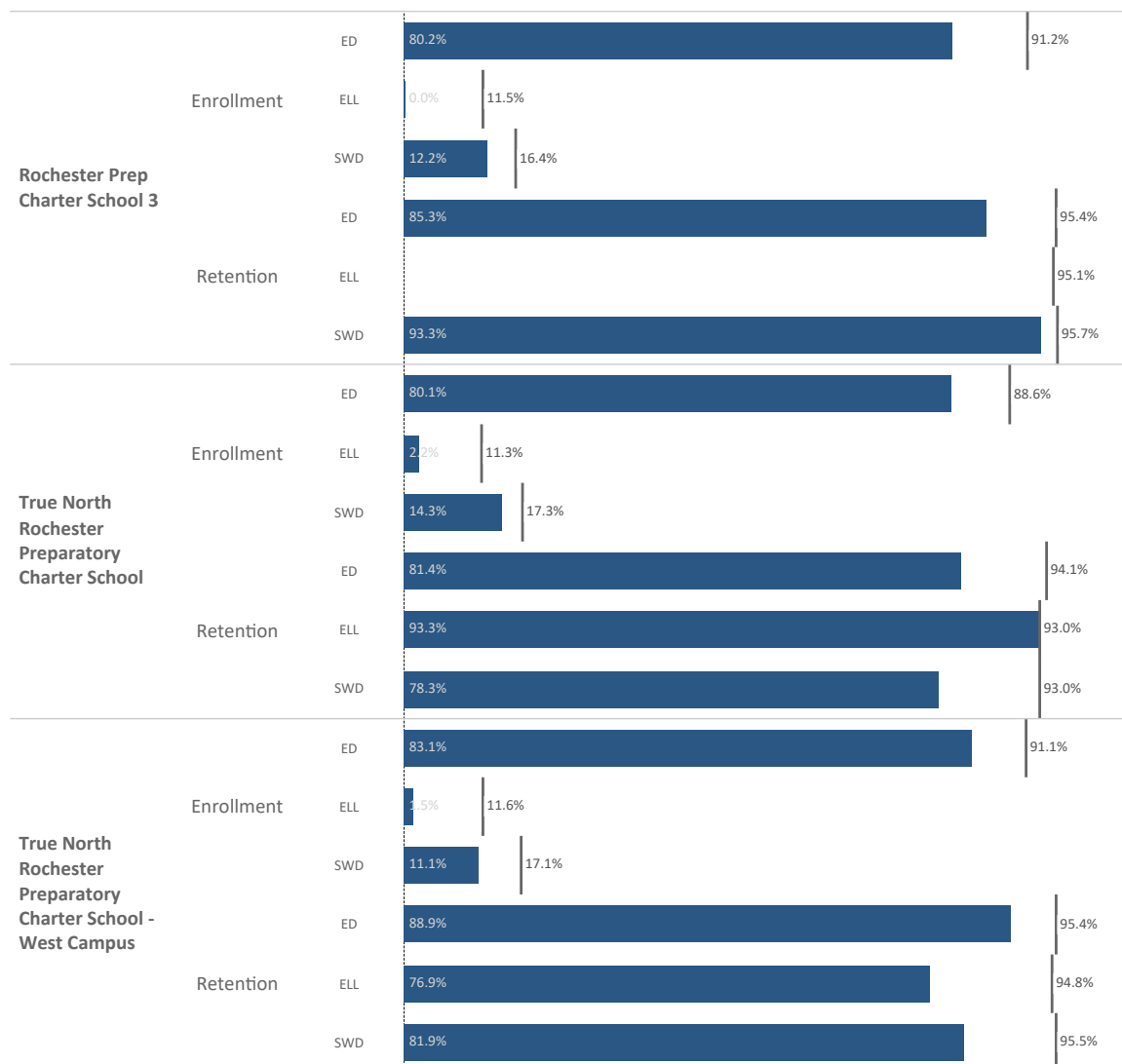
APPENDIX A: Education Corporation Overview

EDUCATION CORPORATION SCHOOL CHARACTERISTICS

SCHOOL	LOCAL DISTRICT	CO-LOCATED	CHARTERED ENROLLMENT	GRADE SPAN
Rochester Preparatory Charter School 3	Rochester CSD	No	450	K-4
True North Rochester Preparatory Charter School	Rochester CSD	No	1,483	K-12
True North Rochester Preparatory Charter School - West Campus	Rochester CSD	No	810	K-8

APPENDIX A: Education Corporation Overview

ENROLLMENT AND RETENTION TARGETS



The chart illustrates the **current enrollment and retention percentages** against the **enrollment and retention targets** for each operating school in the education corporation. As required by Education Law § 2851(4)(e), a school 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 2018-19 enrollment and retention data supplied to the Institute by the network.

Data reported in this chart reflect information reported by the school and validated by the Institute.

APPENDIX A: Education Corporation Overview

Suspensions: True North Rochester Preparatory Charter School 's out of school suspension rate and in school suspension rate.



District data suitable for comparison is not available. The percentage rate shown here is calculated using the method employed by the New York City Department of Education: 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 school year ending in 2017, 2018, and 2019, True North Rochester Preparatory Charter Schools expelled 0 students.

APPENDIX A: Education Corporation Overview

PERSISTENCE IN ENROLLMENT



APPENDIX A: Education Corporation Overview

KEY DESIGN ELEMENTS:

ELEMENT	EVIDENT?
Expect excellence	+
Recruit, develop, and retain great teachers	+
Assess early and often to inform effective instruction	+
Focus on literacy	+
Employ research-proven curricula	+
Make more time	+
Help students until they master it	+
Provide structure and order	+
Keep it personal	+
Develop character	+

APPENDIX B: Ed Corp Fiscal Dashboard

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL (COMBINED)

SCHOOL 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

Unrestricted
Temporarily restricted

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**

MERGED	MERGED	MERGED	MERGED	MERGED
2014-15	2015-16	2016-17	2017-18	2018-19
3,387,873	3,626,125	3,408,303	4,698,428	8,811,383
853,535	1,584,077	2,390,012	1,961,262	1,309,610
257,083	527,413	1,498,658	3,470,654	1,207,514
208,635	257,410	138,809	449,719	3,024,375
-	-	-	-	649,610
4,707,126	5,995,025	7,435,782	10,580,063	15,002,492
1,442,499	1,909,979	3,629,228	3,693,453	3,893,468
-	239,334	238,206	238,257	238,257
6,149,625	8,144,338	11,303,216	14,511,773	19,134,217

845,513	1,019,487	1,704,315	1,699,834	1,780,835
-	-	-	-	-
35,000	-	57,710	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
880,513	1,019,487	1,762,025	1,699,834	1,780,835
-	-	-	-	-
-	-	-	-	-
880,513	1,019,487	1,762,025	1,699,834	1,780,835

5,269,112	7,124,851	9,541,191	12,811,939	17,115,125
-	-	-	-	238,257
5,269,112	7,124,851	9,541,191	12,811,939	17,353,382
6,149,625	8,144,338	11,303,216	14,511,773	19,134,217

16,688,183	19,862,624	23,685,625	26,698,740	30,927,001
451,700	619,761	757,969	845,891	1,039,657

-	-	396,012	391,895	-
2,114,075	723,434	1,032,044	1,541,577	1,320,385
410,860	604,209	836,669	1,002,270	405,358
-	507,485	780,764	-	-
-	-	-	-	-
-	1,039,724	979,852	2,031,872	2,239,970
19,664,818	23,357,237	28,468,935	32,512,245	35,932,371

16,041,914	18,381,005	21,909,105	25,341,698	27,613,363
545,860	1,052,250	1,398,453	783,762	934,207
-	-	-	-	-
16,587,774	19,433,255	23,307,558	26,125,460	28,547,570
2,119,657	2,440,595	3,148,977	3,430,142	3,345,513
-	-	-	-	-
18,707,431	21,873,850	26,456,535	29,555,602	31,893,083

957,387	1,483,387	2,012,400	2,956,643	4,039,288
---------	-----------	-----------	-----------	-----------

88,827	335,500	358,790	272,009	425,196
-	-	-	-	-
-	36,852	45,150	41,453	76,959
-	-	-	643	-
88,827	372,352	403,940	314,105	502,155

19,753,645	23,729,589	28,872,875	32,826,350	36,434,526
-	-	-	-	-
19,753,645	23,729,589	28,872,875	32,826,350	36,434,526

1,046,214	1,855,739	2,416,340	3,270,748	4,541,443
4,222,898	5,269,113	7,124,852	9,541,192	12,811,940
-	-	-	-	-
5,269,112	7,124,852	9,541,192	12,811,940	17,353,383

APPENDIX B: Ed Corp Fiscal Dashboard

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL (COMBINED)

SCHOOL INFORMATION - (Continued)

Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
Total Salaries and Staff
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other

2014-15	2015-16	2016-17	2017-18	2018-19
711,405	3,452,648	3,878,674	4,239,022	4,480,941
8,204,244	6,578,352	8,245,670	8,929,521	9,764,402
-	115,130	112,722	121,113	60,416
-	-	-	-	-
8,915,649	10,146,130	12,237,066	13,289,656	14,305,759
1,931,683	1,859,645	2,209,601	2,437,897	2,853,019
-	240,347	277,841	290,339	320,382
1,543,691	1,856,905	2,226,669	2,503,478	2,827,571
480,369	881,969	1,068,686	1,062,702	1,153,397
607,862	687,333	885,497	984,780	862,164
48,179	486,973	659,833	978,816	872,517
-	120,601	86,517	98,739	59,009
2,067,099	1,280,946	1,539,585	1,787,032	1,807,486
515,304	579,593	910,774	1,117,079	1,592,085
2,597,595	3,733,408	4,354,466	5,005,084	5,239,694
18,707,431	21,873,850	26,456,535	29,555,603	31,893,083

Total Expenses

SCHOOL ANALYSIS

ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - **GRAPH 4**
Chartered Grades
Final Chartered Grades (includes any revisions)

2014-15	2015-16	2016-17	2017-18	2018-19
1,429	1,699	2,441	2,743	2,473
1,415	1,658	1,922	2,234	2,413
1,354	1,589	1,818	2,052	2,254
-	-	-	-	-
-	-	-	-	-

Primary School District:

Per Pupil Funding (Weighted Avg of All Districts)
Increase over prior year

-	-	-	-	-
0.0%	0.0%	0.0%	0.0%	0.0%

PER STUDENT BREAKDOWN

Revenue

Operating
Other Revenue and Support
TOTAL - GRAPH 3

14,525	14,701	15,657	15,846	15,942
66	234	222	153	223
14,590	14,936	15,880	15,999	16,164

Expenses

Program Services
Management and General, Fundraising
TOTAL - GRAPH 3
% of Program Services
% of Management and Other

12,252	12,232	12,819	12,733	12,665
1,566	1,536	1,732	1,672	1,484
13,818	13,768	14,551	14,405	14,150
88.7%	88.8%	88.1%	88.4%	89.5%
11.3%	11.2%	11.9%	11.6%	10.5%

% of Revenue Exceeding Expenses - **GRAPH 5**

5.6%	8.5%	9.1%	11.1%	14.2%
------	------	------	-------	-------

Student to Faculty Ratio

9.2	11.8	10.2	11.1	10.9
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Faculty to Admin Ratio

13.4	2.8	3.4	3.9	4.1
------	-----	-----	-----	-----

Financial Responsibility Composite Scores - **GRAPH 6**

Score
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /
Fiscally Needs Monitoring < 1.0

2.6	2.8	2.7	3.0	3.0
Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong

Working Capital - **GRAPH 7**

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

3,826,613	4,975,538	5,673,757	8,880,229	13,221,657
19.4%	21.0%	19.7%	27.1%	36.3%
5.3	5.9	4.2	6.2	8.4
LOW	LOW	LOW	LOW	LOW
Excellent	Excellent	Excellent	Excellent	Excellent

Quick (Acid Test) Ratio

Score
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

5.1	5.6	4.1	6.0	6.7
LOW	LOW	LOW	LOW	LOW
Excellent	Excellent	Excellent	Excellent	Excellent

Debt to Asset Ratio - **GRAPH 7**

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.1	0.1	0.2	0.1	0.1
LOW	LOW	LOW	LOW	LOW
Excellent	Excellent	Excellent	Excellent	Excellent

Months of Cash - **GRAPH 8**

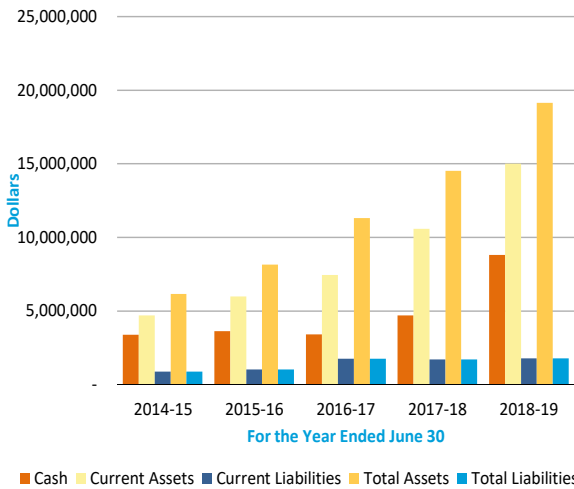
Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

2.2	2.0	1.5	1.9	3.3
MEDIUM	MEDIUM	MEDIUM	MEDIUM	LOW
Good	Good	Good	Good	Excellent

APPENDIX B: Ed Corp Fiscal Dashboard

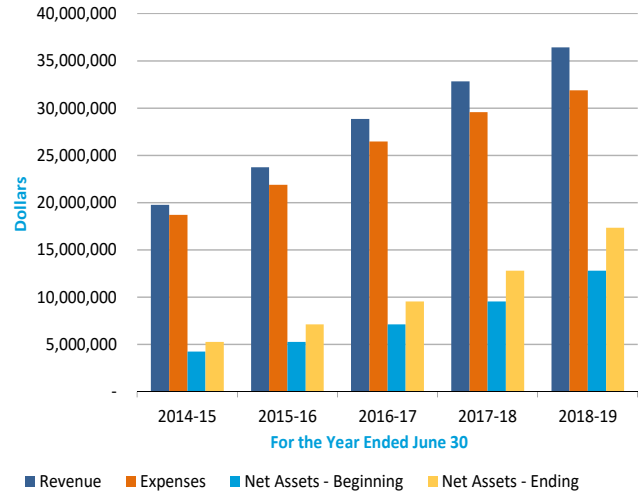
TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL (COMBINED)

GRAPH 1 Cash, Assets and Liabilities



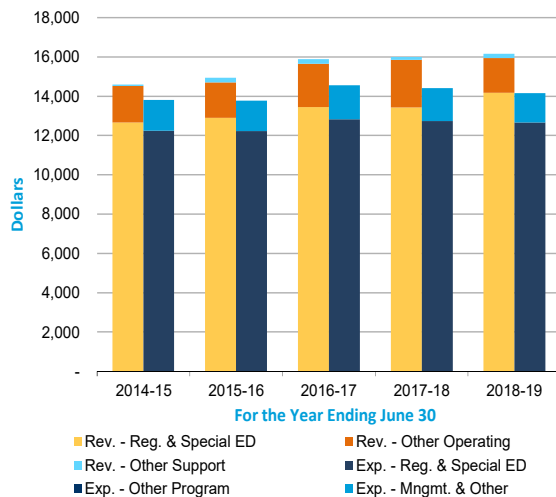
This chart illustrates the relationship between assets and liabilities and to what extent cash reserves makes up current assets. Ideally for each subset, subsets 2 through 4, (i.e. current assets vs. current liabilities), the column on the left is taller than the immediate column on the right; and, generally speaking, the bigger that gap, the better.

GRAPH 2 Revenue, Expenses and Net Assets



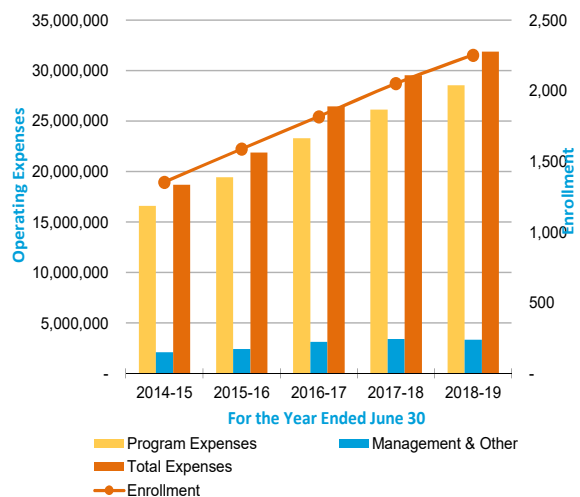
This chart illustrates total revenue and expenses each year and the relationship those subsets have on the increase/decrease of net assets on a year-to-year basis. Ideally subset 1, revenue, will be taller than subset 2, expenses, and as a result subset 3, net assets - beginning, will increase each year, building a more fiscally viable school.

GRAPH 3 Revenue & Expenses Per Pupil



This chart illustrates the breakdown of revenue and expenses on a per pupil basis. Caution should be exercised in making school-by-school comparisons since schools serving different missions or student populations are likely to have substantially different educational cost bases. Comparisons with similar schools with similar dynamics are most valid.

GRAPH 4 Enrollment vs. Operating Expenses

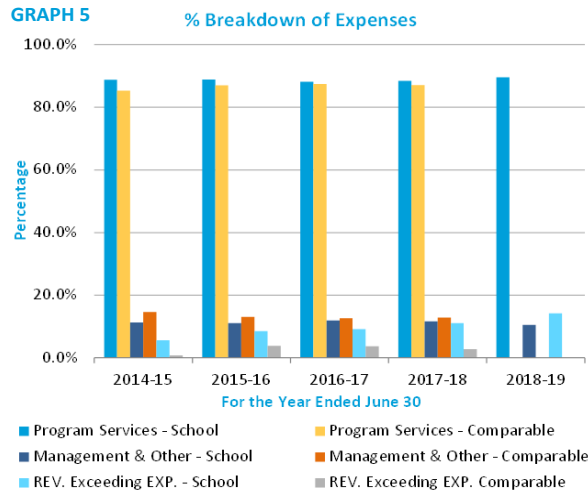


This chart illustrates to what extent the school's operating expenses have followed its student enrollment pattern. A baseline assumption that this data tests is that operating expenses increase with each additional student served. This chart also compares and contrasts growth trends of both, giving insight into what a reasonable expectation might be in terms of economies of scale.

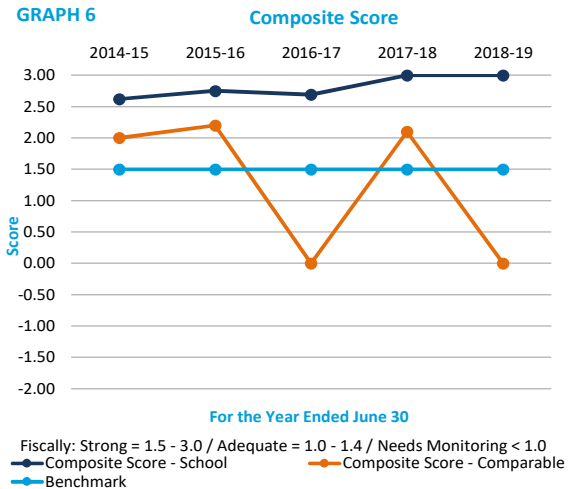
APPENDIX B: Ed Corp Fiscal Dashboard

TRUE NORTH ROCHESTER PREPARATORY CHARTER SCHOOL (COMBINED)

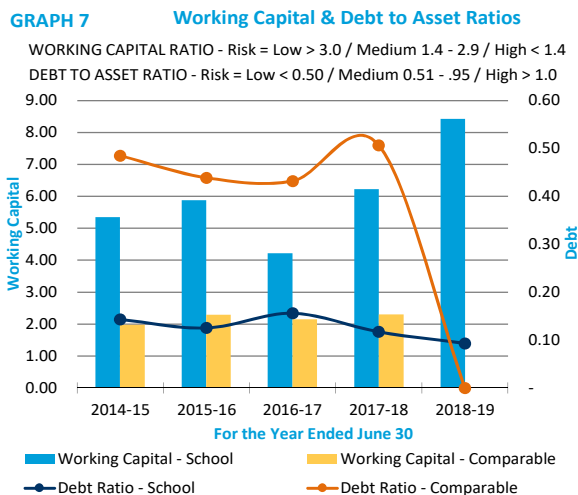
Comparable School, Region or Network: All SUNY Authorized Charter Schools (Including Closed Schools)



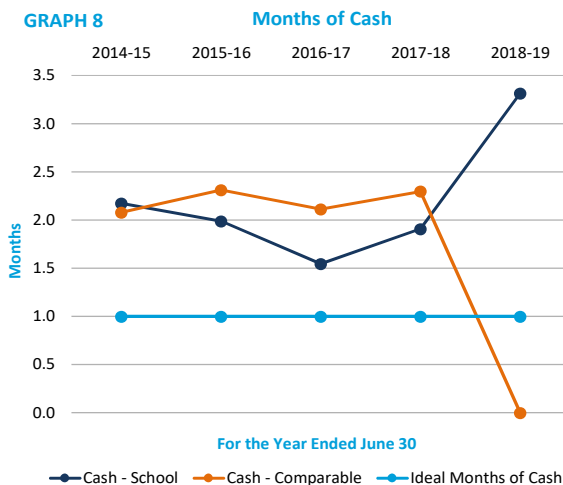
This chart illustrates the percentage expense breakdown between program services and management & others as well as the percentage of revenues exceeding expenses. Ideally the percentage expense for program services will far exceed that of the management & other expense. The percentage of revenues exceeding expenses should not be negative. Similar caution, as mentioned on GRAPH 3, should be used in comparing schools.



This chart illustrates a school's composite score based on the methodology developed by the United States Department of Education (USDOE) to determine whether private not-for-profit colleges and universities are financially strong enough to participate in federal loan programs. These scores can be valid for observing the fiscal trends of a particular school and used as a tool to compare the results of different schools.



This chart illustrates working capital and debt to asset ratios. The working capital ratio indicates if a school has enough short-term assets to cover its immediate liabilities/short term debt. The debt to asset ratio indicates what proportion of debt a school has relative to its assets. The measure gives an idea to the leverage of the school along with the potential risks the school faces in terms of its debt-load.



This chart illustrates how many months of cash the school has in reserves. This metric is to measure solvency – the school's ability to pay debts and claims as they come due. This gives some idea of how long a school could continue its ongoing operating costs without tapping into some other, non-cash form of financing in the event that revenues were to cease flowing to the school.

