

# 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:** **Dr. Kerry Lewis, Board of Trustees Chair, Eagle Academy PCS**

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

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| <input type="checkbox"/> Mission or Education Philosophy<br><input type="checkbox"/> Goals and Academic Achievement Expectations<br><input type="checkbox"/> Grade Levels to be Served<br><input type="checkbox"/> Governance Structure<br>(e.g., hiring/dismissal of management companies or<br>changes in bylaws)<br><input type="checkbox"/> Enrollment Ceiling | <input type="checkbox"/> Replication/Operation of additional campus(es)*<br>*(w/ no changes to grade configurations)<br><input type="checkbox"/> LEA Status for Special Education<br><input type="checkbox"/> Voluntary Closure of a Campus or Grade Level(s)<br><input checked="" type="checkbox"/> Campus location (Part D1)<br><input type="checkbox"/> Curriculum, standards, or assessment |
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**SUBMISSION DATE:** 9/30/2016

### **SCHOOL BACKGROUND**

*Please address the following questions in their entirety. This information provides helpful background to the 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): **Eagle Academy PCS at Congress Heights, 3400 Wheeler Road SE, and Eagle Academy PCS at Capitol Riverfront, 1017 New Jersey Avenue SE.**
  - b) Year opened: **2003**
  - c) Grade levels served (Currently and at maturation of charter agreement, if applicable): **PreK3 – Grade 3**
  - d) Date that charter will be eligible for possible renewal: **2017-2018**
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 Accountability Plan, EC, or Adult PMF.
  - ☒ 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. **By Middle States through 5/1/2017**

\*If the school has multiple campuses or varying PMFs, please describe the academic performance of each campus here: **In SY2015-2016, Eagle Academy PCS at Congress Heights achieved 59.9% of total possible points in the PMF, and Eagle Academy PCS at Capitol Riverfront achieved 76.4% of total possible points in the PMF.**

### **PROPOSAL**

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

1. Please describe the requested change (provide detail on the selection above). Please describe any planning that is already underway to prepare for the proposed change(s).

**Eagle Academy PCS has been approved by DCPCSB to enroll 920 students between the grades of PreK-3 through Grade 3. We currently have two campuses: the Congress Heights campus in Ward 8 serving 770 students, and the Capitol Riverfront campus in Ward 6 serving 150 students. Eagle Academy leases the property in Ward 6, located at 1017 New Jersey Avenue SE, from Potomac Development. They recently informed Eagle Academy that they are selling the property and we will have to vacate the building by August 2017. The lease is set to expire on August 2018. Eagle Academy recently purchased a former private school facility at 2403 Naylor Road SE in Ward 8, and needs to be approved by DCPCSB to relocate its Ward 6 campus to the Naylor Road property. This relocation will "create 150 new seats" in Ward 8 that would be relocated from the Ward 6 campus. Consequently, the LEA will continue to serve a total of 920 students for the 2017-2018SY.**

*For questions, please contact PCSB staff person Laterica (Teri) Quinn at (202) 328-2660.*

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

Eagle Academy PCS has grown from one campus with 114 students in August of 2003 to two campuses with a total enrollment of 920 students. During this strategically planned growth, Eagle Academy has kept true to its mission, as outlined in its charter application, to serve students during their early childhood years (ages 3-8). The demand for Eagle Academy's seats has been consistent and the school reaches its enrollment cap every year. In fact, every year the school maintains a waiting list as well as receives inquiries throughout the year (and continues to enroll students if and when spaces become available). Current families bring in their friends and family members seeking a high-quality program for their young children. Those who reside in the immediate communities are also interested in having their children attend a high-quality school near where they live.

Eagle Academy's mission is "to build the foundation for a promising future for all students in a rich, robust learning environment that fosters creativity, problem-solving abilities, emphasizing cognitive, social and emotional growth by engaging children as active learners, in an inclusive learning environment." The impact of high-quality early learning experiences is well established, particularly for children at-risk for underachievement (the majority of the students Eagle Academy serves). Eagle Academy's commitment to early childhood is based on the fact that the first eight years of life are crucial in setting children on a path to success. A comprehensive, high-quality PreK3 – Grade 3 approach is critical to ensuring that children develop a solid foundation in literacy, math, social-emotional skills, as well as strong engagement in learning. In fact, Eagle Academy has met the challenge to unite early childhood and special education in PreK3 – Grade 3 classrooms so the power to transform ALL young lives is fully realized.

We project that a large number of the students currently enrolled at the Ward 6 campus will follow Eagle Academy to the new location at 2403 Naylor Road SE since 70% of them reside in Wards 7 and 8.

3. When did your school's board approve the proposed amendment(s)? Please attach minutes from the meeting and vote results.

Since Eagle Academy did not learn until mid-September about the imminent sale of the Ward 6 property and the need to vacate the building by August 2017, Eagle Academy's Board of Trustees had to quickly discuss and electronically vote on a motion to approve the relocation of the Eagle Academy PCS at Capitol Riverfront campus to the Naylor Road SE property in order to meet the DCPCSB's deadline of September 30, 2016 for the submission of this Charter Agreement Amendment Application (see attached vote results).

4. How has the school informed its external stakeholders (e.g. local ANC commissioners, neighbors) and internal stakeholders (e.g. staff, parents) of the proposed amendment(s)? Please attach any written communication (e.g., meeting minutes). Please describe any notable support for or opposition to the proposed amendment(s).

Eagle Academy has sent a letter (attached) and left voice mail messages for the leadership of ANC8A, the Ward 8 ANC where the property is located. If we have not received a response from them by the time they hold their next monthly meeting on Tuesday, October 4, 2016, Eagle Academy's leadership will be present at the meeting. At our Congress Heights location, we have developed an excellent relationship with our local ANC (ANC8E). The commissioners hold their monthly meetings in our school located at 3400 Wheeler Road SE. Eagle Academy will notify all staff and parents as soon as this Campus Relocation request is approved.

## Part II: Specific Revision Requests

### Section J. Charter Agreement Amendment – **New Location or Additional Facility**

**\*ONLY complete this section if applying to amend Campus 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 PCSB of the change and amend its charter agreement to include the new address.*

*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. What is the reason for this change in location: [check the reason below that best describes your plan]

- ☒ 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 temporary space until a permanent facility is found.).
- ☐ School is replicating an existing campus. (Note: Please complete Section H: Replication)
- ☐ School is creating a new campus being housed in a new facility (Note: Please complete Section D: Campus Reconfiguration)

2. List all of the facilities that the school currently operates along with the new facility(ies) the LEA plans to operate. Include the campus(es) located in each facility, highlighting any changes from what is currently written in its charter agreement.

**Current Facilities:**

- a) **Eagle Academy PCS at Congress Heights, 3400 Wheeler Road SE**
- b) **Eagle Academy PCS at Capitol Riverfront, 1017 New Jersey Avenue SE – This is the facility that we are hereby proposing to relocate to 2403 Naylor Road SE and would have to be renamed Eagle Academy PCS at Naylor Road.**

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?

**Eagle Academy purchased a property on 8/26/2016. It is located at 2403 Naylor Road SE, Square 5624, Lot 821. The land area is 43,010 square feet. There are four buildings on the site that were used as recently as 2014 for a school, the former Naylor Road School. The Certificate of Occupancy allows 255 children and 22 staff for the campus. Eagle Academy PCS at Naylor Road will continue to serve PreK-3 through Grade 3.**

4. If the school is planning to move a current campus into a new location, please address:

- 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?

**We project that a large number of our current students at the Capitol Riverfront campus will follow**

**For questions, please contact PCSB staff person Laterica (Teri) Quinn at (202) 328-2660.**

**Eagle Academy to the new location at 2403 Naylor Road SE since 70% of them reside in Ward 7 or 8. In fact, this location will be easier for these families to access, and parking will be plentiful, as opposed to the current facility in Ward 6. With a 150 enrollment, this will mean that Eagle Academy will have to recruit approximately 50-60 students. The property is served by three Metro buses that stop directly across the street: 30S, 32, and 34 lines, all of which stop at the Potomac Avenue Metro Station.**

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.

**The property is located in the section of the Randle Highlands neighborhood that is part of Ward 8. Randle Highlands has a population of 51,256. The total number of households is 20,758 with 2.42 people per household on average. Total household expenditures are below the national average. The median age of the current population is 32.74. The second largest group is children and teenagers with approximately 19.90% of residents younger than 20 years old. The employment numbers show that there are 72% white collar employees and 28% blue collar employees. The median household income is \$35,082.00. Crime rate is above the national average.**

**The neighborhood is served by Orr Elementary School on Minnesota Avenue, and Randle Highlands Elementary School on Pennsylvania Avenue. There are no public charter schools in this neighborhood. Orr ES serves 421 students PreK-3 through Grade 5, and Randle Highlands ES serves 339 students from PreK-3 through Grade 5. Their student demographics look very similar to ours, with most students being African American and low-income. However, the campus Eagle Academy would be relocating to the Randle Highlands neighborhood is a Tier 1 school, while Orr ES has been classified by OSSE as a "Focus" school and Randle Highlands as a "Developing" school.**

Section J continued on next page ↓

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**Section J. Charter Agreement Amendment – New Location or Additional Facility Continued**

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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. (Not applicable if replicating an existing campus.)

**It has been only a few weeks since we were notified that the property at 1017 New Jersey Avenue SE is being sold. We have discussed the move with Eagle's Board of Trustees, including the school's Parent Representative to the Board plus the principal and key staff. Until the relocation has been approved by DCPCSB, there would not be any benefit to discussing this with the parent population in general. The relocation of the campus IS NOT optional. Working with a real estate agent, we have searched long and hard for another facility in Ward 6 where we could relocate the campus, but there is nothing appropriate and/or that Eagle can afford. As soon as we are approved by DCPCSB to relocate the campus, we will inform the staff at a staff meeting, and will announce the move at a specially called parent meeting plus send a letter home to parents. This will be coordinated with the Board of Trustees' Parent Representative from the Capitol Riverfront campus.**

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. What concerns, if any, have been brought to

your attention and how do you plan to address them?

Eagle Academy has sent a letter (attached) and have left voice mail messages for the leadership of ANC8A, the Ward 8 ANC where the property is located. If we have not received a response from them by the time they hold their next monthly meeting on Tuesday, October 4, 2016, Eagle Academy's leadership will be present at the meeting. At our Congress Heights location, we have developed an excellent relationship with its local ANC (ANC8E). In fact, the commissioners hold their monthly meetings in our school located at 3400 Wheeler Road SE. Eagle Academy will notify all staff and parents as soon as this Campus Relocation request has been approved by DCPCSB.

We have also requested a meeting with the next Councilmember of Ward 8, Trayon White (letter attached), to discuss our need to relocate Eagle's Capitol Riverfront campus to 2403 Naylor Road SE and to address any questions he may have. We have worked closely with Mr. White since he was the Ward 8 representative in the DC State Board of Education. However, we will continue to follow-up with him to schedule the meeting.

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

We are fortunate to have several parents at our Ward 6 location that are pleased with our school leadership and the environment we provide for their children to learn. Approximately 70% of Eagle's parents/families whose children attend our Ward 6 school live in Ward 7 or 8. We feel extremely confident that many of these parents will continue to send their children to Eagle Academy and some of their neighbors/friends will also find our Naylor Road SE location more convenient than the Capitol Riverfront location. In addition, we have a strong connection to the Ward 8 community.

Our current marketing efforts to Ward 8 parents and residents include our support of community events and meetings. We will expand upon our Ward 8 marketing efforts by reaching out to neighborhoods outside of our Congress Heights location as well as expand our outreach to Ward 7. With a 150 enrollment, this will mean that Eagle Academy will have to recruit approximately 50-60 students. Our marketing efforts will include:

- "Doorknob" marketing announcing the school's new location;
- Parent-to-Parent marketing: our current parents reaching out to parents in new campus' location;
- Newspaper Ads (weekly/monthly papers serving Wards 7 and 8) plus a feature story on new campus;
- Sponsorship and Hosting of Community Events; and
- Radio Ads (if needed).

9. 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.

Since 1944, the 2403 Naylor Road SE property served as the home of the now closed "Naylor Road School." The site measures about one acre (43,010 SF) and is composed of four separate buildings (one of which is an office complex) with a Certificate of Occupancy for 255 students and 22 staff. Each building (except the office complex) has two floors above grade plus a full basement. There is ample playground space. Parking is available on site plus there is abundant parking in the neighborhood. The zoning for the property is R-2, which allows for schools, churches, college/university, hospital/clinic, and single family residences. In order to be able to relocate the school there on August 2017, Eagle Academy will renovate the existing four buildings as soon as this relocation request has been approved by DCPCSB.



10. How will the proposed change impact the school's operations and finances? What are the anticipated expenses, and how will the school finance these expenses?

Eagle Academy PCS recently learned that its lease for its Capitol Riverfront campus will not be renewed because the owners are selling the property. Based on our lease, Eagle Academy will have to vacate the building as early as August 2017. This campus accounts for approximately 150 of Eagle Academy's 920 students. Eagle Academy's proposal to relocate the Capitol Riverfront campus to 2403 Naylor Road SE would allow Eagle Academy to: (1) maintain its current level of finances; and (2) keep approximately two thirds of its current population while only recruiting one third.

Eagle Academy already owns the 2403 Naylor Road SE property. Consequently, there will be no increase in cost for the property. The campus was a private school (Naylor Road School founded in 1944) with three classroom buildings and a separate office building. The cost of a complete renovation to the four buildings is estimated to be approximately \$2,000,000. Eagle Academy is currently negotiating a bond issue that could include part of the cost of the renovation. BB&T has already presented two proposals for long term financing. BB&T is currently Eagle Academy's lender for its Congress Heights campus, which started with a mortgage of \$16.5 million and is now down to \$14.3 million. The sub-lenders, OSSE and Building Hope, have been completely repaid.

In addition, OSSE recently approved a SOAR Public Facilities grant (in the amount of \$540,200.00) for Eagle to build an addition to its Congress Heights campus. However, given the new, urgent development, we are in conversations with OSSE for them to approve the transfer of the grant to the 2403 Naylor Road SE property. More on this to come.

The annual cost of the current lease at 1017 New Jersey Avenue SE (the Capitol Riverfront campus location) plus the cost of maintenance and repairs is more than the annual cost of financing the renovation. In addition, Eagle Academy will be able to eliminate parking subsidies given to staff who work at the New Jersey Avenue site. When the Eagle Academy PCS at Naylor Road campus opens in August 2017, the operational costs plus the mortgage will be less than the current costs at the Capitol Riverfront site.

#### **5-YEAR OPERATING BUDGET NARRATIVE**

In the attached 5-year Operating Budget, Year 1 represents the revenues and costs for FY2017. The revenue growth for per pupil is set at 1.5% per year based on a very conservative view of the District's recommendation for increases in education. The rest of revenues shows a 2% growth. Eagle Academy will request an increase of 80 students in FY2019, after it has completed the charter renewal process. This increase is reflected in the financial estimate for FY2019.

The expenses show a 3% growth per year for salaries and benefits. There is a gross increase in Personnel Salaries and Benefits of \$240,000.00 with the addition of staff to educate the 80 new students in FY2019 plus a gross increase in all other costs of 11.5%. The cost increase in all other categories thereafter is fixed at 3% to account for inflation.

Approximately 70% of Eagle Academy's student population at the Capitol Riverfront campus reside in Ward 7 or 8. The area around the proposed campus site at 2403 Naylor Road SE is void of public charter schools and has two DCPS schools: Orr Elementary School (Ward 8) with 421 PreK-3 through Grade 5 students; and Randle Highlands Elementary School (Ward 7) with 339 PreK-3 through Grade 5 students.

Eagle Academy's student marketing area would extend from that area of Minnesota Avenue SE and spread across Pennsylvania Avenue SE, and end on Southern Avenue SE. Because the campus would be located on Naylor Road and only three blocks off Pennsylvania Avenue SE and only three blocks up from Minnesota Avenue SE, the campus would be in a perfect location for working parents who live in Wards 7 and 8 to drop-off and pick-up their children. The demographics of Wards 7 and 8 are strong for our age group, PreK3 through Grade 3. These two wards are the only wards cited for a birthrate that is stable and having the same birth rate for the last 20 years.

Eagle Academy has an excellent track record for recruitment and being at 100% capacity. Currently Ward 8 has 7,854 children under the age of 5, an increase of 19.7% since 2010; and Ward 7 has 4,757 children under

the age of 5, a very stable rate since 2010. This provides Eagle Academy with a large draw for its early childhood program plus the two DCPS schools provide a number of children who may enter Eagle for grades 1-3.

Eagle Academy will continue with the same staff and the same curriculum. With a reduction in operating costs, Eagle Academy will be in an excellent position to continue its high quality programs and to have the additional resources needed to recruit students.

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

## Enrollment Matrix – All Campuses

	Academic Year 2015-16	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19	Academic Year 2019-20	<i>Continue until year of max enrollment</i>
<b>Grade Levels</b>	Current	Projected	Projected	Projected	Projected	Projected
<b>PK-3</b>	180	174	160	174	174	
<b>PK-4</b>	205	210	170	184	184	
<b>Kindergarten</b>	167	187	190	203	203	
<b>Grade 1</b>	144	140	156	169	169	
<b>Grade 2</b>	125	119	131	144	144	
<b>Grade 3</b>	99	90	113	126	126	
<b>Grade 4</b>						
<b>Grade 5</b>						
<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>						
LEA Total	920	920	920	1,000	1,000	
Projected % - SPED	16%	18%	18%	20%	20%	
Projected % - ELL	0%	0%	0%	2%	4%	
# Campuses*	2	2	2	2	2	