



# ROCKETSHIP PUBLIC SCHOOLS

## DISTRICT OF COLUMBIA PUBLIC CHARTER SCHOOL BOARD

### Charter and/or Charter Agreement Amendment Application

#### Part I: General Information

**\*All applicants must complete this section\***

**SUBMITTED BY:** Jolene Slotter, Board Chair-Rocketship Education

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

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

**SUBMISSION DATE:** August 2, 2019

#### SCHOOL BACKGROUND

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

##### Overview of School Performance

1. Provide the following information about your Local Education Agency (LEA) by campus:
  - a) Campus name(s) and location(s): **Rocketship Rise Academy, 2335 Reynolds Place, SE; Rocketship Legacy Prep, 4250 Massachusetts Avenue, SE.**
  - b) Year opened: **2016**
  - c) Grade levels served (Currently and at maturation of charter agreement, if applicable): **RISE Academy: Prek3-5<sup>th</sup> Grade; Rocketship Legacy Prep: Prek3-4<sup>th</sup> Grade.**
  - d) Date that charter will be eligible for possible renewal: **July 2031.**
2. Please select the performance indicators below that describe the school's current performance\*: (Mark all that apply)
  - ☐ Currently rated Tier 1, or met at least 2/3 of targets on the most recent PK-only PMF or Alternative Accountability Framework.
  - ☒ School is not currently under corrective action.
  - ☒ Has historically met enrollment projections w/in 80% of target.
  - ☒ School has been in operation for 3+ years.
  - ☐ School is currently accredited. **Enter expiration date**

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

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

# DISTRICT OF COLUMBIA PUBLIC CHARTER SCHOOL BOARD

## Charter and/or Charter Agreement Amendment Application

### PROPOSAL

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

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

**Rocketship is requesting an amendment to add a 3<sup>rd</sup> campus in the Fort Totten area of Ward 5. We performed an extensive needs analysis which allowed us to review multiple wards across Washington, DC and found that the Fort Totten neighborhood has a number of high performing schools, but still has many students who do not have access to a high performing schools. We believe that a Rocketship school can meet this need. Rocketship has already undergone extensive planning and preparation for constructing our facility and engaging community members for our third campus. Please see Section C1 for more details on our community engagement efforts.**

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

**To catalyze transformative change in low-income communities through a scalable and sustainable public school model that propels student achievement, develops exceptional educators, and partners with parents who enable high-quality public schools to thrive in their community. It is our vision to close the achievement gap in our lifetime. By opening up a 3<sup>rd</sup> campus, we believe that we are meeting an unmet need for high performing schools in Ward 5.**

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

**We haven't received any recent notices of concern.**

4. DC PCSB will review the school's Financial Audit Reviews (FAR) and current financials to determine the fiscal health of the organization. If applicable, describe how the proposed amendment will impact the school's finances. Explain any anticipated expenses for the proposed changes and how the school will finance them. *[EXCLUDES the following amendments: Governance, Goals, Mission, Curriculum, Name Changes and Graduation Requirements. If not applicable, write N/A.]*

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

**The proposed amendment will not adversely impact our school's finances. We engaged in deep cost analysis of the site relative to the cost of other properties in Ward 5. We also compared the cost of the site per square foot relative to our two other existing sites. For example, we are paying \$306 per square foot at the Fort Totten site which is lower than the hard costs per square foot for our second site which was \$366 per square foot. We expect to be able to meet the total cost of the lease by sharing the building with a possible sub-tenant. We have engaged in serious conversations with two prospective sub-tenants and expect to finalize a letter of intent between both parties by mid-August 2019. We have also attached a proposed 5-year operating budget as part of the application.**

5. How has the school informed its external stakeholders (e.g. local ANC commissioners, neighbors) and internal stakeholders (e.g. staff, parents) of the proposed amendment(s)?



**Section C1. New Campus Location or Additional Facility**

**\*ONLY complete this section if applying to amend a Facility or New Location.**

*Any school that is planning to operate a new campus in an existing (or new) location or relocate an existing campus, whether temporarily or permanently, and even if it is taking over an existing campus of another public charter school, must notify DC PCSB of the change and amend its charter agreement to include the new address.*

*DC PCSB will generally approve a campus addition or relocation amendment, if the school has made documented and meaningful effort to engage the community, including the Advisory Neighborhood Commission (ANC), and has made an effort to address their concerns, if any. The school must show proof that it has taken into consideration the current families attending the school and their transportation needs, at least for the first year of operation in the new location.*

1. Please check the reason below that best describes your proposed change.
  - ☐ Entire campus or school is relocating from current location to a new location.
  - ☐ A single campus is both staying in its current location AND expanding into a second location (e.g. some grades in one facility and some in a second facility to allow more space, or until a permanent larger facility is found).
  - ☒ School is creating a new campus being housed in a new facility (Note: Please complete Section A2: Program Replication)
2. List all the facilities and addresses the school currently operates, along with the new facility(ies) the LEA plans to operate if approved. Include the campus(es) located in each facility, highlighting any changes from what is currently written in the school's charter agreement.

**Existing/Operating Campus #1: Rocketship Rise Academy at the Ruth Rales Campus located at 2335 Raynolds Place SE, Washington, DC**

**Existing/Operating Campus #2: Rocketship Legacy Prep at 4250 Massachusetts Avenue SE.**

**Proposed Facility #3: 5450 3rd Street, NE Washington, DC**

3. Is the proposed new facility a property that you plan to purchase or lease? How many square feet is this space? Which grade level(s) will be at this location? If you have already purchased or leased the property, provide specific dates of when the property was acquired.

**The new campus will initially be housed in a property leased from the Cafritz Foundation for a 30-year term. The property will be built in two phases. Construction will begin in late October 2019 and Phase I will yield 12 classrooms and will include some administrative space. The second phase of construction will continue over School Year 2019-20 and will be completed by the start of School Year 21-22. The square footage of the site is approximately 53,500 square feet. At scale, we will offer Grades PreK3-5<sup>th</sup> Grade. However, in School Year 20-21, we will offer Grades PreK3-2.**

**Launchpad Development and Rocketship DC have entered into a Development Lease and Sublease, respectively, with Turner Impact Capital for the site, which is fully executed and**





**Charter Amendment Application**  
**\*\*Please be sure to complete Part I**

is included as an attachment. Turner is finalizing the underlying ground lease with the owner, Art Place at Ft. Totten, LLC, an entity formed by Cafritz Enterprises. We anticipate the ground lease will be executed by August 22, 2019 and we will forward an attachment as soon as we have one available. The lease was signed on August 1, 2019.

4. If the school is planning to move a current campus into a new location, please answer the following:
- a. How will the change in location impact students who currently attend this campus, and how will you ensure that students will re-enroll?
  - b. Given that students are expected to move; how will you support families that need transportation?

N/A

5. Describe the neighborhood of the proposed location (e.g. residential, commercial, metro-accessibility). What value will you bring to this community? In your response, list traditional and public charter schools in close proximity to the new location, identifying schools that serve the same grade span as you will serve at full capacity at this location. Describe how the academic performance, demographics, and mission of your school compare to these schools.

Rocketship DC proposes to locate its third school in the residential and commuter community of Fort Totten, located in Queens Chapel. South of DC3 is Michigan Park; while nearby Fort Totten is southwest of the site. Its central commercial stripes are Riggs Road NE and South Dakota Ave. NE. This community is in flux as it has a number of seniors, but also has young families moving into the neighborhood which will offer families with children consistent with school age of students attending Rocketship schools. The site is near the Fort Totten metro and this station acts as a transfer point between the Green, Yellow and Red Lines. It is the last station on the Green and Yellow Lines in the District of Columbia before heading into Maryland.

DC3 is within walking distance of the Fort Totten Metro Station and the Walmart on Riggs Road NE. The schools serving this community are LaSalle Backus Education Campus, which serves Prek-8th grade; DC Bilingual, which serves Prek-5th grade; Bridges Public Charter School, which serves Prek-5 (with a focus on Special Education), Bunker Hill Elementary School, which serves Prek-5; Creative Minds International Public Charter School, which serves Prek-6, (Tier 2), Imagine Hope Community Charter School-Lamond Campus, which serves Prek-6)(Tier 2); Friendship Public Charter (formerly Ideal PCS) PCS, which serves Prek-8); and Whittier Education Campus, which serves K-8 with a star rating of "3."

Out of approximately 16 Tier 1 Charter and DCPS schools with above average PARCC scores within 2 miles of our proposed site, only 4 have a waitlist below 100 students. Additionally, only 2 proximal high-performing elementary charter schools have a waitlist under 200 students with 8 out of the 13 schools having waitlists of over 500 students. Of the 2 charter schools with a waitlist of below 100 students, only one is a non-specialty program. We know that there are several highly specialized elementary schools in the Fort Totten area and many of these schools have either robust waiting



lists or have specific programming such as dual language/language immersion. Some families are looking for more flexible options other than dual language to ensure a college and career ready focused curriculum. Unfortunately, the highly specialized landscape in Fort Totten and Ward 5 as a whole means that few if any top tier highly specialized programs are adaptable enough to meet the needs of the individual student.

At Rocketship, personalized learning tailors instruction, content, and pace to the individual needs of each student. Our teachers lead the learning process for every single student we serve in both whole group grade level instruction and differentiated instruction to meet each student's individual level. This personalized learning model has proven effective for all types of students, helping students of all abilities grow and succeed. We see significant growth for Rocketeers at all achievement levels - with Rocketeers who started in the bottom third of achievement averaging 1.43 years of NWEA MAP growth in math in the 18-19 school year and 1.36 years of growth in English Language Arts. Our Rocketeers in the very top third of achievement are also growing - averaging 1.31 years of NWEA MAP growth in math and 1.20 years of growth in English Language Arts.

As a network average for the 18-19 school year, we achieved the highest absolutes on the NWEA MAP exam that we have ever seen with 64% of our Rocketeers network-wide at or above the national norm of the fiftieth percentile in math, and 56% in English Language Arts. We averaged 1.36 years of growth in math and 1.29 years in ELA as a network last year.

Finally, our model has proven results for *all* students, including those with special needs. Our Rocketeers with special needs achieved 1.44 years of growth in math and 1.33 years of growth in ELA in the 18-19 school year.

6. Describe how you have engaged your school's community in the decision to relocate, expand, or divide into this new location. Submit documentation of your communications with your staff and families regarding this new location. Please explain any potential concerns raised by the school's internal community, including students, teachers, etc.

We shared information regarding the decision to expand during our first day of professional development for teachers and staff members across our two existing campuses on July 29<sup>th</sup>. (We have included a copy of the Rocketship professional development presentation).

We also shared the addition of a third campus with families through the Facebook pages for Rocketship Legacy Prep and RISE Academy campuses. We also included the letter in the orientation offered through our "New to Rocketship Orientation for Rocketeers on August 13<sup>th</sup> and the "Returning Rocketeer Orientation" offered on August 14<sup>th</sup>.

7. Describe all community outreach that has been done in the local community of the new school location. Submit documentation of communications with nearby principals, neighbors, ANC representatives, Councilmembers, and others, notifying them of your plans.

We engaged in extensive community engagement and we are approximately one year away from the anticipated opening of the new location, so we will continue to engage



the Fort Totten and broader Ward 5 community. The Ward 5 at large engagement began with elected officials and community leaders such as the 5A Advisory Neighborhood Commission. We met before the Commission during their public meeting on June 26<sup>th</sup>. We presented before the Commission with an overview of Rocketship, an overview of our proposed academic program at the proposed third site, and some preliminary plans around design and proposed construction timeline.

The ANC Commission expressed concern about traffic as it appears that there is some heavy traffic along South Dakota Avenue. I also heard from a leadership member of the Lamond-Riggs Civic Association that there will also be concerns about taking available parking spots that are located in front of the apartment building across the street from the site. The apartment building that neighbors are referring to for additional parking is owned by the Cafritz Foundation and it is currently vacant. It will, however, be a building that is not vacant in the future, so these parking spaces will not always be available to neighbors living elsewhere.

The proposed site is located in the single member district for ANC5A08 Gordon-Andrew Fletcher. Commissioner Fletcher toured our Ward 7 campus in the Spring of 2019. He has voiced his support for our school, has done so publicly at the ANC 5A Meeting in late June 2019 and also shared his support publicly when he attended the event that we co-hosted with SBOE Representative Zachary Parker on July 24<sup>th</sup>. (A letter of support from Commissioner Fletcher is included in this application).

We also engaged the Office of Ward 5 Councilmember Kenyan McDuffie and met with his Senior Advisor, Silas Grant. Additionally, we notified, through a letter, the Ward 5 Education Council and the Deputy Mayor for Education, Paul Kihn. We have also notified the Lamond-Riggs Civic Association and requested a meeting. The civic association has responded affirmatively to the request for a meeting and we are in the process of scheduling a meeting. We have also reached out to the North Michigan Park Civic Association and offered a meeting to them. We are awaiting a response from this civic association.

We have had at least 2 meetings and multiple conversations with the Ward 5 SBOE Member, Zachary Parker. We also co-hosted an event entitled "Race and School Choice" with SBOE Ward 5 Representative, Zachary Parker at the Lamond-Riggs Library on July 24<sup>th</sup>. It was a well-attended community event with many Ward 5 residents and in that meeting, we shared that we are opening up a third school in the Fort Totten community and wanted to hear their ideas about what their community needs.

We have also reached out to our neighbors by identifying streets that are immediately adjacent to the proposed school site located at 5450 3<sup>rd</sup> Street, NE. We knocked on neighbors doors in order to share information about our intentions regarding the proposed site. If neighbors did not open the door, then we left a postcard detailing our proposal to build a school there and also offering four information sessions over the next month in which we will share up-to-date information about the proposed site. Our outreach, to date, has been well received.

We have attached a spreadsheet to this application outlining specific details of our engagement across Ward 5.

8. Will there be newly-created slots for additional students? If so, discuss student



recruitment efforts in the new school community

We engaged in extensive community engagement strategy and we are approximately one year before the anticipated opening of the new location. The Ward 5 at large engagement began with elected officials and community leaders such as the Office of Ward 5 Councilmember Kenyan McDuffie, Ward 5 State Board of Education member Zachary Parker, the Ward 5 Education Council, the Deputy Mayor for Education, Paul Kihn. We have also notified the Lamond-Riggs Civic Association and requested a meeting. They have responded affirmatively to the request for a meeting and we are in the process of scheduling a meeting. We have also reached out to the North Michigan Park Civic Association and offered a meeting to them. We are awaiting a response.

Rocketship DC has engaged the ANC 5A Commission and presented before the entire commission providing a powerpoint presentation which included an overview of Rocketship, reasons as to why we would like to site a school in the Fort Totten area of Ward 5, and some general design specifications and preliminary plans. The ANC Commission expressed concern about traffic as it appears that there is some heavy traffic along South Dakota Avenue. I also heard from a leadership member of the Lamond-Riggs Civic Association that there will also be concerns about taking available parking spots that are located in front of the apartment building across the street from the site. The apartment building that neighbors are referring to for additional parking is owned by the Cafritz Foundation and it is currently vacant. It will, however, be a building that is not vacant in the future, so these parking spaces will not always be available to neighbors living elsewhere.

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We have attached a spreadsheet to this application outlining specific details of our engagement across Ward 5.

9. Will there be newly-created slots for additional students? If so, discuss student recruitment efforts in the new school community.



The Fort Totten neighborhood attracts hundreds of students from East of the River to attend their schools. According to DC PCSB's 2017 report on charter school need & growth in Washington, many students from Wards 7 & 8 cross the river every day to attend schools in Ward 5. This puts additional strain on the already over-enrolled schools in Fort Totten, leading to many area schools having waitlists of over 200-500 students each year. This year, one elementary school in the area closed, further exacerbating the problem.

This demand for high-quality public elementary schools led Rocketship Public Schools to begin research into serving Fort Totten more than a year ago. In the Fall and Winter of 2018, we conducted over 400 market surveys with Fort Totten residents. In these discussions with area parents, we found that they want and need a high-quality elementary school that offers college-focused, personalized curricula for all students. Parents also expressed interest in robotics, STEM, and the arts - all offerings that are staples of Rocketship schools and would be available at this Fort Totten location.

Furthermore, most high-quality schools in Fort Totten are currently dual language immersion, leading parents to seek other options. Rocketship's personalized learning and college-focused model has proven results in DC in our first two schools. We plan to take that model and adapt specific programming for the Fort Totten community.

In Fort Totten, we are also starting the school small, in order to best serve the community. We want to partner with Fort Totten parents to refine and adapt our offerings in Year one with a smaller student population before expanding to serve more students. For the 2020-2021 school year, we will enroll 180 students, growing to 562 Rocketeers over time. With the above mentioned long waitlists, we are confident that our additional seats will fill a need in Fort Totten. Additionally, Rocketship has already built a list of families interested in the school, showing that more than a year before opening there is already great demand for Rocketship Fort Totten.

What is the occupancy maximum at the new location? If the maximum occupancy load for staff and students is less than the total number of staff and students who will occupy the facility at any point in the future, please explain how you will address this issue.

**Our maximum building occupancy is approximately 750 students.**

**10.** In addition to providing a 5-year Operating Budget, please answer the following questions regarding the financial impact of the proposed new location:

- a. How much does the proposed new facility cost, and how many students will be served at the new site?

**The improvements to the existing building will cost approximately \$22 million, completed over a 2-year period. The total number of students served in the building will be able to accommodate approximately 750 students.**





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**\*\*Please be sure to complete Part I**

- b. What is the school's per-pupil cost, and how does this compare with its per-pupil allowance?

**The per-pupil-cost (as Stabilized at Year 5) will be approximately \$3,780, including the cost of the project and the cost of the ground lease. This is expected to be slightly higher than the per-pupil allowance available at that time (see below for additional information on the costs of the Region, including facilities for RISE and RLP).**

- c. If you plan to operate multiple facilities, in addition to the proposed new location, what is the LEA's total facilities cost (e.g. lease, plus mortgage)? How does this expense compare with your per-pupil allowance?

**Total facilities cost for the Region, including RISE, RLP and DC3 (upon stabilized operations for DC 3) is expected to be approximately \$6.5 million per annum, serving ~2,112 students. Costs per pupil will be \$3,068, less than the available per-pupil stipend.**

- d. What additional sources of funding do you plan to use to pay for this new facility.

**All equity and debt is being funded through our relationship with Turner Impact Capital. To date, we have also identified more than 1 million dollars in philanthropic support for the third site.**

- e. If applicable, what contingencies do you have in place in case the new location enrolls fewer students than anticipated?

**We anticipate sharing the space with a sub-tenant in the building and we are currently finalizing details in order to share the space. We are in the process of negotiating a letter of intent with the sub-tenant and will update the application by late August 2019. We will also have some specific philanthropic support dedicated to our Fort Totten site to ensure that we have contingencies in place in case the new site enrolls fewer students than anticipated.**

# ROCKETSHIP

## PUBLIC SCHOOLS

### List of Documents

- I. Enrollment Matrix: RLP, Rise, Fort Totten campuses
- II. Lease Document
- III. 5-year Operating Budget
- IV. Letter of Support: Commissioner Gordon-Andrew Fletcher
- V. Meeting Minutes Rocketship Public Schools
- VI. Meeting Agenda Rocketship Public Schools
- VII. Spreadsheet of Community and Stakeholder Engagement
- VIII. Letter to Families Regarding Fort Totten
- IX. Professional Development Slides Regarding Fort Totten to Teachers and Staff
- X. Letters to School Principals
- XI. Letters to Fort Totten Business Leaders
- XII. Other Emails to Stakeholders
- XIII. Organizational Chart and Staffing Plan for DC



## Enrollment Matrix – Rocketship Rise Academy

	AY 17-18	AY 18-19	AY 19-20
Grade Levels	Actual	Actual	Projected (Max Enrollment Reached)
<b>PK-3</b>	85	82	80
<b>PK-4</b>	97	76	80
<b>Kindergarten</b>	102	106	112
<b>Grade 1</b>	83	96	100
<b>Grade 2</b>	75	99	100
<b>Grade 3</b>	0	84	90
<b>Grade 4</b>	0	75	80
<b>Grade 5</b>		0	70
<b>Total</b>	527	618	712
<b>Grade 6</b>			
<b>Grade 7</b>			
<b>Grade 8</b>			
<b>Total</b>			
<b>Grade 9</b>			
<b>Grade 10</b>			
<b>Grade 11</b>			
<b>Grade 12</b>			
<b>Total</b>	527	618	712
<b>LEA Total</b>	<b>633</b>	<b>1084</b>	<b>1298</b>
<b># Campuses*</b>	2	2	2

\*If requesting an amendment for more than one campus, please complete a separate enrollment matrix for each campus.

\*\*If school is not currently at Maximum Enrollment, please add columns to include all projected school years until maximum enrollment is expected to be reached.



### Enrollment Matrix – Rocketship Legacy Prep

	AY 17-18	AY 18-19	AY 19-20	AY 20-21
Grade Levels	Actual	Actual	Projected	Projected (Max Enrollment Reached)
<b>PK-3</b>	6	101	80	80
<b>PK-4</b>	10	58	82	80
<b>Kindergarten</b>	44	107	112	112
<b>Grade 1</b>	30	94	108	108
<b>Grade 2</b>	16	59	104	104
<b>Grade 3</b>	0	47	50	85
<b>Grade 4</b>	0	0	50	41
<b>Grade 5</b>	0	0	0	41
<b>Total</b>	106	466	586	651
<b>Grade 6</b>				
<b>Grade 7</b>				
<b>Grade 8</b>				
<b>Total</b>				
<b>Grade 9</b>				
<b>Grade 10</b>				
<b>Grade 11</b>				
<b>Grade 12</b>				
<b>Total</b>	106	466	586	
<b>LEA Total</b>	<b>633</b>	<b>1084</b>	<b>1298</b>	<b>1537</b>
<b># Campuses*</b>	2	2	2	3

\*If requesting an amendment for more than one campus, please complete a separate enrollment matrix for each campus.

\*\*If school is not currently at Maximum Enrollment, please add columns to include all projected school years until maximum enrollment is expected to be reached.





### Enrollment Matrix – Rocketship DC 3

	AY 20-21	AY 21-22	AY 22-23	AY 23-24
Grade Levels	Projected	Projected	Projected	Projected (Max Enrollment Reached)
<b>PK-3</b>	40	40	40	40
<b>PK-4</b>	40	40	40	40
<b>Kindergarten</b>	50	50	50	50
<b>Grade 1</b>	25	50	50	50
<b>Grade 2</b>	25	40	50	50
<b>Grade 3</b>		25	45	50
<b>Grade 4</b>			25	50
<b>Grade 5</b>				25
<b>Total</b>				
<b>Grade 6</b>				
<b>Grade 7</b>				
<b>Grade 8</b>				
<b>Total</b>				
<b>Grade 9</b>				
<b>Grade 10</b>				
<b>Grade 11</b>				
<b>Grade 12</b>				
<b>Total</b>				
<b>LEA Total</b>	<b>1537</b>	<b>1637</b>	<b>1727</b>	<b>1792</b>
<b># Campuses*</b>	3	3	3	3

*\*If requesting an amendment for more than one campus, please complete a separate enrollment matrix for each campus.*

*\*\*If school is not currently at Maximum Enrollment, please add columns to include all projected school years until maximum enrollment is expected to be reached.*

**EXHIBIT 16.2**  
**Form of Sublease**

**SUBLEASE AGREEMENT**

THIS SUBLEASE AGREEMENT (this “**Sublease**”), is made and entered into as of August 1, 2019 (the “**Effective Date**”), by and between Launchpad Development Three DC LLC, a Delaware limited liability company (“**Sublandlord**”), and Rocketship Education D.C., Public Charter School, Inc., a District of Columbia nonprofit corporation (“**Subtenant**”). Sublandlord and Subtenant are sometimes collectively referred to herein as the “**Parties**” or individually a “**Party**.” Unless otherwise defined herein, all terms used herein shall have the meanings defined in the Lease (as defined below). In the event of any conflict between this Sublease and the Lease, this Sublease shall govern and control.

**RECITALS:**

A. Sublandlord entered into that certain Lease Agreement by and between TA Washington 3rd St. NE LLC, a Delaware limited liability company, as Landlord, and Sublandlord, as Tenant, dated as of August 1, 2019, attached hereto as Addendum A, and incorporated herein by this reference, (the “**Lease**”), which Lease demised to Sublandlord certain Premises (as defined in the Lease) located in the District of Columbia.

B. Sublandlord is a support organization for Subtenant.

C. Pursuant to Section 16.2 of the Lease, Subtenant now wishes to sublet the Premises from Sublandlord and Sublandlord wishes to sublet the Premises to Subtenant.

NOW, THEREFORE, in consideration of the terms, conditions and premises contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

**AGREEMENTS:**

1. Incorporation of Recitals. The Parties acknowledge and agree that the foregoing recitals are true and correct and are hereby incorporated as a material part of this Agreement.

2. Letting, Lease Obligations. Sublandlord hereby leases to Subtenant, and Subtenant hereby leases from Sublandlord, the Premises (as defined in Section 3 below), at the rental and upon all of the terms, covenants, conditions and obligations set forth in this Sublease. Subtenant hereby expressly assumes and agrees to each obligation of Sublandlord—as well as to each term, covenant, and condition—under the Lease, excepting only those provisions addressing: (i) the Option (including, without limitation, the Ground Lease Assignment); (ii) development of the Premises (including, without limitation, ARTICLE VI of the Lease); and (iii) those provisions, terms, covenants, conditions and obligation of Sublandlord which can only be performed by Sublandlord, if any. For purposes of this Sublease the Parties agree that, as between Sublandlord and Subtenant, whenever the term “Landlord” is used in the Lease, such term shall mean and include Sublandlord and whenever the term “Tenant” is used, such term shall mean and include Subtenant. Unless expressly modified herein, for purposes of this Sublease, both Sublandlord and Landlord under the Lease shall have all of the rights, obligations and remedies provided to “Landlord” under the Lease and Subtenant shall have all of the rights, obligations and remedies provided to the “Tenant” under the Lease. For each applicable provision of the Lease requiring the consent of Landlord under the Lease, Subtenant will obtain the consent of both Landlord under the Lease and Sublandlord.

3. Demised Premises. For purposes of this Sublease, the demised "Premises" shall mean the Premises as defined in the Lease.

4. Term. The term of this Sublease shall commence on the Commencement Date (as defined in the Lease) and shall expire at 11:59 p.m. on June 30, 2049, unless extended or earlier terminated as permitted under the Lease.

5. Rent. Monthly rent for the Sublease term shall be equal to the Base Rent and Additional Rent as specified in ARTICLE III of the Lease. The rental payments are due and payable as required by Section 3.3 of the Lease on and after the Rent Commencement Date specified in Section 2.1 of the Lease. Subtenant covenants and agrees to pay Base Rent and Additional Rent. Subtenant shall pay the Base Rent and Additional Rent promptly when due without notice or demand therefor and without any abatement, deduction or set off for any reason whatsoever unless expressly provided in this Lease. All payments of Additional Rent shall be made to Sublandlord in the manner and to such address or account as Sublandlord may direct Subtenant, in writing (or, if so directed by Sublandlord, directly to Landlord under the Lease in the manner and to such address or account as Sublandlord may direct Subtenant, in writing). Time is of the essence with respect to this Sublease. If Subtenant fails to make any payment due hereunder within the time period permitted for payment of Rent in the Lease, then Subtenant shall be subject to each and every penalty and default provision provided in the Lease, plus any attorneys' fees and/or other costs incurred by Sublandlord by reason of Subtenant's failure to pay rent and/or other charges when due hereunder. The Parties agree that Subtenant shall be solely responsible for paying any assessments or taxes imposed by any taxing authority, if any, on its personal property as required by Section 5.6 of the Lease.

Subtenant hereby acknowledges Section 3.4 and Section 3.5 of the Lease:

**3.4** Security Interests. Tenant hereby covenants and agrees that neither Tenant (or any Tenant Affiliate) nor Rocketship DC (or any other subtenant) shall, during the Term of the Lease, (i) pledge, collaterally assign, hypothecate, or otherwise grant a security interest of any kind or nature whatsoever in the State Payments or in any account into which such State Payments are or will be deposited (each, an 'Account') (including, without limitation, all checks, drafts, and other instruments received in such Account, and all proceeds thereof, including any interest earned thereon) to any Person, in each case without the express prior written consent of Landlord (which consent may be granted, denied or conditioned as determined by Landlord in Landlord's reasonable discretion), or (ii) grant to any Person any right to control any Account, in each case without the express prior written consent of Landlord (which consent may be granted, denied or conditioned as determined by Landlord in Landlord's sole and absolute discretion). For the avoidance of doubt, the negative covenants set forth in this Section 3.4(i) and Section 3.4(ii) apply only with respect to State Payments, which (as clarified in the definition of "State Payments," include only mean those appropriations, allocations, grants, and funds of all kinds that may be claimed with respect to the Charter School pursuant to any Legal Requirements—including, without limitation, under DC Code Sec. 38-1804.03—with respect to the charter school operated on the Premises) are specifically allocated to the school that Rocketship DC is operating at the Premises. Notwithstanding the foregoing, each of Landlord and Tenant hereby agrees and acknowledges that (a) all State Payments are deposited into that certain collateral account which account is subject to the ICA Agreement, (b) pursuant to the terms of the ICA Agreement and the Letter Agreement the State Payments shall be directed pursuant to the Direction Letter, (c) Rocketship DC has granted to Landlord a security interest in all of the right, title and interest of Rocketship DC in and to the Account subject to the DACA in order to secure the obligations of Rocketship DC to Tenant pursuant to the Approved Sublease and the obligations of Tenant to Landlord pursuant to the Lease, and (d) at any time following a monetary Event of Default, Landlord has the right, but not the obligation, to exercise any and all

of its rights and remedies under the DACA. Tenant, on behalf of itself and Rocketship DC, irrevocably authorizes Landlord at any time and from time to time to file any initial financing statements, amendments thereto and continuation statements deemed necessary or desirable by Landlord to evidence the covenants and agreements set forth in Section 3.4(c).

**3.5 Letter Agreement.** In furtherance of Tenant's covenants and agreements set forth in Section 3.4 above, and to memorialize certain agreements among Landlord, Tenant, Rocketship DC and Guarantor with respect to the State Payments, the ICA Agreement, and the other matters set forth therein, (i) Landlord and Tenant shall, as of the Effective Date, execute and deliver an agreement with regard to such matters in the form attached as Exhibit 3.5 (the '**Letter Agreement**') and (ii) Tenant shall, as a condition of Tenant's being deemed to have satisfied its obligations under this Section 3.5, cause Rocketship DC and Guarantor simultaneously to enter into and deliver to Landlord the Letter Agreement. The Letter Agreement contemplates the further execution of (i) certain amendments to the ICA Agreement, (ii) the Direction Letter and (iii) the DACA. Tenant shall cause each of (i) the amendments to the ICA Agreement, (ii) the Direction Letter and (iii) the DACA to be executed and delivered by the parties thereto as and when required by the Letter Agreement.

Accordingly, Subtenant shall, immediately upon delivery of Sublandlord's written direction, execute the agreed financing statements, amendments thereto and continuation statements, and deliver them to (or as requested by) TA Washington 3rd St. NE LLC, as landlord under the Lease. Further, Subtenant covenants and agrees that Subtenant shall fully comply with all of the terms, covenants and conditions of the Letter Agreement, the ICA Agreement and the DACA.

6. Permitted Use. Subtenant shall use and occupy the Premises solely for the Permitted Use under ARTICLE IV of the Lease.

7. Covenants. Subtenant covenants and agrees that, during the term of this Sublease:

(a) Subtenant shall comply, in all material respects, with all terms and provisions of the Charter School Contract;

(b) Subtenant shall not, without the prior written consent of TA Washington 3rd St. NE LLC ("**Prime Landlord**"), voluntarily agree either (i) to any termination of the Charter School Contract (as to which Prime Landlord's consent may be withheld, conditioned or delayed in its sole discretion) or (ii) to any material amendment to the Charter School Contract (as to which Prime Landlord's consent shall not unreasonably be withheld, conditioned or delayed);

(c) Subtenant shall at all times keep (and cause to be kept) the Charter School Contract and all obligations thereunder current and fully performed, and accordingly shall not do, permit, or suffer to be done, any act or omission by Subtenant, its agents, employees, contractors or invitees which is prohibited by the Charter School Contract, or which would constitute a violation or default thereunder, or result in a forfeiture, termination or non-renewal of the Charter School Contract or result in Subtenant, Sublandlord, or the Charter School Contract being placed on academic probation by the Authorizer or other charter school governing authority; and

(d) Subtenant shall at all times keep (and cause to be kept) the Management Agreement and all obligations thereunder current and fully performed, and shall not terminate or materially alter or amend (or allow to be so terminated, altered, or amended) the terms of the Management Agreement without the prior written consent of Prime Landlord, which approval Prime Landlord may withhold, condition, or delay in its sole discretion.

8. Signs. Subtenant shall have the right to such signage as permitted by ARTICLE XVII of the Lease.

9. Insurance. Each Party, at its respective expense, shall comply with the "Tenant's Insurance Requirements" as defined in ARTICLE I of the Lease, although such insurance may be



provided under one policy or policies with both Parties shown as named insureds. Each Party shall provide the other Party and Landlord under the Lease with certificates of insurance as required by Section 8.3.3 of the Lease. To the maximum extent permitted by its insurance policies, each Party, for the benefit of the other Party, waives any and all rights of subrogation which might otherwise exist.

10. Indemnification. Sublandlord and Subtenant agree that, as between the Parties, excepting to the extent resulting from Sublandlord's gross negligence or intentional misconduct, Subtenant shall indemnify, defend, save and hold harmless Sublandlord as provided by Section 8.1 of the Lease (with "Tenant" in the term "Tenant Party" meaning Subtenant and excluding Sublandlord from such definition). Sublandlord and Subtenant further agree that, as between the Parties, excepting to the extent resulting from Subtenant's gross negligence or intentional misconduct, Sublandlord shall indemnify, defend, save and hold harmless Subtenant as provided by Section 8.2 of the Lease (with "Landlord" in the term "Landlord Party" meaning Sublandlord and excluding Subtenant from such definition).

11. Restriction on Transfer. Subtenant covenants and agrees that neither this Sublease nor the term and estate hereby granted, nor any interest herein or therein, will be assigned or otherwise transferred, whether voluntarily, involuntarily, directly or indirectly, by operation of law or otherwise, and that neither the Premises nor any part thereof will be encumbered in any manner by reason of any act or omission on the part of Subtenant, or used or occupied or permitted to be used or occupied by anyone other than Subtenant, or for any use or purpose other than the Permitted Use (as defined in the Lease), or be sub-sublet (which term, without limitation, shall include granting of concessions, licenses and the like) in whole or in part, or be offered or advertised for assignment or sub-subletting by Subtenant or any person acting on behalf of Subtenant, without, in each case, the prior written consent both of Sublandlord and of Landlord (which consent may be withheld by Sublandlord and/or by Landlord in their respective exercises of their sole and absolute discretion). The provisions of this Section 11 shall apply to a transfer (by one or more transfers) of a controlling portion of or interest in the stock or partnership or membership interests or other evidences of equity interests of Subtenant as if such transfer were an assignment of this Sublease. If this Sublease is assigned, or if the Premises or any part thereof is sub-sublet or occupied by anyone other than Subtenant, whether or not in violation of the terms and conditions of the Sublease, Sublandlord may, at any time and from time to time, collect rent and other charges from the assignee, subtenant or occupant, and apply the net amount collected to the rent and other charges herein reserved, but no such assignment, subletting, occupancy, collection or modification of any provisions of this Sublease shall be deemed a waiver of the provisions of this Section 11, or the acceptance of the assignee, subtenant or occupant as a tenant or a release of Subtenant from the further performance of covenants on the part of Subtenant to be performed hereunder. Any consent by Sublandlord and Landlord to a particular assignment, subletting or occupancy or other act for which Sublandlord's and Landlord's consent is required under this Section 10 shall not in any way diminish the prohibition stated in this Section 11 as to any further such assignment, subletting or occupancy or other act or the continuing liability of the original named Subtenant. No assignment or subletting hereunder shall relieve Subtenant from its obligations hereunder, and Subtenant shall remain fully and primarily liable therefor.

Notwithstanding the foregoing, Subtenant shall, notwithstanding the limitations otherwise set forth in this Section 11, but subject to all of the other terms and conditions of this Section 11 and of the Lease, not later than October 31, 2019 enter into a sub-sublease (the "**Middle School Sublease**") pursuant to which Subtenant shall: (i) demise to (A) any school incubated by CityBridge Education or (B) any other school mutually acceptable to Subtenant and Prime Landlord (ii) a portion of the Premises that shall be mutually acceptable to Subtenant and Prime Landlord (iii) upon terms and conditions, and pursuant to a sub-sublease instrument that likewise shall be mutually acceptable to, Subtenant and Prime Landlord. Once executed, the Middle School Sublease shall not be amended or modified in any material respect, or terminated without the express prior written consent of Landlord, which consent shall not be unreasonably withheld, conditioned or delayed.

12. Notices. All notices under this Sublease shall comply with the requirements of ARTICLE XXV of the Lease and shall be delivered to Landlord and Sublandlord in the manner and to the addresses specified in ARTICLE XXV of the Lease and, if to Subtenant as follows:

If to Subtenant: Rocketship Education D.C., Public Charter School, Inc.  
c/o Rocketship Education  
350 Twin Dolphin Drive, Suite 109  
Redwood City, CA 94065  
Attention: Laura Kozel  
Vice President, Facilities and Treasury  
Email: lkozel@rsed.org

13. Representations and Warranties. Subtenant hereby represents and warrants to Sublandlord and Landlord under the Lease each of the representations and warranties provided in Section 28.1 of the Lease as if fully stated herein. Sublandlord hereby represents and warrants to Subtenant and Landlord under the Lease each of the representations and warranties provided in Section 28.2 of the Lease as if fully stated herein.

14. Modification. This Sublease may not be modified, terminated, assigned or otherwise transferred, or encumbered in any material respect without Landlord's prior, written consent, which consent may be withheld by Landlord in its sole and absolute discretion.

15. New Lease. If—except by reason of a Lease Termination Agreement executed pursuant to an exercise of the Option—the Lease shall be terminated before the Expiration Date (as defined in the Lease), Landlord may, at its sole discretion, require the Subtenant immediately to enter into a new lease directly with Landlord, which new lease shall be in the same form and on the same terms, covenants, and conditions as the Lease. Furthermore, if the Sublandlord or any Tenant Affiliate (for purposes of this paragraph, the “**New Owner**”) becomes the ground lessee of the Premises pursuant to the Ground Lease, either through the exercise of the rights under the Ground Lease Assignment or otherwise, immediately upon the consummation of the transaction conveying the Premises to New Owner, New Owner, as landlord, and Subtenant, as tenant, shall enter into a direct lease with respect to New Owner's interest in the Premises (the “**Direct Lease**”) and upon the execution and delivery of the Direct Lease, this Sublease shall terminate and the Parties shall have no further obligations under this Sublease except for such obligations as specifically survive the termination of this Sublease.

16. Counterparts: Emailed Signatures. This Sublease may be executed in counterparts, each of which shall be deemed an original, and all of which counterparts taken together shall constitute one and the same agreement. Executed counterparts of this Sublease may be delivered by electronic mail, and failure to deliver an executed original shall not affect the enforceability of this Sublease, it being expressly agreed that each Party shall be bound by its own emailed signature and shall accept the emailed signature of the other Party.

17. Entire Agreement. This Sublease, including any exhibits or schedules referenced herein, contains the entire agreement and understanding of the Parties with respect to the subject matter of this Sublease and all agreements and understandings entered into prior to this Sublease, with respect to the subject matter hereof, are revoked and superseded by this Sublease. No representations, warranties, inducements, promises, agreements or understandings not contained in this Sublease regarding the subject matter of this Sublease shall be of any force or effect unless in writing, executed by the Party to be bound and dated on or subsequent to the date of this Sublease.

*SIGNATURE PAGE FOLLOWS*

IN WITNESS WHEREOF, the Parties have executed this Sublease as of the day and year first written above.

SUBLANDLORD:

**Launchpad Development Three DC LLC,**  
a Delaware limited liability company

By: Launchpad Development Company  
Its: Managing Member

By:   
Name: Keysha Bailey  
Title: Board Chair

SUBTENANT:

**Rocketship Education D.C., Public Charter  
School, Inc.,**  
a District of Columbia nonprofit corporation

By: \_\_\_\_\_  
Name: Jolene Slotter  
Title: Board Chair

IN WITNESS WHEREOF, the Parties have executed this Sublease as of the day and year first written above.

SUBLANDLORD:


**Launchpad Development Three DC LLC,**  
a Delaware limited liability company

By: Launchpad Development Company  
Its: Managing Member

By: \_\_\_\_\_  
Name: Keysha Bailey  
Title: Board Chair

SUBTENANT:

**Rocketship Education D.C., Public Charter  
School, Inc.,**  
a District of Columbia nonprofit corporation

By:  \_\_\_\_\_  
Name: Jolene Slotter  
Title: Board Chair



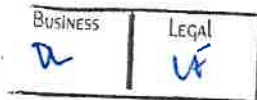
#### ACKNOWLEDGMENT OF LANDLORD UNDER THE LEASE

The undersigned, as "Landlord" under the Lease referenced in the attached Sublease, does hereby acknowledge Sublandlord's subletting the Premises to Subtenant pursuant to Section 16.2 of the Lease under the following terms and conditions:

1. No Waiver. Landlord's consent shall not be deemed to be a waiver of any restrictions contained in the Lease or in this Sublease concerning further assignment, subleasing or hypothecation of the Lease or the Sublease.
2. Sublandlord and Guarantor's Liability. Sublandlord and any guarantor of the Lease obligations (including, without limitation, Rocketship, as guarantor) shall remain liable for the performance of all the provisions of the Lease, to the same extent as provided in the Lease.
3. Cost to Sublease. Except as may be specifically set forth in the Lease, in connection with this sublease of the Premises, Sublandlord shall pay to Landlord the fees set forth in Section 16.1.3 of the Lease.
4. Conflicts. Notwithstanding anything to the contrary set forth in the Sublease, (i) in the event of any conflict between the terms and provisions of the Lease and the Sublease, the terms and provisions of the Lease shall control, and (ii) in the event of any conflict between the terms and provisions of the Letter Agreement and the Sublease, the terms and provisions of the Letter Agreement shall control.

Landlord's acknowledgment set forth herein shall be effective and enforceable as of the Effective Date of the Sublease.

TA Washington 3rd St. NE LLC,  
a Delaware limited liability company



By:   
Name: Barl Cooper Sherman  
Title: Vice President

## DC Region

(\$ )	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Consolidated Regional Summary</b>					
New Schools	0	1	1	—	—
Total Schools	2	3	4	4	4
Enrollment	1,298	1,532	1,889	2,292	2,511
<b>General</b>					
RSED-DC General Philanthropy	\$100,000	\$100,000	\$100,000	—	—
<b>Schools</b>					
Recurring Revenue	\$23,384,500	\$28,570,450	\$35,082,941	\$42,231,352	\$45,937,131
School Specific Philanthropy	\$250,000	\$350,000	\$425,000	\$100,000	\$100,000
<b>Revenues</b>	<b>\$23,634,500</b>	<b>\$28,920,450</b>	<b>\$35,507,941</b>	<b>\$42,331,352</b>	<b>\$46,037,131</b>
Compensation	\$6,608,889	\$7,735,604	\$9,107,693	\$10,995,790	\$11,712,238
Non-Compensation	\$8,969,731	\$11,123,698	\$14,253,203	\$15,598,281	\$16,855,810
Facilities	\$4,406,583	\$6,056,583	\$7,127,961	\$9,192,039	\$9,252,039
Management Fee	\$3,016,354	\$3,638,385	\$4,433,164	\$5,456,609	\$6,159,376
<b>Expenses</b>	<b>23,001,556</b>	<b>28,554,269</b>	<b>34,922,021</b>	<b>41,242,719</b>	<b>43,979,463</b>
<b>Change in Net Assets (CINA)</b>	<b>632,944</b>	<b>366,180</b>	<b>585,919</b>	<b>1,088,633</b>	<b>2,057,668</b>
<b>ISE</b>					
<b>Revenues</b>	<b>\$2,652,359</b>	<b>\$3,211,940</b>	<b>\$3,934,502</b>	<b>\$4,766,446</b>	<b>\$5,433,934</b>
Compensation	2,316,471	2,798,988	3,503,032	4,082,795	4,515,802
Non-Compensation	390,891	422,955	533,051	604,333	859,478
<b>Expenses</b>	<b>2,707,362</b>	<b>3,221,944</b>	<b>4,036,083</b>	<b>4,687,127</b>	<b>5,375,280</b>
<b>Change in Net Assets (CINA)</b>	<b>(55,003)</b>	<b>(10,004)</b>	<b>(101,581)</b>	<b>79,319</b>	<b>58,654</b>
<b>RSED-DC</b>					
<b>Revenues</b>	<b>26,386,858</b>	<b>32,232,389</b>	<b>39,542,442</b>	<b>47,097,798</b>	<b>51,471,065</b>
<b>Expenses</b>	<b>25,708,918</b>	<b>31,776,213</b>	<b>38,958,105</b>	<b>45,929,846</b>	<b>49,354,743</b>
<b>Change in Net Assets (CINA)</b>	<b>677,940</b>	<b>456,176</b>	<b>584,338</b>	<b>1,167,952</b>	<b>2,116,322</b>
Cash	4,327,940	4,684,116	4,168,454	4,836,406	6,452,728



**Gordon-Andrew Fletcher, Commissioner**

Advisory Neighborhood Commission  
350 Galloway Street NE Apt 301  
Washington, DC 20011  
5A08@anc.dc.gov

August 1, 2019

**DC Public Charter School Board**

3333 14th St NW, #210  
Washington, DC 20010

Dear DC Public Charter School Board,

I am writing to express my support for a new Rocketship Public Schools in Fort Totten. I am a Commissioner for ANC 5A08, the Chair-Elect of the Ward 5 Democrats, and a Ward 5 resident. I believe that Rocketship Public Schools will be an asset to our community and my Single Member District. Rocketship Public Schools will provide an additional educational option to families in my district, one with a rigorous academic program and a commitment to personalized learning for every child, regardless of their ability, race, or at-risk status. I strongly believe that Rocketship will meet the educational needs of the Lamond-Riggs community, and Ward 5 as a whole.

I had the opportunity to speak with DC Regional Director Joyanna Smith and Founding Principal Angel McNeil in-depth about their plans for the Lamond-Riggs community, and have been impressed by Joyanna and her team's thoughtfulness and responsiveness to community concerns. Even more, I participated in a tour of a Ward 7 Rocketship Public School, where I was able to see the amazing work being done in action. I have also spoken with parent leaders at Rocketship, and accordingly gained a deeper understanding of their reasons for choosing Rocketship and the positive impact that Rocketship had in their lives and on their children. Additionally, two weeks ago, I had an opportunity to participate in the RACE and CHOICE event co-hosted by Rocketship and SBOE Ward 5 Representative Zachary Parker at my community library, Lamond-Riggs. I was galvanized by both the depth and breadth of the discussion, which centered on Ward 5 residents, and truly grappled with the ways in which our community could be better served and how to move forward with real solutions to these problems. I also



appreciate that the DC Regional Director, with Rocketship Public Schools, Joyanna Smith, and Khadijah Williams are residents of Ward 5 and have demonstrated a commitment to positively engage with the education ecosystem in Ward 5.

I support a Rocketship elementary school in the Fort Totten community. I value Rocketship's vision "to close the achievement gap in our lifetime" and I would be pleased to see such a community-focused elementary school serving the Lamond-Riggs community. Rocketship has demonstrated that they are committed to listening to Ward 5 families and addressing the needs and concerns of the Lamond-Riggs community. I am confident that Rocketship Public Schools will be an asset to my community and I am excited to express my support of Rocketship.

Sincerely,

*Gordon-Andrew Lee Fletcher*

Gordon-Andrew Fletcher

Commissioner, Ward 5A08

Chair-Elect, Ward 5 Democrats

**Rocketship Public Schools -- DC**  
**MEETING MINUTES**  
**August 1, 2019**

The meeting was called to order at 2:00 p.m. In attendance, over the Zoom call were Chair Joey Slotter, Treasurer and Business Committee Chair Justin Bakewell, Josh Rales, Matthew Aaron, Rena Johnson, Melissa Martin, Tom Nida, Mensa Maa, Zakiya Reid and Simone Brown. Also present were Joyanna Smith, Tamika Joyner, Cheye Calvo, Keysha Bailey, and Laura Kozel. Board members, Barry Rosenthal and Jacque Patterson were absent.

**I. Overview**

DC Regional Director, Joyanna Smith, shared the objectives of the special board meeting. 1) Request board approval of proposed charter amendment application for an additional facility and replication of our current academic program, 2) share high level status across key work streams and upcoming milestones, 3) review key points of sublease with Launchpad, 4) Business Committee to make recommendation regarding lease to full Board, and 5) request Board approval of sublease with Launchpad.

Joyanna Smith outlined the charter amendment process, the date of submission, the proposed timeline for the charter amendment process. Justin Bakewell, Chair of the Business Committee, shared to the full Board that the Business Committee reviewed the key terms of the lease with contract attorneys and the Committee was comfortable with the sublease with Launchpad.

**II. Business Items**

- A. On a motion by Mr. Bakewell, seconded by Mr. Rales, the Board voted 9-0-2 (Mr. Rales abstained) to provide Rocketship staff with approval to proceed with filing a charter amendment application with PCSB and to approve the sublease with Launchpad.

The meeting was adjourned at 3:02 p.m.

*Meeting Minutes prepared on August 2, 2019*

**ROCKETSHIP**  
PUBLIC SCHOOLS

# DC Board of Trustees Meeting

Thursday, August 1, 2019





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# Meeting Agenda

- I. Call to Order
- II. Charter Amendment agreement Board approval
- III. Lease Negotiation details and Board approval
- IV. Adjournment

Organization / Individual	Date of com	Rationale	Next Step
Government, Political, and Civic Associations			
Lamond-Riggs Civic Association	7/8/2019	Email and attached powerpoint presentation from ANC 5A Commission presentation on 6/26.	One-one meeting followup.
North Michigan Park Civic Association	7/25/2019	Email and letter of notification for Fort Totten site	One-one meeting followup.
Advisory Neighborhood Commission 5A	7/23/2019	Email and letter of notification for Fort Totten site and charter amendment application	One-one meeting followup.
Advisory Neighborhood Commission 5A	6/26/2019	Meeting before ANC 5A Commission to present preliminary plans regarding Fort Totten site	One-one meeting followup.
Ward 5 Democrats	7/25/2019	Sent email and notification letter to Jeannette Mobley, current Chair	N/A
Ward 5 Education Council	7/19/2019	Email and letter of notification to Ward 5 Ed. Council	N/A
Councilmember McDuffie	7/9/2019	Email to Councilmember Kenyon McDuffie	N/A
Silas Grant, Senior Advisor, Councilmember McDuffie	7/18/2019	Meeting with Silas Gant to discuss proposed site	N/A
Councilmember David Grosso, Co-Chair of Committee on Education	7/22/2019	Email and letter of notification to C. David Grosso	N/A
State Board of Education Ward 5 Representative Zachary Parker		Meeting in mid-December 2018, meeting in Spring 2019 to discuss proposed site and joint event.	N/A
DBH Community Services	6-26-19	Notification	N/A
DOES Nursing Program	6/26/2019	Community Event	N/A
Community Members and Parents			
Fort Totten neighbors	7/15/2019	of our proposed new campus coming to  Met with or called each Director or Manager on this date to secure this specific venue for community Meet & Greets. Dates are as follows: 7/2/19- Library Tavern- Jay (I'll call to get last name) 7/9/19- Lamond-Riggs Library- Booked Room online 7/10/19- Culture Coffee Too- Veronica Cooper 7/12/19- North Michigan Park Rec- Gregory Poag	N/A
meet and greets at library, rec center, coffee shop			N/A
Culture Coffee Too, Ms. V.	7/10/2019	Meeting to discuss business community in Fort Totten community	N/A
PAVE Ward 5 Parent Leaders		Participated in Race and School Choice event co-hosted by Rocketship and SBOE Rep. Zachary Parker on 7/24	One-one meeting followup
Internal notification to staff and teachers	7/31/2019	Presentation during 1st day of professional development	N/A
Internal notification to Rocketship parents	8/1/2019	Facebook notification for both campuses and hard copy of letter placed at front desk	N/A
Robtco Property Management, Loren Johnson	7/31/2019	Email and letter of notification regarding Fort Totten site	N/A
The C.H.I.L.D Center, Jacqueline Oliver	7/31/2019	Email and letter of notification regarding Fort Totten site	N/A

Breakthrough Montessori PCS, Emily Hedin	7/24/2019	Email and letter of notification regarding Fort Totten site	N/A
Churches			
Impact DMV Church	7/9/2019	Email regarding Fort Totten site; email came back and so, need to reach out again	Followup meeting
Catholic Charities - Michigan Ave NE	7-19-19	Voicemail of notification regarding Fort Totten site	Followup meeting
SHARE Michigan Park Christian Church	7-17-19	Email and voicemail of notification regarding Fort Totten site	Followup meeting to discuss collaboration
Northeastern Presbyterian Church	7-17-19	Email and voicemail of notification regarding Fort Totten site	Followup meeting
Catholic Charities - Adams Emergency Shelter	7-19-19	Voicemail of notification regarding Fort Totten site	N/A
Community Organizations			
Robert Brannum	7-18-18	Emailed to inform of our new Fort Totten campus and request a meeting.	N/A
Mary's Center - Fort Totten	7-17-19	Emailed to inform of our new Fort Totten campus and request a meeting. Flyered on 7-19	N/A
Theodora Brown	7-15-19	Email and call to inform of our new Fort Totten campus and request a meeting.	Spoke with Theodora, no followup needed.
Edgewood/Brookland Family Support Collaborative	7-15-19	Voice mail to inform of our new Fort Totten campus and request a meeting.	Followup to speak with individual families
Virginia Williams Family Resource Center - Central Resource Center for Homeless Families			N/A
Academy of Hope NE		Jamie Fragel (Kragel?) Director of Advocacy	N/A
Recreation Centers			
Lamond Recreation Center	4/3/2019	Met with Marion Speight to discuss potential school site, information on parent participation. and RPS Job opportunities	N/A
Lassalle-Riggs Recreation Center	3/26/2019	Met with Ms. Zenobia to discuss potential school site and information on parent participation at Rec center	N/A
Emery Recreation Center	4/3/2019	Met with Robert Robinson to discuss potential school site, information on parent participation. and RPS Job opportunities	N/A
North Michigan Park Recreation Center	7/12/2019	Met with Gregory Poag to discuss potential school site, information on parent participation. RPS Job opportunities, and booking a venue for meet & greet	N/A



July 31, 2019

Dear Rocketship Family,

As families at our first two DC school campuses in Ward 7 and 8, you have been an integral part of the big decisions that shape our school: from deciding on the name of the schools to helping select the programs that we offer to our students. We believe that all of our Rocketeers, deserve an excellent education and we thank you for continuing to be a part of our school communities.

We are excited to announce that we are working on our third DC location which will be located at 5450 3<sup>rd</sup> Street, NE, which is in the Fort Totten community in Ward 5. We are anticipating that this school will open in August 2020 for students in our K-2 program in addition to Prek3 and 4 with the AppleTree program. We are in the process of filing a charter amendment application with our authorizer, the DC Public Charter School Board, in August. As part of this process, we want to make sure that the existing Rocketship DC community has an opportunity to be aware of our expansion efforts and to field any questions and comments that you may have regarding the third site. We are in the process of developing our construction timeline and we will share more information with you as it becomes available throughout the upcoming school year. We are excited to expand into Ward 5 and give students in a different ward, an opportunity to grow, learn, and develop. We look forward to working with you and the Ward 5 community to create a new community of students, parents, and teachers working together to reach each child's goals.

If you have any questions, you can call us at (202) 627-2256 to learn more about our expansion efforts.

In partnership,

Joyanna Smith, DC Regional Director  
Joshua Pacos, DC Director of Schools

# Theory of Change applied to Washington D.C.

Joyanna Smith, Regional Director, Washington D.C.



## DC's 19-20 Goals & Rallying Cry

Quality

Impact

Advocacy

Culture

Fortify our foundation

### Define and establish a distinctive Rocketship identity *in DC*

A sustainable public school model that propels student achievement, develops exceptional educators, and partners with parents who enable high-quality public schools to thrive in DC

#### Build regional unity/cohesion

*Staff feel connected not just to their school, but also to a larger regional identity and mission*

- **Define how we operate as a region**
  - Why are we different?
  - Who do we want to be?
  - What are our values? (connected to def. obj. on DEI)
  - How does that help inform our practice?
- **Ensure regional and school teams know each other**
  - All-staff retreat
  - Joint PD
  - Intentional time spent together in schools
  - Social events

#### Build a sustainable pipeline of high-quality teachers and SLs

- Identify school leaders who are ready to move up
- Build a clearly defined and sustainable teacher pipeline
  - Develop local partnerships/connections that we can count on for 3-5 teachers per year

#### Meaningfully engage on community issues

*Connect to local issues that our community, families, and staff care about*

##### Internally

- **DEI: Dive deeper into equity**
  - Understand poverty, root causes, and how trauma impacts our students and staff
  - How does this show up in our schools? What are we doing to put equity structures in place?

##### Externally

- Facilitate conversations around community issues in Wards 5, 7, and 8 (e.g. homelessness)
- Become a thought partner on comm. issues (homelessness, serving ALL kids)



# Where we're going

Joyanna Smith, Regional Director

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## Growth Trajectory: Where are we going in DC?

Third campus to be opened in August 2020 at a site located at 5450 3rd Street, NE.

- Although more mixed income, Ft. Totten represents a **mission-aligned community**, with local schools on avg. 74% SED and target low-performing schools at 91% SED. Comparing RISE's performance to that of nearby schools, Rocketship offers a higher performing alternative for these students in need.
- Through **extensive needs analysis**, we are confident that even with a number of high-performing charter schools in Ward 5, there are still a significant number of students attending lower-performing schools across both school sectors.

School Year	Location	Total Number of Campuses
20-21	DC3: Fort Totten	3
22-23, 23-24	DC4: Unknown	4



# ROCKETSHIP

## PUBLIC SCHOOLS

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Ms. Shelly Gray  
Lasalle-Backus Education Campus, Principal  
501 Riggs Rd. NE  
Washington, DC 20011

July 24, 2019

Dear Shelly,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020. The address for the site is 5450 3rd Street, NE.

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Our community engagement approach is designed to build public trust and currency across our DC region by partnering effectively with families, community organizations, faith-based



institutions, private sector institutions, and civic leaders as key collaborators and stakeholders in closing the achievement gap. We focus on developing existing relationships and building new partnerships that will help support the work of communicating educational options to families in the communities we serve. This is precisely why we would like to work with your school to continue to serve the families in Wards 4 and 5.

As a new neighbor, we want to get to know you and your school so that we can partner together to offer a great public education to the Fort Totten community. We are excited to sit down and meet with you to collaborate on ways we can best serve our DC families. I can be reached via email at [Josmith@rsed.org](mailto:Josmith@rsed.org) or at (202) 491-4328 (my cell). Please reach out at your earliest convenience to set up a time to meet in person.

Best regards,

Joyanna Smith



Mr. Joseph Speight Jr.  
Friendship Ideal PCS, Principal  
6130 North Capital St. NW  
Washington, DC 20011

July 24, 2019

Dear Joseph,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020. The address for the site is 5450 3rd Street, NE.

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Best regards,

Joyanna Smith





Ms. Diana Tharpe  
Hope Community PCS- Lamond, Principal  
2917 8<sup>th</sup> St. NE  
Washington, DC 20017

July 24, 2019

Dear Diana,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St. NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020. The address for the site is 5450 3rd Street, NE.

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Best regards,

Joyanna Smith



Ms. Masi Preston  
Dorothy I. Height Elementary, Principal  
1300 Allison St. NW  
Washington, DC 20011

July 24, 2019

Dear Masi,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020. The address for the site is 5450 3rd Street, NE.

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Best regards,

Joyanna Smith



Ms. Lauren Brody  
Takoma Education Campus, Principal  
7010 Piney Branch Rd. NW  
Washington, DC 20012

July 24, 2019

Dear Lauren,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020. The address for the site is 5450 3rd Street, NE.

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Best regards,

Joyanna Smith



# ROCKETSHIP

PUBLIC SCHOOLS

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Mr. Levar Jenkins  
Burroughs Elementary, Principal  
1820 Monroe St. NE  
Washington, DC 20018

July 24, 2019

Dear Levar,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020. The address for the site is 5450 3rd Street, NE.

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Best regards,

Joyanna Smith



Ms. Nakeysha Jackson  
West Education Campus, Principal  
1335 Farragut St. NW  
Washington, DC 20011

July 24, 2019

Dear Nakeysha,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020. The address for the site is 5450 3rd Street, NE.

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Best regards,

Joyanna Smith  
DC Regional Director  
Rocketship Public Schools DC



Ms. Kara Kuchemba  
Bunker Hill Elementary, Principal  
1401 Michigan Ave. NE  
Washington, DC 20017

July 24, 2019

Dear Kara,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020. The address for the site is 5450 3rd Street, NE.

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Best regards,

Joyanna Smith



Ms. Amy Wendel  
Capital City PCS- Lower School, Principal  
100 Peabody St. NW  
Washington, DC 20011

July 24, 2019

Dear Amy,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020 and we will file a charter amendment application in early August.

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Best regards,

Joyanna Smith  
DC Regional Director  
Rocketship Public Schools DC





Ms. Grace Reid  
Barnard Elementary, Principal  
430 Decatur St. NW  
Washington, DC 20011

July 24, 2019

Dear Grace,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020 and we will file a charter amendment application in early August.

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# ROCKETSHIP

PUBLIC SCHOOLS

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As a new neighbor, we want to get to know you and your school so that we can partner together to offer a great public education to the Fort Totten community. We are excited to sit down and meet with you to collaborate on ways we can best serve our DC families. I can be reached via email at [Josmith@rsed.org](mailto:Josmith@rsed.org) or at (202) 491-4328 (my cell). Please reach out at your earliest convenience to set up a time to meet in person.

Best regards,

Joyanna Smith  
DC Regional Director  
Rocketship Public Schools DC

# ROCKETSHIP

## PUBLIC SCHOOLS

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Ms. Tiffany Johnson  
Whittier Education Campus, Principal  
6201 5<sup>th</sup> St. NW  
Washington, DC 20011

July 24, 2019

Dear Tiffany,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020.

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Best regards,

Joyanna Smith  
DC Regional Director  
Rocketship Public Schools DC



Mr. Steve Aupperle  
Truesdell Education Campus, Principal  
800 Ingraham St. NW  
Washington, DC 20011

July 24, 2019

Dear Steve,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020 and we will file a charter amendment application in early August.

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Best regards,

Joyanna Smith  
DC Regional Director  
Rocketship Public Schools DC



Nazo Burgy  
Center City PCS- Petworth, Principal  
510 Webster St. NW  
Washington, DC 20011

July 24, 2019

Dear Nazo,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020.

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Best regards,

Joyanna Smith  
DC Regional Director  
Rocketship Public Schools DC





Ms. Natalie Hubbard  
Raymond Education Campus, Principal  
915 Spring Rd. NW  
Washington, DC 20010

July 24, 2019

Dear Natalie,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020 and we will file a charter amendment application in early August.

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Best regards,

Joyanna Smith  
DC Regional Director  
Rocketship Public Schools DC



Ms. Linda McKay  
Mary McCleod Bethune PCS, Executive Director  
1404 Jackson St. NE  
Washington, DC 20017

July 24, 2019

Dear Linda,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020 and we will file a charter amendment application in early August.

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Best regards,

Joyanna Smith  
DC Regional Director  
Rocketship Public Schools DC



Ms. Rachel Crouch  
Perry Street Prep PCS, Principal  
1800 Perry St. NE  
Washington, DC 20018

July 24, 2019

Dear Rachel,

We are writing to introduce ourselves and our school, Rocketship Public Charter School, which will soon be located at 5450 3rd St, NE. We are a nonprofit, high-performing public charter school network operating two schools here in DC. Rocketship has grown to serve more than 18,000 students over the past 11 years. Today, we operate schools in the San Francisco Bay Area; Milwaukee, Wisconsin; Nashville, Tennessee; and Washington, DC. We are hoping to open our third elementary school in the Fort Totten neighborhood in fall 2020.

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Best regards,

Joyanna Smith  
DC Regional Director  
Rocketship Public Schools DC

# ROCKETSHIP

PUBLIC SCHOOLS

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Mr. Maurice Kennard  
Brightwood Education Campus, Principal  
1300 Nicholson St. NW  
Washington, DC 20011

July 24, 2019

Dear Maurice,

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