DC PUBLIC CHARTER SCHOOL BOARD

Notes for Completing the School Expansion and Facility Charter Agreement Amendment Application

Overview

This application is for a school seeking approval from the DC Public Charter School Board (DC PCSB) to expand and operate a new facility.[1, 2]

Expansion Standard for Approval

Per DC PCSB's *Enrollment Ceiling Increase Policy* (*ECI Policy*),[3] a local educational agency (LEA) seeking a school expansion[4] must demonstrate at a minimum: A) high performance, defined generally as Tier 1 on the most recent Performance Management Framework (PMF); B) a compelling case for demand; and C) evidence that it has engaged and responded to community stakeholders. If an LEA meets those criteria, then it must meet at least eight of the listed 10 indicators to be considered for approval.

2023 Updated or Supplemental Evidence

LEAs are eligible for an expansion per the ECI Policy based on the most recently available data. As such, DC PCSB will use the most recent and complete data to determine if a school has met Indicators C, 1 – 7, 9, and 10. Please consult the ECI Policy to learn more about these indicators.

Assessing other indicators requires further clarification because some data sources used in the *ECI Policy* are no longer published or do not represent a school's current performance. For example, DC PCSB has not published the PMF since SY 2018 – 19 due to the coronavirus pandemic, and it has updated the *Analysis on Charter School*

[1] Per DC PCSB's *Definition of School, Campus, and Facility Policy*, "a facility is a building that houses part of a campus, an entire campus, or multiple campuses. It may be temporary or permanent. A school may operate a single-campus among multiple facilities, or a school may operate multiple campuses in one facility." See the policy here: https://bit.ly/3vyUyKY.

[2] The school may operate the new facility in addition to or in lieu of the facility or facilities already recognized in the school's charter agreement. If a school has multiple facilities per campus or multiple campuses per facility, DC PCSB will ask the school to identify a distinct name for the facility/facilities.

[3] See DC PCSB's *Enrollment Ceiling Increase Policy* here: https://bit.ly/40o0HGT. Schools seeking an expansion request should familiarize themselves with both this policy and this guidance document.

[4] The term "school expansion" encompasses ECI and grade expansion charter amendment requests. An ECI amendment increases the number of students a school may receive funding for through the Uniform Per Student Funding Formula (UPSFF) as established in the maximum enrollment schedule in its charter agreement. A grade expansion amendment changes the grades a school may provide instruction to in accordance with the maximum enrollment schedule in its charter agreement.

Programs, Need, and Growth cited in the *ECI Policy* as the *Sector Planning Supplement*. Because Indicators A, B, and 8 reference the PMF, a PMF measure, or the *Analysis on Charter School Programs, Need, and Growth*, DC PCSB will also consider the following updated or supplemental evidence to evaluate expansion requests for those indicators.

A) Performance

The following standards in the ECI Policy shall still apply:

a. For single campus LEAs with a single pre-kindergarten (PK) – 8, HS, or Adult Education PMF, earn Tier 1 in SY 2018 – 19.
b. For multiple campus LEAs or campuses with two PMFs under the PK – 8 and/or HS framework(s), earn Tier 1 on at least two-thirds of campuses in SY 2018 – 19, AND an overall PMF average of 50% or more over three years (i.e., SY 2016 – 17, 2017 – 18, 2018 – 19), AND no campus can be below 45% in SY 2018 – 19.
c. For Alternative Accountability schools, meet 100% of goals in SY 2018 – 19 for student achievement and student progress AND 100% of goals in SY 2018 – 19 for school environment/ student engagement.

DC PCSB will also consider the following supplemental data.

d. For single campus LEAs serving grades 3 – 12, whether the LEA meet or exceed the overall state proficiency rates[5] for the Partnership for Assessment of Readiness for College and Careers (PARCC) in English language arts (ELA) and Math in SY 2021 – 22.[6]
e. For multiple campus LEAs, whether the LEA meet or exceed the state proficiency rates for PARCC in ELA and Math for at least two-thirds of campuses in SY 2021 – 22.
f. For adult, alternative, or PK – 2 only LEAs, whether externally-validated assessment data from SY 2021 – 22 demonstrates student proficiency meets or exceeds state or national rates.

[5] In SY 2021 – 22, the overall DC state proficiency rates on PARCC were 31% in ELA and 20% in Math.
[6] Here and throughout this guidance DC PCSB may consider data from SY 2022 – 23 in addition to or in replacement of data from SY 2021 – 22 if available.

B) Demand
   a. Make a compelling case for demand informed by the *Sector Planning Supplement*,[7] which has replaced the *Analysis on Charter Programs, Need, and Growth*. The description of the scope, pace, and need for the expansion must still reflect knowledge of DC's current demographics and growth projections. Note that DC PCSB continues to not consider school financial issues as a need.
   b. Schools serving grades PK3 – 12 must, at minimum, discuss waitlist-to-seats offered ratios and enrollment trends at all campuses. Alternative and adult schools must, at minimum, discuss mobility data.

8) Student Group Performance/Growth for PK3 – 12 Schools[8]
   Schools ending in grades 4 through 12
   a. Historically marginalized student groups[9] must perform at or above the state proficiency rate on PARCC in SY 2021 – 22 for that group.
   b. If a PK3 – 12 school does not meet the above criteria, then DC PCSB will consider the median growth percentile (MGP) scores at or above the state average for that student group from SY 2018 – 19.

   Schools ending in grades 3 or below, with no campuses with an MGP
   c. The "all students" category must score at least a 50% on the K – 3 growth assessment in SY 2021 – 22 for Reading and Math.[10]

Facility Standard for Approval

DC PCSB staff will generally recommend that its Board approve a facility amendment if the school makes a reasonable and documented effort to engage its internal community and the community groups located in the area surrounding the proposed space. The internal community includes school staff, students,[11] and current families. Community groups include, but are not limited to, prospective families, Advisory Neighborhood Commissions (ANC), civic and citizens associations, churches, public and public charter schools, and businesses. Before submitting this application, the school must

[7] The Sector Planning Supplement can be found at https://dcpcsb.egnyte.com/dl/4hw2aK2AyT. School-specific data pertaining to waitlists, enrollment, and mobility can be found on slide 50.

[8] In the ECI Policy, "student groups" are referred to as "subgroups." Although the terms are synonymous, "student groups" aligns with DC PCSB's Strategic Roadmap, thus is used here. Moreover, this indicator is only applicable to PK3 – 12 schools with a minimum of 25 test takers.

[9] The student groups are Black Non-Hispanic, Hispanic/Latino, Economically Disadvantaged/At-Risk, special education, and English learners. These groups will be identified following the Office of the State Superintendent of Education's (OSSE) business rules.

[10] DC PCSB will calculate this indicator according to the business rules explained on page 17 of DC PCSB's COVID-19 Impact Policy on page 17. That policy can be found at https://dcpcsb.org/covid-19-impact-policy.

[11] Schools that do not enroll young adult and adult students need not demonstrate student support for the proposed changes.

- Discuss its plans with the community during an open meeting of its board of trustees.
- Notify the appropriate ANC Chairperson and the Single-Member District Commissioner regarding its facility plans in writing. The notification must include a request to be added to an ANC meeting agenda to present the school's facility plans.

Other engagement activities may include developing an action plan that responds to community concerns, commissioning a traffic study, and initiating collaboration with neighboring schools.

Ultimately, the school must demonstrate that it has worked with its internal community and the community surrounding the proposed space to address any concerns and needs.

Finally, the school must demonstrate that opening the new facility will not harm its economic viability.

Submission Deadlines

Per DC PCSB's *Charter Agreement Amendment Petition Submission Policy*,[12] schools must submit all ECI and grade expansion requests no later than June 1 one year before the start of the SY in which the proposed changes will be implemented. The policy also says a school must submit its facility amendment application at least three months before it intends to serve students in the proposed space. A school that participates in the My School DC (MSDC) lottery that seeks to operate a new facility should submit its amendment request ahead of MSDC's school profile data collection deadline. Failure to do so may result in students not being matched to the new facility.

Contact

Before completing the application, please contact Hannah Cousino at hcousino@dcpcb.org and Melodi Sampson at msampson@dcpcsb.org to discuss the proposed changes.

[12] See the *Charter Agreement Amendment Petition Submission Policy* here: https://bit.ly/34ORPBZ.

LOCAL EDUCATION AGENCY (LEA) NAME: Washington Yu Ying PCS

BOARD CHAIR NAME: Kelly Yee

SUBMISSION DATE: March 27, 2023

SUBJECT: School Expansion and Facility Amendment Request

SCHOOL BACKGROUND AND PROPOSAL SUMMARY

Campus name(s): Washington Yu Ying Public Charter School

Year(s) opened: 2008

Grades served: PreK3 - 5

Year the school will undergo its next charter review or renewal: Washington Yu Ying Public Charter School successfully completed it's 15 year charter renewal application in December 2022. Our next charter renewal period will be SY27-28 for our 20 year review.

Proposal summary: Washington Yu Ying desires and plans to submit an application to the D.C. Public Charter School Board ("PCSB") for approval and authority to: (i) increase over time the school's current enrollment ceiling of 630 students by a total of 337 students to a final total enrollment ceiling of 967 students by the school year 2030-2031 and (ii) utilize the property and facility located at 4301 Harewood Road NE to be acquired, constructed and developed by Washington Yu Ying as an additional school facility site for the school's PK3-Kindergarten Early Learning Campus program and operations. This will also include use of an existing building at the site for access to shared student spaces including performance, dance, arts and athletics with our partners from Washington Latin PCS.

Year the school plans to implement the proposed changes: Amendment requests are anticipated to begin in SY24-25, school would reach proposed maximum enrollment of 967 by SY30-31.

When did the school's board approve the proposed changes? *Please attach minutes from the meeting and vote results*.

The Washington Yu Ying Board has been engaged in meaningful strategic planning and discussions related to growth and facilities since 2018. This included the formation of a Growth Committee, participation in strategic planning with consultants from Bellwether, support for the school's plan to join the pilot cohort for the Equitable Access Lottery Preference and recently more robust revived planning post pandemic to restart growth plans in Winter 2022. When the opportunity to purchase Kirov became a viable reality, Washington Yu Ying's Board accelerated planning around strategic growth.

The minutes from the meetings below reflect key discussions and approvals related to our proposed application to increase our student enrollment ceiling, pursue a joint acquisition with Washington Latin, and the official approval to proceed with our application to the Washington DC Public Charter School Board.

- March 14th Meeting Signed Resolution (approved minutes will be available following the April 2023 meeting)
- Minutes - September 2, 2022 Growth Meeting
- Minutes - August 26, 2022 Growth Meeting
- Minutes - August 19, 2022 Growth Meeting

SCHOOL EXPANSION

1. What is the rationale for requesting a school expansion?

A school expansion is necessary for two reasons: 1) demand for Yu Ying's combined Mandarin Chinese immersion/inquiry-based International Baccalaureate Primary Years Program (IB PYP) far exceeds available seats; and 2) there is a lack of high-quality, tuition-free early childhood and elementary school seats in the District of Columbia. Yu Ying wishes to expand to give more students, particularly those furthest from opportunity, access to our innovative, high-quality program. To address this need, Yu Ying will construct an Early Learning Campus on the site of the former Kirov School of Ballet, 4301 Harewood Rd, NE, DC. The site, acquired jointly with Washington Latin Public Charter School (Washington Latin) is located 0.2 miles from our current campus in Ward 5. Our Early Learning Campus will open in school year (SY) 2024-25 and will give more students, particularly those designated as At-Risk, access to Yu Ying's unique and highly successful program. At full ECE enrollment, three hundred and seventy eight students in Grades Prekindergarten 3 (PK3), PreKindergarten 4 (PK4) and Kindergarten (K) will be located on the new site and Grades 1-5 will remain on our current campus at 220 Taylor ST NE.

Since 2008, demand for Yu Ying's Mandarin Chinese immersion program combined with the IB PYP has appealed to families across Washington, DC. For the past ten years, we have received thousands more applications than available seats because families value a school that produces lifelong learners grounded in intercultural understanding and respect, able to think, read and speak in two languages. For this reason, we want to be able to serve increased numbers of students across DC. Additionally, as a school committed to equity, in SY 2022-23, we adopted the equitable access (EA) lottery preference. The EA preference reserves 25% of Prek seats for students designated as "at-risk." Yu Ying is reserving seats in the early childhood grades because there is a particular shortage of seats for Prek and K and

because Yu Ying does not accept students after Grade 2, as it becomes increasingly harder for new students to catch up in Chinese.. We expect that in five years, our population of at-risk students will increase to ~25%.

According to a report commissioned by the Bainum Family Foundation, there are considerable gaps between supply and demand for early childhood education. The report identified the number of available age 0-5 seats to be 37,753, whereas the estimated maximum potential parental demand is 58,087, leaving a shortage of 20,334 seats (Early Learning Supply and Demand in the District of Columbia 2018). The shortage presents a dire situation because students enrolled in quality early learning programs develop expansive vocabulary, test higher on math and science school readiness assessments, and build necessary social and emotional skills. Early learning is especially crucial for economically disadvantaged students because it has been shown to result in increased high school graduation rates, higher future earning potential and higher college enrollment (Hollowell-Makle, D.C. recognizes how much early-childhood education matters 2022).

2. What do you anticipate will be the challenges of expanding your school? How will you address these challenges?

Growth and expansion always present unique opportunities and challenges for a school community. We have organized the core challenges and associated mitigation strategies into those specific to the additional School Campus, broad expansion of our ECE program, and overall program impact.

Additional School Campus - *Challenges*

- Traffic and parking flow - impact on the neighborhood
- Student, staff and family movement between facilities
- Sharing space with Washington Latin PCS

Additional School Campus - *Mitigation Strategies*

- Traffic and Parking Flow: Completed a traffic study with Gorove Slade on proposed solutions for the second site, consulting with them on further traffic assessments to create a comprehensive traffic plan across both campuses; engaging DDOT on strategies to designate the full area a “school zone” with increased supports, signage, lights and safety personnel; parent community has been engaged in exploring a variety of solutions including more carpool options, bike lanes, and shared parking with local partners like churches
- Student, Staff & Family Movement: Through our traffic study with Gorove Slade, identified movement patterns for pedestrians to move in the safest ways between campuses and how to organize the start and end times of the day to minimize congestion and movement for both schools (ex: staggered

arrival and dismissal windows); beginning in SY23-24 we will pull together a small focus group of teachers and parents to help model and practice different pathways between campus to ensure we have the strongest plans to support drop off/pick up at dual campuses, afterschool programming, specials, interventionists and learning support teachers who need to travel between campuses and having dedicated staff where possible assigned to each campus OR dedicated days at each campus to alleviate staff transitions back and forth

- Sharing Space with Washington Latin: Currently working on a shared use agreement to govern financing, shared site work and ongoing property maintenance; Executive Directors from both campuses connect weekly and have structured meetings with staff across teams 2X a month and our real estate consultants, project managers and general contractors meet multiple times a week on permitting, design and construction related matters; we will develop a plan and schedule to use shared space in the existing building once the core program needs for Washington Latin are finalized; we anticipate setting up similar cross team structures with leaders from the both campuses to support arrival/dismissal/facilities and safety.

Expansion of ECE Program - *Challenges*

- Finding qualified early childhood teachers who are fluent in Mandarin
- Ensuring the support and practices for our early childhood program are systemic and sustainable
- Deepening the parent-teacher partnership that is essential to early childhood education success

Expansion of ECE Program - *Mitigation Strategies*

- Qualified Mandarin Teachers: Yu Ying is utilizing a system of in-house mentorship, through our Teaching Fellows coaching and workshop program. With this teacher development program in place, we will be able to support the expansion of the school while maintaining a growing Mandarin speaking EC educator capacity. In addition, our HR department is expanding our outreach practices in order to gain access to highly qualified candidates in the early childhood Mandarin immersion educator realm.
- Systemic & Sustainable ECE Practices: With planning time built into our Friday workdays, Yu Ying early childhood teachers participate in weekly workshops on evidence based best practices in early childhood including CLASS criteria. The workshops are run by teacher leaders and early childhood administrators. The teachers contribute to the workshop agenda by requesting resources and support in early childhood education areas. We are also planning to add two critical positions to support teachers with curriculum and school program plans.

- ECE Family Engagement: Yu Ying plans to incorporate a full time Family Liaison into the early childhood education leadership team. In addition, there is an expectation to build relationships with families through consistent communication through a variety of modalities. We are also piloting a new family orientation program in SY23-24 to provide more hands on support to families joining our program. This orientation series will include time on campus, learning app tutorials, office hours to get communications resources organized and time with mentor families.

Overall Program Impact - *Challenges*

- Creating a stronger, more consistent model support plan for "Dragon Squad"[13] families and students
- Space limitations at full enrollment with a particularly emphasis on finding teaching, learning and work space in the areas of fine arts, PE, learning support and intervention
- Staff recruitment & retention
- Broader operations capacity to support scaling needs

Overall Program Impact - *Mitigation Strategies*

- Support for Dragon Squad: Dedicated Family Liaison and new family engagement programming; Teacher/staff led pilot programs including interventions in ELA/Math and Chinese; Tutoring; Inquiry group work; Conversations around race and equity
- Space: Exploring possible adjustments to the schematic design to get additional flexible space in the new building; space in existing Kirov for REEF, admin, meetings; Extended use of trailers, stronger space use agreements for SY23-24 and after SY29-30
- Staff Recruitment & Retention: Clear career progressions make the Teaching Fellow to Lead Teacher pipeline solid, VISA Sponsorship; current partnership with EdFuel to examine compensation needs in the immediate and longer term; Adjusting our compensation package to better meet the needs of new staff; Career Progressions in a wider variety of departments; Additional training, leadership and development; More daycare seats
- Operations Capacity: Systematically adding in new operations positions to support needs at both buildings; partnership with a development consultant to determine best approach and staffing to fundraise

3. Do you meet the performance criteria described in the *ECI Policy* and the 2023 Temporary Guidance? Explain.

[13] Dragon Squad is the cohort term used at Yu Ying for students who are in need of additional family supports in the areas of academics, social emotional learning or wrap around services to fully access our school program. This includes families and students designated as "At Risk", students who join Yu Ying after PK4 or those who self-identify as needing additional services for their child or family.

Yu Ying does meet the performance criteria described in the *ECI Policy* and the 2023 Temporary Guidance.

In the area of Performance, Yu Ying earned Tier 1 status in SY 2018-2019 and Yu Ying students scored above their DC peers with their overall state proficiency rates for the Partnership for Assessment of Readiness for College and Careers (PARCC) in English language arts (ELA) and Math in SY 2021 – 22.

- In Math, Yu Ying students' overall state proficiency scores exceeded statewide scores by 24%.
- In ELA, Yu Ying students' overall state proficiency scores exceeded statewide scores by 33%.

State proficiency rates on PARCC in SY 2021 – 22 for most historically marginalized student groups were also significantly higher than their statewide peers.

- In Math -
    - Yu Ying Black/African American students overall state proficiency scores exceeded statewide Black/African American students scores by 19%
    - Yu Ying Hispanic/Latino students overall state proficiency scores exceeded statewide Hispanic Latino students scores by 37%.
    - Yu Ying EL students overall state proficiency scores exceeded statewide EL students scores by 33%.
    - Yu Ying Students With Disabilities (SWD) overall state proficiency scores exceeded statewide SWD students scores by 19%
- In ELA: ,
    - Yu Ying Black/African American students overall state proficiency scores exceeded statewide Black/African American students scores by 29%.
    - Yu Ying Hispanic/Latino students overall state proficiency scores exceeded statewide Hispanic Latino students scores by 32%.
    - Yu Ying EL students overall state proficiency scores exceeded statewide EL students scores by 25%.
    - Yu Ying Students with Disabilities (SWD) overall state proficiency scores exceeded statewide SWD students scores by 34%.

One historically marginalized group did not demonstrate a higher percentage of students scoring than their DC peers.

- Yu Ying At-Risk students overall state proficiency scores
    - 1% lower than state proficiency scores in ELA
    - 7% lower than state proficiency scores in Math.

Yu Ying has initiated a professional learning community to find out more about why our At-Risk students did not perform academically on the PARCC in the same levels

as their peers, and how Yu Ying educators and systems can better serve our at-risk students' needs. Currently, pilot projects are underway. These have been designed to support the students through alternative resources. These pilots include:

- A focus on a **greater sense of belonging, movement and social connection through play**; this has included the launch of sports teams and passion project activities within the school day, a cheerleading lunch group, lunch time talent shows, and extra movement time each week.
- **PARCC prep readiness and academic support** for 3rd-5th graders- a veteran teacher leader designs and facilitates math PARCC prep AM Boost Groups for 15 students each week. They utilize a high-quality tutoring model that is targeted to provide students with effective PARCC prep practice skills, engagement with rigorous math content and delivered in small groups to boost confidence with the assessment.
- **Targeted Lower Elementary Reading Morning Groups** - we open our doors early to students in grades 1 and 2 with a priority for at-risk students who are falling below designated MAP targets in ELA. Students receive additional ELA and SEL support in Morning Boost groups each week.

4. Demonstrate that there will be sufficient demand to sustain the proposed expansion by responding to the data in the Sector Planning Supplement. To inform your case for demand, answer these questions.

a. **How does the scope, pace, and need for the expansion reflect DC's current demographics and growth projections?**

Yu Ying will expand access to high-quality seats in Ward 5, where there is demand for high-quality Prekindergarten through Grade 5 seats. The aforementioned 2018 Bainum Family Foundation report shows that for ages 0 - 5 in Ward 5, there is a gap of 663 formal elementary school seats and maximum potential demand. When adjusted for quality of seats, the shortage increases to 3,515 seats. However, due to declining birth rates, residents of childbearing rates leaving and the impact of the COVID-19 pandemic on mortality rates, the DC Office of Planning (OP) has had to adjust demand as per their 2016 estimation of 23,222 more school-aged children by the year 2030. Thus, Yu Ying is calculating demand via OP's adjusted analysis and using our waitlist to seats offered ratio. Even with this adjustment, the demand for Yu Ying's program still exists. Yu Ying has a "≥1 waitlist to seats offered ratio," which means that we have enough students on our waitlist to backfill any seats not accepted by prospective families, who are clearly interested in our program.

For the past two years, our applications have exceeded available seats. For the 2022-2023 school year (SY), Yu Ying received 1319 applications for 126 seats and the total number on our waitlist was 881. There were 635 applications for PK 3, 255 applications for PK 4 and 166 applications for Kindergarten. For SY 2021-22, Yu Ying

received 1519 applications for 104 seats, including 727 for PK 3, 347 for PK 4, and 243 for Kindergarten, 134 for 1st, and 68 for 2nd. Last year, the total number on our waitlist was 1,099.

Although there are 8 elementary schools in Ward 5 with a 2019 DC School Report Card STAR rating of 4 out of 5, and one other besides Yu Ying to receive a 5 out of 5, none of the other Ward 5 elementary schools offer Mandarin, deemed a critical language by the US State Department for national security and economic competitiveness.

Furthermore, data compiled by the Deputy Mayor for Education shows that 45% or 5,854 students designated as At-Risk of academic failure live in Ward 5, where Yu Ying's current and expanded early learning campus are located (Where students identified as at risk of academic failure live 2019). Since Yu Ying offers an equitable access preference for Prek 3 seats, Ward 5's At-Risk students, where 46% of our At-Risk students reside, will be directly impacted by our growth. Yu Ying has also made considerable efforts to attract Ward 5 residents and the majority of our applications, 36% for SY22-23, come from this ward. For the SY22-23, after just one lottery cycle with the EA preference, we have seen a 4% increase in our EA percentage, from approximately 8% to 12%. Outreach to Ward 5 families includes publishing information sessions on the Brookland listserv, holding Spanish and Amharic language information sessions and participation in the Briya PCS Enrollment Fair, and translating application materials into Spanish and Amharic.

Our proposed growth plan includes a large overall student ceiling increase of 337 students. While we are requesting a significant increase in year 1 (+89 students) and year 2 (+53 students), by SY25-26, student growth numbers are connected to an overall matriculation from our larger ECE student base. Our model assumes growing student numbers from PK3 to PK4 and then from PK4 to K and a 95% re-enrollment rate in grades 1st-4th and 85% re-enrollment in 5th grade. These rates are ambitious but very aligned with our historical patterns. We believe our plan to widen enrollment at the early childhood level is prudent and aligned with the demand data we have analyzed for several years. It is also supported by the city's assessment that 9,698 new PK3-5th students will enter the system and charters will receive 4,267 of those spaces. We are confident that our program's unique model, high quality experience and targeted outreach around enrollment will ensure we hit our enrollment ceiling targets each year. We anticipate with the additional available seats, combined with our targeted outreach, we will continue to see a steady increase in Equitable Access students.

b. **For schools serving grades PK3 – 12, discuss, at minimum, the waitlist-to-seats offered ratios and enrollment trends at all campuses. For alternative and adult schools, discuss, at minimum, mobility data.**

Washington Yu Ying has consistently had more applicants than spots to fill. Over the past five years the average waitlist to seats offered ratio at PK3 has been 6:1, at PK4 it is 14:1, and at K it is 36:1. Even with the citywide decline in applications from the Covid pandemic, Yu Ying has the ability to fill over four times as many seats offered in PK3 through K. (See chart below.)

SY	Grade	Applicant	Percentage	Seats Filled	%	Waitlisted	Percentage	Applicants Matched Higher Than WYY	Percentage	Ratio: Waitlist to Seats Offered
2018-19	PK3	776	100	64	8.25%	467	60.18%	245	31.57%	7:1
2019-20	PK3	887	100	64	7.22%	454	51.18%	369	41.60%	7:1
2020-21	PK3	836	100	77	9.21%	489	58.49%	270	32.30%	6:1
2021-22	PK3	727	100	64	8.80%	398	54.75%	265	36.45%	6:1
2022-23	PK3	635	100	80	12.60%	353	55.59%	202	31.81%	4:1
Average:		772	100	70	9.22%	432	56.04%	270	34.75%	6:1
2018-19	PK4	429	100	28	6.53%	339	79.02%	62	14.45%	12:1
2019-20	PK4	433	100	15	3.46%	284	65.59%	134	30.95%	19:1
2020-21	PK4	375	100	18	4.80%	314	83.73%	43	11.47%	17:1
2021-22	PK4	347	100	18	5.19%	303	87.32%	26	7.49%	17:1
2022-23	PK4	255	100	25	9.80%	182	71.37%	48	18.82%	7:1
Average:		368	100	21	5.96%	284	77.41%	63	16.64%	14:1
2018-19	K	319	100	7	2.19%	264	82.76%	48	15.05%	38:1
2019-20	K	323	100	9	2.79%	215	66.56%	99	30.65%	24:1
2020-21	K	267	100	3	1.12%	227	85.02%	37	13.86%	76:1
2021-22	K	243	100	13	5.35%	213	87.65%	17	7.00%	16:1
2022-23	K	218	100	7	3.21%	166	76.15%	45	20.64%	24:1
Average:		274	100	8	2.93%	217	79.63%	49	17.44%	36:1

5. **Which, if any, of the 10 additional indicators did the school not meet? For each indicator missed, explain why. What evidence suggests you are improving in these areas?**

Washington Yu Ying **meets 9 of 10 additional indicators**. We **meet indicators 1-7, 9 and 10**.

We **do not meet indicator 8 due to performance for "At Risk" students**. Our most recent PARCC results from SY21-22, as described in Q3, show stronger performance for all other subgroups than the statewide average, which indicated strong progress coming out of the pandemic.

Performance for At-Risk students falls below the statewide average and is an area of ongoing work and focus. We have significant progress to make to ensure our program is meeting the academic needs of our students in ELA, math, and Chinese Language.

Additional internal data shows some improvement for this subgroup.

- In SY18-19, the most recent year for which we have MGP data, the MGP for almost all Yu Ying students in both subjects was higher than that of their DC elementary school peers. At-Risk student performance compared to the state was also higher based on MGP.

Source for State Elementary Framework averages: https://osse.dc.gov/page/dc-school-report-card-resource-library

SY18-19 MGP by Subgroup	YY ELA	State ELA	YY Delta	YY Math	State Math	YY Delta
All Students	71.5	55	16.5	73	53	20
Black/African American	62	50	12	72.5	48	24.5
Hispanic/Latino (n<10)	71	62	9	68	61	7
Students with Disabilities	69.5	42	27.5	68	48	20
English Learner (n<10)	65	59	6	58.5	61	-2.5
At-Risk (n<10)	55	50	5	49	48	1

- Comparing fall and spring RIT scores in both subjects, we see more alignment among subgroups. For example, about three-quarters of At-Risk students increased their scores in ELA and about nine in ten increased their scores in Math.

Source: Fall-to-Spring growth report from NWEA

SY21-22 MAP Growth	ELA RIT Increase	Math RIT Increase
All Students	87.7%	96.1%
Black/African American	86.8%	96.1%
Hispanic/Latino	80.0%	93.3%
Students with Disabilities	78.2%	94.5%
English Learner	91.3%	95.7%
At-Risk	74.2%	87.1%

Most recently during the SY22-23 assessment period, we are seeing continued progress for students designated as “At-Risk” on our MAP assessment.
Fall to Winter trends indicate progress for at-risk cohort in every grade with growth in RIT scores across both ELA and Math.

The pandemic had a tremendous impact on student learning for all students at Yu Ying but performance for those designated as At Risk was substantial. We offered a number of additional interventions during the day and before school, but many students in our Dragon Squad cohort had difficulty with daily attendance and missed the morning or afterschool tutoring sessions provided.

We are optimistic about the improvements we are seeing this year with attendance compared to SY21-22. Having students here, on time each day ensures greater access to the core curriculum and to the additional interventions described in Q3.



At Risk Students Attendance (Year to Date through March 24) is stronger compared to SY21-22 as well.

	SY21-22	SY22-23	Delta
PK At-Risk Attendance	84.7%	88.1%	3.4%
PK At Risk Chronic Absenteeism	71.05%	46.4%	Down by 24.65%
Elementary At Risk Attendance	84.68%	90.41%	5.73%
Elementary At Risk Chronic Absenteeism	67.95%	49.46%	Down by 18.49%

6. **Describe the school's current and proposed enrollment matrices. Complete the proposed enrollment matrix below.**
   - Growth from SY18-19 to SY22-23 is up by 5%
   - Growth from SY18-19 to SY23-24 is up by 9% - with a 34% increase in PK3 spots offered - 64 to 96 (4 to 6 classrooms)

Washington Yu Ying Public Charter School Enrollment History SY18-19 to SY23-24						
	SY18-19	SY19-20	SY20-21	SY21-22	SY22-23	SY23-24

PK-3	**64**	**64**	**78**	**64**	**80**	**96**
PK-4	**78**	**78**	**80**	**86**	**87**	**87**
K	**80**	**80**	**80**	**80**	**88**	**84**
1	**76**	**80**	**80**	**80**	**79**	**82**
2	**69**	**71**	**78**	**74**	**82**	**75**
3	**70**	**68**	**67**	**71**	**68**	**78**
4	**70**	**67**	**62**	**61**	**66**	**68**
5	**62**	**61**	**52**	**53**	**52**	**60**

Proposed Enrollment Schedule							
	SY24–25	SY25–26	SY26–27	SY27–28	SY28– 29	SY29-30	SY30-31
PK-3	112	112	112	112	112	112	112
PK-4	126	126	126	126	126	126	126
K	120	140	140	140	140	140	140
1	80	114	133	133	133	133	133
2	78	76	108	126	126	126	126
3	71	74	72	102	120	120	120
4	74	67	70	68	96	114	114
5	58	63	57	59	57	82	96
6							
7							
8							
9							
10							
11							
12							
Adult							
	719	772	818	866	910	953	967

7. **Describe the staffing plan for the proposed expansion. Include the anticipated number of academic, non-academic, special education, EL, and mission-specific staff required for the ECI.**

The staffing plan for the proposed expansion extends many of the highly effective staffing models in place at Yu Ying for the last five years, expands several pilot positions currently in place and creates new opportunities to support family engagement, strengthen our academic program and drive quality core operations and development.

In our current program, we have a two teacher model for students in grades PK3-Kindergarten, and dedicated Chinese and English teachers for grades K-5th grade. We also have a robust intervention, EL and learning support team. Students receive daily fine arts and PE instruction from one of six specials teachers. Our teaching teams are supported by a strong educational administration led by our Director of Teaching & Learning. On the operations side, our Chief Operating Officer (COO), oversees five directors in the areas of Student Enrollment & Accounts, IT, Operations, Child Care and REEF (Yu Ying's Before/After School Program). The COO also manages school finances and our HR/Talent team. Each department has designated staff to support facilities, school operations, nutrition, HR and IT. Our core staffing models on the academic and operations side will expand proportionally to match our proposed student enrollment.

We have used the current school year to pilot an ECE Chinese Language Coordinator Fellow, who supports teachers in grades PK3-1st with curriculum development, effective instructional delivery and SEL and a new "Delta" teacher model to provide additional Chinese language support to grades 2-5. We are excited to expand or maintain these positions, which have been a powerful teacher retention and academic intervention tools for student learning. We are also in the process of hiring a new Director of Talent & HR this school year to help us review all of our employee policies and systems and effectively adjust our approach to best support our professional community.

While our SY23-24 budget model is currently in development, we plan to bring on several core positions next year in advance of our first year of expansion at 4301 Harewood Road so teams have additional time with staff to get to know the "Yu Ying Way", have dedicated planning time to concentrate on systems at the new Early Learning Campus and build a stronger sense of team cohesion. This includes the following roles:

- Family Liaison
- ECE Instructional Support (PK Replication Teacher)
- ECE Chinese Language Coordinator (expanded position from the Fellow role)
- External Relations Manager
- IT Specialist

The chart below shows how our staffing model expands to meet our proposed enrollment ceiling increase over the next seven years.

Proposed Staffing Model					
	SY23-24	SY24-25	SY25–26	SY26–27	SY27–28
Instructional Staff	85	91	96	100	104
Learning Support	10	10	11	11	11
Instructional Admin	10	10	12	12	12
ELL	3	3	4	4	5
Operations	10	12	12	12	12
Other Admin	9	10	10	10	11
Facilities	2	2	2	2	2
Total	127	137	146	150	156

a. How will you attract and retain high-quality staff for the proposed ECI?

Yu Ying recognizes that teachers and educational leaders are the most important in-school factors contributing to students' academic success. Early educators lay the essential foundation for children's future learning and development, and Yu Ying is reviewing its systems to attract, prepare, empower, develop, and retain our educators.

The Yu Ying team annually reviews staff feedback and makes critical adjustments to address the staff experience on campus and create more career opportunities to keep top talent growing and thriving at Yu Ying. This year for example, the team added a new "Chinese Delta teacher" position in upper elementary to provide a hybrid teaching and intervention role. This position gave teachers additional instructional flexibility and time out of the classroom to support small groups of students with Chinese language acquisition. Positions like this, on the academics and operations side, are considered and incorporated into our model each year based on student and staff need.

We have also added a new Talent Manager position to the HR/Talent team and are currently recruiting for a Director of Talent & HR to join the Yu Ying family. These are mission critical roles designed to support our growth and expansion needs; having dedicated staff in place to focus on research based best practices with Talent Acquisition and talent strategy ahead of our growth year 1 put us in a strong position.

Research on staff retention, Yu Ying's 5 cultural values and regular staff feedback keeps Yu Ying informed on the highest priority items for returning staff.

Rigor:

- Professional learning opportunities; Yu Ying offers staff PD opportunities 1x per month in school as well as options to attend PD according to educator goals and growth.
- Review of compensation package; Yu Ying is currently partnering with EdFuel to provide valuable coaching on our approach to compensation. We plan to engage in a full compensation study and updated model in SY23-24 to ensure we have the best, most equitable package to attract and retain our team.

Collaboration:

- Engaging educators and staff in policy design; Yu Ying team leads participate in decision making that will impact policies and have a strong voice in matters related to the overall direction of the school, annual priorities and key instructional decisions. All staff are afforded opportunities to participate in regular surveys, listening sessions and share their feedback in conversations with members of the school's leadership team.

Diversity:

- Diverse by design; Yu Ying is one of the most diverse schools in DC and continues to emphasize the importance of diversity in our community. Our staff reflects the students we serve, the rich diverse Washington, DC community and celebrates and honors Chinese culture.

Innovation:

- Mentorship of new teachers; as a part of the early evaluation process, all new to Yu Ying teachers are observed and given feedback as a support system.
    - All Yu Ying fellows participate in a year long coaching and workshop program.
- Access to a strong, connected teacher-leadership and administrative leadership team.

Nurturing:

- Staff well-being: Yu Ying places an emphasis on relationship building and well-being. Our team communities are facilitated to be a place of belonging, where everyone's voice is heard, a place where it is safe to share experimentation and take risks, and where there is the right amount of challenge or scaffolding in place.
- Robust benefits package: Yu Ying provides full health care coverage for employees and strong package for family members, we offer an on-site daycare for staff to support care for their littlest learners (ages 3 months to 3 years), annual bonuses and financial appreciation gifts and a staff preference to enroll at Yu Ying.

b. How will the proposed ECI affect student-teacher ratios?

The proposed ECI will not affect our current student-teacher ratio. We will maintain an 8:1 ratio in PreK 3 with 2 teachers and 16 students in each class. Our PreK 4 classrooms will maintain a 9:1 ratio with 2 teachers and 18 students in each class. The remaining grade levels at Yu Ying will have a class student limit of 20-22 (depending on rates of re-enrollment), bringing the student ratio up to 11:1 overall with the number of staff per grade level. This is comparable to our current student:teacher ratio.

c. What impact will the grade expansion have on the school's leadership team and reporting structure? If the ECI requires the school to hire a new leader, please provide an updated organizational chart and describe the expertise necessary for the role.

The ECI expansion will not have a significant impact on the school's leadership team and reporting structure. While we will be bringing on additional instructional and operations leaders at the Coordinator/Director level, they will continue to report to the Director of Teaching & Learning, Chief Operating Officer or Executive Director. We do not have plans to hire a new executive leader before SY27-28. Our current plan is to continue to offer a wide range of teacher and teacher leadership roles and build out the management levels of leadership on the operations and academic teams.

FACILITY

8. Please check the box that best describes the school's proposed facility change.

☐ The LEA or a campus within the LEA is relocating from its current facility to a new facility.

X The LEA or a campus within the LEA is staying in its current facility *and* expanding into an additional facility (i.e., some students will attend the current facility while some will attend the proposed facility).

☐ The LEA seeks to open a new campus to be housed in a new facility. (Also complete the Expansion and/or Replication Amendment Application.)

9. In the table below, list the facility/facilities the school operates (i.e., the facility/facilities identified in the school's charter agreement). For each entry, report the facility name, the campus(es) and grades served within, and the address.

Current Facility/Facilities		
Facility Name	**Campus Name(s); Grade(s) Served**	**Address**
Washington Yu Ying PCS	Washington Yu Ying PCS: Pre K 3 - 5	220 Taylor Street NE Washington, DC 20017

10. In the table below, list the facility/facilities the school seeks to operate (i.e., the facility/facilities the school will continue operating along with the facility the school proposes operating). For each entry, report the facility name, the campus(es) and grades served within, and the address.

Proposed Facility/Facilities		
Facility Name	**Campus Name(s); Grades Served**	**Address**
Washington Yu Ying PCS	Washington Yu Ying PCS: 1-5	220 Taylor Street NE Washington, DC 20017
Washington Yu Ying PCS Early Learning Campus	Washington Yu Ying PCS, ECE: Pre K 3 - Kinder	4301 Harewood Road NE Washington, DC 20017

11. Will the school lease or purchase the proposed facility? If the school has already purchased or leased the facility, when did the school acquire it?

Washington Yu Ying and Washington Latin PCS are working on a joint acquisition of the site (4301 Harewood Road NE). Both schools have worked in strong collaboration since Washington Latin's bid to purchase the site was accepted in the late spring of 2022. Yu Ying and Latin agreed to explore a joint venture and development of the site together including completion of a feasibility study for 60 days before closing in the summer of 2022.

At this time both schools have a binding purchase sales agreement in place that governs the expectations and terms of the arrangement. The PSA was signed by both parties on August 20, 2022. Yu Ying will own 26.5% of the overall property and contribute 50% of the site work costs. Yu Ying's portion of the acquisition costs are currently in escrow and will be processed once the subdivision is complete, which is expected in the spring, and the closing documents are signed.

Washington Latin and Yu Ying are also in the process of finalizing a Shared Use Agreement that will further define how both schools will share ongoing costs and collaborate on essential site decisions. As both campuses get further along in the design and planning for the site, the schools will develop an agreement that spells out use and fees to share select spaces in the existing Kirov building, where

both schools have agreed to cooperate on the use of offices. We expect a final plan that governs the financial and operational responsibilities for this portion of the property by Fall 2023.

12. **How will the new location impact current students? How will the school encourage student re-enrollment? How will the school support students in need of transportation to the new location?**

    Current students who are in PK3 will go to the new location for their Kindergarten year for SY24-25. Otherwise, current students will remain at our current location (220 Taylor Street NE) throughout their time at Washington Yu Ying.

    The new location for our Early Years Campus (PK3, PK4, K) is .2 miles from our current location. This is a walkable distance for students of all ages, staff and families. Students in our ECE program will spend the majority of their time at the new site but will have scheduled trips to the Taylor Street location for special events, scheduled time in the garden or nature center.

    We do not anticipate significant student transportation issues but are currently working with Gorove Slade on a traffic study to determine the best driving, walking, biking and public transportation routes for students to move between the Taylor Street and Harewood Road campuses as well as ways to minimize traffic and parking concerns caused by the increased number of students and families across both facility locations.

13. **What is the maximum occupancy 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**

    The new building will be 30,000 square feet and current load calculations include a maximum occupancy of 787 people. Yu Ying is currently anticipating a total enrollment of between 360-380 students, and 45-50 full time staff members, totalling a maximum occupancy of 430 people based on standard operations. Yu Ying does not anticipate exceeding occupancy load requirements upon the building being constructed or in the future.

14. **Does the proposed space require renovation? If so, describe the renovations the new location will need, either to serve as a school or to be accessible for students with disabilities.**

The building will be designed and constructed based on the requirements outlined within the *2010 ADA Standards for Accessible Design*. The 2010 Standards established scoping and technical requirements for newly designed and constructed buildings to be readily accessible to and usable by individuals with disabilities, which will be applied to the design of the new Yu Ying building.

15. Describe the proposed facility's neighborhood (i.e., is it residential or commercial, is it metro accessible). What value will the school add to the proposed neighborhood?

The new facility will be located in a mostly residential neighborhood as it is surrounded by private residential homes, Clairmont Apartments on North Capitol Street and Pleasant Hills Apartments on Taylor Street. The neighborhood is also home to several schools: Archbishop Carroll High School, Catholic University, the current Washington Yu Ying PCS; and religious organizations: St. John Paul II National Shrine and the Ukrainian Catholic National Shrine of the Holy Family. One other commercial property, The Heights Shopping Center, is about .2 miles away.

The location is easily accessible by all types of commuters. It is within walking distance to Brookland CUA Metro Station. The H8 and H9 metrobus stops are also about 2 blocks away.

The addition of the facility to the neighborhood would add great value to the community. Not only would it have the potential to offer indoor and outdoor event and play space to the residents and neighbors, but it would also provide many volunteer and employment opportunities. The visual design of the building and outdoor grounds is also visually appealing. We are also exploring the possibility of expanding our daycare at Taylor Street NE and potentially including spaces to serve residents in the neighborhood once staffing daycare needs are met.

16. List the traditional and public charter schools near the new location, identifying schools that educate the same grade span your school serves/will serve. Describe how the school's mission and academic performance compare to these schools. What impact will the school's relocation have on enrollment at neighboring schools?

According to the MySchoolDC School Finder, our new campus is within .5 miles of one school serving the same grade span - Creative Minds Public Charter School. We sent a communication about our plans to expand and partner with Washington Latin PCS to Executive Director, Chuck Jackson. This led to a great in person

meeting with Chuck and Craig to discuss expansion and how we could be supportive partners.

In addition to Creative Minds, we are also conscious of an additional 10 schools who may be impacted by our plans to grow. These are campuses that may be in close proximity but a different grade span (Brookland Middle School, Center City Petworth, and Archbishop Carroll), a connected school (DCI) or elementary school within a mile according to MySchoolDC School Finder (Mundo Verde Calle Ocho, Barnard ES, Bridges PCS, Rocketship, DC Bilingual, Bruce Monroe ES and Shining Stars Montessori).

Washington Yu Ying PCS has also had multiple conversations with fellow charter leaders of elementary campuses that feed into DCI as a part of our monthly bilingual charter leader meet up. While there are three bilingual campuses close to Yu Ying's new site (DC Bilingual, Mundo Verde and Elsie Whitlow Stokes), these leaders have been supportive and open in terms of offering advice and assistance.

Of the nine elementary schools within 1 mile from the new campus, three offer a dual language program and all are in Spanish. While we recognize that the additional early childhood seats at Yu Ying may have an impact on enrollment at other campuses, particularly those offering an immersion or dual language program, we believe our impact will be moderate since we are offering a unique IB/Mandarin immersion program.

Question 19 includes more information about the outreach we have done with schools, including some but not all from the list above. We will continue to engage all of the schools above and those with a particular interest in the project by sending them an initial project overview email and adding a general school email address for each campus to our 4301 Harewood Road email listserv to ensure they receive regular communications about project updates, can attend townhalls or direct any questions and concerns to our dedicated email or voicemail.

COMMUNITY ENGAGEMENT

17. When did the school hold an open board of trustees meeting to discuss the proposed changes?

- February 21, 2023 Monthly Board Meeting
- January 10, 2023 Monthly Board Meeting
- December 13, 2022 Monthly Board Meeting

- November 15, 2022 Monthly Board Meeting
- September 13, 2022 Monthly Board Meeting
- September 2, 2022 Growth Meeting
- August 26, 2022 Growth Meeting
- August 19, 2022 Growth Meeting
- August 12, 2022 Growth Meeting
- July 26, 2022 Monthly Board Meeting
- July 12, 2022 Monthly Board Meeting
- March 8. 2022 Monthly Board Meeting
- December 2018 monthly meeting

18. Describe how the school has engaged its internal community in its decision to expand and relocate/operate an additional facility. Submit documentation of the school's communications with its staff and families regarding the proposal. Identify the internal community's concerns and how the school is responding to their needs.

The Yu Ying team has involved its internal community in its decision to expand at every level of the growth process beginning with our strategic plan that we created with Bellwether Associates, a local nonprofit that helps schools think through growth. We held focus groups, conducted surveys, and had one-on-one discussions with families and staff. We led a total of six growth-focused Community Meetings – one for our families in June and September 2019 and again in August 2022, and another for our staff in June and September 2019 and again in August 2022. Townhall meetings were held in February and March 2023.

Concerns
The internal community identified concerns that centered around four major themes: lowered or reduced resources or academic quality, optimal learning environment and location, maintaining cultural values and arrival/dismissal logistics. As our school has grown to provide a rigorous academic model staff and families want to know how growth may strain staffing resources and lower academic quality especially when we are already challenged with hiring quality Chinese teachers.

Our current building lacks optimal teaching space especially for our Specials Team. There is still concern surrounding having adequate classroom space as well as defined spaces for specials, lunch and performing arts and also in a new location that fits within our financial model. Currently, arrival and dismissal logistics are a

challenge for our campus and external community. How we would address that concern with the growth of a second campus remains a concern.

Lastly, maintaining our cultural values and strong community during and after growth is also highly important. One of the pillars of our cultural values is collaboration and with growth we want to make sure our staff and families still feel a sense of belonging despite our growth.

To address concerns brought up by our families and staff we partnered with Kindred, a local nonprofit, to help our families from diverse backgrounds connect with each other. We worked to address student equity through staff seminars, coaching and professional development provided by Fellowship for Race and Equity in Education and Lives in the Balance. Leadership also created a new position of a part time family liaison to provide extra support to families and staff. We continue to be in conversation with community organizations to continue our race and equity work in SY23-24 and beyond.

Over the last five years, Yu Ying has taken many steps to build a strong educator pipeline for Chinese teachers and leaders. This included the build out of a Chinese Teaching Fellow role, with dedicated teacher-leader coaching for Fellows and additional professional development. It also included the additional hybrid teacher-interventionist roles, the new Chinese Delta teacher position described in a previous question and a ECE Chinese Language Coordinator Fellow. All of these positions have helped our teachers get on the ground experience here at Yu Ying that has prepared them to take on additional educator and leadership roles and strengthen our Chinese language model.

Communication

At every level of the growth process leadership found ways to involve the internal community in the decision making process, when feasible, and kept them abreast of key decision points. The Former Executive Director, Maquita Alexander, worked with our former Communications Specialist on the cadence of our communications plan on growth. The plan was halted due to the pandemic. The former Communications Specialist and current Executive Director resumed communication plans on growth in the fall of 2022. Below are a few key communications that were released since the initial discussion on growth began.

- Staff Letter: March 2023
- Family Letter: February 2023
- Family Letter: January 2023
- Staff Letter: Design Group Project Kick Off & Presentation

- Family Letter: December 2022
- Family Letter: November 2022
- Family Letter: February 2019 letter
- Family Letter: Survey on Yu Ying's Future (5/5/18)
- Family Letter: Focus Group on Yu Ying Expansion (10/25/17)
- Family Letter: Special Projects on Race & Equity, Culture and Growth (9/6/17)

Yu Ying has done extensive internal planning work to assess the interest, feasibility and likely success of expanding our campus to serve more students. In 2018, Yu Ying engaged Bellwether to conduct a strategic analysis of our school's growth plans. Between 2018-2022, the Yu Ying administration, in partnership with Bellwether completed the following steps to assess our plans for growth and engage our community in the planning process:

- Parent and staff surveys to assess interest in student growth and feedback on various approaches to expanding our campus (replication, expansion, build out on Taylor, etc).
- An architectural assessment to determine whether we could expand on Taylor Street.
- Growth messaging and community meeting with families and staff.
- Engagement with our school community through town hall-style meetings.
- Advocated for, received and implemented the Equitable Access Preference.
- Developed a multi-year strategic plan with Bellwether Education Partners.
- Explored new site options and the possibility of expansion at 220 Taylor.
- Created and then modified our greenlighting criteria to reflect new needs coming out of the pandemic.
- Kicked off a phased growth approach to student growth on Taylor Street with the addition of one new PK3 class for SY22-23; completed 1st floor construction and modular installations to accommodate student and staff space needs.

Once Washington Latin's bid to purchase the Kirov Ballet Academy was accepted, we immediately began a thorough 60 day feasibility study with our respective real estate project management teams and consultants. This included Tom Porter, Studio27 and MCN for Washington Latin and Level Field Partners, Studios and Gilbane for Yu Ying. Washington Latin and Yu Ying assessed the project feasibility from multiple angles and analyzed our ability to colocate on the space, traffic and parking, community relations, construction costs, necessary site work and arrangements to subdivide the property to provide both schools with their own parcel. We also shared the news of a possible and likely venture with our local community leaders, families and staff to get their input and read on the plan. Our analysis led us to determine that this was a very strong joint venture to meet the growth goals for both organizations.

19. **Describe how the school has engaged the community surrounding the proposed location.** *Please attach documentation of communications with*

nearby principals, neighbors, ANC representatives, Councilmembers, and other community groups, notifying them of the school's plans.

Yu Ying has been engaged in thoughtful planning for growth since 2018. In the three years before the pandemic, the administration completed many steps to assess the viability of the project and to obtain community support. Since we moved forward with the acquisition of the property at 4301 Harewood Road, we have taken additional steps to build internal and external community support for the project.

In spring 2022, community engagement began with our local ANC 5A Commissioner Derrick Holloway around current campus traffic congestion and parking challenges, a source of neighborhood and family concern. He met with the former Executive Director and current Chief Operating Officer to review our arrival and dismissal procedures. Commissioner Holloway provided suggestions to help pull traffic out of a challenging intersection and expedite car flow in different areas. We reached back out in early August 2022 to share our potential plan to acquire the site at 4301 Harewood with Washington Latin and to inform him that we were implementing his suggestions in fall 2022. After informing Commissioner Holloway, we sent notifications to Councilmember Zachary Parker, the ANC Chair, the Deputy Mayor, our staff and families. The initial notification to acquire the site went out while we were still in the feasibility and assessment phase. It was important to us to gauge initial reaction to the venture before proceeding fully. We sent email communications to local leaders and received generally positive feedback and held community town halls with staff and families. Internal support of the project was high and gave us confidence that our plan to reach our growth goals through an expanded campus at 4301 Harewood was strong.

Following the feasibility period, we have continued to build internal and external support for the project by maintaining direct, open lines of communication, working with an expert community engagement consultant to develop a comprehensive strategic plan and making weekly efforts to be more responsive and compassionate to our neighbors. Internally, we have provided monthly written updates about the project to staff and families, hosted two additional "Second Site" town halls, and have been intentional about including more than a dozen staff members to contribute to the design process by attending work group meetings with our architects from Page Southerland Page. Staff members from the education (teachers and instructional leaders) and the operations teams play a meaningful role in the designs for the classroom spaces, exterior play and green areas, administrative/work space and core facilities needs. They meet with representatives from Page to share their hopes and vision for particular elements of the building, react to proposals, and help the Page team provide meaningful feedback to Yu Ying's administrative team. This is essential to building project buy-in and making sure that those closest to the impact have a real voice in the plans.

For the external community, we built on the initial project outreach to local leaders by engaging with local partners at Archbishop Carroll High School, working more

closely to bridge connections between families and neighbors and hiring a community engagement consultant to lay out a thoughtful strategic plan. Work with our community engagement consultant helped Washington Latin and Yu Ying collectively define a vision, guiding principles and key strategic approaches for our work together. We have a detailed community engagement plan and have included highlights below.

Vision for Community Engagement on 4301 Harewood Road Project

Yu Ying's and Washington Latin's joint vision for community engagement is to be a true value-add to Ward 5 by building positive relationships with its surrounding community and broader Ward 5 stakeholders to identify, define and proactively respond to community need(s) as the 4301 Harewood Rd NE facilities are designed, constructed and become operational.

Our five key strategies to effective community engagement as well as examples of some of the work we have completed to date in each area are outlined below.

Develop clear, consistent Communications Collateral:

- Project Website www.4301harewood.org
- info@4301harewood.org inbox
- Voicemail box
- Email and letter templates to introduce the project
- Newsletter template

Launch and maintain a Good Neighbor Campaign:

- Holiday gift and card drop off
- Monthly neighbor flyers
- Invitations to Yu Ying events
- Communication about weekend and evening events with a community liaison

Greater participation with ANC and Civic Leadership:

- Introduction to the project in early August
- Meeting with Ward 5 Councilmember Parker
- Project updates to the ANC via email
- Presentation at 2/22 meeting
- Host for ANC5A06 Meetings

Intentional Community Engagement:

- Meeting with Archbishop Carroll + expanded partnership
- Develop and share monthly newsletters
- Create, print and distribute neighborhood flyers
- Host a monthly Townhall series on the project

Join Community Events and Meetings:

- Yu Ying now has leadership and parent attendance at all ANC5A meetings
- Participated in the city-wide Equitable Access Preference Fair in Feb. 2023

- Yu Ying Day at Catholic University Women's College Basketball game

Organization	Type	Name	Action
WYY PCS Parent Association	Public Charter School	Taren Langhorne, Co-lead Malcolm Johnson, Co-lead	- Added to 4301 Harewood Listserv - Present regular project updates - Provide regular communication on how decisions are being implemented - Request volunteers for community meetings / events - Project overview email
Archbishop Carroll High School	Private/Parochial	President Larry Savoy	- Project overview email - In person meeting with Washington Latin PCS at Archbishop Carroll - Expanded partnership with Carroll students and staff
Mundo Verde - Calle Ocho PCS	Public Charter Spanish Immersion DCI Feeder	Kristin Scotchmer, Executive Director	- Meeting to discuss the project and get insight/advice - Discussions during Bilingual Charter School meet ups each month - Project overview email
ANC 5A	Neighborhood-level advisory body to DCGOV	Duvalier Malone, 5A01 Karlus Kozart, 5A02 Emily Lucio, 5A03 Diego Rojaz, 5A04 Kweku Toure, 5A06 Gordon Fletcher, 5A08 and Chair Zachary Ammerman, 5A09	- Project overview email - Presented at February ANC 5A meeting
DC Council		Janeese Lewis-George, Ward 4 Anita Bonds,	Project overview email

		At-Large Phil Mendelson, Chair K. McDuffie, At-Large Z. Parker's Office Robert White, At-Large Christina Henderson, At-Large	
DC SBOE		Bernice Butler, ED Robert Henderson, Ward 5 SBOE Rep	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being -Robert Henderson attended Friends of Yu Ying Day
Brookland MS	DCPS In-boundary	Mr. Kerry Richardson, Principal	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being
Creative Minds PCS	Public Charter School	Chuck Jackson, Executive Director Craig Bednarovsky, COO	- Project overview email -In Person meeting - Present regular project updates - Provide regular communication on how decisions are being
Mary McCleod Bethune Day Academy PCS – Northwest	Public Charter School	Executive Director	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being
DC Bilingual PCS	Public Charter School	Daniela Anello, Head of School	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being

Catholic University	Private	Office of the President Jordan Hoover, Dufour Stadium Dir. of Facilities Kirk McLean, Dept of Public Safety Cheyenne Range, Dir. of Gov't & Community Relations	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being
Brookland Neighborhood Civic Association	Civic Assoc.	Kathy Jacquart, President	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being
Lamond-Riggs Civic Assn	Civic Assoc.	Barbara Rogers	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being
DC Pave	Community Organizer	Faith Gibson Hubbard	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being
Little Sisters of the Poor	Nursing Home	Margaret Regina, Mother Superior Alphonse Marie, Administrator	- Project overview email - Present regular project updates
Saint John Paul II National Shrine	Religious Organization	Peter Gervais, Dir. of Operations Maxime Nogier, Executive Director Rev. Carter Griffin, Rector	- Project overview email - Present regular project updates
Basilica of the National Shrine	Religious Organization	Rev. Monsignor Walter Rossi, Rector Jacqueline Hayes,	- Project overview email - Present regular project updates

		Dir. of Communications	
President Lincoln's Cottage		Michael Mason, CEO & ED Rebecca Kilbourne, Communications Joan Cummins	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being
Deputy Mayor for Education	Governing Body	Paul Kihn, Deputy Mayor	- Project overview email - In person meeting - Present regular project updates - Provide regular communication on how decisions are being
OSSE	Governing Body	Dr. Christina Grant, Superintendent	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being
Michigan Park Civic Association	Civic Assoc.		- Project overview email - Present regular project updates - Provide regular communication on how decisions are being
North Michigan Park Civic Assn	Civic Assoc.	Ms. Jackson Ms. Robert - Williams	- Project overview email - Present regular project updates - Provide regular communication on how decisions are being

a. When did the school inform the ANC representatives of its expansion and facility plans? Has the school already presented its plans during an ANC meeting? If not, when will it do so?

Washington Yu Ying PCS initially reached out to our ANC Commissioner, Derrick Holloway at the end of July and followed up by email on August 5th. We also shared plans regarding our exploration of the Kirov site with ANC 5A Chair, Councilmember Parker and DM Kihn on August 5th. We

wanted their perspective and feedback as a part of our initial feasibility period before proceeding with the final closing and acquisition.

We presented an overview of our plans to ANC 5A representatives and the 5A community on February 22, 2023. This included an introduction to both Washington Latin and Washington Yu Ying, our reasons to grow and discussion of the construction plans for 4301 Harewood Road NE. We notified ANC5A Chair, ANC 5A06 Commissioner Toure and ANC 5A Secretary Lucio of our formal plans to submit the ECI and Facilities Amendment application on Friday, March 24th.

b. Summarize the external community's concerns, if any, and describe the school's response with specificity.

Residents have expressed some concerns about increased traffic, illegal parking and inconsiderate behavior from Yu Ying families. The increased traffic poses a safety issue for young pedestrians because cars are traveling above the posted speed limit, which poses a threat to distracted children and elderly residents. There have also been concerns about illegal parking and inconsiderate behavior from Yu Ying families to residents in the neighborhood.

To mitigate known traffic concerns Yu Ying conducted a traffic study and is collaborating with DDOT, ANC 5A and MPD. Administration has addressed illegal parking concerns by continuous messages to staff and families, having discussions at parent association meetings and Admin Coffees, and relying on parent ambassadors to hold each other accountable by saying something when they see another family parking illegally or behaving in a way that doesn't support being a good neighbor.

In addition, the parent association has developed a PA Safety Committee to supplement the work that school staff have been doing. Additionally, the school has posted two parking maps to guide families towards legal parking (copies included). The operation's leadership team reengaged DDOT, who is working with the school to conduct a traffic study. The study will include a temporary traffic camera that will collect data to support adding a stop light at Taylor and Second Street, as well as designate the area as a School Zone (from the 7-eleven through the new site location).

FIVE-YEAR OPERATING BUDGET

20. Complete and submit DC PCSB's *Five-Year Operating Budget* template in

accordance with its instructions. Explain the financial objectives supported in the attached Five-Year Budget.

The attached 5 year operating budget, details our plan to expand the student enrollment at a healthy, and achievable pace. The main financial objectives of the budget are to balance revenues and expenses to maintain a net income that will support financing of the new facility. Yu Ying will grow into its new site incrementally over the next seven years, increasing staffing and enrollment at a rate that allows us to maintain our healthy financial standing. To achieve this, we have budgeted revenues conservatively and estimated expenses comprehensively and realistically, with inflation built into all categories. Yu Ying plans to reach a new steady state at the end of the growth period with a net income equal to or greater than 3% of the total revenue. This intentional approach ensures that we are able to sustain.

a. **Describe contingencies if per-pupil funding is lower or outlays are higher, any planned fundraising efforts, and cash flow management.**

   The contingency version of the budget assumes lower revenues across all categories. It also assumes lower UPSFF increases and slower than planned growth in the student body. To offset these lower revenues, the contingency budget delays growth in staffing to align with the delayed growth in the student body. Additionally, each year, the budget includes a contingency expense line equal to 1.5% of revenues and can be used to cover any other line items that go over budget based on higher than anticipated outlays. Our plan will allow the budgeted net income to be maintained even if expenses run high.

b. **What impact will the proposed expansion have on the school's facilities?**

   The proposed expansion will increase the available space of our facilities by 68%. This expansion will allow a growth of the student body from approximately 600 to a new steady state of 967 by fiscal year 2031. In addition to providing room for Yu Ying to grow to satisfy existing demand, the new site will support improved community engagement through the initiatives outlined above.

Five-Year Budget Base Case

Data Type	LEA ID	LEA	First of Five Budgeted Fiscal Years	Element	6/30/2023 UPSFF Weights for Next School Year and Beginning Cash and Net Asset Balances	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Assumption Comments	In(De)crease 2023-2024 to 2024-2025 $	In(De)crease 2024-2025 to 2025-2026 $	In(De)crease 2025-2026 to 2026-2027 $	In(De)crease 2026-2027 to 2027-2028 $	In(De)crease 2023-2024 to 2024-2025 %	In(De)crease 2024-2025 to 2025-2026 %	In(De)crease 2025-2026 to 2026-2027 %	In(De)crease 2026-2027 to 2027-2028 %
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Foundation Level % Increase from Prior Fiscal Year	9.81%	5.87%	2.00%	2.00%	2.00%	2.00%	-	(3.87%)	-	-	-	(66%)	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Foundation Level	$ 12,419	$ 13,148	$ 13,411	$ 13,679	$ 13,953	$ 14,232		$ 263	$ 268	$ 274	$ 279	2%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Non-Residential Facilities % Increase from Prior Fiscal Year	-	2.20%	3.10%	3.10%	3.10%	3.10%	-	0.90%	-	-	-	41%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Non-Residential Facilities Allotment	$ 3,408	$ 3,483	$ 3,591	$ 3,702	$ 3,817	$ 3,935		$ 108	$ 111	$ 115	$ 118	3%	3%	3%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Residential Facilities % Increase from Prior Fiscal Year	3.09%	2.20%	3.10%	3.10%	3.10%	3.10%	-	0.90%	-	-	-	41%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Residential Facilities Allotment	$ 9,486	$ 9,694	$ 9,995	$ 10,304	$ 10,624	$ 10,953		$ 301	$ 310	$ 319	$ 329	3%	3%	3%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	PK3	1.340	96	112	112	112	112	-	16	-	-	-	17%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	PK4	1.300	87	126	126	126	126	-	39	-	-	-	45%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	K	1.300	84	120	140	140	140	-	36	20	-	-	43%	17%	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	1	1.000	82	80	114	133	133	-	(2)	34	19	-	(2%)	43%	17%	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	2	1.000	75	78	76	108	126	-	3	(2)	32	18	4%	(3%)	42%	17%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	3	1.000	78	71	74	72	102	-	(7)	3	(2)	30	(9%)	4%	(3%)	42%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	4	1.000	68	74	67	70	68	-	6	(7)	3	(2)	9%	(9%)	4%	(3%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	5	1.000	60	58	63	57	59	-	(2)	5	(6)	2	(3%)	9%	(10%)	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	6	1.080	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	7	1.080	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	8	1.080	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	9	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	10	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	11	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	12	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Alternative	1.520	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Ungraded - Special Education	1.170	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Adult	0.890	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 1	0.970	49	54	57	59	62	-	5	3	2	3	10%	6%	4%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 2	1.200	14	15	16	16	17	-	1	1	-	1	7%	7%	-	6%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 3	1.970	-	-	-	-	-	-	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 4	3.490	4	4	4	4	4	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	At Risk - Over-Age Students Grades 9-12	0.060	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	At Risk - All Students Excluding Over-Age Students Grades 9-12	0.240	73	83	91	96	103	-	10	8	5	7	14%	10%	5%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	English Learner - Grades 6-12	0.750	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	English Learner - All Grades Excluding 6-12	0.500	68	75	80	82	86	-	7	5	2	4	10%	7%	3%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential	1.670	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 1	0.370	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 2	1.340	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 3	2.890	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 4	2.890	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - English Learner	0.668	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 1	0.063	5	5	5	5	5	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 2	0.227	4	4	4	4	4	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 3	0.491	1	1	1	1	1	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 4	0.491	-	-	-	-	-	-	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Adjustment to General Allocation, DC Funding Allocation		$ 156,859	$ 301,801	$ 344,809	$ 441,059	$ 489,300	some starting upsff amounts appear to be for fy22 rather than fy23. this line correc	$ 144,943	$ 43,008	$ 96,250	$ 48,242	92%	14%	28%	11%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Adjustment to Categorical Enhancements, DC Funding Allocation		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	General Education, DC Funding Allocation		$ 9,543,742	$ 11,444,700	$ 12,517,637	$ 13,499,170	$ 14,491,702	-	$ 1,900,958	$ 1,072,937	$ 981,534	$ 992,531	20%	9%	8%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Categorical Enhancements, DC Funding Allocation		$ 1,729,278	$ 1,924,124	$ 2,079,290	$ 2,178,640	$ 2,333,079	-	$ 194,847	$ 155,166	$ 99,350	$ 154,439	11%	8%	5%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Facilities Allowance, DC Funding Allocation		$ 2,194,290	$ 2,581,910	$ 2,858,170	$ 3,122,359	$ 3,408,051	-	$ 387,620	$ 276,261	$ 264,188	$ 285,692	18%	11%	9%	9%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Federal Entitlements and Other Federal Funds		$ 297,253	$ 365,892	$ 391,941	$ 414,812	$ 439,258	-	$ 68,639	$ 26,049	$ 22,871	$ 24,446	23%	7%	6%	6%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	State and Local Government Contributions and Grants		$ 5,433	$ 6,386	$ 7,028	$ 7,596	$ 8,203	-	$ 953	$ 642	$ 568	$ 607	18%	10%	8%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Private Contributions, Donations, and Grants		$ 193,716	$ 214,552	$ 228,585	$ 240,991	$ 254,246	-	$ 20,836	$ 14,033	$ 12,406	$ 13,255	11%	7%	5%	6%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Income		$ 1,270,840	$ 2,276,545	$ 2,426,305	$ 2,555,571	$ 2,663,453	-	$ 1,005,705	$ 149,759	$ 129,266	$ 107,882	79%	7%	5%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Revenues**		**$ 15,234,552**	**$ 18,814,109**	**$ 20,508,956**	**$ 22,019,139**	**$ 23,597,990**		**$ 3,579,557**	**$ 1,694,847**	**$ 1,510,183**	**$ 1,578,850**	**23%**	**9%**	**7%**	**7%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Staff Headcount		85	91	96	100	104	-	7	5	4	4	8%	5%	4%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Student Supports Staff Headcount		13	13	15	15	16	-	-	2	-	1	-	15%	-	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	School Administrators Headcount		10	10	12	12	12	-	-	2	-	-	-	21%	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Business/Operations Headcount		10	12	12	12	12	-	3	-	-	-	26%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Administrative/Other Staff Headcount		9	10	10	10	11	-	1	-	-	1	12%	-	-	11%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Facilities Headcount		2	2	2	2	2	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Total Headcount		127	137	146	150	156		10	9	4	6	8%	7%	3%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Staff		$ 6,815,780	$ 8,595,566	$ 9,706,355	$ 10,222,836	$ 10,745,867	-	$ 1,779,785	$ 1,110,790	$ 516,481	$ 523,031	26%	13%	5%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Student Supports Staff		$ 1,640,712	$ 1,996,348	$ 2,135,392	$ 2,237,230	$ 2,370,331	-	$ 355,636	$ 139,044	$ 101,838	$ 133,101	22%	7%	5%	6%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	School Administrators		$ 1,019,610	$ 1,223,834	$ 1,363,533	$ 1,391,538	$ 1,421,318	-	$ 204,225	$ 139,699	$ 28,005	$ 29,779	20%	11%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Education Personnel Salaries and Benefits Subtotal**		**$ 9,476,102**	**$ 11,815,747**	**$ 13,205,280**	**$ 13,851,605**	**$ 14,537,516**		**$ 2,339,646**	**$ 1,389,533**	**$ 646,324**	**$ 685,911**	**25%**	**12%**	**5%**	**5%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Business/Operations Salaries and Benefits		$ 655,430	$ 794,366	$ 810,253	$ 826,458	$ 842,987	-	$ 138,936	$ 15,887	$ 16,205	$ 16,529	21%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Administrative/Other Staff Salaries and Benefits		$ 1,135,940	$ 1,252,731	$ 1,281,178	$ 1,307,928	$ 1,383,162	-	$ 116,791	$ 28,448	$ 26,750	$ 75,234	10%	2%	2%	6%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Personnel Salaries and Benefits Subtotal**		**$ 11,267,472**	**$ 13,862,844**	**$ 15,296,712**	**$ 15,985,991**	**$ 16,763,665**		**$ 2,595,372**	**$ 1,433,868**	**$ 689,279**	**$ 777,674**	**23%**	**10%**	**5%**	**5%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Supports		$ 72,954	$ 85,758	$ 94,381	$ 102,005	$ 110,150	-	$ 12,804	$ 8,623	$ 7,624	$ 8,145	18%	10%	8%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Educational Materials		$ 171,987	$ 202,172	$ 222,502	$ 240,475	$ 259,678	-	$ 30,185	$ 20,330	$ 17,973	$ 19,203	18%	10%	8%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Food Service		$ 262,960	$ 309,112	$ 340,195	$ 367,675	$ 397,035	-	$ 46,152	$ 31,083	$ 27,480	$ 29,360	18%	10%	8%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Direct Student Expenses Subtotal**		**$ 507,901**	**$ 597,042**	**$ 657,078**	**$ 710,155**	**$ 766,864**		**$ 89,141**	**$ 60,036**	**$ 53,077**	**$ 56,708**	**18%**	**10%**	**8%**	**8%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Rent Expense		$ 63,376	$ 16,123	$ 18,045	$ 19,503	$ 21,060	-	$ (47,253)	$ 1,922	$ 1,458	$ 1,557	(75%)	12%	8%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Depreciation, Owned Facilities		$ 445,345	$ 447,777	$ 453,078	$ 458,435	$ 463,792	-	$ 2,432	$ 5,300	$ 5,357	$ 5,357	1%	1%	1%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Amortization, Leased Facilities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Owned Facilities		$ 255,003	$ 259,033	$ 261,687	$ 246,338	$ 227,362	-	$ 4,030	$ 2,654	$ (15,349)	$ (18,977)	2%	1%	(6%)	(8%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Leased Facilities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Occupancy Expenses, Owned Facilities		$ 934,689	$ 965,662	$ 1,007,717	$ 996,325	$ 1,021,761	-	$ 30,973	$ 42,055	$ (11,392)	$ 25,436	3%	4%	(1%)	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Occupancy Expenses, Leased Facilities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal, Owned Facilities**		**$ 1,635,037**	**$ 1,672,472**	**$ 1,722,482**	**$ 1,701,098**	**$ 1,712,914**		**$ 37,436**	**$ 50,009**	**$ (21,384)**	**$ 11,817**	**2%**	**3%**	**(1%)**	**1%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal, Leased Facilities**		**$ 63,376**	**$ 16,123**	**$ 18,045**	**$ 19,503**	**$ 21,060**		**$ (47,253)**	**$ 1,922**	**$ 1,458**	**$ 1,557**	**(75%)**	**12%**	**8%**	**8%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal**		**$ 1,698,413**	**$ 1,688,595**	**$ 1,740,527**	**$ 1,720,601**	**$ 1,733,974**		**$ (9,817)**	**$ 51,931**	**$ (19,926)**	**$ 13,374**	**(1%)**	**3%**	**(1%)**	**1%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Depreciation and Amortization, Non-Facilities		$ 117,744	$ 152,523	$ 203,302	$ 162,850	$ 129,779	-	$ 34,780	$ 50,778	$ (40,451)	$ (33,071)	30%	33%	(20%)	(20%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Non-Facilities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Management Organization Fee		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other General Expenses		$ 1,413,728	$ 1,819,891	$ 2,010,775	$ 2,160,260	$ 2,321,282	includes contingency equal to 1.5% of revenue	$ 406,163	$ 190,884	$ 149,486	$ 161,022	29%	10%	7%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**General Expenses Subtotal**		**$ 1,531,471**	**$ 1,972,414**	**$ 2,214,076**	**$ 2,323,111**	**$ 2,451,061**		**$ 440,943**	**$ 241,662**	**$ 109,034**	**$ 127,951**	**29%**	**12%**	**5%**	**6%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Expenses**		**$ 15,005,257**	**$ 18,120,896**	**$ 19,908,394**	**$ 20,739,858**	**$ 21,715,564**		**$ 3,115,639**	**$ 1,787,498**	**$ 831,464**	**$ 975,707**	**21%**	**10%**	**4%**	**5%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Income (Loss)**		**$ 229,294**	**$ 693,213**	**$ 600,562**	**$ 1,279,282**	**$ 1,882,425**		**$ 463,919**	**$ (92,651)**	**$ 678,719**	**$ 603,143**	**202%**	**(13%)**	**113%**	**47%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Nonoperating Income (Loss)		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Description of Nonoperating Income (Loss)		None	None	None	None	None		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Increases (Decreases) in Net Assets		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Description of Other Increases (Decreases) in Net Assets		None	None	None	None	None		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Change in Net Assets**		**$ 229,294**	**$ 693,213**	**$ 600,562**	**$ 1,279,282**	**$ 1,882,425**		**$ 463,919**	**$ (92,651)**	**$ 678,719**	**$ 603,143**	**202%**	**(13%)**	**113%**	**47%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Net Assets**	$ 18,682,595	**$ 18,911,889**	**$ 19,605,103**	**$ 20,205,665**	**$ 21,484,947**	**$ 23,367,372**		**$ 693,213**	**$ 600,562**	**$ 1,279,282**	**$ 1,882,425**	**4%**	**3%**	**6%**	**9%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Operating Activities		$ 751,484	$ 1,318,592	$ 1,734,733	$ 1,867,809	$ 2,166,236	-	$ 567,107	$ 416,141	$ 133,076	$ 298,427	75%	32%	8%	16%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Investing Activities		$ (427,502)	$ (374,416)	$ (419,412)	$ (175,760)	$ (177,516)	-	$ 53,086	$ (44,996)	$ 243,653	$ (1,757)	(12%)	12%	(58%)	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Financing Activities		$ (536,907)	$ (553,989)	$ (568,152)	$ (587,609)	$ (610,285)	-	$ (17,083)	$ (14,163)	$ (19,457)	$ (22,676)	3%	3%	3%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Net Change in Cash, Cash Equivalents, and Restricted Cash**		**$ (212,925)**	**$ 390,186**	**$ 747,169**	**$ 1,104,440**	**$ 1,378,435**		**$ 603,111**	**$ 356,982**	**$ 357,271**	**$ 273,994**	**(283%)**	**91%**	**48%**	**25%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Cash, Cash Equivalents, and Restricted Cash**	$ 9,890,516	**$ 9,677,591**	**$ 10,067,777**	**$ 10,814,946**	**$ 11,919,386**	**$ 13,297,821**		**$ 390,186**	**$ 747,169**	**$ 1,104,440**	**$ 1,378,435**	**4%**	**7%**	**10%**	**12%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Restricted Cash and Cash Equivalents		$ 10,980	$ 11,336	$ 11,708	$ 12,091	$ 12,486		$ 356	$ 372	$ 383	$ 395	3%	3%	3%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Noncurrent Restricted Cash and Cash Equivalents		$ -	$ -	$ -	$ -	-		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Investments		$ -	$ -	$ -	$ -	-		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Enrollment**		**630**	**719**	**772**	**818**	**866**		**89**	**53**	**46**	**48**	**14%**	**7%**	**6%**	**6%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Education Personnel Salaries and Benefits**		**$ 17,885**	**$ 19,281**	**$ 19,814**	**$ 19,543**	**$ 19,358**		**1,396**	**534**	**(272)**	**(185)**	**8%**	**3%**	**(1%)**	**(1%)**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Facilities Allowance**		**$ 3,483**	**$ 3,591**	**$ 3,702**	**$ 3,817**	**$ 3,935**		**$ 108**	**$ 111**	**$ 115**	**$ 118**	**3%**	**3%**	**3%**	**3%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Occupancy Expenses**		**$ 2,696**	**$ 2,349**	**$ 2,255**	**$ 2,103**	**$ 2,002**		**$ (347)**	**$ (94)**	**$ (151)**	**$ (101)**	**(13%)**	**(4%)**	**(7%)**	**(5%)**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Average Usable Square Footage, Owned Facilities		44,000	74,000	74,000	74,000	74,000	-	30,000	-	-	-	68%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Average Usable Square Footage, Leased Facilities		-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Average Usable Square Footage, Combined Facilities**		**44,000**	**74,000**	**74,000**	**74,000**	**74,000**		**30,000**	**-**	**-**	**-**	**68%**	**-**	**-**	**-**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Average Usable Square Footage per Student**		**70**	**103**	**96**	**90**	**85**		**33**	**(7)**	**(5)**	**(5)**	**47%**	**(7%)**	**(6%)**	**(6%)**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Owned Facilities**		**$ 37**	**$ 23**	**$ 23**	**$ 23**	**$ 23**		**$ (15)**	**$ 1**	**$ (0)**	**$ 0**	**(39%)**	**3%**	**(1%)**	**1%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Leased Facilities**		**$ -**	**$ -**	**$ -**	**$ -**	**-**		**$ -**	**$ -**	**$ -**	**$ -**	**-**	**-**	**-**	**-**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Combined Facilities**		**$ 39**	**$ 23**	**$ 24**	**$ 23**	**$ 23**		**$ (16)**	**$ 1**	**$ (0)**	**$ 0**	**(41%)**	**3%**	**(1%)**	**1%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses as % of Facilities Allowance**		**77%**	**65%**	**61%**	**55%**	**51%**		**(12%)**	**(5%)**	**(6%)**	**(4%)**	**(16%)**	**(7%)**	**(10%)**	**(8%)**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Change in Net Assets Margin**		**2%**	**4%**	**3%**	**6%**	**8%**		**2%**	**(1%)**	**3%**	**2%**	**145%**	**(21%)**	**98%**	**37%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Cash Flow from Operations Margin**		**5%**	**7%**	**8%**	**8%**	**9%**		**2%**	**1%**	**0%**	**1%**	**42%**	**21%**	**0%**	**8%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Days of Cash on Hand**		**244 days**	**210 days**	**205 days**	**216 days**	**230 days**		**-35 days**	**-5 days**	**11 days**	**14 days**	**(14%)**	**(2%)**	**5%**	**6%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Personnel Salaries and Benefits as % of Operating Expenses**		**75%**	**77%**	**77%**	**77%**	**77%**		**1%**	**0%**	**0%**	**0%**	**2%**	**0%**	**0%**	**0%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Direct Student Expenses as % of Operating Expenses**		**3%**	**3%**	**3%**	**3%**	**4%**		**(0%)**	**0%**	**0%**	**0%**	**(3%)**	**0%**	**4%**	**3%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses as % of Operating Expenses**		**11%**	**9%**	**9%**	**8%**	**8%**		**(2%)**	**(1%)**	**(0%)**	**(0%)**	**(18%)**	**(6%)**	**(5%)**	**(4%)**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**General Expenses as % of Operating Expenses**		**10%**	**11%**	**11%**	**11%**	**11%**		**1%**	**0%**	**0%**	**0%**	**7%**	**2%**	**1%**	**1%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Primary Reserve Ratio**		**1.3**	**1.1**	**1.0**	**1.0**	**1.1**		**(0)**	**(0)**	**0**	**0**	**(14%)**	**(6%)**	**2%**	**4%**

Five-Year Budget No Expansion

Data Type	LEA ID	LEA	First of Five Budgeted Fiscal Years	Element	6/30/2023 UPSFF Weights for Next School Year and Beginning Cash and Net Asset Balances	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Assumption Comments	In(De)crease 2023-2024 to 2024-2025 $	In(De)crease 2024-2025 to 2025-2026 $	In(De)crease 2025-2026 to 2026-2027 $	In(De)crease 2026-2027 to 2027-2028 $	In(De)crease 2023-2024 to 2024-2025 %	In(De)crease 2024-2025 to 2025-2026 %	In(De)crease 2025-2026 to 2026-2027 %	In(De)crease 2026-2027 to 2027-2028 %
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Foundation Level % Increase from Prior Fiscal Year	9.81%	5.87%	2.00%	2.00%	2.00%	2.00%	-	(3.87%)	-	-	-	(66%)	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Foundation Level	$ 11,730	$ 12,419	$ 12,667	$ 12,921	$ 13,179	$ 13,443	[redacted]	$ 248	$ 253	$ 258	$ 264	2%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Non-Residential Facilities % Increase from Prior Fiscal Year	-	2.20%	3.10%	3.10%	3.10%	3.10%	-	0.90%	-	-	-	41%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Non-Residential Facilities Allotment	$ 3,408	$ 3,483	$ 3,591	$ 3,702	$ 3,817	$ 3,935	[redacted]	$ 108	$ 111	$ 115	$ 118	3%	3%	3%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Residential Facilities % Increase from Prior Fiscal Year	3.09%	2.20%	3.10%	3.10%	3.10%	3.10%	-	0.90%	-	-	-	41%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Residential Facilities Allotment	$ 9,202	$ 9,404	$ 9,696	$ 9,996	$ 10,306	$ 10,625	[redacted]	$ 292	$ 301	$ 310	$ 319	3%	3%	3%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	PK3	1.340	82	82	82	82	82	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	PK4	1.300	87	87	87	87	87	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	K	1.300	88	88	88	88	88	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	1	1.000	79	79	79	79	79	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	2	1.000	82	82	82	82	82	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	3	1.000	68	68	68	68	68	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	4	1.000	66	66	66	66	66	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	5	1.000	52	52	52	52	52	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	6	1.080	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	7	1.080	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	8	1.080	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	9	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	10	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	11	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	12	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Alternative	1.520	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Ungraded - Special Education	1.170	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Adult	0.890	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 1	0.970	49	49	49	49	49	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 2	1.200	14	14	14	14	14	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 3	1.970	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 4	3.490	4	4	4	4	4	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	At Risk - Over-Age Students Grades 9-12	0.060	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	At Risk - All Students Excluding Over-Age Students Grades 9-12	0.240	73	74	74	74	74	-	1	-	-	-	1%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	English Learner - Grades 6-12	0.750	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	English Learner - All Grades Excluding 6-12	0.500	68	68	68	68	68	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential	1.670	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 1	0.370	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 2	1.340	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 3	2.890	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 4	2.890	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - English Learner	0.668	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 1	0.063	5	5	5	5	5	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 2	0.227	4	4	4	4	4	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 3	0.491	1	1	1	1	1	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 4	0.491	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Adjustment to General Allocation, DC Funding Allocation	[redacted]	$ 751,052	$ 767,177	$ 783,481	$ 800,120	$ 817,100	starting upsff amounts appear to be for fy22 rather than fy23. this line corrects for	$ 16,125	$ 16,304	$ 16,639	$ 16,980	2%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Adjustment to Categorical Enhancements, DC Funding Allocation	[redacted]	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	General Education, DC Funding Allocation	[redacted]	$ 9,250,367	$ 9,436,479	$ 9,626,169	$ 9,819,661	$ 10,017,032	-	$ 186,112	$ 189,690	$ 193,493	$ 197,371	2%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Categorical Enhancements, DC Funding Allocation	[redacted]	$ 1,633,397	$ 1,669,105	$ 1,702,487	$ 1,736,536	$ 1,771,267	-	$ 35,708	$ 33,382	$ 34,050	$ 34,731	2%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Facilities Allowance, DC Funding Allocation	[redacted]	$ 2,103,732	$ 2,168,948	$ 2,236,185	$ 2,305,507	$ 2,376,978	-	$ 65,216	$ 67,237	$ 69,322	$ 71,471	3%	3%	3%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Federal Entitlements and Other Federal Funds	[redacted]	$ 294,120	$ 330,996	$ 336,369	$ 340,775	$ 345,270	-	$ 36,877	$ 5,373	$ 4,406	$ 4,494	13%	2%	1%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	State and Local Government Contributions and Grants	[redacted]	$ 5,208	$ 5,365	$ 5,499	$ 5,609	$ 5,721	-	$ 156	$ 134	$ 110	$ 112	3%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Private Contributions, Donations, and Grants	[redacted]	$ 103,127	$ 106,221	$ 108,876	$ 186,054	$ 188,275	-	$ 3,094	$ 2,656	$ 77,178	$ 2,221	3%	2%	71%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Income	[redacted]	$ 1,263,205	$ 1,547,698	$ 1,666,274	$ 1,765,792	$ 1,842,394	-	$ 284,493	$ 118,576	$ 99,518	$ 76,602	23%	8%	6%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Revenues**	[redacted]	**$ 14,653,155**	**$ 15,264,811**	**$ 15,681,859**	**$ 16,159,934**	**$ 16,546,936**	[redacted]	**$ 611,656**	**$ 417,048**	**$ 478,075**	**$ 387,002**	**4%**	**3%**	**3%**	**2%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Staff FTE and Contractor Headcount	[redacted]	78	78	78	78	78	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Student Supports Staff FTE and Contractor Headcount	[redacted]	10	10	10	10	10	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	School Administrators FTE and Contractor Headcount	[redacted]	9	9	9	9	9	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Business/Operations Headcount	[redacted]	10	10	10	10	10	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Administrative/Other Staff Headcount	[redacted]	9	9	9	9	9	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Facilities Headcount	[redacted]	2	2	2	2	2	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Total FTE Headcount	[redacted]	118	118	118	118	118	[redacted]	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Staff	[redacted]	$ 6,198,013	$ 6,335,902	$ 6,474,427	$ 6,656,364	$ 6,808,688	-	$ 137,888	$ 138,525	$ 181,938	$ 152,323	2%	2%	3%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Student Supports Staff	[redacted]	$ 1,538,128	$ 1,772,319	$ 1,860,292	$ 1,892,816	$ 1,973,235	-	$ 234,191	$ 87,973	$ 32,524	$ 80,419	15%	5%	2%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	School Administrators	[redacted]	$ 984,281	$ 993,417	$ 1,022,520	$ 1,034,419	$ 1,048,144	-	$ 9,136	$ 29,103	$ 11,899	$ 13,725	1%	3%	1%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Education Personnel Salaries and Benefits Subtotal**	[redacted]	**$ 8,720,423**	**$ 9,101,638**	**$ 9,357,239**	**$ 9,583,599**	**$ 9,830,066**	[redacted]	**$ 381,215**	**$ 255,601**	**$ 226,360**	**$ 246,467**	**4%**	**3%**	**2%**	**3%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Business/Operations Salaries and Benefits	[redacted]	$ 712,330	$ 746,123	$ 754,366	$ 752,162	$ 751,328	-	$ 33,794	$ 8,242	$ (2,204)	$ (834)	5%	1%	(0%)	(0%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Administrative/Other Staff Salaries and Benefits	[redacted]	$ 1,106,694	$ 1,148,867	$ 1,176,063	$ 1,204,838	$ 1,243,228	-	$ 42,173	$ 27,196	$ 28,774	$ 38,391	4%	2%	2%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Personnel Salaries and Benefits Subtotal**	[redacted]	**$ 10,539,447**	**$ 10,996,629**	**$ 11,287,668**	**$ 11,540,599**	**$ 11,824,623**	[redacted]	**$ 457,182**	**$ 291,039**	**$ 252,931**	**$ 284,024**	**4%**	**3%**	**2%**	**2%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Supports	[redacted]	$ 71,924	$ 74,082	$ 75,934	$ 77,452	$ 79,001	-	$ 2,158	$ 1,852	$ 1,519	$ 1,549	3%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Educational Materials	[redacted]	$ 169,989	$ 175,089	$ 179,466	$ 183,056	$ 186,717	-	$ 5,100	$ 4,377	$ 3,589	$ 3,661	3%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Food Service	[redacted]	$ 252,108	$ 259,671	$ 266,163	$ 271,486	$ 276,916	-	$ 7,563	$ 6,492	$ 5,323	$ 5,430	3%	3%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Direct Student Expenses Subtotal**	[redacted]	**$ 494,021**	**$ 508,842**	**$ 521,563**	**$ 531,994**	**$ 542,634**	[redacted]	**$ 14,821**	**$ 12,721**	**$ 10,431**	**$ 10,640**	**3%**	**2%**	**2%**	**2%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Rent Expense	[redacted]	$ 14,028	$ 14,118	$ 14,401	$ 14,689	$ 14,852	-	$ 90	$ 283	$ 288	$ 163	1%	2%	2%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Depreciation, Owned Facilities	[redacted]	$ 445,345	$ 447,777	$ 453,078	$ 458,435	$ 463,792	-	$ 2,432	$ 5,300	$ 5,357	$ 5,357	1%	1%	1%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Amortization, Leased Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Owned Facilities	[redacted]	$ 255,003	$ 259,033	$ 261,687	$ 246,338	$ 227,362	-	$ 4,030	$ 2,654	$ (15,349)	$ (18,977)	2%	1%	(6%)	(8%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Leased Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Occupancy Expenses, Owned Facilities	[redacted]	$ 926,635	$ 942,396	$ 974,657	$ 964,788	$ 983,500	-	$ 15,761	$ 32,262	$ (9,870)	$ 18,712	2%	3%	(1%)	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Occupancy Expenses, Leased Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal, Owned Facilities**	[redacted]	**$ 1,626,983**	**$ 1,649,206**	**$ 1,689,422**	**$ 1,669,561**	**$ 1,674,654**	[redacted]	**$ 22,223**	**$ 40,216**	**$ (19,862)**	**$ 5,093**	**1%**	**2%**	**(1%)**	**0%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal, Leased Facilities**	[redacted]	**$ 14,028**	**$ 14,118**	**$ 14,401**	**$ 14,689**	**$ 14,852**	[redacted]	**$ 90**	**$ 283**	**$ 288**	**$ 163**	**1%**	**2%**	**2%**	**1%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal**	[redacted]	**$ 1,641,011**	**$ 1,663,324**	**$ 1,703,823**	**$ 1,684,250**	**$ 1,689,506**	[redacted]	**$ 22,313**	**$ 40,499**	**$ (19,574)**	**$ 5,256**	**1%**	**2%**	**(1%)**	**0%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Depreciation and Amortization, Non-Facilities	[redacted]	$ 116,474	$ 142,407	$ 178,150	$ 137,675	$ 108,774	-	$ 25,933	$ 35,743	$ (40,475)	$ (28,901)	22%	25%	(23%)	(21%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Non-Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Management Organization Fee	[redacted]	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other General Expenses	[redacted]	$ 1,386,153	$ 1,541,897	$ 1,599,476	$ 1,637,278	$ 1,678,465	-	$ 155,743	$ 57,579	$ 37,803	$ 41,187	11%	4%	2%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**General Expenses Subtotal**	[redacted]	**$ 1,502,627**	**$ 1,684,304**	**$ 1,777,625**	**$ 1,774,954**	**$ 1,787,239**	[redacted]	**$ 181,677**	**$ 93,322**	**$ (2,672)**	**$ 12,286**	**12%**	**6%**	**(0%)**	**1%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Expenses**	[redacted]	**$ 14,177,106**	**$ 14,853,099**	**$ 15,290,680**	**$ 15,531,796**	**$ 15,844,002**	[redacted]	**$ 675,992**	**$ 437,581**	**$ 241,116**	**$ 312,205**	**5%**	**3%**	**2%**	**2%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Income (Loss)**	[redacted]	**$ 476,049**	**$ 411,712**	**$ 391,179**	**$ 628,138**	**$ 702,934**	[redacted]	**$ (64,337)**	**$ (20,533)**	**$ 236,959**	**$ 74,796**	**(14%)**	**(5%)**	**61%**	**12%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Nonoperating Income (Loss)	[redacted]	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Description of Nonoperating Income (Loss)	[redacted]	None	None	None	None	None	[redacted]	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Increases (Decreases) in Net Assets	[redacted]	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Description of Other Increases (Decreases) in Net Assets	[redacted]	None	None	None	None	None	[redacted]	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Change in Net Assets**	[redacted]	**$ 476,049**	**$ 411,712**	**$ 391,179**	**$ 628,138**	**$ 702,934**	[redacted]	**$ (64,337)**	**$ (20,533)**	**$ 236,959**	**$ 74,796**	**(14%)**	**(5%)**	**61%**	**12%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Net Assets**	$ 18,682,595	**$ 19,158,644**	**$ 19,570,356**	**$ 19,961,534**	**$ 20,589,672**	**$ 21,292,606**	[redacted]	**$ 411,712**	**$ 391,179**	**$ 628,138**	**$ 702,934**	**2%**	**2%**	**3%**	**3%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Operating Activities	[redacted]	$ 995,783	$ 1,012,442	$ 1,007,798	$ 1,208,981	$ 1,262,448	-	$ 16,659	$ (4,644)	$ 201,183	$ 53,467	2%	(0%)	20%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Investing Activities	[redacted]	$ (423,693)	$ (349,504)	$ (374,941)	$ (170,418)	$ (170,827)	-	$ 74,189	$ (25,437)	$ 204,522	$ (408)	(18%)	7%	(55%)	0%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Financing Activities	[redacted]	$ (536,907)	$ (553,989)	$ (568,152)	$ (587,609)	$ (610,285)	-	$ (17,083)	$ (14,163)	$ (19,457)	$ (22,676)	3%	3%	3%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Net Change in Cash, Cash Equivalents, and Restricted Cash**	[redacted]	**$ 35,183**	**$ 108,949**	**$ 64,706**	**$ 450,954**	**$ 481,337**	[redacted]	**$ 73,766**	**$ (44,243)**	**$ 386,248**	**$ 30,383**	**210%**	**(41%)**	**597%**	**7%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Cash, Cash Equivalents, and Restricted Cash**	$ 9,890,516	**$ 9,925,699**	**$ 10,034,647**	**$ 10,099,353**	**$ 10,550,307**	**$ 11,031,644**	[redacted]	**$ 108,949**	**$ 64,706**	**$ 450,954**	**$ 481,337**	**1%**	**1%**	**4%**	**5%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Restricted Cash and Cash Equivalents	[redacted]	$ 10,980	$ 11,336	$ 11,708	$ 12,091	$ 12,486	[redacted]	$ 356	$ 372	$ 383	$ 395	3%	3%	3%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Noncurrent Restricted Cash and Cash Equivalents	[redacted]	$ -	$ -	$ -	$ -	$ -	[redacted]	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Investments	[redacted]	$ -	$ -	$ -	$ -	$ -	[redacted]	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Enrollment**	[redacted]	**604**	**604**	**604**	**604**	**604**	[redacted]	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Education Personnel Salaries and Benefits**	[redacted]	**$ 17,449**	**$ 18,206**	**$ 18,688**	**$ 19,107**	**$ 19,577**	[redacted]	**757**	**482**	**419**	**470**	**4%**	**3%**	**2%**	**2%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Facilities Allowance**	[redacted]	**$ 3,483**	**$ 3,591**	**$ 3,702**	**$ 3,817**	**$ 3,935**	[redacted]	**$ 108**	**$ 111**	**$ 115**	**$ 118**	**3%**	**3%**	**3%**	**3%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Occupancy Expenses**	[redacted]	**$ 2,717**	**$ 2,754**	**$ 2,821**	**$ 2,788**	**$ 2,797**	[redacted]	**$ 37**	**$ 67**	**$ (32)**	**$ 9**	**1%**	**2%**	**(1%)**	**0%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Average Usable Square Footage, Owned Facilities	[redacted]	44,000	44,000	44,000	44,000	44,000	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Average Usable Square Footage, Leased Facilities	[redacted]	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Average Usable Square Footage, Combined Facilities**	[redacted]	**44,000**	**44,000**	**44,000**	**44,000**	**44,000**	[redacted]	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Average Usable Square Footage per Student**	[redacted]	**73**	**73**	**73**	**73**	**73**	[redacted]	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Owned Facilities**	[redacted]	**$ 37**	**$ 37**	**$ 38**	**$ 38**	**$ 38**	[redacted]	**$ 1**	**$ 1**	**$ (0)**	**$ 0**	**1%**	**2%**	**(1%)**	**0%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Leased Facilities**	[redacted]	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	[redacted]	**$ -**	**$ -**	**$ -**	**$ -**	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Combined Facilities**	[redacted]	**$ 37**	**$ 38**	**$ 39**	**$ 38**	**$ 38**	[redacted]	**$ 1**	**$ 1**	**$ (0)**	**$ 0**	**1%**	**2%**	**(1%)**	**0%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses as % of Facilities Allowance**	[redacted]	**78%**	**77%**	**76%**	**73%**	**71%**	[redacted]	**(1%)**	**(0%)**	**(3%)**	**(2%)**	**(2%)**	**(1%)**	**(4%)**	**(3%)**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Change in Net Assets Margin**	[redacted]	**3%**	**3%**	**2%**	**4%**	**4%**	[redacted]	**(1%)**	**(0%)**	**1%**	**0%**	**(17%)**	**(8%)**	**56%**	**9%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Cash Flow from Operations Margin**	[redacted]	**7%**	**7%**	**6%**	**7%**	**8%**	[redacted]	**(0%)**	**(0%)**	**1%**	**0%**	**(2%)**	**(3%)**	**16%**	**2%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Days of Cash on Hand**	[redacted]	**266 days**	**257 days**	**251 days**	**258 days**	**263 days**	[redacted]	**-9 days**	**-5 days**	**6 days**	**6 days**	**(3%)**	**(2%)**	**3%**	**2%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Personnel Salaries and Benefits as % of Operating Expenses**	[redacted]	**74%**	**74%**	**74%**	**74%**	**75%**	[redacted]	**(0%)**	**(0%)**	**0%**	**0%**	**(0%)**	**(0%)**	**1%**	**0%**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Direct Student Expenses as % of Operating Expenses**	[redacted]	**3%**	**3%**	**3%**	**3%**	**3%**	[redacted]	**(0%)**	**(0%)**	**0%**	**(0%)**	**(2%)**	**(0%)**	**0%**	**(0%)**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses as % of Operating Expenses**	[redacted]	**12%**	**11%**	**11%**	**11%**	**11%**	[redacted]	**(0%)**	**(0%)**	**(0%)**	**(0%)**	**(3%)**	**(0%)**	**(3%)**	**(2%)**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**General Expenses as % of Operating Expenses**	[redacted]	**11%**	**11%**	**12%**	**11%**	**11%**	[redacted]	**1%**	**0%**	**(0%)**	**(0%)**	**7%**	**3%**	**(2%)**	**(1%)**
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Primary Reserve Ratio**	[redacted]	**1.4**	**1.3**	**1.3**	**1.3**	**1.3**	[redacted]	**(0)**	**(0)**	**0**	**0**	**(3%)**	**(1%)**	**2%**	**1%**

Five-Year Budget Contingency

Data Type	LEA ID	LEA	First of Five Budgeted Fiscal Years	Element	6/30/2023 UPSFF Weights for Next School Year and Beginning Cash and Net Asset Balances	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Assumption Comments	In(De)crease 2023-2024 to 2024-2025 $	In(De)crease 2024-2025 to 2025-2026 $	In(De)crease 2025-2026 to 2026-2027 $	In(De)crease 2026-2027 to 2027-2028 $	In(De)crease 2023-2024 to 2024-2025 %	In(De)crease 2024-2025 to 2025-2026 %	In(De)crease 2025-2026 to 2026-2027 %	In(De)crease 2026-2027 to 2027-2028 %
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Foundation Level % Increase from Prior Fiscal Year	9.81%	5.87%	1.00%	1.00%	1.00%	1.00%	-	(4.87%)	-	-	-	(83%)	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Foundation Level	$ 11,730	$ 12,419	$ 12,543	$ 12,669	$ 12,795	$ 12,923		$ 124	$ 125	$ 127	$ 128	1%	1%	1%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Non-Residential Facilities % Increase from Prior Fiscal Year	-	2.20%	1.00%	1.00%	1.00%	1.00%	-	(1.20%)	-	-	-	(55%)	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Non-Residential Facilities Allotment	$ 3,408	$ 3,483	$ 3,518	$ 3,553	$ 3,589	$ 3,624		$ 35	$ 35	$ 36	$ 36	1%	1%	1%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Residential Facilities % Increase from Prior Fiscal Year	3.09%	2.20%	1.00%	1.00%	1.00%	1.00%	-	(1.20%)	-	-	-	(54%)	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Residential Facilities Allotment	$ 9,202	$ 9,404	$ 9,498	$ 9,593	$ 9,689	$ 9,786		$ 94	$ 95	$ 96	$ 97	1%	1%	1%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	PK3	1.340	96	126	126	110	110	-	30	-	(16)	-	31%	-	(13%)	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	PK4	1.300	87	126	130	125	124	-	39	4	(5)	(1)	45%	3%	(4%)	(1%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	K	1.300	84	74	120	125	120	-	(10)	46	5	(5)	(12%)	62%	4%	(4%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	1	1.000	82	71	70	114	120	-	(11)	(1)	44	6	(13%)	(1%)	63%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	2	1.000	75	77	68	68	110	-	2	(9)	-	42	3%	(12%)	-	62%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	3	1.000	78	70	74	64	64	-	(8)	4	(10)	-	(10%)	6%	(14%)	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	4	1.000	68	69	66	70	62	-	1	(3)	4	(8)	1%	(4%)	6%	(11%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	5	1.000	60	66	66	64	66	-	6	-	(2)	2	10%	-	(3%)	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	6	1.080	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	7	1.080	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	8	1.080	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	9	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	10	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	11	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	12	1.220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Alternative	1.520	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Ungraded - Special Education	1.170	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Adult	0.890	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 1	0.970	49	50	52	54	56	-	1	2	2	2	2%	4%	4%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 2	1.200	14	14	15	15	15	-	-	1	-	-	-	7%	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 3	1.970	-	-	-	-	-	-	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 4	3.490	4	4	4	4	4	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	At Risk - Over-Age Students Grades 9-12	0.060	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	At Risk - All Students Excluding Over-Age Students Grades 9-12	0.240	73	75	80	85	90	-	2	5	5	5	3%	7%	6%	6%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	English Learner - Grades 6-12	0.750	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	English Learner - All Grades Excluding 6-12	0.500	68	71	73	75	77	-	3	2	2	2	4%	3%	3%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential	1.670	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 1	0.370	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 2	1.340	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 3	2.890	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 4	2.890	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - English Learner	0.668	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 1	0.063	5	5	5	5	5	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 2	0.227	4	4	4	4	4	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 3	0.491	1	1	1	1	1	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 4	0.491	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Adjustment to General Allocation, DC Funding Allocation		$ 726,725	$ 784,153	$ 841,230	$ 867,857	$ 908,807	starting upsff amounts appear to be for fy22 rather than fy23. this line corrects for	$ 57,428	$ 57,077	$ 26,628	$ 40,950	8%	7%	3%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Adjustment to Categorical Enhancements, DC Funding Allocation		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	General Education, DC Funding Allocation		$ 9,593,146	$ 10,590,920	$ 11,455,508	$ 11,774,578	$ 12,366,571	-	$ 997,774	$ 864,587	$ 319,070	$ 591,993	10%	8%	3%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Categorical Enhancements, DC Funding Allocation		$ 1,633,397	$ 1,686,733	$ 1,771,251	$ 1,841,936	$ 1,913,857	-	$ 53,336	$ 84,518	$ 70,685	$ 71,922	3%	5%	4%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Facilities Allowance, DC Funding Allocation		$ 2,194,290	$ 2,388,607	$ 2,558,166	$ 2,655,518	$ 2,812,553	-	$ 194,317	$ 169,559	$ 97,352	$ 157,034	9%	7%	4%	6%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Federal Entitlements and Other Federal Funds		$ 297,253	$ 350,374	$ 371,671	$ 385,375	$ 404,610	-	$ 53,121	$ 21,297	$ 13,704	$ 19,235	18%	6%	4%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	State and Local Government Contributions and Grants		$ 5,433	$ 6,031	$ 6,555	$ 6,872	$ 7,350	-	$ 598	$ 524	$ 317	$ 478	11%	9%	5%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Private Contributions, Donations, and Grants		$ 193,716	$ 206,788	$ 218,240	$ 225,163	$ 235,617	-	$ 13,072	$ 11,451	$ 6,923	$ 10,455	7%	6%	3%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Income		$ 1,270,840	$ 2,164,378	$ 2,310,182	$ 2,430,903	$ 2,534,420	-	$ 893,538	$ 145,804	$ 120,721	$ 103,517	70%	7%	5%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Revenues**		$ 15,188,075	$ 17,393,831	$ 18,691,572	$ 19,320,345	$ 20,274,979		$ 2,205,756	$ 1,297,741	$ 628,773	$ 954,634	15%	7%	3%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Staff FTE and Contractor Headcount		83	85	89	93	96	-	2	4	4	3	2%	5%	4%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Student Supports Staff FTE and Contractor Headcount		10	10	12	12	13	-	-	2	-	1	-	20%	-	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	School Administrators FTE and Contractor Headcount		10	10	12	12	12	-	-	2	-	-	-	21%	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Business/Operations Headcount		10	10	10	11	11	-	1	-	1	-	5%	-	10%	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Administrative/Other Staff Headcount		9	9	10	10	10	-	1	1	-	1	6%	6%	-	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Facilities Headcount		2	2	2	2	2	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Total FTE Headcount		123	126	134	139	144		3	9	5	5	2%	7%	4%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Staff		$ 6,680,569	$ 7,649,522	$ 8,448,943	$ 8,859,921	$ 9,322,048	-	$ 968,952	$ 799,422	$ 410,978	$ 462,126	15%	10%	5%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Student Supports Staff		$ 1,583,856	$ 1,851,832	$ 1,974,287	$ 2,048,671	$ 2,152,692	-	$ 267,976	$ 122,456	$ 74,383	$ 104,021	17%	7%	4%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	School Administrators		$ 1,018,813	$ 1,191,663	$ 1,218,712	$ 1,244,438	$ 1,270,738	-	$ 172,850	$ 27,049	$ 25,726	$ 26,299	17%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Education Personnel Salaries and Benefits Subtotal**		$ 9,283,239	$ 10,693,016	$ 11,641,943	$ 12,153,030	$ 12,745,477		$ 1,409,778	$ 948,926	$ 511,087	$ 592,447	15%	9%	4%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Business/Operations Salaries and Benefits		$ 655,430	$ 723,836	$ 763,813	$ 779,089	$ 839,701	-	$ 68,406	$ 39,977	$ 15,276	$ 60,612	10%	6%	2%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Administrative/Other Staff Salaries and Benefits		$ 1,134,541	$ 1,178,390	$ 1,268,301	$ 1,295,922	$ 1,335,139	-	$ 43,849	$ 89,911	$ 27,621	$ 39,217	4%	8%	2%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Personnel Salaries and Benefits Subtotal**		$ 11,073,209	$ 12,595,242	$ 13,674,056	$ 14,228,041	$ 14,920,317		$ 1,522,033	$ 1,078,814	$ 553,984	$ 692,276	14%	9%	4%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Supports		$ 72,954	$ 80,987	$ 88,024	$ 92,278	$ 98,703	-	$ 8,033	$ 7,037	$ 4,254	$ 6,425	11%	9%	5%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Educational Materials		$ 171,987	$ 190,925	$ 207,515	$ 217,545	$ 232,691	-	$ 18,938	$ 16,590	$ 10,030	$ 15,146	11%	9%	5%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Food Service		$ 262,960	$ 291,915	$ 317,280	$ 332,616	$ 355,773	-	$ 28,955	$ 25,365	$ 15,335	$ 23,157	11%	9%	5%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Direct Student Expenses Subtotal**		$ 507,901	$ 563,827	$ 612,819	$ 642,439	$ 687,166		$ 55,926	$ 48,992	$ 29,620	$ 44,728	11%	9%	5%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Rent Expense		$ 63,376	$ 16,123	$ 18,045	$ 19,503	$ 21,060	-	$ (47,253)	$ 1,922	$ 1,458	$ 1,557	(75%)	12%	8%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Depreciation, Owned Facilities		$ 445,345	$ 447,777	$ 453,078	$ 458,435	$ 463,792	-	$ 2,432	$ 5,300	$ 5,357	$ 5,357	1%	1%	1%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Amortization, Leased Facilities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Owned Facilities		$ 255,003	$ 259,033	$ 261,687	$ 246,338	$ 227,362	-	$ 4,030	$ 2,654	$ (15,349)	$ (18,977)	2%	1%	(6%)	(8%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Leased Facilities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Occupancy Expenses, Owned Facilities		$ 934,689	$ 965,662	$ 1,007,717	$ 996,325	$ 1,021,761	-	$ 30,973	$ 42,055	$ (11,392)	$ 25,436	3%	4%	(1%)	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Occupancy Expenses, Leased Facilities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal, Owned Facilities**		$ 1,635,037	$ 1,672,472	$ 1,722,482	$ 1,701,098	$ 1,712,914		$ 37,436	$ 50,009	$ (21,384)	$ 11,817	2%	3%	(1%)	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal, Leased Facilities**		$ 63,376	$ 16,123	$ 18,045	$ 19,503	$ 21,060		$ (47,253)	$ 1,922	$ 1,458	$ 1,557	(75%)	12%	8%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal**		$ 1,698,413	$ 1,688,595	$ 1,740,527	$ 1,720,601	$ 1,733,974		$ (9,817)	$ 51,931	$ (19,926)	$ 13,374	(1%)	3%	(1%)	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Depreciation and Amortization, Non-Facilities		$ 117,744	$ 152,523	$ 203,302	$ 162,850	$ 129,779	-	$ 34,780	$ 50,778	$ (40,451)	$ (33,071)	30%	33%	(20%)	(20%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Non-Facilities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Management Organization Fee		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other General Expenses		$ 1,413,728	$ 1,819,891	$ 2,010,775	$ 2,160,260	$ 2,321,282	-	$ 406,163	$ 190,884	$ 149,486	$ 161,022	29%	10%	7%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**General Expenses Subtotal**		$ 1,531,471	$ 1,972,414	$ 2,214,076	$ 2,323,111	$ 2,451,061		$ 440,943	$ 241,662	$ 109,034	$ 127,951	29%	12%	5%	6%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Expenses**		$ 14,810,995	$ 16,820,079	$ 18,241,479	$ 18,914,191	$ 19,792,519		$ 2,009,085	$ 1,421,400	$ 672,712	$ 878,328	14%	8%	4%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Income (Loss)**		$ 377,080	$ 573,751	$ 450,093	$ 406,154	$ 482,460		$ 196,671	$ (123,658)	$ (43,939)	$ 76,306	52%	(22%)	(10%)	19%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Nonoperating Income (Loss)		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Description of Nonoperating Income (Loss)		None	None	None	None	None		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Increases (Decreases) in Net Assets		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Description of Other Increases (Decreases) in Net Assets		None	None	None	None	None		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Change in Net Assets**		$ 377,080	$ 573,751	$ 450,093	$ 406,154	$ 482,460		$ 196,671	$ (123,658)	$ (43,939)	$ 76,306	52%	(22%)	(10%)	19%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Net Assets**	$ 18,682,595	$ 19,059,675	$ 19,633,426	$ 20,083,519	$ 20,489,673	$ 20,972,133		$ 573,751	$ 450,093	$ 406,154	$ 482,460	3%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Operating Activities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Investing Activities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Financing Activities		$ -	$ -	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Net Change in Cash, Cash Equivalents, and Restricted Cash**		$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Cash, Cash Equivalents, and Restricted Cash**	$ 9,890,516	$ 9,890,516	$ 9,890,516	$ 9,890,516	$ 9,890,516	$ 9,890,516		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Restricted Cash and Cash Equivalents		$ 10,980	$ 11,336	$ 11,708	$ 12,091	$ 12,486		$ 356	$ 372	$ 383	$ 395	3%	3%	3%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Noncurrent Restricted Cash and Cash Equivalents		$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Investments		$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Enrollment**		630	679	720	740	776		49	41	20	36	8%	6%	3%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Education Personnel Salaries and Benefits**		$ 17,577	$ 18,550	$ 18,992	$ 19,227	$ 19,227		973	442	235	0	6%	2%	1%	0%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Facilities Allowance**		$ 3,483	$ 3,518	$ 3,553	$ 3,589	$ 3,624		$ 35	$ 35	$ 36	$ 36	1%	1%	1%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Occupancy Expenses**		$ 2,696	$ 2,487	$ 2,417	$ 2,325	$ 2,235		$ (209)	$ (69)	$ (92)	$ (91)	(8%)	(3%)	(4%)	(4%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Average Usable Square Footage, Owned Facilities		44,000	74,000	74,000	74,000	74,000	-	30,000	-	-	-	68%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Average Usable Square Footage, Leased Facilities		-	-	-	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Average Usable Square Footage, Combined Facilities**		44,000	74,000	74,000	74,000	74,000		30,000	-	-	-	68%	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Average Usable Square Footage per Student**		70	109	103	100	95		39	(6)	(3)	(5)	56%	(6%)	(3%)	(5%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Owned Facilities**		$ 37	$ 23	$ 23	$ 23	$ 23		$ (15)	$ 1	$ (0)	$ 0	(39%)	3%	(1%)	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Leased Facilities**		$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Combined Facilities**		$ 39	$ 23	$ 24	$ 23	$ 23		$ (16)	$ 1	$ (0)	$ 0	(41%)	3%	(1%)	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses as % of Facilities Allowance**		77%	71%	68%	65%	62%		(7%)	(3%)	(3%)	(3%)	(9%)	(4%)	(5%)	(5%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Change in Net Assets Margin**		2%	3%	2%	2%	2%		1%	(1%)	(0%)	0%	33%	(27%)	(13%)	13%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Cash Flow from Operations Margin**		-	-	-	-	-		-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Days of Cash on Hand**		253 days	222 days	205 days	197 days	188 days		-31 days	-17 days	-8 days	-9 days	(12%)	(8%)	(4%)	(5%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Personnel Salaries and Benefits as % of Operating Expenses**		75%	75%	75%	75%	75%		0%	0%	0%	0%	0%	0%	0%	0%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Direct Student Expenses as % of Operating Expenses**		3%	3%	3%	3%	3%		(0%)	0%	0%	0%	(2%)	0%	1%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses as % of Operating Expenses**		11%	10%	10%	9%	9%		(1%)	(0%)	(0%)	(0%)	(12%)	(5%)	(5%)	(4%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**General Expenses as % of Operating Expenses**		10%	12%	12%	12%	12%		1%	0%	0%	0%	13%	4%	1%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Primary Reserve Ratio**		1.3	1.2	1.1	1.1	1.1		(0)	(0)	(0)	(0)	(9%)	(6%)	(2%)	(2%)

Base Case Minus No Expansion

Data Type	LEA ID	LEA	First of Five Budgeted Fiscal Years	Element	6/30/2023 UPSFF Weights for Next School Year and Beginning Cash and Net Asset Balances	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2023-2024 % of Base Case	2024-2025 % of Base Case	2025-2026 % of Base Case	2026-2027 % of Base Case	2027-2028 % of Base Case
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Foundation Level % Increase from Prior Fiscal Year	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Foundation Level	$ 689	$ 729	$ 744	$ 758	$ 774	$ 789	6%	6%	6%	6%	6%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Non-Residential Facilities % Increase from Prior Fiscal Year	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Non-Residential Facilities Allotment	$ -	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Residential Facilities % Increase from Prior Fiscal Year	-	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Residential Facilities Allotment	$ 284	$ 290	$ 299	$ 308	$ 318	$ 328	3%	3%	3%	3%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	PK3	1.340	14	30	30	30	30	15%	27%	27%	27%	27%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	PK4	1.300	-	39	39	39	39	-	31%	31%	31%	31%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	K	1.300	(4)	32	52	52	52	(5%)	27%	37%	37%	37%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	1	1.000	3	1	35	54	54	4%	1%	31%	41%	41%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	2	1.000	(7)	(4)	(6)	26	44	(9%)	(5%)	(8%)	24%	35%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	3	1.000	10	3	6	4	34	13%	4%	8%	6%	33%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	4	1.000	2	8	1	4	2	3%	11%	1%	6%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	5	1.000	8	6	11	5	7	13%	10%	17%	9%	12%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	6	1.080	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	7	1.080	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	8	1.080	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	9	1.220	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	10	1.220	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	11	1.220	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	12	1.220	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Alternative	1.520	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Ungraded - Special Education	1.170	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Adult	0.890	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 1	0.970	-	5	8	10	13	-	9%	14%	17%	21%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 2	1.200	-	1	2	2	3	-	7%	13%	13%	18%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 3	1.970	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 4	3.490	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	At Risk - Over-Age Students Grades 9-12	0.060	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	At Risk - All Students Excluding Over-Age Students Grades 9-12	0.240	-	9	17	22	29	-	11%	19%	23%	28%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	English Learner - Grades 6-12	0.750	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	English Learner - All Grades Excluding 6-12	0.500	-	7	12	14	18	-	9%	15%	17%	21%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential	1.670	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 1	0.370	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 2	1.340	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 3	2.890	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 4	2.890	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - English Learner	0.668	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 1	0.063	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 2	0.227	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 3	0.491	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 4	0.491	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Adjustment to General Allocation, DC Funding Allocation		$ (594,193)	$ (465,376)	$ (438,672)	$ (359,061)	$ (327,799)	(379%)	(154%)	(127%)	(81%)	(67%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Adjustment to Categorical Enhancements, DC Funding Allocation		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	General Education, DC Funding Allocation		$ 293,375	$ 2,008,221	$ 2,891,468	$ 3,679,509	$ 4,474,670	3%	18%	23%	27%	31%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Categorical Enhancements, DC Funding Allocation		$ 95,881	$ 255,019	$ 376,803	$ 442,104	$ 561,812	6%	13%	18%	20%	24%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Facilities Allowance, DC Funding Allocation		$ 90,558	$ 412,962	$ 621,985	$ 816,852	$ 1,031,073	4%	16%	22%	26%	30%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Federal Entitlements and Other Federal Funds		$ 3,133	$ 34,896	$ 55,572	$ 74,037	$ 93,988	1%	10%	14%	18%	21%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	State and Local Government Contributions and Grants		$ 224	$ 1,021	$ 1,529	$ 1,987	$ 2,482	4%	16%	22%	26%	30%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Private Contributions, Donations, and Grants		$ 90,589	$ 108,331	$ 119,709	$ 54,937	$ 65,971	47%	50%	52%	23%	26%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Income		$ 7,636	$ 728,847	$ 760,031	$ 789,779	$ 821,059	1%	32%	31%	31%	31%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Revenues**		$ 581,397	$ 3,549,298	$ 4,827,097	$ 5,859,206	$ 7,051,054	4%	19%	24%	27%	30%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Staff FTE and Contractor Headcount		7	13	18	22	26	8%	14%	19%	22%	25%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Student Supports Staff FTE and Contractor Headcount		3	3	5	5	6	23%	23%	33%	33%	38%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	School Administrators FTE and Contractor Headcount		1	1	3	3	3	5%	5%	22%	22%	22%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Business/Operations Headcount		(1)	2	2	2	2	(5%)	17%	17%	17%	17%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Administrative/Other Staff Headcount		(1)	1	1	1	2	(6%)	5%	5%	5%	14%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Facilities Headcount		-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Total FTE Headcount		9	19	28	32	38	7%	14%	19%	21%	24%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Staff		$ 617,767	$ 2,259,664	$ 3,231,929	$ 3,566,472	$ 3,937,180	9%	26%	33%	35%	37%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Student Supports Staff		$ 102,583	$ 224,028	$ 275,100	$ 344,414	$ 397,096	6%	11%	13%	15%	17%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	School Administrators		$ 35,328	$ 230,417	$ 341,013	$ 357,119	$ 373,173	3%	19%	25%	26%	26%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Education Personnel Salaries and Benefits Subtotal**		$ 755,679	$ 2,714,109	$ 3,848,041	$ 4,268,005	$ 4,707,449	8%	23%	29%	31%	32%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Business/Operations Salaries and Benefits		$ (56,899)	$ 48,243	$ 55,888	$ 74,297	$ 91,659	(9%)	6%	7%	9%	11%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Administrative/Other Staff Salaries and Benefits		$ 29,246	$ 103,864	$ 105,115	$ 103,090	$ 139,934	3%	8%	8%	8%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Personnel Salaries and Benefits Subtotal**		$ 728,025	$ 2,866,215	$ 4,009,044	$ 4,445,393	$ 4,939,043	6%	21%	26%	28%	29%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Supports		$ 1,030	$ 11,676	$ 18,448	$ 24,553	$ 31,149	1%	14%	20%	24%	28%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Educational Materials		$ 1,998	$ 27,083	$ 43,036	$ 57,420	$ 72,961	1%	13%	19%	24%	28%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Food Service		$ 10,852	$ 49,441	$ 74,032	$ 96,189	$ 120,119	4%	16%	22%	26%	30%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Direct Student Expenses Subtotal**		$ 13,880	$ 88,200	$ 135,515	$ 178,161	$ 224,229	3%	15%	21%	25%	29%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Rent Expense		$ 49,348	$ 2,005	$ 3,644	$ 4,814	$ 6,208	78%	12%	20%	25%	29%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Depreciation, Owned Facilities		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Amortization, Leased Facilities		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Owned Facilities		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Leased Facilities		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Occupancy Expenses, Owned Facilities		$ 8,054	$ 23,266	$ 33,059	$ 31,537	$ 38,261	1%	2%	3%	3%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Occupancy Expenses, Leased Facilities		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal, Owned Facilities**		$ 8,054	$ 23,266	$ 33,059	$ 31,537	$ 38,261	0%	1%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal, Leased Facilities**		$ 49,348	$ 2,005	$ 3,644	$ 4,814	$ 6,208	78%	12%	20%	25%	29%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal**		$ 57,402	$ 25,271	$ 36,704	$ 36,351	$ 44,469	3%	1%	2%	2%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Depreciation and Amortization, Non-Facilities		$ 1,270	$ 10,116	$ 25,152	$ 25,175	$ 21,005	1%	7%	12%	15%	16%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Non-Facilities		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Management Organization Fee		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other General Expenses		$ 27,574	$ 277,994	$ 411,299	$ 522,982	$ 642,817	2%	15%	20%	24%	28%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**General Expenses Subtotal**		$ 28,844	$ 288,110	$ 436,451	$ 548,157	$ 663,822	2%	15%	20%	24%	27%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Expenses**		$ 828,151	$ 3,267,797	$ 4,617,714	$ 5,208,061	$ 5,871,563	6%	18%	23%	25%	27%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Income (Loss)**		$ (246,754)	$ 281,501	$ 209,384	$ 651,144	$ 1,179,491	(108%)	41%	35%	51%	63%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Nonoperating Income (Loss)		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Description of Nonoperating Income (Loss)											
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Increases (Decreases) in Net Assets		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Description of Other Increases (Decreases) in Net Assets											
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Change in Net Assets**		$ (246,754)	$ 281,501	$ 209,384	$ 651,144	$ 1,179,491	(108%)	41%	35%	51%	63%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Net Assets**	$ -	$ (246,754)	$ 34,747	$ 244,131	$ 895,275	$ 2,074,766	(1%)	0%	1%	4%	9%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Operating Activities		$ (244,298)	$ 306,150	$ 726,935	$ 658,827	$ 903,787	(33%)	23%	42%	35%	42%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Investing Activities		$ (3,809)	$ (24,912)	$ (44,472)	$ (5,341)	$ (6,689)	1%	7%	11%	3%	4%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Financing Activities		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Net Change in Cash, Cash Equivalents, and Restricted Cash**		$ (248,108)	$ 281,238	$ 682,463	$ 653,486	$ 897,098	117%	72%	91%	59%	65%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Cash, Cash Equivalents, and Restricted Cash**	$ -	$ (248,108)	$ 33,130	$ 715,593	$ 1,369,079	$ 2,266,177	(3%)	0%	7%	11%	17%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Restricted Cash and Cash Equivalents		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Noncurrent Restricted Cash and Cash Equivalents		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Investments		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Enrollment**		26	115	168	214	262	4%	16%	22%	26%	30%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Education Personnel Salaries and Benefits**		$ 435	$ 1,074	$ 1,126	$ 436	$ (220)	2%	6%	6%	2%	(1%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Facilities Allowance**		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Occupancy Expenses**		$ (21)	$ (405)	$ (566)	$ (685)	$ (795)	(1%)	(17%)	(25%)	(33%)	(40%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Average Usable Square Footage, Owned Facilities		-	30,000	30,000	30,000	30,000	-	41%	41%	41%	41%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Average Usable Square Footage, Leased Facilities		-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Average Usable Square Footage, Combined Facilities**		-	30,000	30,000	30,000	30,000	-	41%	41%	41%	41%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Average Usable Square Footage per Student**		(3)	30	23	18	13	(4%)	29%	24%	19%	15%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Owned Facilities**		$ 0	$ (15)	$ (15)	$ (15)	$ (15)	0%	(66%)	(65%)	(65%)	(64%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Leased Facilities**		$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Combined Facilities**		$ 1	$ (15)	$ (15)	$ (15)	$ (15)	3%	(66%)	(65%)	(65%)	(64%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses as % of Facilities Allowance**		(1%)	(11%)	(15%)	(18%)	(20%)	(1%)	(17%)	(25%)	(33%)	(40%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Change in Net Assets Margin**		(2%)	1%	0%	2%	4%	(116%)	27%	15%	33%	47%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Cash Flow from Operations Margin**		(2%)	0%	2%	1%	2%	(38%)	5%	24%	12%	17%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Days of Cash on Hand**		-21 days	-47 days	-46 days	-42 days	-34 days	(9%)	(22%)	(23%)	(19%)	(15%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Personnel Salaries and Benefits as % of Operating Expenses**		1%	2%	3%	3%	3%	1%	3%	4%	4%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Direct Student Expenses as % of Operating Expenses**		(0%)	(0%)	(0%)	(0%)	0%	(3%)	(4%)	(3%)	(0%)	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses as % of Operating Expenses**		(0%)	(2%)	(2%)	(3%)	(3%)	(2%)	(20%)	(27%)	(31%)	(34%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**General Expenses as % of Operating Expenses**		(0%)	(0%)	(1%)	(0%)	0%	(4%)	(4%)	(5%)	(2%)	0%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Primary Reserve Ratio**		(0.1)	(0)	(0)	(0)	(0)	(7%)	(22%)	(29%)	(28%)	(25%)

Base Case Minus Contingency

Data Type	LEA ID	LEA	First of Five Budgeted Fiscal Years	Element	6/30/2023 UPSFF Weights for Next School Year and Beginning Cash and Net Asset Balances	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2023-2024 % of Base Case	2024-2025 % of Base Case	2025-2026 % of Base Case	2026-2027 % of Base Case	2027-2028 % of Base Case
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Foundation Level % Increase from Prior Fiscal Year	-	-	1.00%	1.00%	1.00%	1.00%	-	50.00%	50.00%	50.00%	50.00%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Foundation Level	$ 689	$ 729	$ 868	$ 1,011	$ 1,157	$ 1,309	6%	6%	7%	8%	9%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Non-Residential Facilities % Increase from Prior Fiscal Year	-	-	2.10%	2.10%	2.10%	2.10%	-	68%	68%	68%	68%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Non-Residential Facilities Allotment	$ -	$ -	$ 73	$ 149	$ 229	$ 311	-	2%	4%	6%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Funding Residential Facilities % Increase from Prior Fiscal Year	-	-	2.10%	2.10%	2.10%	2.10%	-	68%	68%	68%	68%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Per Pupil Residential Facilities Allotment	$ 284	$ 290	$ 496	$ 711	$ 935	$ 1,167	3%	5%	7%	9%	11%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	PK3	1.340	-	(14)	(14)	2	2	-	(13%)	(13%)	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	PK4	1.300	-	-	(4)	1	2	-	-	(3%)	1%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	K	1.300	-	46	20	15	20	-	38%	14%	11%	14%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	1	1.000	-	9	44	19	13	-	11%	39%	14%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	2	1.000	-	1	8	40	16	-	1%	11%	37%	13%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	3	1.000	-	1	-	8	38	-	1%	-	11%	37%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	4	1.000	-	5	1	-	6	-	7%	1%	-	9%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	5	1.000	-	(8)	(3)	(7)	(7)	-	(14%)	(5%)	(12%)	(12%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	6	1.080	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	7	1.080	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	8	1.080	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	9	1.220	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	10	1.220	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	11	1.220	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	12	1.220	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Alternative	1.520	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Ungraded - Special Education	1.170	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Adult	0.890	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 1	0.970	-	4	5	5	6	-	7%	9%	8%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 2	1.200	-	1	1	1	2	-	7%	6%	6%	12%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 3	1.970	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Students with Disabilities - Level 4	3.490	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	At Risk - Over-Age Students Grades 9-12	0.060	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	At Risk - All Students Excluding Over-Age Students Grades 9-12	0.240	-	8	11	11	13	-	10%	12%	11%	13%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	English Learner - Grades 6-12	0.750	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	English Learner - All Grades Excluding 6-12	0.500	-	4	7	7	9	-	5%	9%	9%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential	1.670	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 1	0.370	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 2	1.340	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 3	2.890	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - Students with Disabilities Level 4	2.890	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Residential - English Learner	0.668	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 1	0.063	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 2	0.227	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 3	0.491	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Extended School Year - Students with Disabilities - Level 4	0.491	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Adjustment to General Allocation, DC Funding Allocation	[redacted]	$ (569,866)	$ (482,351)	$ (496,421)	$ (426,799)	$ (419,507)	(363%)	(160%)	(144%)	(97%)	(86%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Adjustment to Categorical Enhancements, DC Funding Allocation	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	General Education, DC Funding Allocation	[redacted]	$ (49,404)	$ 853,779	$ 1,062,129	$ 1,724,592	$ 2,125,131	(1%)	7%	8%	13%	15%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Categorical Enhancements, DC Funding Allocation	[redacted]	$ 95,881	$ 237,391	$ 308,039	$ 336,704	$ 419,221	6%	12%	15%	15%	18%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Facilities Allowance, DC Funding Allocation	[redacted]	$ -	$ 193,303	$ 300,004	$ 466,840	$ 595,498	-	7%	10%	15%	17%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Federal Entitlements and Other Federal Funds	[redacted]	$ -	$ 15,518	$ 20,270	$ 29,437	$ 34,648	-	4%	5%	7%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	State and Local Government Contributions and Grants	[redacted]	$ -	$ 355	$ 473	$ 724	$ 852	-	6%	7%	10%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Private Contributions, Donations, and Grants	[redacted]	$ -	$ 7,764	$ 10,345	$ 15,828	$ 18,628	-	4%	5%	7%	7%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Income	[redacted]	$ -	$ 112,167	$ 116,123	$ 124,668	$ 129,033	-	5%	5%	5%	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Revenues**	[redacted]	$ 46,477	$ 1,420,278	$ 1,817,384	$ 2,698,795	$ 3,323,011	0%	8%	9%	12%	14%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Staff FTE and Contractor Headcount	[redacted]	2	6	7	7	8	2%	7%	7%	7%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Student Supports Staff FTE and Contractor Headcount	[redacted]	3	3	3	3	3	23%	23%	20%	20%	19%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	School Administrators FTE and Contractor Headcount	[redacted]	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Business/Operations Headcount	[redacted]	-	2	2	1	1	-	17%	17%	8%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Administrative/Other Staff Headcount	[redacted]	-	1	-	-	1	-	5%	-	-	5%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Facilities Headcount	[redacted]	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Total FTE Headcount	[redacted]	5	12	12	11	13	4%	8%	8%	7%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Staff	[redacted]	$ 135,211	$ 946,044	$ 1,257,412	$ 1,362,915	$ 1,423,819	2%	11%	13%	13%	13%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Student Supports Staff	[redacted]	$ 56,855	$ 144,516	$ 161,104	$ 188,560	$ 217,639	3%	7%	8%	8%	9%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	School Administrators	[redacted]	$ 796	$ 32,171	$ 144,821	$ 147,100	$ 150,580	0%	3%	11%	11%	11%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Education Personnel Salaries and Benefits Subtotal**	[redacted]	$ 192,863	$ 1,122,731	$ 1,563,338	$ 1,698,575	$ 1,792,039	2%	10%	12%	12%	12%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Business/Operations Salaries and Benefits	[redacted]	$ -	$ 70,530	$ 46,441	$ 47,369	$ 3,287	-	9%	6%	6%	0%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Administrative/Other Staff Salaries and Benefits	[redacted]	$ 1,399	$ 74,341	$ 12,877	$ 12,006	$ 48,023	0%	6%	1%	1%	3%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Personnel Salaries and Benefits Subtotal**	[redacted]	$ 194,263	$ 1,267,602	$ 1,622,656	$ 1,757,950	$ 1,843,348	2%	9%	11%	11%	11%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Instructional Supports	[redacted]	$ -	$ 4,771	$ 6,357	$ 9,727	$ 11,448	-	6%	7%	10%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Educational Materials	[redacted]	$ -	$ 11,247	$ 14,987	$ 22,930	$ 26,987	-	6%	7%	10%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Food Service	[redacted]	$ -	$ 17,197	$ 22,915	$ 35,059	$ 41,262	-	6%	7%	10%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Direct Student Expenses Subtotal**	[redacted]	$ -	$ 33,215	$ 44,259	$ 67,717	$ 79,697	-	6%	7%	10%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Rent Expense	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Depreciation, Owned Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Amortization, Leased Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Owned Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Leased Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Occupancy Expenses, Owned Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Occupancy Expenses, Leased Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal, Owned Facilities**	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal, Leased Facilities**	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses Subtotal**	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Depreciation and Amortization, Non-Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Interest Expense, Non-Facilities	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Management Organization Fee	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other General Expenses	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**General Expenses Subtotal**	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Expenses**	[redacted]	$ 194,263	$ 1,300,817	$ 1,666,915	$ 1,825,667	$ 1,923,045	1%	7%	8%	9%	9%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Operating Income (Loss)**	[redacted]	$ (147,786)	$ 119,462	$ 150,469	$ 873,128	$ 1,399,965	(64%)	17%	25%	68%	74%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Nonoperating Income (Loss)	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Description of Nonoperating Income (Loss)	[redacted]										
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Other Increases (Decreases) in Net Assets	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Description of Other Increases (Decreases) in Net Assets	[redacted]										
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Change in Net Assets**	[redacted]	$ (147,786)	$ 119,462	$ 150,469	$ 873,128	$ 1,399,965	(64%)	17%	25%	68%	74%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Net Assets**	$ -	$ (147,786)	$ (28,324)	$ 122,146	$ 995,273	$ 2,395,239	(1%)	(0%)	1%	5%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Operating Activities	[redacted]	$ 751,484	$ 1,318,592	$ 1,734,733	$ 1,867,809	$ 2,166,236	100%	100%	100%	100%	100%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Investing Activities	[redacted]	$ (427,502)	$ (374,416)	$ (419,412)	$ (175,760)	$ (177,516)	100%	100%	100%	100%	100%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Net Cash Provided by (Used In) Financing Activities	[redacted]	$ (536,907)	$ (553,989)	$ (568,152)	$ (587,609)	$ (610,285)	100%	100%	100%	100%	100%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Net Change in Cash, Cash Equivalents, and Restricted Cash**	[redacted]	$ (212,925)	$ 390,186	$ 747,169	$ 1,104,440	$ 1,378,435	100%	100%	100%	100%	100%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Cash, Cash Equivalents, and Restricted Cash**	$ -	$ (212,925)	$ 177,261	$ 924,430	$ 2,028,870	$ 3,407,305	(2%)	2%	9%	17%	26%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Restricted Cash and Cash Equivalents	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Noncurrent Restricted Cash and Cash Equivalents	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Investments	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Enrollment**	[redacted]	-	40	52	78	90	-	6%	7%	10%	10%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Education Personnel Salaries and Benefits**	[redacted]	$ 308	$ 731	$ 823	$ 316	$ 130	2%	4%	4%	2%	1%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Facilities Allowance**	[redacted]	$ -	$ 73	$ 149	$ 229	$ 311	-	2%	4%	6%	8%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Per Pupil Occupancy Expenses**	[redacted]	$ -	$ (138)	$ (163)	$ (222)	$ (232)	-	(6%)	(7%)	(11%)	(12%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Average Usable Square Footage, Owned Facilities	[redacted]	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	Average Usable Square Footage, Leased Facilities	[redacted]	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Average Usable Square Footage, Combined Facilities**	[redacted]	-	-	-	-	-	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Average Usable Square Footage per Student**	[redacted]	-	(6)	(7)	(10)	(10)	-	(6%)	(7%)	(11%)	(12%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Owned Facilities**	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Leased Facilities**	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses per Average Usable Square Foot, Combined Facilities**	[redacted]	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses as % of Facilities Allowance**	[redacted]	-	(5%)	(7%)	(10%)	(11%)	-	(8%)	(12%)	(18%)	(21%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Change in Net Assets Margin**	[redacted]	(1%)	0%	1%	4%	6%	(65%)	10%	18%	64%	70%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Cash Flow from Operations Margin**	[redacted]	5%	7%	8%	8%	9%	100%	100%	100%	100%	100%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Days of Cash on Hand**	[redacted]	-9 days	-13 days	0 days	19 days	42 days	(4%)	(6%)	(0%)	9%	18%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Personnel Salaries and Benefits as % of Operating Expenses**	[redacted]	0%	2%	2%	2%	2%	0%	2%	2%	2%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Direct Student Expenses as % of Operating Expenses**	[redacted]	(0%)	(0%)	(0%)	0%	0%	(1%)	(2%)	(2%)	1%	2%
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Occupancy Expenses as % of Operating Expenses**	[redacted]	(0%)	(1%)	(1%)	(1%)	(1%)	(1%)	(8%)	(9%)	(10%)	(10%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**General Expenses as % of Operating Expenses**	[redacted]	(0%)	(1%)	(1%)	(1%)	(1%)	(1%)	(8%)	(9%)	(10%)	(10%)
PCSB 5-Year Budget	160	Washington Yu Ying PCS	2023-2024	**Primary Reserve Ratio**	[redacted]	(0.0)	(0)	(0)	(0)	0	(2%)	(8%)	(8%)	(5%)	2%

Supporting Documentation

RESOLUTIONS of the BOARD of TRUSTEES of
WASHINGTON YU YING PUBLIC CHARTER SCHOOL,
a District of Columbia non-profit corporation

Re: Public Charter School Board Approvals

At a duly constituted and noticed meeting of the Board of Trustees (the "Board") of WASHINGTON YU YING PUBLIC CHARTER SCHOOL, a District of Columbia non-profit corporation ("Washington Yu Ying") with current offices located at 220 Taylor Street, NE, Washington, DC 20017, held on March 14, 2023, the Board adopted the following Resolutions on behalf of Washington Yu Ying.

WHEREAS, Washington Yu Ying desires and plans to submit an application to the D.C. Public Charter School Board ("PCSB") for approval and authority to: (i) increase over time the school's current enrollment ceiling of 630 students by a total of 337 students to a final total enrollment ceiling of 967 students by the school year 2030-2031 (the "Enrollment Ceiling Increase Application"); and (ii) utilize the property and facility located at 4301 Harewood Road NE to be acquired, constructed and developed by Washington Yu Ying as an additional school facility site for the school's PK3-Kindergarten Early Learning Campus program and operations (the "Early Learning Campus Use and Operations Application") (the Enrollment Ceiling Increase Application and the Early Learning Campus Use and Operations Application being hereinafter together referred to as the "March 2023 PCSB Applications"); and

WHEREAS, in order to advance the March 2023 PCSB Applications, the Board desires to authorize and approve and ratify, as the case may be: (i) the preparation, submission, and processing of the March 2023 PCSB Applications; and (ii) the performance and compliance by Washington Yu Ying and its Executive Director, Chief Operating Officer and/or corporate officers, or any other representatives or agents of Washington Yu Ying, of the March 2023 PCSB Applications, including but not limited to performance of and compliance with any terms and conditions to be required by the PCSB following its review and approval of the March 2023 PCSB Applications in whole or in part.

NOW, THEREFORE, BE IT RESOLVED, that the Board finds that it is in the best interests of Washington Yu Ying to authorize and approve the school's plans to submit, process and perform the March 2023 PCSB Applications and to comply in all respects with any terms and conditions to be set forth by the PCSB in its review and approval of the March 2023 PCSB Applications in whole or in part, and the Board hereby approves such acts and actions on behalf of Washington Yu Ying as hereinabove provided; and

BE IT RESOLVED FURTHER, that any and all acts and omissions of Washington Yu Ying, its Executive Director and/or corporate officers, or any representatives or agents of Washington Yu Ying or its Executive Director and/or corporate officers, in furtherance of the foregoing acts and actions of Washington Yu Ying as described in the foregoing Resolutions, taken prior to the adoption of the foregoing Resolutions, are hereby ratified, confirmed, approved, and adopted for all purposes.

BE IT FURTHER RESOLVED, that these Resolutions shall be effective as of the date of adoption by the Board as set forth above.

Certification

The undersigned, as Secretary of the Board of Trustees, hereby certifies the foregoing to be a true, correct and complete statement of Resolutions adopted by the Board of Trustees of Washington Yu Ying Public Charter School and that, as of the date set forth below, said Resolutions shall be and remain in full force and effect.

[redacted]

Paige Hoffman, Secretary

DATE: MARCH 20, 2023

Washington Yu Ying Board of Trustees
December Agenda

Meeting Information
Date: December 11, 2018 Time: 6:30 - 8:00 pm Attendees: Washington Yu Ying Board of Trustees & Management Location: Washington Yu Ying PCS MPR

Member Attendance

Attendees:	Meetings attended in SY18-19	Present	phone	Absent	Notes
Ned Cabot		x			
Vincent Baxter		x			
Amy Lee		x			
Jose Sousa		x			
Kim Tignor					No longer on the board
Sarabeth Berman		x			
Jevon Walton				x	
Kelly Yee		x			
Darren Riley		x			
Wendy Rueda		x			
LeMar Johnson				x	Not able to attend
Abi Sze-Levine					
Michelle Stunz		x			
Maquita (**Staff**)		x			
Cheri ***(Staff)***		x			

Agenda

Management Updates:

1. Management Report:
    - Maquita reviewed management report
    - Reviewed Enrollment Update
    - Discussed communication to school about growth

Committee Updates:

2. Finance: Amy
    - October Financials
        - Amy reviewed financials

Washington Yu Ying BOT Meeting Agenda

March 14, 2023 6:30-8:30

BOT Members : Liza Douglas, Marcus Hurley, Amy Lee, Rob Anderson, Gordon Fletcher, Kelly Yee, Darren Riley, Wendy Rueda, Lemar White, Michelle Stuntz, Paige Hoffman, Quinton Ng, Cosabeth Bullock, Carlie Fisherow (staff), Melissa Volpe (staff), Amy Quinn (staff), Autumn Jackson (staff)

1. **Call to order - Kelly Yee**

2. **Overview of the (public) agenda**
    - Vote to approve the February Minutes

3. **Public Comments:** This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

4. **Committee Updates**
    - Finance
    - Governance
    - Growth
    - Development

5. **Regular Agenda Items:**

    A. School Management Report & Discussion
    - Questions from trustees
    - Comments from the public
    - Discussion and feedback from trustees

    B. Second Site Updates
    - Questions from trustees
    - Comments from the public
    - Discussion and feedback from trustees

    C. Growth Plan - PCSB Enrollment Ceiling & Facilities Amendment Application
    - Questions from trustees
    - Comments from the public
    - Discussion and feedback from trustees
    - **Board Vote on Resolution**: March 2023 PCSB Applications

6. **Closed Session**

CLOSED MEETING pursuant to Open Meetings Act Section 2-575(b)(10): The board meeting will be closed to the public for approximately 20-30 minutes while Trustees discuss Board business.

A. Executive Director Performance Discussion

- Discussion from trustees

OPEN MEETING: This meeting will reopen to the public to officially adjourn the meeting.

7. Adjourn

Note: This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

        - Cheri reviewed investments documents amendment suggestions to the policy (management responsibilities) and the policy strategy investment statement to make the process more efficient.
        - At the end of the fiscal year management will review these changes and make sure the time efficiencies did not undermine the potential financial gains.
        - Amy made a motion to approve the updated strategy statement and policy
        - Dareen seconded the motion
        - Unanimously approved
3. Development: Jevon
    - Maquita updated on the annual campaign.
    - The annual campaign continues to have steady progress
    - We discussed the corporate partnerships program initiated by the development committee.
    - We discussed a need to understand:
        - What are the fundraising needs?
        - What steps are the schools plans to enhance our fundraising capacity?
        - What is the board's role?
4. Second Campus:
    - Update on the DCI member school consortium
    - Maquita will share presentation and talking points for boards
    - Next steps:
        - Review numbers for DCI to understand projections
        - Ensure we are accurately communicating our DCI relationship (see talking points)
        - Student growth committee to review DCI feeder pattern implications on growth

Board Votes:

5. Vote: November minutes
    - Vincent to approve minutes
    - Unanimously approved
6. ED contract
    - Board review ED contract
    - In an executive session a detailed discussion of the terms of the ED contract were reviewed. The final contract will be brought to an email vote after legal review.

Washington Yu Ying: Board of Trustees Meeting

March 14, 2023

WASHINGTON YU YING PUBLIC CHARTER SCHOOL



Inspiring and preparing young people to create a better world by challenging them to reach their full potential in a nurturing Chinese/English educational environment

We'll Discuss…

- Board Business
  - Vote: February Board Minutes
- Committee Updates
- School Management Report
- Second Site Update
- PCSB Enrollment Ceiling Increase & Facilities Application
  - Discussion
  - Vote: Growth Plan Resolution
- Closed Session

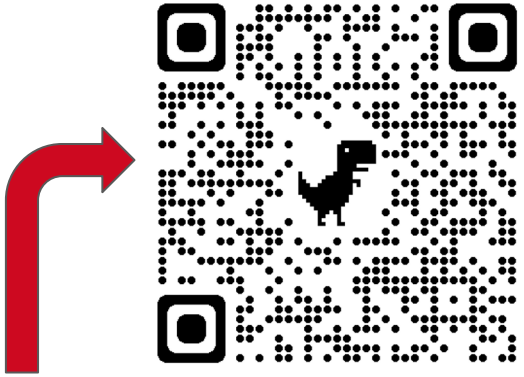
Committee Updates

School Management Report

Mission Moment - Diverse & Collaborative

The Yu Ying community celebrated **Black History Month in February**! We are grateful to have dedicated parents and educators who took many steps to incorporate lessons into our core curriculum and found ways to center, honor and uplift the histories of people from African descent. Here are some of the ways students, families and staff celebrated with Yu YIng in February:

- **Spirit Monday**: Wear Red, Green and/or **Black** to represent the Pan-African flag colors!
- A beautiful STEP workshop, Black owned business market, Talent & Fashion Show
- Yu Ying Day at Sankofa Bookstore
- Black History Month read alouds
- School Assemblies on March 3rd which included:
  - 3rd Annual Oratory Showcase.
  - Junior and Senior Choir Concerts with Maureen Harris
  - Storytelling with Janice, a traditional Griot



Use this QR Code to watch a 90 second video reel of our March 3rd Black History Month Assemblies

Key School Highlights, Updates & Challenges

Highlights

- **Yu Ying will be represented at the City Spelling Bee!** Grade 5 student Solveig Smith has qualified for the bee on March 18.
- **Choir performances and Oratory performances** that closed out our BHM on March 3.
- **Attendance** % are improved with chronic absenteeism down by an avg of 5% across the school from last year.
- **Campus Projects! New playground** was successfully installed during the week of mid-winter recess! It is a hit with all kiddos!
- **OSSE closing was completed on March 8th!**
- **Kicked off YY's Magnificent Management Team meeting!**
- **An additional 5 days of COVID leave** was allotted to employees, retroactive to the start of the SY.
- **Next year's school budget is underway!**

Updates & Challenges

- Working on submitting the ECI and facilities amendment applications for the second site.
- Budget and lottery season is underway!
- SY23-24 Educator Recruitment Season has started; first offers out to new hires this week
- GLEE (Guided Learning Education Experiences) Student led learning experiences with their families are set up for March 23, 24.

Community Events:

- **Information Sessions:** Spanish and Amharic language info sessions added this year, offering a mix of virtual and in person and more often.

Challenges: Ensuring that the school is providing the appropriate operation's staffing.

Second Site Updates and Discussion

Kirov Project Update (March 2023):

Site Work/Subdivision/Closing

- ➔ The subdivision application is completed and will be processed upon approval of the grading permit
- ➔ Washington Latin and Yu Ying continue to work through the site design and scheduling mobilization
- ➔ Closing will occur 30 days after the subdivision (expected in Q3 of 2023)

Contracting/3rd Party Support

- ➔ Yu Ying is working with Page Southerland Page
- ➔ Yu Ying issued a RFP for GC services and selected Gilbane
- ➔ Yu Ying will issue RFPs for commissioning services and 3rd party / special inspections

Financing

- ➔ The OSSE loan closed on March 8, 2023
- ➔ Yu Ying and LFP met with Truist and EFF to begin strategic discussions on financing and is engaging with 2-3 additional lenders

Kirov Project Update (Continued):

A&E - Design

- ➔ SD process was successfully completed, which included feedback from key stakeholders
- ➔ DD set was issued on March 6th and Gilbane is currently reviewing drawings to provide an updated budget

Community Engagement

- ➔ Launched Community Townhall Meetings
- ➔ Presented at the February ANC 5A meeting; received strong, positive feedback
- ➔ Hosted a neighborhood clean up day on Saturday, March 4th
- ➔ Hosted first Friends of Yu Ying Day on Thursday, March 9th
- ➔ Tier 1 and 2 outreach messages have gone out

Other

- ➔ Hired a development consultant to complete a feasibility study for our Capital Campaign

Here are the core challenges we are closely tracking:

Key areas of focus and risk mitigation efforts include:

- ➔ The Yu Ying team is working with Washington Latin to evaluate the **site work budget**; limited transparency on budget detail creates potential risk to the comprehensive project budget
- ➔ The Yu Ying team is working with Page Southerland Page and Gilbane to ensure **project costs** are in alignment with affordability and an $18M hard cost budget
- ➔ The project team has received initial feedback from DOEE, including the requirement to add another bioretention area that will impact or **reduce Yu Ying's outside play space**; the design team is working on solutions to minimize impact to play space
- ➔ DDOT site plan has been submitted and a public space (PSC) hearing is scheduled for April 25th; **community feedback** on the project's impact to **parking and traffic** is
- ➔ Yu Ying must secure favorable **project financing** terms and **hit fundraising targets** to minimize the impact to the affordability model, gap years, and to buffer against other external pressures
- ➔ Level Field is working closely with both project teams to mitigate **schedule and sequencing risks**

ECI & Facilities Amendment

We'll Discuss…

- PCSB ECI & Facilities Application Process
- Updated Student Growth Plan
- Student Growth Impact
  - Space
  - Opportunities and Challenges
- Discussion
- Vote

PCSB Application Process

Now that we have successfully completed our 15 Charte Renewal Application, we are permitted to **apply for the PCSB Enrollment Ceiling Increase (ECI) and Facilities Amendment to add a new site**. Each application process requires **proof of performance, community engagement, strong compliance and financial management**. The PCSB has **combined our applications** into one document and process.

Timeline

- February: received application from PCSB
- End of February: finalized an updated student growth plan
- March: team working on application materials, budgets and supporting documents
- March 27: application due to PCSB
- April 3: DC PCSB opens school's request for public comment, shares it with relevant ANCs, and posts it in DC Register
- May 15: School discusses request with the Board during public meeting
- June 23: Board votes on request during public meeting

We plan to open a **second campus at 4301 Harewood Rd.** in **Fall 2024** increasing **total enrollment to 967 by 2030-31**

2021-22	2022-23	2023-24	2024-25	….	2030-31
					
Current campus 570 Grades PK3-5	**Current Campus** 605 Grades PK-5	**Current Campus** 630 Grades PK3-5	**Elementary Campus** 361 Grades 1st-5th		**Elementary Campus** 589 Grades 1st-5th
Initial growth plan developed in partnership with Bellwether and community stalled due to COVID	**Summer Construction** Nature Center PK Playground 1st Floor Modulars		 **Early Childhood Campus** 358 Grades PK3-K		 **Early Childhood Campus** 378 Grades PK3-K
			Fall 2024 Proposed opening of new campus site		**Yu Ying reaches full enrollment by Fall 2030**

Student Growth Plan

We have discussed our WHY for growth since 2018 and are all deeply invested in our goals to **provide this innovative model to more students**, i**ncrease the % of students designated as "at-risk",** provide **further opportunities for students, families and staff** while remaining financially strong and upholding program quality. These remain our core as we continue to refine our growth plans.

Our final proposed Student Growth Plan allows to remain centered in the goals above and address the important elements below:

1. Builds a l**arge, consistent early childhood student base**
2. Creates **more open space at the new site** for flexibility (dedicated 1 class, if not more)
3. **Reduces the need to backfill spaces in 1st and 2nd grade**, when learning Mandarin is particularly difficult
4. **Increases overall revenue** to offset some of the proposed operating gaps identified in previous proforma drafts*
5. Factors in **more accurate rates of re-enrollment and attrition** particularly at 5th grade

*An updated proforma and SY23-24 budget are in development based on anticipated revenue and the student growth plan. We will discuss updated drafts with the Finance Committee as a part of the spring budget process. We have included materials from the July 2022 Board meeting where the affordability committee recommended exploring additional levers to improve revenue in the out years in the Appendix.

Student Growth Plan

	I Growth Year 1	I Growth Year 2	F Growth Year1								
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033
PreK 3	80	96	112	112	112	112	112	112	112	112	112
PreK 4	87	87	126	126	126	126	126	126	126	126	126
K	88	84	120	140	140	140	140	140	140	140	140
Early Childhood Campus	255	267	358	378	378	378	378	378	378	378	378
1st	80	82	80	114	133	133	133	133	133	133	133
2nd	81	75	78	76	108	126	126	126	126	126	126
3rd	68	78	71	74	72	102	120	120	120	120	120
4th	66	68	74	67	70	68	96	114	114	114	114
5th	52	60	58	63	57	59	57	82	96	96	96
Elementary Campus	347	363	361	394	440	488	532	575	589	589	589
Total Students	602	630	719	772	818	866	910	953	967	967	967
6th Graders Promoted to Middle School	50	49	57	55	60	54	56	54	78	91	91
Retention	0.95	0.85 5th Grade									

	Pre Growth	Full Enrollment 2030	difference	Estimated Number of Classrooms Full Enrollment	
ECE and K	144	378	234	21	PK3 -K
elem	421	589	168	31	1 - 5th
Total	565	967	402	52	

Student Growth Plan - By Sections

Number of Classrooms during Growth Years

	22-23	max # of students	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
PreK 3	5	16	6	7	7	7	7	7	7	7	7
PreK 4	5	18	5	7	7	7	7	7	7	7	7
K	4	20	4	6	7	7	7	7	7	7	7
		Early Childhood Campus	15	20	21	21	21	21	21	21	21
1st	4	20	4	4	6	7	7	7	7	7	7
2nd	4	20	4	4	4	6	6	6	7	7	7
3rd	4	20	4	4	4	4	5	6	6	6	6
4th	4	20	4	4	4	4	4	5	6	6	6
5th	3	18	4	4	4	3	3	3	5	5	5
		Elementary Campus	21	20	22	24	25	27	31	31	31
	34		36	40	43	45	46	48	52	52	52

Green indicates adding a new class of students

Yellow shows the progression of a class as they matriculate from one grade to the next following a growth year

Impact on Space

Serving 300+ more students does address some critical space needs, like creating larger ECE classrooms with built in bathrooms, but it does not alleviate them all. Our goal is to remain **flexible and creative** to address the most acute challenges faced by teams most impacted.



At our Early Learning Center

Extra Space

- SY24-25 2 flexible classrooms
- After SY25 1 flexible classroom

Greatest space needs - learning support and intervention (teachers and students), specials teachers (classroom and storage)

Exploring possible adjustments to the schematic design to get 1 more flexible space; space in existing Kirov for REEF, admin, meetings



At Taylor Street

Extra Space

- SY23-24 0 flexible classrooms
- SY24-28 15-8 flexible classrooms
- SY29-30 4 flexible classrooms

Greatest space needs - space to expand daycare, REEF, learning support and intervention spaces for learning, specials teachers (classrooms and storage)

Extended use of trailers, stronger space use agreements for SY23-24 and after SY29-30, use of existing Kirov building

High Level Summary

- In July + August of 2022, the former enrollment numbers showed outyears where deficits would occur until full enrollment is reached
- One of the levers recommended from EdOps was to increase the number of students in earlier years in an effort to minimize the shortfall to increase the NOI
- Several scenarios were used and we remained focused to ensure that the quality of the program was not a challenge. It is important to note that regardless of the scenarios, space remains a challenge
- Under the former proposed model, the program deficit in the years when fewer new students are enrolled demonstrated expense growth > revenue growth
- Increasing the number of students in the ramp up years would have a positive impact on the school's occupancy + debt as % PPF and PPFF (SY 26/27, SY 27/28, SY 28/29 and SY 29/30)
- Noteworthy: In SY 24/25, the former scenario at 695, yielded a combined surplus (deficit), while the recommended student enrollment number of 719 shows a positive result
- The debt coverage ratio also significantly improves and is on target (greater than 1.2) beginning in SY27, as opposed to not reaching the desired rate in the former enrollment model until SY3

Impact of Adjusted Student Growth Model

In Thousands of USD Expansion Project Milestones	SY22-23	SY23-24	SY24-25	SY25-26	SY26-27	SY27-28	SY28-29	SY29-30	SY30-31	SY31-32
	Develop Kirov		Move Into	Ramp up Enrollment at Taylor						
Taylor	602	630	361	394	440	488	532	575	589	589
Kirov	0	0	358	378	378	378	378	378	378	378
Enrollment	602	630	719	772	818	866	910	953	967	967
Program and PPFF Economics:										
Program Revenues (Before PPFF)	12,660	12,700	15,790	18,110	19,560	21,500	23,470	25,590	27,210	28,330
Program Expenses (Before Facilities)	12,120	12,810	14,350	15,580	16,400	17,340	18,430	19,270	20,110	20,510
Program Surplus (Deficit)	540	(100)	1,440	2,530	3,150	4,160	5,030	6,320	7,100	7,820
PPFF Revenue	2,110	2,280	2,730	3,080	3,430	3,810	4,210	4,630	4,930	5,170
Occupancy + Debt Expense	1,680	1,660	1,910	1,080	1,100	1,120	1,140	1,170	1,190	1,210
PPFF Surplus (Deficit)	420	620	830	2,010	2,330	2,690	3,060	3,460	3,740	3,960
Occupancy + Debt as % PPFF	*80%*	*73%*	*70%*	*35%*	*32%*	*29%*	*27%*	*25%*	*24%*	*23%*
Combined Surplus (Deficit)	**960**	**520**	**2,270**	**4,540**	**5,480**	**6,850**	**8,090**	**9,780**	**10,840**	**11,780**
Personnel Costs as % Revenues	67.3%	70.7%	63.9%	60.6%	58.9%	56.4%	54.9%	52.3%	51.2%	50.1%
Total FTE	108.5	115.0	127.0	136.5	140.5	145.5	152.0	155.0	158.0	158.0

From August 26, 2022 Board Discussion

Expansion: Program deficits are projected in certain years during ramp up, program surplus is projected at stabilization

In Thousands of USD	SY22-23	SY23-24	SY24-25	SY25-26	SY26-27	SY27-28	SY28-29	SY29-30	SY30-31	SY31-32
Kirov Project Milestones	Secure Kirov / Site Work	Develop Kirov	Move Into Kirov; Ramp up Enrollment at Taylor						Stabilization	
Taylor	600	631	363	356	394	437	469	507	542	537
Kirov	-	-	332	384	368	361	359	359	359	359
Enrollment (Taylor)	**600**	**631**	**695**	**740**	**762**	**798**	**828**	**866**	**901**	**896**
Program and PPFF Economics:										
Program Revenues (Before PPFF)	12,660	12,720	14,430	15,750	16,390	17,370	18,270	19,370	20,450	20,720
Program Expenses (Before Facilities)	12,120	12,810	14,350	15,580	16,400	17,340	18,430	19,270	20,110	20,510
Program Surplus (Deficit)	540	(90)	80	170	(10)	30	(160)	100	340	210
PPFF Revenue	2,110	2,290	2,600	2,820	2,960	3,160	3,350	3,570	3,790	3,840
Occupancy + Debt Expense	1,840	2,240	2,910	2,750	2,770	2,790	3,070	3,090	3,120	3,140
PPFF Surplus (Deficit)	270	40	(310)	70	190	370	280	480	670	700
Occupancy + Debt as % PPFF	*87%*	*98%*	*112%*	*98%*	*94%*	*88%*	*92%*	*87%*	*82%*	*82%*
Combined Surplus (Deficit)	**810**	**(50)**	**(230)**	**240**	**180**	**400**	**120**	**580**	**1,010**	**910**
Personnel Costs as % Revenues	67.3%	70.6%	69.5%	69.2%	69.9%	69.6%	70.3%	68.9%	67.9%	68.4%
Total FTE	**108.5**	**115.0**	**127.0**	**136.5**	**140.5**	**145.5**	**152.0**	**155.0**	**158.0**	**158.0**

- Program Surplus in SY22-23 due to *one time funding* as well as staff reductions
- Program Deficit in SY23-24, SY26-27, and SY28-29 when fewer new students are enrolled and expense growth > revenue growth.
- Occupancy as % PPFF = 87% in SY22-23 due to trailer installation; exceeds 100% in SY24-25 when WYY pays occupancy for two sites while enrollment growth is low and Taylor debt remains in place (refinance assumed in SY2026)
- PPFF Surplus at stabilization ($700k) exceeds SY20-22 PPFF Surplus ($570k) by ~$140k

Our student growth plan presents opportunities and challenges, which we are planning for now and will keep focused time and talent on.

Core Area	Opportunities	Challenges
Staff Recruitment	• Clear career progressions make the Teaching Fellow to Lead Teacher pipeline solid • VISA Sponsorship • Adjusting our compensation package to better meet the needs of new staff	• Compensation - getting more competitive with salaries with charters and DCPS • National educator shortage • Greater desire for more remote work or work flexibility
Staff Retention	• Career Progressions • Additional training, leadership and development • Compensation Package • More daycare seats	• Compensation - getting more competitive salaries with charters & DCPS • Growth can lead to feelings of disconnection and less belonging
Dragon Squad	• Increased funding • Dedicated Family Liaison and new family engagement programming • Teacher/staff led pilot programs including interventions in ELA/Math and Chinese • Conversations around race and equity	• Funding does not YET match the need • Many systems need to be modified to increase accessibility • Limited time on content in english

Closed Session

Appendix: Affordability Content from July/Aug 2022

Affordability

From July 26, 2022
Board Discussion

Debt affordability changes in short vs. long term due to incremental enrollment growth from 600 students in SY2023 to 900 students by SY2031

Long-Term: Once 900 students are enrolled, **~$18m** in debt is supported.

Project Sources: Potential project sources total **~$27m**. In addition to an ~$18m loan, we can use $7m of our cash and still maintain >90 days cash on hand. We also estimate ~$2m in capital fundraising.

Short-Term: Cash flow before we reach 900 students does not support ~$18m loan; annual gaps range from $230k-$430k. Opportunities to close gaps:

- Refinance existing debt that is on a 16-year schedule with a 30-year loan = **~$250k savings**
- Temporarily increase students; i.e. 10 more students = **~$160k additional revenue**
- Identify short-term financing sources with low rates and flexible terms
- Project negotiations (overall budget and co-location arrangement with Latin)

Washington Yu Ying BOT Meeting Minutes

March 8, 2022 6:30-8:30

BOT Members：Rob Anderson, Liza Douglas, Paige Hoffman, Marcus Hurley, Amy Lee, Darren Riley, Wendy Rueda, Jose Sousa, Michelle Stuntz, Abi Sze-Levine, Jevon Walton, Lemar White, Kelly Yee, Maquita Alexander (Staff)

Virtual (Zoom)

BOT Attendees: Rob Anderson, Paige Hoffman, Marcus Hurley, Amy Lee, Darren Riley, Wendy Rueda, Jose Sousa, Michelle Stuntz, Abi Sze-Levine, Lemar White, Kelly Yee, Maquita Alexander (Staff), Melissa Volpe (staff),

Guests Present:

Members of Public On Call: Andrew Shields, Caitlin Clark, John Glover, Kathryn Jennings, Malcolm Johnson, Paul Fraioli

Absent (with notes):

Absent (without notes):

Agenda:

The meeting was called to order by Kelly Yee at 6:32 p.m. EST.

1. Call to order - Kelly Yee

2. Overview of the (public) agenda

3. Consent Agenda:
    - February Draft Minutes **(A motion to approve the February meeting minutes was raised by Darren Riley and approved by all present board members.)**

4. Committee Updates:
    - Finance Committee Update: Amy Lee provided the Finance Committee Update. The forecast year end net income is $163k, or $83k more than last month. The variance is due to higher spending than budgeted, particularly on health insurance, student food services, and the write-off of loan costs with refinancing. These are offset by higher than budgeted revenue due to additional local and federal COVID relief funding. As of the end of January 2022, the school has $14.9 M cash on hand. We are projecting that the school ends FY22 with $12.2M dollars cash on hand. We forecast the school's year ending cash balance as $12.19m, $406k below budget. This will represent 363 days of cash at year's end.

    - Board request: It would be helpful to have the basics on a slide that is presented during the meeting.
- Governance Committee Update: Darren Riley provided the Governance Committee Update. The committee met last month to discuss the recruitment process, and in particular, the onboarding process. There was a focus on improving the process to ensure board members have a good understanding of the role and responsibilities as it relates to operation of the school. There was also discussion around consideration of how the time of when a board member starts impacts their term. Historically, there have been instances where a board member may have started in the middle of school year vs the beginning - this raises questions as to how we figure out their term on the board. The goal for the next meeting we will be to pick up discussion of board recruiting processes and have a better sense of scheduling related to the ED search. Additionally, the committee is hoping to figure out a timeline for when they can kick off the search for new board members and what skills we may be looking for.
    - Board questions:
        - Q: What can be done to ensure more connection between new board members and the school?
        - Q: What is the ideal time for someone to join the Board? A: Ideally before September. However, board members don't always leave at the end of June, some leave before their term and we have to account for that.
- Executive Director Committee Update: Michelle Stuntz gave an update on the Executive Director search. After the board approved the RFP and expense of the search, the committee finalized the contract and now it is signed. The committee has worked with the firm to plan several interview sessions with different stakeholders in the next few weeks - the dates and timelines will be released soon. The search firm has also shared the job description, and an email will be going to families on Friday and Saturday highlighting virtual sessions and the consultant will be planning to be on campus on March 24th.
- Strategic Growth Committee Update: Lemar White shared that the Strategic Growth Committee had one meeting last week and will continue more conversations in future.

5. **Public Comments:** This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.
    a. Paul Fraioli: As of 5:15, Mayor Bowser had updated the guidance that lifts indoor masks mandates and allows LEAs to lift the mandates including for Pre-K3 and

Pre-K4 students. Most people no longer need to wear them indoors and outside unless covid levels are high, and I'd like to ask that WYY follow through to align its own guidance with DC Health once OSSE has a chance to follow through with more detailed guidance.

b. Andrew Shields: I echo Paul's comments and encourage WYY to embrace the latitude from Mayor Bowser and acknowledge we no longer require this mitigation which we know is inhibiting language acquisition - both in English and Chinese for our younger students.
c. Paul Fraioli: Given that we are not sure how long it will take OSSE to work through the new regulations and I would like to ask the administration to reconsider enforcing travel guidance for unvaccinated students including PK3 and PK4 until new guidelines are released given what an important issue this is for families.

6. Regular Agenda Items:

A. Educational Upate - Melissa Volpe

- Melissa Volpe gave an update on the Public Charter School Boards assessment of Yu Ying's compliance. Compliance is measured across several domains including:
    - Community compliance: There were 0 complaints
    - Charter Goals updates: The school received a score of 92.5%, exceeding expectations
    - Compliance Review Report: The school is compliant with 0 issues/concerns
    - Procurement: The school is compliant with all contracts awarded during FY20-21
    - Midyear Data Snapshot (non-academic): The school is exceeding all goals
- Melissa also provided an update on Yu Ying's results in the annual DC public school lottery. The school received 1,079 applications and was ranked in the top 3 choice for 642 applications. Analysis of the data shows that Ward 4 and 5 continue to be highest interest wards. Additionally, while applications remain high, there is a decrease in PK-3 applications for SY22-23 (559) from SY21-22 (727) - it should be noted current PK3 application data does not include post lottery applications. We currently do not anticipate having any openings in the ECE seats. Although the trend is downward, it is important to note that trends are down over the sector, and compared to other charters, WYY is faring well.
- Questions from trustees
    - Q: Why are trends going down across the sector? A: PK3 and PK4 students are still unable to get vaccinated, and many parents are still not comfortable sending their children to school. We are also seeing many people continue to move outside of the DC area to be closer to family.

    - We are increasing PK-3 students for next year; we will also hold and set aside seats for families who may have forgotten to enroll.
    - Q: Have we seen shifts in equitable access? Yes - we did enrollment outreach and had posters in strategic rideshare places in Ward 5. We are focusing on increasing student representation in Ward 5.
- Comments from the public
- Discussion and feedback from trustees

B. Growth - Greenlighting Criteria - Maquita Alexander

- Building off of last month's presentation, Maquita Alexander provided a presentation on the background behind the growth strategy for Yu Ying. The initial "Why Grow?" was grounded in the high demand for YY, the desire to provide more high-quality opportunities for students in DC, and the reality that growth is good for the school's financial sustainability. Although Covid has shifted the initial timeline, we need to review why and how WYY thinks about growth moving forward. For instance, in SY22-23, we could add 16 for pl3 and add equitable access preference. There are several criteria that need to be analyzed when considering the green lighting criteria, including: Academics, Community Support, Financial Sustainability, Facilities, and the teacher pipeline.
    - Each criteria has specific measures and benchmarks that need to be explored further. For instance, in Academics, WYY should review growth on our NWEA MAP assessment to understand are our systems ready to be tested? Can we have more students in our academic programming? Are our interventions working and moving students through the program in ELA and Math? We want to ensure students are prepared to continue Chinese at DCI and we want to make sure they are meeting listening and speaking targets in the relevant Chinese assessments. Additionally, as it relates to community support, we reflect on current family support and demand from students and families via the lottery. When we previously assessed families, 41% of families who completed the survey thought the school was ready to open a second campus. Financial sustainability assesses net income, fundraising and reserves and facilities assesses occupancy expense and facility location. Other factors to consider are the teacher pipeline, and whether there are qualified applicants, staff retention, and the stability of the executive leadership team. As a next step, the YY Board Growth Committee has been restarted, internal criteria will be updated by the end of June by the leadership team, and the finance committee is working on financial modeling to address facility questions.

- Questions from trustees
    - Q: How did we decide these benchmarks? A: We worked with Bellwether

    - Q: Do we know how our students are performing at DCI? A: We do have a data sharing agreement that we have not leveraged as much with COVID. Anecdotally, with MAP, YY scored higher than the other feeder schools - we can add that data. The chinese track is small at DCI, Spanish comes from 4 schools vs 1 feeder for Chinese.
    - Q: Diving into the metrics for assessing if it was go or no go - can you share more about who receives interventions and the assessments? The assessment focuses on interventions for students who need more support in Tier 1 instruction to reach standards in ELA and Math. Students who are succeeding in Tier 1 wouldn't be part of intervention, if you are below level 3, then it guarantees you get extra support - we focus on students not making progress.
    - We should think about greenlighting that assesses academic health of the entire program vs interventions.
    - Q: If we were going to require a new building, we won't fill it at once, how does that work? A: We will need to come back with an answer about the occupancy expense - at full enrollment we can pay for it with our per pupil expense.
- Comments from the public
- Discussion and feedback from trustees

A motion to adjourn open session and go into closed session was raised by Marcus, seconded by Lemar, at 726.

7. Closed Session - Kelly Yee

Note: This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

Washington Yu Ying BOT Meeting Minutes

July 12, 2022, 6:30 - 8:30 p.m.

BOT Members: Robert Anderson, Liza Douglas, Paige Hoffman, Marcus Hurley, Amy Lee, Darren Riley, Wendy Rueda, Jose Sousa, Michelle Stuntz, Lemar White, Kelly Yee, Carlie Fisherow (Staff), Melissa Volpe (Staff)

Virtual (Zoom)

BOT Attendees: Robert Anderson, Liza Douglas, Marcus Hurley, Amy Lee, Jose Sousa, Kelly Yee, Darren Riley, Wendy Rueda, Michelle Stuntz, Lemar White, Carlie Fisherow (Staff), Melissa Volpe (Staff)

Guests Present: Cosabeth Bullock, Board Candidate; Jimmy Henderson, Level Partners; Jerry Levine, Counsel; Molly Melloh, EdOps; Quinton Ng, Board Candidate; Mayank Palod, EdOps

Members of Public On Call: N/A

The meeting was called to order by Vice Chair Lemar White at 6:31 p.m. EST.

The meeting commenced with an overview of the public agenda. Darren Riley requested that the Governance Committee update be moved to earlier in the meeting (Item #4).

Darren Riley moved to approve the agenda; Amy Lee seconded. All in attendance approved.

ITEMS REQUIRING VOTING

Approval of June 2022 Draft Minutes

No changes to the minutes were proposed by Board Members. Darren Riley moved to approve the June meeting minutes; Jose Sousa seconded. All in attendance approved.

Bank Authorization

Motion to approve Carlie Fisherow and Melissa Volpe as signatories on Yu Ying's bank account. Motion approved by consensus.

New Trustees

Darren Riley presented two Trustee candidates for Board consideration: Cosa Bullock and Quinton Ng. Information about each candidate was sent to Trustees prior to the meeting.

- Cosa Bullock is a Yu Ying parent and has extensive media relations and fundraising experience.
- Quinton Ng is a Yu Ying parent and has extensive finance and budgeting experience.

Both candidates spoke briefly about their experiences as members of the Yu Ying community and their skills for Board membership.

Prior to the meeting, candidates met with Darren Riley, Kelly Yee, Melissa Volpe, Amy Lee, and Jose Sousa to discuss the Board responsibilities.

Lemar introduced a motion to elect Cosa and Quinton to the Board.

The group voted on each Board candidate. Both were approved by consensus, with one abstention, Michelle Stuntz.

Committee Updates

Finance Committee Update - Amy Lee

Trustee Amy Lee shared that forecast year end net income is $425k, or $127k more than last month. The change from last month is driven by higher private grants and donations, as well as reduced contingency.

The forecast net income of $425k is $66k more than budgeted. The variance is due to higher than budgeted revenue due to additional local and federal COVID relief funding. This is offset by higher spending than budgeted, particularly on health insurance, student food services, and the write-off of loan costs with refinancing.

The school will end the year with 379 days of cash. This is above the recommended 60 days, and 4 more days than last month

The school currently has $13.2 M in cash on hand (investment counts for about $3.6M), of which, $2.9M is available to fund general operations with the remaining for other purposes. The outstanding loan balance at the end of May was $10.45M by end of June we anticipate it being 12.4M.

We forecast the school's year ending cash balance as $12.45m, $143k below budget. This difference in year-end cash is driven by:

- Ending FY21 with $646k less than was budgeted
- Net income being $66k more than budgeted
- Expected payments for federal grant reimbursements $200k more than budgeted
- Proceeds from refinancing $229k more than budgeted, and
- Other adjustments $8k less than budgeted

Q: When we ended the fiscal year in June, does net income go into reserve or can it be carried forward?

A: It goes into reserve; it is not included in next year's budget.

Q: With respect to the investment account during the current economy, are there any precautions or actions we take? Any recommendations from our broker?

A: Amy plans to discuss possible next steps with Melissa and the investment firm. In addition, need to consider direction in regards to possible growth.

Welcomed new Board members.

Governance Committee – Darren Riley

Trustee Darren Riley gave an update on the Governance Committee. The committee had been focused on new Board member recruitment, which concluded today with the recommendation and approval of two new members.

Q: As we roll off some Trustees/terms conclude, what characteristics are we looking for in additional trustees?

A: We will have two Trustees concluding their terms in the next year. We will need to discuss characteristics/skill sets desired for new Trustees.

Growth Committee – Lemar White

Continue to meet and work toward the goal of expansion.

Management Report Highlights – Carlie Fisherow

- Yu Ying Summer Program is open with 60 students enrolled (grades K-5); Zach Whitcomb has been leading these efforts
- Autumn Jackson will be reaching out to each Trustee to schedule one-on-one meetings with new ED Carlie Fisherow
- Growth committee is ramping up its work; thank you to Amy, Liza, Marcus, and Jose who have already spent significant time on this issue
- If you haven't already provided a brief updated bio to Autumn, please do so by tomorrow
- Summer construction has begun; adding one PreK classroom
- Equitable access preference; Yu Ying will be serving more students from underserved communities
- Also, the Nature Center update and bathroom addition(s) plus modular space for admin staff is underway
- Please help raise awareness for staff recruitment:
    - Open position: Director of Operations; please send any referrals for consideration
    - Transitioned data manager to EdOps
    - Made an offer to an HR generalist

Trustee Q: Overall staff retention and regrettable staff changes. Are you worried about the Fall?

A: Need to obtain specific statistics. Two staff members are going back to school. Hiring pace on the instructional side is manageable. Some staff have moved into new, growth roles (so

these are positive changes). Not currently concerned about instructional staff resources in the Fall.

Trustee Q: With the Whittle School closing, does that create any opportunities for Yu Ying?

A: No concrete new hires have come from the Whittle School to date. In general, it does create an opportunity due to less competition in the dual-language school space. Another school, Global Citizens Public Charter School, has opened in Southeast that offers both Spanish and Chinese language.

Q: Do we have any concerns about confusion with the name “Global Citizens”?

A: We had done preliminary filings; however, we aren’t losing traction if we use another name. Note: It is a separate Yu Ying LLC (Global Citizenship).

Public Comments: This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

Move to closed session. Liza Douglas moved; Darren Reilly seconded.

The meeting was adjourned at 8:52 p.m. by Vice Chair Lemar White.

Note: This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

Washington Yu Ying BOT Meeting Minutes (DRAFT)

July 26, 2022 6:30-8:30

BOT Members : Liza Douglas, Marcus Hurley, Amy Lee, Rob Anderson, Jose Sousa, Jevon Walton, Kelly Yee, Darren Riley, Wendy Rueda, Lemar White, Abi Sze-Levine, Michelle Stuntz, Paige Hoffman, Cosabeth Bullock, Quinton Ng, Carlie Fisherow (Staff), Melissa Volpe (Staff)

Virtual (Zoom)

BOT Attendees: Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Rob Anderson, Quinton Ng Jose Sousa, Kelly Yee, Wendy Rueda, Lemar White, Michelle Stuntz, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff),

Guests Present: Molly Melloh, Mayank Palod, Alex Shawe, Jerry Levine

Members of Public On Call: Autumn Jackson

The meeting was called to order by Chairperson Kelly Yee at 6:33 p.m. EST.

The meeting commenced with an overview of the public agenda.

Regular Agenda Items

Washington Yu Ying's Growth Strategy and Green Lighting 2022

Kelly shared that WYY had a greenlighting process that was created two years ago. Liza, Melissa, Carlie and Amy all recently reviewed it and provided input for updates that the Board will review this evening.

Recap of the growth work

- The city is seeing a slow in enrollment that we hope will rebound in 3-5 years;
- WYY continues to see a high demand - and we want to continue to provide the opportunity for all students,
- Growth is good for our financial sustainability and it provides an unmatched opportunity to develop career pipelines for our strong talent base which is eager to take on additional opportunities at WYY
- We have been talking about growth from 2018 -2020 - during that period WYY accomplished the following:
- In January 2022, we reignited the conversation around strategic growth and launched a series of new actions including: exploring new site options, implemented the new equitable access preferences, and worked to review the green lighting criteria.

Update on the green lighting criteria developed as part of the work with Bellwether Education Partners

- Following our board meetings in February and March we agreed to revisit our greenlighting criteria and examine the following areas: academics, community support, talent, financial sustainability. The criteria is designed to be reviewed holistically.
- Academics: This area has had the most updates - we have added new metrics and we also needed to take into account how the pandemic has affected the different benchmarks.

- Community support: Previously this metric reflected survey data and in reflection - we realized we needed a broader scope for this metric than parents - it has been expanded to include staff and neighbors as well who are also important stakeholders
- Financial sustainability: Many of the measures here are site specific. In reflection on this math we will assess. We also have some schoolwide financial KPIs that we are doing well on.
- Attracting and supporting historically underserved students - growth is a strategy for us to better meet the goal of supporting and provide access to historically underserved students. The equitable access lottery preference is a huge step in this direction.

Review of SY21-22 Data with the greenlighting targets and what it means for Growth Readiness
Next Steps

- As we review the green lighting criteria, we are almost all green, and have a few yellows
- WYY is continuing to review the academic metrics
- On the community and parent front - we are changing from surveys but what does it look like to achieve the criteria?
    - It is important that engagement not just be one directional, or information sharing - it is incredibly important for the community to be brought along in this process. We didn't land on a perfect quantifiable benchmark - it is important that there is a qualitative piece as well. We also have to recognize that there has been a lot of change in our stakeholder and parent community since the last time they were engaged in this topic.
    - We also have to recognize that surveys are a measure in time, it changes as the school year changes.
- How soon do you think these criteria will be evaluated?
    - We know what measures matter, and most of them can be done quickly.The ones that take more time are the financial viability which are also some of the most important.
    - We also have support from EdOps and Levelfield who are able to support the comprehensive greenlighting process.
- I think we've added some important metrics and I think the feedback on engagement is valid because - for many people they havet seen or engaged in this topic since pre-pandemic. We have brought it up a handful of times but we need to be intentional about how we bring it up to the school community.
- ED Fisherow highlighted that there are two criteria that are important for the school to think about:
    - Academics: As we were looking at the data, we first looked specifically at the percentage of students who are meeting STAMP benchmarks. Those levels are in the 80s and 90s. This is a high level of performance- Amy and I are incredibly proud of the results achieved during the pandemic - despite challenges, upper grade students far exceeded this one which is core to who we are and they were able to do it through the pandemic!
    - Talent: We know we are in the midst of the great resignation, and that nonprofits and education have had a log turnover. While we have experienced some attrition in the organization, among the instructional staff we had 1 lead chinese teacher turnover and because we had a huge internal pipeline of fellows and others who were ready to step in, we have filled that vacancy. This is a wonderful place to be as an organization and we want for that success to continue

TBD

- Questions from trustees

- Comments from the public
- Discussion and feedback from trustees

Public Comments: This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

There were no public comments.

Trustee Sousa moved to close the meeting to have discussion related to business activities. This motion was seconded by Trustee Douglas. All trustees present voted to move to a close session, and the public portion of the meeting concluded at 7:13 pm.

Adjourn to closed session

Trustee Sousa made a motion to adjourn the meeting. The motion was seconded by Stuntz and all trustees present voted to adjourn.

The meeting was adjourned at 8:58 pm by Chair Kelly Yee.

Note: This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

Washington Yu Ying BOT Meeting Minutes (DRAFT)

August 12, 2022 9:30-10:30

BOT Members : Rob Anderson,Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee,Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)

Virtual (Zoom)

BOT Attendees: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Darren Riley, Wendy Rueda,, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)

Guests Present: Jerry Levine, Cristine Doran

Members of Public On Call:

The meeting was called to order by Vice Chair Lemar White at 9:34 a.m. EST.

1. The meeting commenced with an overview of the public agenda.

2. Vote to approve Washington Yu Ying's OSSE Facilities Loan & Credit Enhancement Application (resolution attached)

   Executive Director Carlie Fisherow provided a review of the resolution of OSSE's Facility Loan Application and Credit Enhancement Application. This resolution is for the board to vote to support the application of the loan. This resolution is an important procedure that is needed as part of the final application package.

   Trustee Riley raised a motion to vote to pass the resolution to authorize Washington Yu Ying to apply for the OSSE Loan and Credit Enhancement. The motion was seconded by Trustee Rueda and all Trustees presented voted in support of passing the resolution.

Public Comments: This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

No members of the public were present to provide comments.No comments were submitted prior to the meeting.

Regular Agenda Items

A. Feasibility of Second Site Option at Kirov

- Presentation from Washington Yu Ying administration

  Executive Director Carlie Fisherow led this update and opened by noting how this project is aligned with WYY's Collaborative value and how important collaboration has been

thus far. She provided an overview of the work that has taken place to determine the feasibility of the project since July 26th. WYY and Washington Latin both see this as a collaborative effort and have been working in partnership together. To date, 7 feasibility projects and reports have been completed. Additionally, the school has engaged in positive conversations with the zoning board and DCPL on the proposed plan to subdivide the lots and to make Kirov a historic lot. Additionally, they have completed master design fits for the new construction, met with future Ward 5 Councilmember Zachary Parker, continued to engage in conversations with Latin on the pro rata share of a long term structure option (currently 26.4% of the lot), further refined the affordability with Ed-Ops to determine debt options and financing - this work will continue, and met with counsel to explore terms and partner's interest in subdivision arrangement.

WYY continues to review the feasibility dashboard in 6 core elements - whether the project works from a site standpoint, financial affordability, community reaction - internal and externa, financing options, looking at fundraising, and the partnership with Latin. The feasibility dashboard provides an overview of the site - more than a dozen reports have been undertaken to determine feasibility - a few note a medium risk to the project; most of the feasibility continues to place the risk of the project not being completed as low.

Reports noting a medium risk note that there continues to need to be testing on the soil to determine whether it will hold the construction. The zoning board conversation has been good to date. It is worth noting that recently there have been a group of citizens who have filed an application to stop a zoning as right project by another charter school. The application makes the argument that charters should be treated as private schools; WYY is currently working with the Charter Alliance, PCSB, and the Office of Planning to put forward a case for why the Kirov project should be considered Zoning as Right. Additionally, from the traffic study, parking and traffic will be a top concern- the current plan is to move all drop off and circulation into the campus to minimize traffic and future Councilmember Parker was excited about this decision. There is also at least 1 heritage trees on the site which is an additional expense.

- Kirov Purchase

Melissa Volpe provided an update on the Kirov Purchase. WYY has been proceeding in negotiations with Latin on a binding Purchase and Sale Agreement (PSA). On August 24, we would provide the first portion of payment of site acquisition in the amount of $264,000. On September 12, we would do the second payment of $5.94M. The next payment would come in October 2023 in the amount of $2.5M for site work. In October 2024, construction costs of 19.8M for the new building would be due - the estimated cost is $600/sqft with an estimate of 33,000 sq. ft.

We anticipate annual shared space at Kirov to cost $125K. If renovations are needed we would work with our counsel, engage in due diligence, and identify the cost at a later

time. The Affordability Committee has a weekly meeting where they have been updating financing. Trustee Douglas asked how financing would occur. Financing would happen incrementally, we anticipate initial funding would come from reserves and we would maintain 90 days of cash on hand. Additionally, we would aim to have $2M in capital fundraising for project costs.

Following a phased fundraising strategy means that there are a lot of ways we could approach this - in the beginning we would use reserves because it is a smaller amount we would need to finance. We also are thinking about the levers needed to improve affordability. The incremental growth in the first few years will be difficult - we have come up with a few ideas including: multi-year grants from foundations, expanding the childcare programs and Pre-K classrooms, we can expand our child care program and offer it to community partners and families, and temporarily increasing the number of Pre-K students. We are also deep diving into health care insurance costs - currently we pay 100% of staff health insurance - there are opportunities to look at costsharing this in a different way, we are also negotiating with latin regarding the fee for shared space.

- Questions from trustees
    - Trustee Hurley raised a note of caution regarding heritage trees. He cautioned against the idea of moving it as that is traditionally risky- any scenario where the suggestion to move it is made should include an added conservative amount of risk because it is hard to do. Christine Doran shared that we will see a report in the coming days regarding heritage trees and once we have more details we can formulate a plan.
    - Trustee Riley noted that there are a few of the items that indicate there were issues found during the site reports - we want to make sure that for pre existing issues, we have no obligation to address those repairs. Christine Doran shared that the way the agreement is currently structured, that lot with the existing building will remain under ownership of Latin, so in any agreement regarding shared use, we will fully define what our obligations are regarding the building and any ongoing commitments to repair. This will be determined later in September post-closing - those conversation will include, What will WYY role be, what spaces will we use - all of those decisions will also be aligned with conversations about the programming in space so we can identify what the need is in the existing building. Beyond the new roof, there have been no surprises. Issues such as the lead paint, 9x9 tiles, those things that will be approached during reno but during this point we are not making an obligation to be part of that. Jerry Levine also shared that the attorney for latin would like to attach to purchase to sale agree - a list of terms and concepts in shared use which will be negotiated post the close. This is an opportunity to add to the document some basic concepts we would like to have including shared use and division of cost between schools.
    - Trustee Riley asked, for site work and 50% split of total cost - what is the work that entails? Executive Director Fisherow noted that it covers things like utilities, groundwater management, grading that needs to happen to subdivide the lot, heritage trees; construction of a circular zone for traffic and parking - anything that makes the base foundation of land usable. Jerry Levine noted that it also includes access.

- Trustee Riley asked, related to lot size calculations and changes that may occur, what is the nature of the changes? What changes might we see to the sizes of the lot? How fluid is the size of the lot? Executive Director Fisherow shared that lot line changes mean a few tenths of a percent point - 26.1-26.6 size of lot and lot lines are being moved slightly to make sure we have enough room for zoning as we refine the design. As we build jointly, shifts to the design impact the different campus buildings.
- Trustee Hurley asked, does the sitework include bringing new utilities to the YY portion of the site? Executive Director Fisherow confirmed, yes it will.
- Trustee asked, is the $2.5M our half? Yes, and it is a very conservative estimate including hard and soft costs.
- Trustee Douglas asked: When we talk about affordability, can we name what comes from reserves vs what gets lumped into financing and debt service? Yes, the school will work to update that.
- Trustee Bollock asked, is the Pre-K class size a temporary increase or will it be normal? Executive Director Fisherow said that it will be normal - it would be increasing the current class but WYY will make sure class still stay small in alignment with the WYY way. We don't like classes to get higher than 20- we have 21 sections, we could bring in 1 student and it would result in an increase of $200k - it could be permanent but specifically thinking about cash flow gaps until we get to full capacity.
- Trustee Bullock asked in conversation with local leaders and in other forums, have you heard negative feedback or concerns? ED Fisherow shared, no we haven't yet. Come January first, we will have a new ANC. We have emailed them, and anticipate the concerns will be related to traffic. We will need to make sure we are good neighbors, not parking in people's spaces and being cognizant of the volume of students on Kirov.
- Chair Yee asked, what work has the affordability committee been doing to look at what it would mean to do no growth or what it would look like to push back the building and just acquire land but build later than 24/25? Melissa Volpe sheared that in working with Cheri and looking at her plan from the past for feasibility - we are developing a more updated spreadsheet because at our current rate, in 2 years expenses will exceed revenue. We won’t be able to sustain running a dual program without growth and bring in more revenue.
- Trustee Riley noted, the listed levers to improve affordability are just options, and he would caution making decisions around cost savings that impact staff and takeaway from existing staff benefits; that could lead to optics where the staff bear the brunt of paying for expansion. Melissa Volpe clarified that the former school leadership had been discussing the increasing healthcare costs with staff and the former COO had also been in conversations about healthcare benefits.
- Chair Yee asked if Trustee Ng’s concerns from the previous meeting were addressed? Yes, Amy and the finance team spent a lot of time discussing the debt ratio and can share more regarding the Kirov vs Taylor expansion analysis. With the previous feasibility done in 2019, there has been an increase in the cost of sf from $400 to $600. The affordability committee has also added soft costs into the overall amount because they weren’t included previously - this dramatically increase the cost of building on Taylor St. The rationale for Kirov and why we recommend it includes: 1)It’s an investment for

the school - we will have title property that we own for years to come 2) we just constructed a new playground in nature center and building on the current property would cause the school to lose greenery and space and it is one of the things families love and value; 3) space is a challenge and Kirov will provide access to space and beautiful areas; 4) we currently have significant challenges with traffic and adding a build will compound that and construction on the existing lot would delay and impact enrollment and the day-day ops on campus; 5) building on Taylor would also limit student access to nature as they would only be able to play on the turf; 6) Koriv has the opportunity of shared uses- admin space, kitchen, library, gymnasium, 7)lastly building on current site would disrupt 2nd street drop off.

- Trustee Lee added, some of his concerns we need to work through and some were addressed at the last affordability meeting. Regarding the debt ratio, we are currently using 1.2 to see whether we can make the financing work and we definitely can stress test our model using a higher ratio but this is a work in progress as other numbers move and once we get to the final stage finals we can do a more detailed stress test.
- Trustee Riley asked if someone could summarize Trustee Ng's concerns. Melissa Volpe responded that he wanted more background information from EdOps on loan options and other opportunities that WYY could review. He brought some options and questions to EdOps in the affordability committee meeting. Additionally, there was also a question of if the debt ratio of 1.2 is the right number, or if it should be lower. ED Fisherow shared that number is aligned with new construction costs for schools.
- Trustee Douglas shared, this is perhaps a small thing in the big picture, but I'm wondering about the new PK playground that we are installing in November. Obviously we need that for this year and next, but would that be moveable to the new building site or are we thinking the PKers would walk from Kirov back to that new playground? Melissa Volpe: We're exploring where recess or scheduled play time might occur - older kids could also have access at Kirov.
- ED Fisherow shared that we won't have all specifics before we have to go into the next phase and move onto the next deposit or acquisition because the financial will need to be specific and tied to the property in hand before we will see the best stress test numbers. We're making sure the team is working together so financials put us in the best position.
- ED Fisherow shared the next steps. There will be a Board Meeting on 8/19 where we will need to vote on our plans to move forward with the deposit around 8/19. The Board will also need to come together to agree this deposit means we are intending to move forward with the acquisition between 26.4 and 26.6 pro rata share - we would not put forward a deposit without thinking we would proceed with the project in full. ED Fisherow will also send the draft purchase and sale agreement to Trustees Riley, White, and Yee. The team will also work to tighten construction costs and continue to refine the financing and affordability committee.
- Vice Chair White reminded trustees that if they have questions or topics where they need more clarification to attend the office hours with Executive Director Fisherow.

- Comments from the public
  N/A
- Discussion and feedback from trustees
  No additional discussion and feedback from trustees.

6. Adjourn

Trustee Riley raised a motion to adjourn the August 12th board meeting, the motion was seconded by Trustee Bullock, all members presented voted aye to adjourn..

The meeting was adjourned at 10:35 a.m. EST.

Note: This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

Washington Yu Ying BOT Meeting Minutes (DRAFT)

August 19, 2022 9:30-10:30

BOT Members : Rob Anderson,Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee,Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)

Virtual (Zoom)

BOT Attendees: Rob Anderson,Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Darren Riley, Wendy Rueda, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)

Guests Present:

Members of Public On Call: Sylvana Christopher, Taren Langhorne, Autumn Jackson, Malcolm Johnson

Absent (with notes):

Absent (without notes):

Agenda:

The meeting was called to order by Vice Chair White at 9:36 a.m. EST.

1. Public comments

Public Comments: This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

- Sylvana Christopher: I am curious about what of the Kirov [space] could be maintained for larger activity - such as dance mirrors, dance floors? I think it would be a great way to explore Chinese culture more and its intersection with American culture. Is there any way to salvage or keep what is there, versus throw it out?
- Chair Yee: It is premature to respond, but it is definitely something we, with Latin, are evaluating right now.

Regular agenda items

2. Feasibility
   Executive Director Fisherow provided a presentation on the WYY Growth Plan and 2nd Site Option. She started with a grounding on the mission and values. As staff have returned for PD, the values have been living. Ask us anything virtual earlier in august and had an in-person - while there were a few concerns, the

overwhelming response was excitement at the idea of more space, serving more students and about what could happen at the second site and Taylor st. Several folks have reached out with excitement from a staff standpoint and regarding growth more generally.

Project Progress

Executive Director Fisherow shared that since last Friday, we have continued to make good progress and continue to see the site as an option for growth. The admin led a presentation to staff (in-person) regarding the possible second site. Washington Latin's Board has approved the plan to proceed with the project and is committed to the nonrefundable $1M deposit. WYY has continued to refine the business terms of the PSA between Latin and WYY, this will be shared with Chairs and members of the growth committee today.

WYY received a donation from CityBridge to support the project this year. WYY also received positive news from OSSE regarding our loan application, more details will be covered in the affordability update.The affordability committee met on Saturday and Wednesday to close the loop on outstanding questions from the last meeting. WYY also submitted our application to subdivide the property on Thursday. Latin submitted an application to the Zoning committee effective Thursday.

Heritage Trees

ED Fisherow noted that as we have engaged in the feasibility studies 3 heritage trees have been identified on the property. Additional assessments are underway to determine the vitality of the tree, which will inform next steps to be in alignment with the regulations. Our $2.5M site work set-aside and contingency budget will cover expenses to relocate the tree(s). Latin representation is also negotiating options with the current property owner, Kirov, to see if it can be folded into the closing.

Questions and Discussion

- Trustee Hurley shared that moving the trees is a possibility, but it will be incredibly expensive and risky in that if the trees don't survive 5 years you still have to pay the fine. This will be a huge lift. To give a quick assessment of heritage law - it is intended to protect trees - anything over 44" but under 99.9" you can remove with a permit; anything over 100" you are not able to. Previously, there was a fine of $300 per inch in circumference - people were cutting trees down and paying the fine. In March the DC Council passed a law that closed the loophole and they are pursuing the licenses of folks who remove them; we want to be wary of this and to the extent possible, avoid having the heritage trees on our part of the site, and share costs in alignment with the number of trees on our lot.
- ED Fisherow: To clarify, if we can't relocate them, trees of a certain size can be removed m- some can't be with a permit and previously the way construction teams were handling it was to pay fine if you can't pay the fine and relocate, is

the process to build around them? What have you seen happen so we can take care of the trees?

- Trustee Hurley: Essentially, that piece of land is undevelopable and the tree goes out to where the branches reach out - assume that's where the roots are. I'm glad we can hire aboroist because if it's invasive or in decline you can remove it. It's a gray area now because land was too valuable to not do that - there is a risk that we will be forced to move the tree - then we have the cost of tree plus fine.
- Chair Yee: In looking at this map, it's a sizable tree on the north east part of the rendering which would impact what we are looking to do if the circle is the circumference with limbs.
- ED Fisherow: Yes, there is one tree that could impact our work. The suggestion is to proceed with the arborist and Latin is proceeding to see what Kirov can do as the current owner and we will provide updates. Next thing to follow up on is the new law and understanding what others have done to work through it. We can bring that back from our teams.
- [CHAT] - Trustee Hurley: Special Permission - Moving a Heritage Tree: *A Heritage tree removal permit may be issued if a person wishes to move their Heritage tree from where it is currently located to another place on the property. To apply for this permit, a person must identify the new location within the District and prove that there will not be significant harm to the tree. To be fully in compliance with this permit, the Heritage tree must live for at least 3 years after replanting, otherwise, it is considered an illegal removal and a fine of $300 per inch circumference of the tree must be paid. "It shall be unlawful for any person or nongovernmental entity, without a Heritage Tree removal permit issued by the Mayor, to top, cut down, remove, girdle, break, or destroy any Heritage Tree."*

Fundraising

ED Fisherow shared that Yu Ying has received favorable fundraising news and financial support from several key organizations. This kind of early support is unusual and bodes well for future fundraising efforts.

Citybridge has committed funding to mitigate operating budget pressure during scaling years. WYY is still negotiating with CityBridge for how much flexibility we have in how the funding is used - if we decide to apply it to project costs, legal, project managements - if that is supported, or if we could apply it to hard costs so we have the maximum flexibility so the affordability team can make the best recommendation to cover operating costs. A portion would be provided soon, and the additional will come in January 2023. They have also indicated that additional funding may be available moving forward - they're excited about this for us and Latin moving forward.

City Fund has also expressed a strong interest with EdForward serving as the fiduciary. Q4. We have a meeting with EdForward DC in August to discuss further.

In general, donors feel better about giving money to a project where others are giving - these initial investments bode well for future work. After September, and the land acquisition, we will work with Latin on joint fundraising. We are having early conversations with Trustee Douglas about grants we want to apply for the fall and into the year.

Sarah Perkins from our team has met with the Washington Latin Development Director to better understand the work they do. At this point Latin has brought in funding to support growth in recent years.

Questions and Discussion

- Trustee Yee: Sarah Perkins is the WYY grant manager, is she full time? With support from Trustees Douglas and Bullock, and Sarah, is that enough to help with what we are trying to do from a fundraising perspective?
    - ED Fisherow: This is why we want to understand the full flexibility of the funding from CB, because we have a short list of related costs that we believe we need to invest in this year in year for planning - one of those is a Development Director or additional funding to support development work - either through a firm, person, and once we get through Sept. we will be leaning on Trustee Douglas and the team to determine how to use development, and do we have the finance right now through contingency or the flexible use of the CB gift to invest in further development and fundraising which we think is needed now and will be needed through life span of the project.
- Trustee Lee: Regarding the timing of the grant, it is important that with the grant, even though we receive it now, that it can apply to future years. We need to have it so we can meet lender requirements.
    - ED Fisherow: Is your suggestion that it is set aside for gap years?
    - Trustee Lee: Yes from an accounting perspective, - normally when we receive it as revenue for this year, we want to recognize it as revenue for the year we need it which based on the review was the first 2 ramp up years. So, we would recommend receiving any funding in June 2022 make it restrictive so it can apply to the next SY vs this SY
- Trustee Douglas: I'm excited for grants coming in and that people are excited about the opportunity to expand.
- Chair Yee: Foundation grants are great and we should continue to pursue those, but how are we also tapping into individual donors and philanthropic givers and broadening our view on how WYY can mobilize philanthropic resources.
- Trustee Bullock:I'm still getting ramped up on what has happened to date and would love a chance to sit down and figure out what would be a smart approach to use our skills on this front.

Feasibility Dashboard

ED Fishweow shared that WYY has made good progress on feasibility studies - most have been completed and we continue to find risks associated with most are low or we have mitigation strategies at this stage. We highlight trees but continue to think we have strong plans or have a team in place to sort through options as we proceed.

- Chair Year: Regarding risks, at a high level are there any potentially very costly risks that could put a large hurdle into our plans? I'd like to understand if something would be astronomically high that we need to address.
    - ED Fisherow: Regarding financing, if we continue to find that some of the soil conditions make it difficult for construction, that could have a financial

impact - that is one where the solution would be money based. We don't have an indication from the community, Zoning or subdivision committee that indicate show stopper. We won't know until it starts to proceed but that is always a risk because it goes through many reviews and assessments - it is so essential and not a done deal. Regarding community, we believe community and neighborhood opposition will be medium through the project because the project itself will have a dense number of students, and until we finish and put pieces in place to show we are addressing fears and concerns they will remain concerned. We at WYY have to be good and better neighbors both to build and repair any damage that may be there - we want to keep our eyes on it and be intentional at Taylor St.

- Trustee Douglas, my understanding is today we want to vote on first the deposit and if everything continues there will be a bigger paym, from this list or in general, are there a small number of things that would happen between the 1st and 2nd deposit that would mean the project would be derailed and we would lose the investment? I'm trying to read through risks and see if there were 1-3 things that would cause us to pull the plug, which are those or are there none that would stop it?
    - ED Fisherow: At this point, we feel high degree of certainty that this project is a go and very few items with data we have that would stop it or significantly delay it because the big things would be an inability to work with Latin on terms of deal, which we have been able to do successfully and we are confident that partnership will continue. The second would be if we were unable to subdivide the lot - all data indicates we are moving positively in that direction. The third is overall financing and cost of the project which with additional fundraising and the deep work the affordability is doing, we know we are in a good spot to purchase this acquisition and will work diligently on the next phase of financing - those are 3 big reasons.
- Trustee Riley: Back to heritage trees, it sounds like that is a potentially significant issue - it doesn't sound like there are work around options.
    - ED Fisherow: It is my understanding there is a workaround but it is expensive and it would be to relocate the trees, and if they die then there is another expense. There is a way forward, it is not great -it stays a med risk which is why we called it out but there is a way through, it is just expensive which is why I wouldn't call it a show stopper.
- Chair Yee: From the potential soil and heritage risks, what is the maximum amount we are looking at? Hope we can reduce it, but maybe help to know how much potentially the heritage tree would cost and how much would remediation for soil be so we have an understanding of what could be the expense around it.
    - ED Fisherow: We can get this back and it will be important as we move from this phase to closing and that's why we've been so aggressive - as we move through feasibility and closing reports.

COO Volpe shared the summary of recommendations and concerns that the Board requested be put in a table.

Affordability

Trustee Lee provided an update on project affordability. Based on the data we have, the total project cost is going to be $30.71M including permanent financing. When we look at modeling to see if WYY can afford project of this size, we look at indicators of if we can maintain 90 days of cash on hand, meet the lenders requirements such as 1.2 debt service coverage ratio, and whether the program can be supported by program revenue and also look at whether we will maintain net income through the years. At this time we believe project costs can be supported by the listed funding strategies.

Questions and Discussion

- Trustee Riley: Would we need $2M by june 2023, or sometime around it - what is the target date?
    - Trustee Lee: It would be throughout the years; one of the challenges is to meet debt service ratio set by the lender and we would need the grant during ramp up years. As we talk about fundraising and as we start to get grants it would be great to work to restrict the grant to years we need -that would count toward fundraising.
    - Also regarding efforts for the board to raise funds, would our efforts be what is remaining and not covered by grants or do we have some sort of target goals as a board to fundraise?
    - COO Volpe: I don't think $2M is the cap but expect fundraising will continue and one of those buckets of money we want to pull from. The more funding we have, the more revenue we have coming in and less we have to use from reserves or cash on hand to finance a loan for.
- Trustee Riley: Is the $2.89M the fees for permanent financing?
    - Trustee Lee: The lender might have diff coverage requirements - this $2.89M includes the potential transaction costs + 1 year of debt service reserves (2m dollars and the requirement).

Trustee Lee proviewed slides that show what “no growth” looks like vs Kirov and at next board meeting or via email we will reach out to talk about how those dollars will work.

- Trustee Riley: Looking at this chart regarding programming costs increasing each year which is causing the deficits - are those expenses something that can't be budgeted for or reduced? How are they automatically increasing? Is there nothing we can do to balance the budget?
    - COO Volpe: In our budget - 76% is salary and benefits - that's not something you can keep constant with raises, cola. Also, we cover 100% of each staff healthcare every year so every year that increases, and there is not much you can do to maintain other than looking at opportunities to not pay 100% of healthcare benefits. Those costs will incrementally go up depending on how people perform - we can put it in the budget and show that but it will increase year over year.

- Trustee Lee: If we don't grow right now, revenue itself will not support programming expenses - we had to use surplus from facility revenue to help balance out the deficit on the programming side; if you look at next table re Kirov, even though during ramp up years we may have some program deficits, overall it is more positive and also the facility costs during the first 2 yrs are high but as we get into stability it will go back down to 82% and unused portion is available for program and also building our reserve back to where we were.

Chair Yee noted this discussion deserves more time - we should discuss this in greater detail next week because we need to move on to the vote.

Vote on Resolution

Vice Chair White raised a motion seconded by Chair Rueda, to vote on the resolution: NOW, THEREFORE, BE IT RESOLVED, that the Board finds that it is in the best interests of Washington Yu Ying to post the First Advance and to proceed with the negotiation and finalization of the PSA as hereinabove provided and the Board hereby approves such acts and actions on behalf of Washington Yu Ying. Through a roll call vote, all board members present voted aye.

6. Adjourn

Trustee White raised a motion to adjourn the August 19th board meeting, the motion was seconded by Trustee Rueda, all members presented voted aye to adjourn..

The meeting was adjourned at 10:31 a.m. EST.

Note: This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

Washington Yu Ying BOT Meeting Minutes (DRAFT)

August 26, 2022

BOT Members: Liza Douglas, Amy Lee, Kelly Yee, Darren Riley, Lemar White

Carlie Fisherow (Staff), Melissa Volpe (Staff), Jerry Levine (Counsel)

Meeting called to order at 9:34AM.

No comments from guests during public forum/speaking agenda item.

Kirov Second Site

Purchase and Sales Agreement (PSA) has now been signed as of this meeting date.

Both boards voted to approve the decision to proceed with the non-refundable deposit ($1 million total; Yu Ying's pro-rata share is $256,000)

Both schools completed/prepared joint communications and shared updates with their communities.

Yu Ying completed the wire transfer to fund its portion of the $1 million deposit

Washington Latin signed a PSA with Kirov.

<u>Details of the Purchase Sales Agreement with Washington Latin</u>

- YY share of total purchase price of the property will be 26.5%. The first is a $256,000 deposit which was already made and the second will be the balance of $5.7 million, which is refundable if the sub-division/alt arrangement does not go through.
- Both parties will participate in the subdivision process which will result in the existing property being subdivided into three titled lots.
- YY will reimburse Washington Latin for 50% of the due diligence costs (not to exceed $125,000).
- YY will be responsible for 50% of the site planning and site work needed to construct two new buildings on the property (one for YY and one for Washington Latin). Total budget for site work is $5 million, with $2.5 being YY's share.
- The Shared Use Agreement is pending negotiation prior to the land acquisition/closing between Washington Latin and Yu Ying.
- Subdivision process can take between four to 12 months. YY's $5.7 million purchase amount will remain in escrow until the subdivision is completed. First stages of application for subdivision has already been filed.

No Growth Financial Model Review

Key Takeaways

- From SY 18 – 19 through SY 21- 211, Program Surplus has decreased primarily due to increases in staffing while enrollment remained steady. Decreases from $1 million to $60,000. Enrollment/FTE fell to lowest level in SY 21-22.
- With the Kirov Expansion, at maximum enrollment, the Program Budget can stand on its own. There is Program Surplus and PPF Surplus projected.
- With a No Growth strategy, a program deficit is projected. YY needs PPF Surplus to balance its Program Budget.

Next Steps

- A resolution will be presented to the Board of Trustees on 9/2 which will cover plans to put the second advance payment into escrow and give the Executive Director authority to proceed with Yu Ying's closing following the subdivision.
- Liza Douglas will launch the Development Committee for fundraising efforts for YY
- Development of a first draft shared use agreements for use of the existing building at the Kirov site
- Review and report out on report from the arborist on the Heritage trees at the Kirov site
- Compile Request for Proposals (RFPs) for key project services (architecture and engineering for new building at the Kirov/second campus site).

Washington Yu Ying BOT Meeting Minutes (DRAFT)

September 2, 2022 9:30-10:30 (Zoom)

BOT Members: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)

BOT Attendees: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Jose Sousa, Lemar White, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)

Guests Present:

Members of Public On Call: Autumn Jackson, Journey Banks-Stewart, Jay Chen (representative of the Parent Association)

Absent (with notes): Kelly Yee

Absent (without notes): Michelle Stuntz

The meeting was called to order by Vice Chair White at 9:34 a.m. EST.

The meeting commenced with an overview of the public agenda.

ITEMS REQUIRING VOTING

A motion to approve the August 12th and August 19th minutes as submitted was raised by Jose Sousa and seconded by Amy Lee. The motion passed with all present Trustees voting in favor.

Regular Agenda Items:

Second Site at Kirov

ED Fisherow provided an update on the purchase and acquisition of Kirov as part of a joint venture with Washington Latin, and an overview on the start of the 2022-23 school year. This week, WYY has welcomed more than 600 students to campus, along with their families, and over 150 staff members.

Since August 26th, WYY has made good progress on the Kirov acquisition and are excited to proceed to the closing phase. WYY engaged the WYY parent community in an In Person Townhall, they also worked to ready finances for the wire transfer next week and met with the Growth Committee to discuss creative ideas to expand non PPF revenue streams. Additionally, ED Fisherow worked with Trustee Liza Douglas on the launch of the Development Committee and also met with EdForward about additional fundraising opportunities to support the project.

- Trustee Douglas asked for the board to receive an update on grants. ED Fisherow reviewed the grants to date and shared that she also met with a representative from the Gates Foundation who shared philanthropic opportunities in the city the school might want to consider.

The feasibility studies have identified 3 heritage trees on the property and that all 3 are “not candidates for transplant” and removal has been recommended per Pitchford Associates, individual reports issued on trees #16, 13, 81. WYY is reviewing the new legislation that goes

into effect in September and will not impact the project if the proper permitting and approval process is followed. What this means for WYY and site work project consideration is the school must approach removals and relocations in alignment with the new policies. The permitting fees, and removal and relocation fees will still fall within the $2.5M site cost. Next steps entail holding meetings with DDOT, DOEE, and Urban Forestry. The anticipated risk is centered around community pushback, noting that a public hearing will likely be required for the trees.

- Trustee Riley asked clarification as to what we will have to do it with DDOT and DOEE, and the health of the trees. ED Fisherow: We don't believe a relocation is possible because they are unhealthy and relocation, unless it mees criteria, won't work and is not recommended because of the health and the very unlikely success of a relocation.
- Jay Chen asked in anticipation of potential questions from the community – why has the removal been recommended? ED Fisherow: For the new site at Kirov, the plan is to build two new buildings – new construction for Washington Latin and one for Washington Yu Ying and we cannot do the construction we need to with the location of the current proposal of the site.
- Trustee Sousa asked, how many trees are still being preserved? ED Fisherow: We will follow up at the monthly meeting.
- Trustee Sousa noted the perimeter of the second location is lined, and how do we ensure the community understands we will not be seeking to change that. ED Fisherow: We want to preserve as much of the trees and meet the programmatic needs of the school.
- Trustee Douglas shared agreement with Trustee Sousa, we need to focus the preservation of green space.
- Trustee Hurley asked for more information about the public hearing. ED Fisherow: We will need one to remove any trees – we are working on the community engagement plan over the next couple of weeks. We will follow up and share more information.

Affordability Committee

Melissa Volpe gave an update on the affordability committee The second refundable advance Escrow due September 8th. Citybridge is ready to move forward with their commitment and we will reimburse strategic growth account. EdOps is assisting in providing a summary table capturing project costs vs operating analysis and an overview of the financials. We are reevaluating the financial model to look at childcare as something we could expand. LevelField partners well meet with us to talk about current debt, OSSE loan, etc. to ensure everyone is on the same page.

Development Committee

Trustee Douglas provided an update on the launch of the development committee. The committee wrote a charter to be shared with the full board. The Development Committee will create user friendly ways around fundraising and be a driver and idea engine for the school around what we are doing to maximize any sources of revenue outside of per pupil funding.

The committee is also looking to meet monthly and are seeking members. They will report back to the board in regular meetings. Some initial topics of discussion include, what different types of sources and funders can we approach and more foundational questions such as, does the school have a gift acceptance policy – any gifts we won't accept – we need to have policies on

what kind of money the school will and won't take. Trustee Bullock shared she will join the committee.

Vote on the Resolution

The Board discussed the resolution: 4301 Harewood Street NE - Second Advance Deposit

and Execution of Purchase and Sale Agreement and Closing Documents.

The Board discussed the resolution which was shared with all board members and reviewed by the growth and governance committees. Trustee Riley requested an addition to the resolution, which would not impact its substance. He requested adding a whereas clause that states the date upon which the Washington Yu Ying Board approved the resolution to authorize the $265K as the first payment to further establish the history and context for the resolution.

Trustee Douglas raised a motion to approve the resolution as amended. The motion was seconded by Trustee Ng. All members present voted in favor of the resolution via roll all. Chair Yee voted by proxy also in favor of the resolution.

Vice Chair White expressed gratitude to ED Fisherow, Trustee Riley, and all of the members of the community for their hard work on the second site acquisition.

Next Steps

ED Fisherow shared the shifts in meeting structures - weekly meetings coming to a close, and Kirov updates will be shared during the monthly meetings as relevant. The school will meet with PCSB in the coming week. The school is also continuing to refine our arrival and dismissal procedures and will continue to meet with neighbors and constituents. It is starting to feel like campus is at vehicle density -f there are few things we can do – shift to carpool and biking and other strategies because we have a large number who drive and limited space.

Trustee Hurley asked how quickly can anyone get possession of Kirov site? Could we use it for staff parking in the short term? ED Fisherow shared that the school will begin to think of ways now to use the site.

CLOSING ITEMS

No new meeting agenda items were introduced.

The meeting was adjourned at 10:21 EST.

Washington Yu Ying Board of Trustees Meeting Minutes

September 13, 2022 (via Zoom)

BOT Members: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)
BOT Attendees: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Quinton Ng, Wendy Rueda, Michelle Stuntz, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)
Guests Present:
Members of Public On Call: Autumn Jackson, Amy Quinn, Tequia Hicks Delgado, Andrew Shield, Malcolm Johnson (Parent Association)
Absent: Darren Riley

The meeting was called to order by Chair Kelly Yee at 6:34pm EST.

The meeting commenced with an overview of the public agenda.

ITEMS REQUIRING VOTING

A motion to approve the July 12th and July 26th meeting minutes was raised by Trustee Douglas and seconded by Trustee Stuntz. The motion passed with all present Trustees voting in favor.

Committee Updates

Finance Committee Update

Trustee Amy Lee provided the Finance Committee Report on the June 2022 financials. The school had 505K net income for the month, which is 508K greater than budgeted for the month. This increase in revenue was from local grants, competitive federal grants and an unrealized gain on the value of the swap. The school ended the year with a net income of $1.28M. The school currently has $12.39M, which represents 382 days of cash. After the Kirov payment, the school will have $8.46M cash on hand. The outstanding facility loan balance as of June 30, 2022 is $10.44M.The financial report for August and July will be reviewed in the October meeting.

Trustee Stuntz asked, when we see the realization that puts us over our projection, what accounts for that in our budget modeling? RESPONSE: We have a catch up in revenue recognition which is timing for when the grants are received and, the unrealized gain is based on information from the bank**.**

Trustee Douglas shared how good it is to make the first payment for Kirov from the cash on hand; and still have a strong reserve of cash on hand. This is a product of the strong financial stewardship of the school.

Growth Committee Update

Vice Chair White gave an update on the Growth Committee. The committee met on September 1 to discuss potential future revenue streams and focused on how to grow the annual summer camp program to make it a revenue stream for the school. In October and November the committee will engage staff to get their perspectives on how the program can grow in the future.

Chair Yee asked if the growth committee would be providing updates on Kirov construction? RESPONSE: Going forward, the growth committee will cover that in their updates.

Trustee Stuntz asked, given the massive demand for summer camp in this area, why haven't we expanded it in the past? RESPONSE: The staff we use for summer camp is the same as the staff we use for school and we want them to be ready for fall. We will be exploring the potential of bringing in outside staff. ED Fisherow will have conversations with staff and bring proposals on how staffing might look for the summer programming. ED Fisherow also added that summer camp is both high demand and aligned to our mission and values. Our core concern is to make sure we do it effectively and want to have the right staff. Historically, we also have had competing priorities such as the summer intervention programming and COVID, but now we are in the right space to think about how to expand programming in summer 2023 or 2024. Chair Yee also added context from her experience on the Growth Committee 2-3 years ago. Previously, the school identified an online platform where people outside of DC could access curricular resources and a summer camp as options for growth - and the summer camp seemed more attainable because the school already had the site. Additionally, the committee also explored opportunities for a summer exchange program with China and grappled with concerns around housing. Trustee Douglas also shared that REEF staff have been considered for summer school staffing, but the school is already having a challenge with staffing and the school year programming needs to be prioritized.

Development Committee Update

Trustee Douglas provided an update on the Development Committee. Trustee Douglas provided additional context on the Growth Acceptance policy outlined in the charter which is necessary as we ramp up fundraising efforts for the second campus. Additionally, once there are more members the committee will schedule the first meeting and work on a Letter of Inquiry/case statement that could be sent to new prospects and Chinese American philanthropists in the DC area and nationally. YY also has to be more visible in Chinese American communities, networks, and groups. The committee will also think of more fundraising opportunities to draw resources for the second committee.

Trustee Stuntz asked if non-Board members are already part of the committee or how they might be utilized. RESPONSE: No one outside of the Board is on the committee but it is standard practice in other organizations.

Trustee Douglas clarified that it is important to be mindful of non-compete clauses that exist in the fundraising space.

Chair Yee asked Trustee Douglas to share more about the specifics of how many more folks need to join the committee and for a sense of how many hours per month, and what the committee would entail. RESPONSE: There will be one additional meeting per month, the work of the committee which may include reading documents, creating documents, however, this is not farming out the work of fundraising to the committee, there is fundraising being done by the school, the school has a grant writer, but the role of the committee is to advise and support; it is thinking about the strategy and helping the school execute on the strategy.

Public Comment

Malcolm Johnson asked when they would get access to previous board meeting videos. RESPONSE: They are typically added to the website within a week.

REGULAR AGENDA ITEMS

Education Management Report - Start of School SY22-23

Executive Director Fisherow provided an update on the start of the 2022-23 school year. WYY welcomed staff back in August and are in the third week of school with students. The school is serving 603 total students, 122 are new students and 72% of the new students are new to Yu Ying. The school continues to have a robust wait list - 739 students were on the waitlist as of 9/7/22. Applications have been strong across all wards, which is important to note as enrollment declined across the city. Through the Equitable Access lottery preference, WYY has 31 new students - and 84% of those families are new to Yu Ying. Additionally, WYY added a new PK-3 classroom and has 33 total classrooms.

We had 72 staffing teachers and 12 new; 86% of new staff openings were filled - we are now waiting for 2 lead teachers to start - those classrooms are being staffed by current full time staff at WYY, but have 2 dedicated aide vacancies. The operations team is 100% staffed. We have had a high demand for REEF this year - an increase of 70-100 new families; 16 of REEF are returning, were able to bring on 12 new REEF staff, and have a recruitment plan to add new staff. We need 17 more part time staff to clear the waiting list.

The school year started with staff community building and 3 days of IB inquiry teaching professional development.

We have 170 students enrolled in REEF, this is more students than ever before in REEF. We hired 3 new staff to open new classes, and will be opening another classroom next week. We have been bringing back specialists in dance and other activities

The facilities team won one of the first core values awards for their work to make the space warm and inviting. There have been 65 staff maintenance requests that have been responded to since the start of the school year; the team has been able to respond to 62% of all requests within the same day.

The new food vendor, Genuine Foods, has been well received with 33% of students eating lunch on an average day - an increase from last school year. Students have shared positive feedback.

We continue to employ COVID mitigation strategies including test to return for the first day of school and also Labor Day holiday. More than 96% of students returned a COVID testing consent form which allows the shcool to test on site.

Chair Yee, asked more about the REEF waitlist - how does this compare to pre-COVID? RESPONSE: This year is the highest interest in REEF, normally low-200s; even with the increase in cost, parents have wanted to join REEF. It is substantially higher -we attribute this to the new programming (e.g., chess, pianist, MMA,) at no added cost to families, and a lot of excitement in REEF. Additionally, with new Pre-K we have seen more interest.

Chair Yee, it would be great to get a presentation on REEFs evolution over the years to see how the program has evolved.

Trustee Hurley shared that the demand for REEF is important from a parent perspective - it is a need to have for families with the return to work. RESPONSE: The Executive team is taking this very seriously and is working with HR to figure out how to get part time folks interested in REEF so staff can build the curriculum. We have tried different pay scales and strategies to attract talent to REEF while also maintaining the safety of classes through small class sizes. ED Fisherow also shared the quality of the after school programming and the importance of keeping the bar high.

Trustee Rueda asked if the mobile classes are being used? RESPONSE: The mobile units are not classes but are spaces/offices for the interventionists, REEF staff and meal Staff. However, the school has not yet received the COI yet, and are awaiting the final inspection.

Amy Quinn provided a qualitative update on school opening. Students have prioritized developing friendships and bonding with teachers, learning new routines and understanding what the year will be like. Staff pre-service was about community building and focusing on what we need to strategically grow as educators. The school has launched monthly Core Values Awards where peers and colleagues can

nominate each other for an award. For families the open house was in person and in classrooms which was well received. We have had great PA communication, a first meeting, and opportunities for families to come in and do different projects. Stakeholders also appreciate the listening sessions with Carlie, opportunities for input on decision making, and transparent communication.

The school is working on addressing new parent needs in the area of managing the vast amount of communication and making connections with other families and individuals within the school. As it relates to staffing, the school has had to respond to late resignations, new staff in key leadership, and open positions; and in the area of academic needs they are focusing on academic gaps and making sure the targeted interventions are making a difference for students.

ED Fishrow shared there are a number of events and experiences for students, staff, and families planned this fall in the spirit of connection and belonging.

Trustee Hoffman asked if the school would provide the Board with an overview of which events Board members should attend. RESPONSE: Yes, Board members are welcome at all and the school will send out invites moving forward.

PARCC Performance SY21-22

Amy Quinn provided an update on PARCC Performance in Grades 3, 4, and 5. This was the first year these students have taken the PARCC assessment since SY208-19. The percentage of Yu Ying students meeting or exceeding expectations in ELA increased by 6% vs. a 12% decrease in the charter sector and a 7% decrease statewide. In math, we saw a decrease which is concerning for us, but the school had less of a decline than other schools in DC. Now, the school is going to begin exploring subgroup data and understanding what contributed to the decrease in math scores.

When WYY looks at PARCC scores we see that African American students did not have the same Level 4+ achievement scores as other subgroups. The school was closing the gap prior to the pandemic, but that progress was not evident in the 2022 PARCC scores. The gap is more significant in Math. African American students experienced more interrupted learning during COVID, greater personal losses, and we saw greater attendance issues. The school is implementing plans to minimize the gap and to do an inquiry journey to identify pilots that can support student achievement.

The school has already implemented an SEL assessment, and will analyze the data. The school is prioritizing student social and emotional health to strengthen their social and academic confidence. This looks like focusing on belonging, teacher-student relationships and parent connection and resources.

Additionally, the school is focusing on how to strengthen cognitive skills and capacities outward academic achievement which includes utilizing both teacher and on-line resources, strategically, targeting intervention through our expanded intervention teacher resources, focusing PD on differentiation strategies and models, and observation and feedback targeting differentiated practices.

The school is also intentionally designing for equity by having the leadership conduct shadow days and equity interviews of students and parents, as well as updating our understanding of needs.

Malcolm Jonson congratulated the school on their student achievement on PARCC and asked if it is possible to see the achievement data for other schools broken down by race and gender. RESPONSE: Yes, we sent some of the information in the community letter and will continue to share more of it as additional analyses are completed. Trustee Hoffman shared a link to the OSSE website which has the raw data. ED Fisherow shared that across the city, and nationally, we saw gaps increase between white students and their non-white peers. The school saw a rise in the achievement of ELL students.

Chair Yee congratulated the school on the scores and asked if the school would do an inquiry journey on why and how the school was so successful. RESPONSE: Yes, we look at what is working, what is enabling success and what needs to be addressed.

Growth & Second Site @ The Kirov Ballet School

Since the July 26th Board meeting, we have made progress and are moving to the closing phase. The school has: shared news of the project with our student and parent communities; started community based outreach with ANCs, Ward 5 Councilmembers, etc.; Latin and Yu Ying signed a Purchase Sales Agreement to formalize our partnership; the school also completed initial plans to subdivide the property; and submitted an application. They also prepared two master test fit design options that meet the zoning requirements, secured additional fundraising through Citybridge and worked with Liza to start a Board Development Committee. They have also met with EdForward about additional fundraising opportunities to support the project, completed more than a dozen feasibility reports to review the overall site, met with Dr. Walker-Davis from Public Charter School Board, completed the wire transfer to secure our portion of the property; Washington Latin which is expected to close on 9/15 following a Facilities Committee meeting.

Next Steps

For next steps, the school is starting the RFP process to secure an architecture firm and general

Contractors. They are also creating joint message to share the news of the final closing with both school

Communities. The school will also complete the EdForward grant application follow up steps and develop a community engagement plan. Lastly, the school is figuring out ways we can occupy the space and use

the building/land following closing as early as October. PCSB has some requirements that need to be met before the space can be occupied.

Trustee Hurley clarified that from an overview space, the parking lot would be helpful. RESPONSE: Yes, we are thinking about that now.

CLOSING ITEMS

No new meeting agenda items were introduced.

The meeting was adjourned at 7:58 EST.

Washington Yu Ying Board of Trustees Meeting Minutes

November 15, 2022 (via Zoom)

BOT Members: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)
BOT Attendees: Rob Anderson, Cosabeth Bullock, Liza Douglas, Quinton Ng, Darren Riley, Michelle Stuntz, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)
Guests Present: N/A
Members of Public On Call: Autumn Jackson (Staff)
Absent: Marcus Hurley, Amy Lee, Wendy Rueda

The meeting was called to order by Chair Kelly Yee at 6:32 pm EST.

The meeting commenced with an overview of the public agenda.

ITEMS REQUIRING VOTING

- A motion to approve the August 26th Growth Meeting Minutes was raised by Trustee Sousa and seconded by Trustee White. The motion passed with all present Trustees voting in favor.
- A motion to approve the September 2 Growth Meeting was raised by Trustee Riley and seconded by Trustee White. The motion passed with all present Trustees voting in favor.
- A motion to approve the September 13th Monthly Meeting g was raised by Trustee Anderson and seconded by Trustee Riley. The motion passed with all present Trustees voting in favor.

Committee Updates

Finance Committee Update

Trustee Ng provided the Finance Committee Report on the September 2022 financials. The September net income was $578K which is $542K greater than budget. On a YTD basis we have net income of $639K, which is ahead of budget by $943K. The key drivers for it are the unrealized gain on the swap, and there has been lower spending on salaries and benefits, and other expenditures related to the trailer rental payments and grounds. The cash on hand for the month is $8.17M and that is down this month compared to August due to payment for Kirov. The days of cash by year end is projected to be 256 and loan balance is ~10.3M.

Trustee Douglas asked a question for more details on the low salary expenditure? At the start of the year there were vacancies, as folks have been hired, or vacancies remained the salary hasn't been spent.

Trustee Douglas asked with the surplus does that mean there will be discrepancy spending or do we expect it to disappear? The unrealized gain on the swap contributes a large component over $300K, and that will sort of float around based on market variations on interest rates. It's a non cash item so it won't create wiggle room but the lower spending on salary and benefits could create wiggle room later in the year for unforeseen expenditure.

Governance Committee Update

Trustee Darren Riley provided the Governance Report. The next meeting for the committee is on Thursday at 5pm. The main discussion will be focusing on next steps once Trustee Sousa's term ends in December 2022. We will need to recruit a new board member, and need to identify potential candidates to continue to maintain a footprint within the community. We are looking for someone who has a community presence and relationships that Trustee Sousa brought which has been integral to the school success. The committee will be considering candidates over the next few weeks and the plan is to present or refer a candidate at the December meeting and have the first meeting for the new board member be in January. The committee requests that trustees please recommend candidates who would be a good fit for the role.

Trustee Stuntz asked for more discussion around what we are looking for as it relates to community relationships - connected in dc nonprofit or other areas?

Trustee Douglas noted that previously we have had a matrix of the term offs over the next several years and it would be helpful to complete one for this year to identify the characteristics we need as we recruit more people. Other characteristics we will need are local neighborhood, DC government, extensive relationships in local politics and local community engagement work, understanding of Ward 5 local landscape, someone who can serve as a neighbor ambassador, someone who can can help with fundraising needs, individuals who have a strong appreciation and culture to the chinese community, DC education leadership to provide intellectual programmatic leadership/

Growth Committee Update

Trustee White provided the Growth Committee Report. Trustee White noted that a comprehensive update will be provided later in the agenda. The committee met last week and some of the things we accomplished included reviewing the shared use agreement for the space. We have also hired an architectural engineering firm to begin doing the designs for the YY building. Leadership team at YY will be issuing a RFP for a project manager to handle the new building site. Presenting before PCSB in the coming months.

Development Committee Update

Trustee Liza Douglas provided the Development Committee Report. This month the committee focused on the annual fundraising committee. For now, we are keeping the annual campaign separate from the

second campus campaign. As suggested by members of the board, we want to focus on articulating what the additional dollars go to that aren't covered by PPF and are thinking about a graphic to visually represent it.

As it relates to the annual campaign, the school accepts money all year round for it and we are currently building a campaign around Giving Tuesday. The school has a whole campaign set up every Tuesday leading up to Giving Tuesday and will be leveraging social media which is the most cost efficient strategy. We are asking for all board members to follow on instagram. We are highlighting our Chinese education program and rigor in the posts. The Board has committed 100% support to the annual campaign and we are leveraging that to do a match connected to Giving Tuesday.

Regular Agenda Items:

A. School Management Report & Discussion

ED Fisherow highlighted her appreciation for the work the committees are doing. The mission moment for this meeting centers on the value of "collaborative."

The Yu Ying Chinese Cultural Committee launched a new campaign Zhong Wen Together! To encourage all staff members to learn and use common Chinese language phrases around campus. This started in October, and our students help us hear and practice the phrases each month. This campaign reflects our collaborative value and the rigorous value. We want students to see us practicing Chinese and being acceptive of a growth mindset. Last month the phrase was "good morning" and "line up" this month is "walking feet" and we are also doing "good bye." No one is expected to do it perfectly but we are all expected to try.

Operations

Melissa Volpe shared the highlights, updates and challenges in the Operations Space. For highlights, we have numerous RFP's for the new site. She also acknowledged the hard work of Trustee Hurley in his collaboration in selecting Page Sutherland Page. We did the general contracting bid - Hurley will join for the general contractor - looking to round out the team with a general contractor.PSP suggested having different work groups and currently the WYY Opps Team Direct Reports are leaning in and excited about this growth opportunity. We are also working to solidify the team by mid-December. The Ops leadership completed the insurance renewal process.

There was also a great REEF's Halloween Party - first time ever to organize an adventure for prek-1st grade kiddos. REEF is working on 3 more big events (holiday extravaganza); restructuring the Director of Operations responsibilities.

As it relates to challenges, the team is identifying a new bus service to support field trips, and managing around the vacant Director of Operations position. They are also working on adding outside lighting near the playground, trailer, and turf - working with facilities to get vendors to determine what lighting we can add; efficient staffing to support 602 students and 180+ staff. Staffing has remained the same for a long time and we are looking to improve that to meet demands for the operations side of the house.

Chair Yee asked for more details on the completed insurance renewal and associated cost savings. Last year $100K was spent, and this year we had the insurance broker go step by step and take out redundant insurance - previously paying for the same type in 2-3 different places and didn't have sufficient coverage in other places. We will provide a side by side analysis of what is covered under the new policies. Also, increased liability coverage, added cyber, and additional coverages. The process this year was more competitive so we were able to get a better place vs the standard coverage for ~$88K/year.

The school is also planning to organize an event solely for neighbors come on campus and better get to know the school.

Teaching & Learning

Executive Director Fisherow highlighted Alumni Day where over 40 HS YY alumni returned to join classrooms as role models for our students on 11/11. The alumni attendance was a testament to how much YY meant to them.

Amy and Carlie have started an inquiry group with a cross section to understand the achievement gap at YY - this is a historic challenge and we want to make inroads from an academic standpoint. We are starting with doing empathy interviews and looking to shape the understanding of academic data and what action steps we want to highlight for winter. We began multiple staff working groups in mid-October/early-November and are taking an inquiry approach to understanding the Opportunity Gap and SEL Restorative Justice.

Community Action Projects

There have also been a lot of community service events taking place. The 4th graders are doing care packages for folks impacted by the hurricane. Additionally, other service projects are coming from families and include: shoe donations to Got Sneakers?, donations to the Capital Area Food Bank; upcoming is a Coat Drive, Book Swap, planning for the MLK Day of Service, and Spirit Mondays. Spirit Mondays will be a place to build community. We are also having a Chinese speaking campaign across the community.

Updates

The school is going to be participating in the District Student Wellbeing Data project with Raise DC - this is for students in grades 3-5 - this will help inform our planning for the upcoming year. ED Fisherow has completed 60 listening sessions with families. The Insight survey is going out to education staff - leads and support this year. Other upcoming student academic events include: Math Challenge/Spelling Bee/Chinese Speaking - we haven't been able to do these since covid and excited to have them back.

In December and January we will be talking about the talent crisis because staffing is a challenge - we have struggled in K and with K fellows - and are trying to understand why and what we can do on the entry into the role side - we need to be strategic and change how we do things.

B. School Safety

Melissa Volpe provided an update on the physical, mental and emotional safety. Everyday something safety related is top of mind - we are always evaluating our current campus and thinking ahead for the new site. Leadership is regularly leaning into safety to identify areas of focus. Safety is multi-layered and ever changing, which remains our #1 priority. It is that thing that is always the overarching topic, both short and long term, to include: We are constantly considering how to respond to the needs of our neighbors and families, traffic patterns, evacuations, staff mental health, etc. We are also collaborating with our PA to form a Safety Committee, going through a signage evaluation, and changing the visitor sign-in process. Trustee Stutnz reinforced the importance of thinking about cybersecurity and social media threats. The school is committed to continuing to review the policies and safety measures that are in place and welcome additional feedback and resources to ensure the policies are robust.

C. Kirov & Second Site Planning

Site Work/Subdivision/Closing

- The subdivision application continues to progress, noting the Office of the Surveyor issued a draft plat in October (next up is OTR, the Zoning Administrator, DOEE, the Historic Preservation Office, and then it will be finalized by the Surveyor). The process is anticipated to take approximately 2-3 months.
- Washington Latin (with Yu Ying as a 3rd party beneficiary) has entered into a contract with Studio27 for the site planning process (all site work activities are on schedule/on budget).
- Closing will occur 30 days after the subdivision (in Q1 of 2023)

Contracting/3rd Party Support

- Yu Ying has named Page Southerland Page as its architect and is currently negotiating the contract for comprehensive architecture + engineering services (AIA B-101 standard form of agreement)
- Yu Ying will issue a RFP for GC services with the intention to name its partner in December

- Yu Ying has named LFP as our real estate/school facilities consultant.

Financing

- The OSSE loan is scheduled to close in Q1 2023 and is currently on track
- Conversations with Truist (term sheet pending) and EFF (for permanent bond financing) are in progress

Yu Ying has completed due diligence and continues to collaborate with key partners on project planning. Key areas of focus and risk mitigation efforts include:

- Due to the composition of the soil on Yu Ying's lot, there will be increased foundation or piling expenses (+/- $1M). Yu Ying will work with its architects and engineers to determine which system(s) are most cost effective while minimizing negative design impact.
- Based on the site density, Yu Ying anticipates that a green roof may be needed to meet stormwater management (SWM) requirements, which may add $400K+ to the project budget. The project team is exploring whether or not we can access credits from the Taylor Street building.
- The design team is exploring options to orientate the building toward First Street (for cohesive campus feel and for the operational benefit); however, curb cuts and public space factors may drive up project costs and impact the schedule. Yu Ying is currently assessing community engagement specialists to help navigate community engagement/assist in minimizing impact to the current plan.
- Due to uncertainty within the financing market, Yu Ying is exploring different options to ensure we are getting the most cost-effective capital (Truist/short term construction loan vs. EFF bond financing/permanent financing inclusive of Taylor Street debt).
- Yu Ying will need to hit fundraising targets to minimize the impact to the affordability model, gap years, and to buffer against other external pressures (volatility of the construction market, etc)

ED Fisherow reviewed the next steps following the meeting including: Submitting our new site footprint for permitting approval, Putting together A&E working groups to inform the design of the building, playspaces, administration and facilities/operations needs, hosting a Kickoff meeting and calendar out meetings with working groups, interviewing fundraising firms and if needed put out an RFP for a firm, selecting a community engagement consultant and get started on a concrete neighborhood strategy, proceeding with General Contractor proposal reviews and interviews A&E Team Coordination on key facility projects.

CLOSING ITEMS

No new meeting agenda items were introduced.

Trustee Riley raised a motion to adjourn the meeting, Trustee Ng seconded the motion and the meeting was adjourned at 8:28 pm EST.

Washington Yu Ying Board of Trustees Meeting Minutes

December 13, 2022 (via Zoom)

BOT Members: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)
BOT Attendees: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Darren Riley, Wendy Rueda, Michelle Stuntz, Jose Sousa, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff), Amy Quinn (staff),
Guests Present: N/A
Members of Public On Call: None.
Absent: Quinton Ng,

The meeting was called to order by Chair Kelly Yee at 6:36 pm EST.

Attendance was held.

The meeting commenced with an overview of the public agenda.

Public Comments: This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

ITEMS REQUIRING VOTING

Committee Updates

Finance Committee Update

Trustee Lee provided an update for the Finance Committee. The Committee last met in November to review the October financials and the school is on track with the budget. The current projection is that the school will end the year with $9.3M cash on hand; this equates to 255 days of cash on hand or 8.5 months. This total reflects the second campus project for which the school made a $6M deposit; we have also received a grant from CityBridge in the amount of $120K and another in the amount of $70K from EdForward. YY is also expecting to receive the OSSE loan in January.

- Q: Is there a range where we consider it a healthy amount of cash on hand or that we aim for? A: PCSB requires at least 45 days of cash on hand but lenders may have different requirements. At YY we have always tried to have at least 90 days cash on hand as the minimum. Over the years, we have done much better than that - a lot of times we have 12 months cash on hand, but that amount has been reduced after the deposit of second campus.

Governance Committee Update

Trustee Riley provided the update on the Governance Committee. The Governance committee has been focused on trustee recruitment to remain in compliance with the bylaws. Originally intended to have a candidate to present for the December meeting - we have had many strong candidates recommended and are in the process of identifying 2-3 candidates to interview. The Governance Committee will identify the individuals and make a recommendation on who the candidate will be, and present it to the Board in advance of the January meeting to discuss and vote on the new board meeting. To date, we have had more than 7 candidates recommended, and a great pool of very qualified candidates. We will also be bringing on more trustees at the end of the school year and going forward for the next school year, and over the next two years. As we continue with Trustee recruitment, we are seeing who from the recommended candidates is interested, who has the skills we are looking for, being involved with the community and having relationships with the community, and folks who are really skilled and experienced with fundraising. We have a good pool of potential candidates to work with over the next few months - the next step is to focus on getting this filled for the January meeting and we are in the process of narrowing the field now.

- Q: Were there any promising candidates from the last time we brought on new trustees that carry over to this time? A: Yes, Last time the focus was on finance and budgetary skills which is different from right now but those are also candidates we can include going forward.
- Q: Do we need to have them in place before the January meeting? A: We will need an odd number of folks to meet.

Growth Committee Update

Vice Chair White provided an update on the Growth Committee. In the last meeting, the committee was able to see initial ideas on what a structure could look like for the second site property. They also talked about starting community engagement, and communications for the surrounding community about the growth. Another topic discussed was the traffic and parking which is inconvenient for the neighborhood.

PCSB approvals and charter renewal are happening this month, and we discussed extending the number of students we can accommodate in the charter and will be exploring that to present to PCSB. The 15 year charter renewal meeting is on 12/19 - board chairs are invited to participate. We also received word from

PCSB that the original option to increase the ceiling will happen in May or July 2023 - it does give us a good opportunity to build more community engagement. Community engagement team meets weekly from 2-3 on mondays.

Development Committee Update

Trustee Douglas shared that the Development Committee met last week and discussed the annual campaign and second campus. We will discuss more in the regular agenda.

Regular Agenda Items:

A. School Management Report & Discussion

In highlighting a connection to the WYY school mission, Executive Director Fisherow shared how the 4th grade team has been focused on our nurturing value. They organized a number of activities and one idea they implemented was an amazing Bake Sale right before Thanksgiving. They raised and donated $1450 to the Red Cross in honor of Ms. Santana (a staff member) and to serve the work of the Red Cross in Puerto Rico. This was a fully student led action, that was also supported by Malcolm Harvin-Conner and Anou Phaipanya, and with 'local' meaning because of student to staff relationships.

Melissa Volpe shared that the school hired a Talent Manager who started on Wednesday, December 7, 2022. This is an important addition to the HR department. There is also a seasoned school secretary who will begin on Monday, December 19, 2022. The individual has previously been a school secretary, attendance counselor and registrar.

The school is wrapping up the Project Team for the new site, with 2 GC interviews this week. A recommendation will go to Chair Yee this week. The Operations leadership and education team came together to begin discussing new site needs and happily attended the workshop kick-off meeting with our A+E firm.

Amy Quinn, Director of Teaching and Learning, shared additional community projects Student Initiated Action! The school has a goal of 3 action projects to model how to take action, events included, in the fall there was a drive of bags filled with items for those who are unhoused or moving into new homes, and there was also a coat drive which brought 9 boxes to young families and a book drive, and a Bake Sale for Puerto Rico.Next up in January - MLK Day of Service, which will be a combination of service action and student workshops (including, making snack bags for S.O.M.E., CUA girls basketball team will do student workshops - calligraphy, basketball, etc.)

Director Quinn also shared the Celebrations of Learning Goal is to have families in for at least 2 celebrations of learning, many grades have had their first! Includes science experience, authors/writers events, as well as bringing families in to read to classes and students and more.

Additional updates include: First Math Challenge of the year 30 2-5 students participated, 3 made National merit, 15 made Honorable mention. /1 grade 1 student was chosen to move up to the top 3 in the Chinese Speaking competition following a video submission/Spelling Bee last weekend 40 students participating from grades 1-5 - top go to the city spelling bee.

COO Volpe shared that WYY is in discussions with Washington Latin on use of the current Kirov space, what space will be shared vs.what will be needed for ops space or education space; also collaborating with reef on messaging and Working with families, to include students for next quarter's REEF programming. Also surveying students and surveying parents and families for details on vendors we want to see - focusing on REEF.

COO Volpe shared that the following challenges were identified: Staff vacancies in ops side - having staff for efficient staffing to support 602 students and 180+ staff, quality substitute teachers, and the Covid surge creating staff shortages. YY is still in a leadership role in tracking and communicating around Covid - we have continued to keep many layered protections in place, identifying subs who can do both chinese and english is challenging; also, limited bandwidth on development and external relations given other priorities - we need to execute on ideas from development committee but do not have the ability with time constraints.

- Q: Regarding the Covid surge, is there anything we would do differently in the same situation next year between the holiday season to make sure it is not so rough for everyone? How do we structure the start of winter and holiday season so it is not so rough on everyone? A: In reviewing the budget, unfortunately we did not receive some of the money we have historically and have not had the Covid manager or other people who we previously had in the budget this year.When we are in a better financial position, hopefully we can hire more people temporarily. For example, a fully staffed HR could better identify subs. Additionally, we will be thinking about scaling back events in the winter more proactively. We are also continuing to think about the health and wellness team**.** The second campus team will need a nurse - do we also need a coordinator, or a health team that includes DBH? How we think about health and wellness needs to be shifted as we expand and prioritize student well being.
- Q: Will you share more about the concerns raised in the REEF Coffee Chat? A: The waitlist is down to 25 parents - the coffee chat was focused more on the programming of REEF and wanting more transparency of how we advertise what happens in REEF. We want to be better about communicating and how we present programming so families better understand the shifts - students want more singing and dancing, photography and arts, that is not always aligned with what parents are asking for,

● **Comments from the public:** No members of the public were present.

B. BOY Academic Data + Action Plans

Director Quinn provided an overview of beginning of year academic data for WYY, and the associated action plans in response to the data.

- Mandarin listening and speaking - We want 80% or more of 5th grade students who meet Intermediate Low level on the STAMP test in listening and speaking. Based on spring scores, the current 4th grade, 78% were at that point
- Middle school readiness - We want 80% or more of students to be at or above 50th percentile on MAP ELA and MAP - these are indicators of PARCC and college and career readiness - in fall 2022, 70% were at or above the 50th percentile; this means we are close to our goal and likely to achieve it based on the assumption that students will continue to grow over the 2022-23 school year.
- Subgroup outcomes
    - Our goal is % of K-5 level 1-3 on MAP meet or exceed their growth targets on the Spring MAP assessment in ELA/Math.
    - % of 1st-5th "At-Risk" meet or exceed their growth targets on the Spring MAP assessment in ELA/Math.
- Social Emotional Learning
    - PK-5: We want to see a decrease in % of students scoring "In Need of Instruction" (red) from Pre to Post assessment. Currently, 61% are scoring in need which is above our goal
    - PK: % of students designated in need improving in 2+ competencies from Pre to Post assessment. We will have more data on this when we get our MOY results in Feb on our PK students.
    - K-5th Increase in overall % of students scoring "Strength" (green) from pre-post (SEL). Our goal is 50% or greater - we decreased 2% from spring to fall.
- Teaching & Learning

NWEA MAP - goal is that students are scoring in level 4 and 5. When we look at cohorts, we can see from the 2027 cohort in kindergarten - each fall, they have demonstrated growth and have a higher RIT score on the assessment but it is not enough of a leap from year to year. Our students have scored higher across the board than nationally where students fall. In ELA, we see in 2021 that more students were higher than in 2022. The cohort of 2025 students has made a nice amount of growth and we would want to see that across all cohorts - MAP growth targets are hard because they are geared to students in monolingual programs and we have always had a larger number of students who don't meet the goal but

do make growth; 50% of students did meet or exceed targets, slightly larger did meet or exceed and slightly less did not.

Amira is a reading assessment which tracks the F&P Reading Performance Levels for individual students in grades 1- 5. In general, it shows YY has a significant number of students who are above grade level. We are focused on 2nd grade which shows an even number of students who are reading above and below grade level.

Chinese Data is assessed using the STAMP4se. In the past we didn't do fall STAMP4se - we added fall assessment in 2021 for listening and speaking. Also, with students coming out of the pandemic we wanted to have a better understanding of the students - how are they progressing having spent those formative years in hybrid or online.

- Q: What anecdotal data are you seeing? A: We are not back to normal. We are lower overall than pre pandemic. There are always differences across cohorts - we see smaller amounts of cohort growth than we did with cohorts previously and see lower scores for cohorts. We also have to remember that our second graders spent formative years in hybrid or online and there is a lot of significant work we need to do to build those skills they may have missed.
- Q: What does this tell us about the pandemic experience on cohort data? A: We do think our 1st and 2nd graders were more impacted than 5th graders - everyone was impacted in different ways because they didn't have the opportunity to be in a school setting. It is helpful to look at the national median where we are now scoring at or above; good sign of how we are supporting students.
- Q: NWEA recently released a report where they saw a more serious impact among current third graders - how does that align with YY data? A: We are not seeing that trend at YY with our data.
- Q: How is the BOY data aligning with what you are observing on your inquiry and empathy days? A: The inquiry and empathy shadow days are focused on the student perspective on their learning and perspectives - we haven't looked at the data or trends yet. We will triangulate that compared with MOY to think about what kinds of things stand out based on student perspective and academics. We do have SEL data which will tie in nicely with the empathy interviews and shadow days as well. There is also some BOY data from student experiences from 3rd to 5th graders which we are just beginning to get as well.

In our SEL work we want students to feel like they belong, to have relationship with others in the schools and be building skills around self-regulation. Last year, we adopted DECA to measure PK3 and PK4 SEL traits. This gives us a better idea of SEL growth, helps identify red flags and indicators for students who are at risk and helps us with intervention work to better triangulate data and understand what students need. The majority of students are scoring in a typical range; there is a small percent who are

demonstrating strengths in SEL skills and a percentage in need of additional supports. We notice similar trends when review the DESSA, an assessment for students in K-5.

In looking at the graphs, we want to highlight that the percent identified as “needing supports” in red is skewed because multiple teachers rating an area of need for a single student is showing up multiple times. In actuality, half of that is students in need -with a larger number in strengths. Our focus is on growing students and we are also looking to dive into the data in 4th grade which is showing the highest number of students with strengths.

- Q: For students in red, have we done an analysis of those who need assistance? Are there trends of common factors that might help these students with their SEL skills: A: Yes, we have done the analysis and are working to make sure that students have the appropriate supports and intervention teachers they need.

We continue to prioritize attendance which is incredibly important. ISA has been a challenge over the last 3 years, currently we have slightly higher ISA than previous years. However, we are seeing a new normal in attendance patterns where parents are more likely to keep students home for an extra day or so to recover from an illness. We continue to see that PK-3 and PK-4 have lower attendance than other grades.

Overall, we are focusing on strengthening Chinese immersion practices, enhancement of inquiry within our IB PYP model. We are also strengthening differentiation practices with a focus on math and renewing our commitment to teacher growth and development.

C. Development Efforts for Yu Ying’s Second Site

Executive Director Fisherow provided an update on the annual campaign which launched in the weeks leading up to Giving Tuesday and will run through June 30, 2023.

- From 7/1/22 to 12/9/22 we have received $23,638 (includes Board). From 11/8/22 (start of social media campaign) to 12/9/22 we received $6,275 .
- On Giving Tuesday: $4,550 | Since 12/6 Board Match: +$1,660.
- Generous Board giving is helping with our goal! Right now there is $17,400 committed, not all for year-end. A $10,000 match announced on Dec 6 until Dec 16, or until match reached within this calendar year. We hope to receive a bigger gift.

Looking ahead, the team has identified the following needs and next steps: engagement with previous givers, follow and re-post social media asks, forward Carlie’s email to alumni parents or other targets and the Development Committee will continue evaluating timing and case.

Trustee Douglas provided an overview of a fundraising tool to better understand how the school can approach fundraising for the second campus through strategic campaign planning.

- Q: Is there a target number of solicitations that you need to have to get to the goal? A: YY does not have a track record of data - we have not done this level of high value fundraising.in major gifts it depends on the relationship

Additional next steps include a Board discussion on specific prospects and strategies, the administration is exploring options for contracting additional support for development and fundraising strategies. There will be another update again in February or March.

D. Acknowledgement of Trustee Sousa

Chair Yee shared gratitude to Trustee Jose Sousa for his strategic, insightful, and fiercely loyal leadership. As a Board, we have appreciated his perspective which broadens our own thinking and insights. He actively works to enhance the board perspective and he will be deeply missed.

Trustee Sousa challenged the Board to continue to be engaged, honest, and push the envelope. He expressed his gratitude for being involved in the process to choose a wonderful new leader who has been fantastic - appreciate how hard and deliberate everyone has worked to make the last 10 years come together

CLOSING ITEMS

Trustee Sousa raised a motion to adjourn the meeting, the motion was seconded by Trustee Hurley. All present members voted in favor of adjourning the meeting. The meeting was adjourned at 8:42 PM.

Note: This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

Washington Yu Ying Board of Trustees Meeting Minutes

January 10, 2023 (via Zoom)

BOT Members: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff), Amy Quinn, Autumn Jackson

BOT Attendees: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff)

Guests Present: Clarissa Lazaro(page), David Heidtman, Meena Bishoni, Todd Ray(Page), Christine Doran

Members of Public On Call: Gordon Fletcher

Absent: Michelle Stuntz

The meeting was called to order by Chair Kelly Yee at 6:32 pm EST.

Attendance was held.

The meeting commenced with an overview of the public agenda.

Public Comments: This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration, but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

ITEMS REQUIRING VOTING

Meeting Minutes

- Approval of November Minutes | Trustee White raised a motion to approve the November 2022 minutes. The motion was seconded by Trustee Rueda. During a roll call vote, the following Trustees voted in favor of approving the minutes: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Quinton Ng, Darren Riley, Lemar White, Kelly Yee, and Paige Hoffman. Trustees Lee and Rueda voted present.
- Approval of December Minutes | Trustee Riley raised a motion to approve the December 2022 minutes. The motion was seconded by Trustee White. During a roll call vote, the following Trustees voted in favor of approving the minutes: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Darren Riley, Lemar White, Wendy Rueda, Kelly Yee, and Paige Hoffman. Trustees Lee and Ng voted present.

New Board Member

- Approval of New Board Member – Gordon Fletcher | Trustee Riley raised a motion to add Gordon Fletcher as a new Board Member to the Washington Yu Ying Board of Trustees. The

motion was seconded by Vice Chair White. During a roll call vote, all present members voted to in favor of adding Gordon Fletcher to the Board of Trustees.

Financial Audit – Finance Committee

Trustee Lee reported that our initial audit for SY21-22 has been completed and Washington Yu Ying received a clean report. Meena Bishnoi presented a presentation on the results from the audit. For the fiscal year, Washington Yu Ying received in excess of $750K in federal funds and the audit firm had to do an additional audit. In comparison to previous years, the format of the report also includes changes to provide increased transparency. Additional takeaways from the report included Washington Yu Ying continuing to have a strong balance sheet, and an increase in the net asset line without donor restrictions.

From a report standpoint, the biggest differences were the unfirm guidance audit which is a deeper compliance audit. Also, on the spreadsheet the audit firm is required to note if WYY is a low-risk or high-risk audit – this year we are noted as high-risk because it is our first year of uniform guidance. The risk assessment is not based on any specific practices by the school, and WYY will be high risk for June 2023 as well – in the first 2 years of the uniform guidance, an organization is noted as high-risk and then they progress to low-risk.

Melissa Volpe thanked David from EdOps who has done an amazing job of supporting Washington Yu Ying.

Questions:

- Next year, we will see big shifts in cash on hand, will any of those changes keep us at high risk? No that does not keep you at high risk – findings keep you at high risk. Organizations typically receive findings because of a material finding, where the auditor makes a journal entry because someone misses something, and the auditor has to make a material adjustment and that makes you high risk. EdOps is very diligent in their work, and the audit form does not have to make journal entries.

New Board Member – Governance Committee

Trustee Riley shared that the Governance Committee has been in the process of recruiting new board members. They received several nominations for this round and has down selected to two – Gordon Fletcher and Jessica Sutter. The committee was impressed with both candidates and would like to offer both a position on the board. Gordon Fletcher is who they are putting up for this position first, and in a couple of months when another position opens, they will present Jessica Sutter to the board for a vote.

Gordon Fletcher provided an introduction and overview of his experiences which make him a strong candidate for the Washington Yu Ying Board. Notably, he has held numerous positions in the comm unity. He is a 4-time ANC, his district is a neighbor of ANC5A, and he brings deep experience with community partnership, collaboration, etc. He serves as the Executive Director of the Mayoral Commission on Poverty and is drafting policies to reduce poverty by 50% over the next 4 years. He is also an adjunct professor at American University, where he teachers in the School of Public Affairs. As an ANC Commissioner he has helped to welcome the School of Social Justice, and Rocketship into the community. He understands how to help schools become one with the neighborhood and is looking forward to being able to assist WYY in building good community relationships.

Questions:

- What are the borders of your region? The area borders Lamond Riggs, Riggs Park, North Michigan Park – ANC5a – now also has ANC5A09; the area now starts at South Dakota and Faraday, and goes down to 12th St, and also boarders Crittenden and Puerto Rico.

- What about Yu Ying makes you want to join the Board? When we talk about opportunities for young people, we have a lot of black and brown students who don't understand their potential and to be a part of Yu Ying, the opportunity for immersion, and understanding new cultures, that is important and I want to make sure I am doing everything to support and reach out to students who may not know about it to have this opportunity.
- As you know, we are building second campus and are conscious of community and affect – and also really aware of some of the barriers that those in poverty – what philosophies do you hold true that you can help yy with
    - helped to build strong
    - trust means being there over time- know the stakeholders to help with parking – as anc comm parking is huge –
    - reaching students and connecting them where they are – sometimes there are things about what environments they need to go home to – community spaces we could resolve in – mantra is reaching students where they are

Trustee Riley raised a motion for the Board to move to a closed session to discuss board membership. pursuant to DC Code §2-575.(b)(10). The motion was seconded by Trustee Douglas and all present members voted aye.

Trustee White raised a motion to return to the open session. The motion was seconded by Trustee Douglas, and all present members voted aye.

Committee Updates

Finance Committee Update

Trustee Lee provided the update for the Finance Committee. The school continued to be on track for the month of November 2022. The performance is a little behind budget, but we had a contingency fund in place that we have not used.

Questions:

- Does the school have plans for the contingency? We are focused on monitoring through January and February before making any decisions about spending the contingency funds.

Governance Committee Update

Trustee Riley provided the update for the Governance Committee. The committee has been focused on trustee recruitment and has just filled our first vacancy for 2023. We will have a few more to go before the school year is over and we will be revamping our strategy.

Growth Committee Update

Trustee White provided the update for the Growth Committee. We met last week and received updates from school leadership on everything that is happening with the development of the second site. The school leadership is thinking deeply about how to approach community engagement – great idea to have a longer community engagement timeline leading up to some upcoming milestones with the PCSB. There was also a brief discussion about next steps with the Global Citizenship workstream, and the committee tasked school leadership to explore what benefits establishing the Global Citizenship work could bring to the school.

Development Committee Update

Trustee Douglas provided the update for the Development Committee. As it relates to the Annual Fund, we are a little behind where we were last year with parents and other donors, but 100% board giving led to us being in a better position. The second item covered by the committee was a review of the gift acceptance policy and how schools think about charitable contributions. Additional work has included identifying prospective donors and thinking about how to cultivate local prospects in the month of January around Chinese New Year.

Regular Agenda Items:

A. School Management Report & Discussion

Executive Director Fisherow shared that Washington Yu Ying was unanimously approved to renew our charter for another 15 years!

The new Director of Operations is beginning on Tuesday, and the HR Manager is no longer with WYY.

The school is excited about the plans for MLK Day – there will be a Day of Service and workshops offered by the Catholic University Girls Basketball Team. Students will also be creating snack bags to deliver to S.O.M.E., a neighborhood and campus clean up, and delivering kindness cards with an invitation to the Chinese New Year Fair. As Chinese New Year approaches, YY is already starting to celebrate and there are planned events for staff, students, parents, and performances.

Questions:

- Are we able to ask for additional seats before the renewal is completed? Previously, Washington Yu Ying has been told we could apply for enrollment ceiling increase to increase our cap from 631 to our target of just under 900, before the renewal. The policy has shifted, and the application is currently in development. We can apply in March 2023 or May 2023 for a vote in June or July.
- The recent COVID surge has been named as a challenge, was the post Winter Break Test to Return policy effective? How are we doing now on COVID? It did not hurt but we continue to have cases to come on campus. This country is in a COVID surge right now, but we have been aware of it and responsive to it, before other organizations.--

B. Architecture Team Updates

Executive Director Fisherow introduced Todd and Christine from the architecture team which has been working hard on all projects related to Kirov. The focus of their presentation was to give the Board of Trustee members an update on the plans for the second site, to get inspired and make sure there is an understanding of key design elements.

Questions and Discussion:

- Will the kids be able to have the same amount of play / outdoor time as their peers do today Yes, that is definitely the plan! And we want to make sure that the design is conducive to that which is why we are centering on the spaces.
- Are the stairs protruding out of the building? Yes, an outside staircase with a covering as a part of the design.
- How do you protect against the elements using the stairs? The staircase is covered. There are stairwells inside as well when the weather is very bad.

- Will we potentially be able to share our playground with the community outside of school hours? Something to be discussed further. Latin currently has their campus open to the community, which we think is important to explore as we build this campus. Not sure we will be able to safely pull it off, but we would like to have more open use for the community if/when possible.
- I love the idea of good size lobby for pick up and drop off and keeping the kids out of the wind/cold during winter.
- We have a couple of things with the outside stairway, we have a limited footprint – we can carry it out and decrease our need for storm water; if we can make it an exterior stair, we can use it differently. We can wrap it with aluminum plate enclosure to provide protection – put slots for 3–4-year-olds, so they can see and navigate it. Also, as a safety code requirement – all exterior stairs must be covered and protected – we would plan to have a canopy over it or use perforated metal.
- As we think about fundraising, are we considering LEED or other certifications?

A motion to adjourn was raised by Trustee White, and the motion was seconded by Trustee Bullock. All members present voted to adjourn the meeting.

Washington Yu Ying Board of Trustees Meeting Minutes
February 21, 2023 (via Zoom)

BOT Members: Rob Anderson, Cosabeth Bullock, Liza Douglas, Gordon Fletcher, Marcus Hurley, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff), Amy Quinn (Staff), Autumn Jackson (Staff)

BOT Attendees: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Lemar White, Kelly Yee, Paige Hoffman, Carlie Fisherow (Staff), Melissa Volpe (Staff), Amy Quinn (Staff), Autumn Jackson (Staff)

Guests Present: N/A

Members of Public On Call: Malcolm Johnson

Absent: Gordon Fletcher

The meeting was called to order by Vice Chair Lemar White at 6:32 pm EST.

The meeting commenced with an overview of the public agenda.

Public Comments: This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration, but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

ITEMS REQUIRING VOTING

- **January 2023 Meeting Minutes:** Trustee Riley made a motion to approve the January 2023 minutes as submitted; the motion was seconded by Trustee Rueda. The following trustees voted in favor of approving the minutes as submitted: Rob Anderson, Cosabeth Bullock, Liza Douglas, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Lemar White, Kelly Yee, Paige Hoffman. Trustee Stuntz abstained.
- **Bond Resolution:** A number of projects at the school will require financing over the next few months. The resolution provides the school with the authority to proceed with bond financing and to get reimbursed. The school administration will follow up on the timeline for bond financing. Trustee Ng raised a motion for the Board to approve the presented bond resolution which would allow school admin to pursue bond financing; the motion was seconded by Trustee Stuntz. The following trustees voted in favor of the bond resolution: Rob Anderson, Cosabeth Bullock, Liza Douglas, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Lemar White, Kelly Yee, Paige Hoffman. Trustee Hurley voted 'Present.'
- **Signatory Change:** The retirement account has an outdated signatory and the institution requires a Board of Trustees vote to change the signatory from the former Executive Director to the COO, Melissa Volpe.
- Trustee Bullock made a motion to approve switching signatories at Principal from the former Executive Director, Maquita Alexander, to the current COO, Melissa Volpe. The motion was seconded by Chair Yee. All present trustees voted in favor of the signatory change: Rob Anderson, Cosabeth Bullock, Liza Douglas, Marcus Hurley, Amy Lee, Quinton Ng, Darren Riley, Wendy Rueda, Michelle Stuntz, Lemar White, Kelly Yee, Paige Hoffman.

- **Gift Acceptance Policy:** The Gift Acceptance Policy has been discussed for a few months and the Committee has gone through several iterations with feedback and revisions. Trustee Riley made a motion to approve gift acceptance process; The motion was seconded by Trustee Anderson. All Trustees present voted in favor of approving the Gift Acceptance Policy.

PUBLIC COMMENTS

Committee Updates

Finance Committee Update

Trustee Amy Lee provide an update for the Finance Committee. WYY has a strong finish for December 2022 – with a net income of ~448K. This is ~$330K better than projected. The main reason is the school was able to recognize $507K worth of revenue related to a facility grant. As of December 2022; the cash on hand is $9.5M; $3.4M is earmarked for 90 days of cash and meets the risk requirements; the other $3M is marked for building improvement; the remaining $3.1M is available for other projects. The forecasted net income is $1.2M, which is better than the budgeted $816K net income for the year. Cash on hand forecasted for the year is $9.5M. We are expecting to receive the OSSE loan in March 2023; the $2M from that grant that will help to offset the $5.9M that the school used to help pay for the second campus deposit.

Governance Committee Update

Trustee Darren Riley provided an update for the Governance Committee. The committee met last week to discuss board recruitment and we will go into more detail about the process later in this meeting and will share those topics in the meeting.

Growth Committee Update

Vice Chair Lemar White provided an update for the Growth Committee, and they met to discuss community engagement. There is an agenda item later in the meeting and more will be covered during that time.

Development Committee Update

Trustee Douglas provided an update for the Development Committee. The committee met this month and are keeping the pedal to the metal with second campus prospecting and really reflecting on the need for the school to get beyond our current funder network of parents. All Board members are encouraged to come up with 3 names of folks to invite to the March 9th Tour; if Trustees don't know anyone on the list, they can still support by sending personalized emails to individuals on the list.

Regular Agenda Items:

A. **School Management Report & Discussion**

Executive Director Fisherow started the school management report by highlighting the core value of the month – diverse. A key highlight were the Luna New Year celebrations which took place over the month of January. They started with a staff celebration, DCI – Yu Ying alums facilitated our student fair with carnival games, crafts and face painting. Our Parent Association organized the school's participation in the city's Lunar New Year Parade and planned an afternoon of lion dancing and games. student performances, games and craft market! And finally we had three major student performances REEF showcase, Pre-K to K Chinese New Year at Taylor Street and 1st-5th grade (student only) performance at Kirov.

COO Volpe provided key school highlights including the onboarding of the new school secretary; installation of the Pre-K playground; beautification on the campus focused on safety (i.e., retreading of

pathway from 2nd St, markings, pillon, reinforced fencing, etc.). The school has also reengaged DDOT to discuss adding a traffic light at 2nd and Taylor St. They are also working on designating the area as a school zone – beginning at the 7-11 and going to the new site.

Amy Quinn, Director of Teaching and Learning, provided highlights for February – Black History Month. Key events include: a cultural fair on 2/11 run by a first year parent at WYY which included a step show, dance workshop, talent show and fashion show; the school has also had a read aloud event with parents, and will conclude on 3/3 with an assembly where choirs will present and students will be involved in oratory competitions. The school has also held virtual and in-person information sessions in Spanish and Amharic, this year, which broadens access to the school. Midyear Academic and Social emotional data is currently being collected through middle of the year assessments. Instructional staff are involved in 1:1 middle of the year performance conversations, which include manager feedback. These feedback cycles are helpful to support staff in making shifts and also support recruitment. This is also the time for mid-year parent touchpoints, Guided Learning Education Experiences (GLEE), which are led by students.

Additional operational updates include, an upcoming closing on the OSSE loan – the first or second week of March. The school is also in the beginning stages of budget development for SY23-24 and will be meeting with the finance committee on Thursday. The Operations team is reviewing standard operating procedures to update, streamline, and figure out the best way to organize them. COO Volpe is determining the best way to move forward with he HR Manager candidate pool – candidates are interested in more remote days than possible. During the January financial review we will be discussing COVID leave as it wasn't budgeted this year and a lot of staff are exceeding their leave time allowances.

Board Discussion and Questions:

- Given the abundance of viruses and illnesses, would we consider not narrowing the leave to "Covid"? A: We can think about it moving forward.
- What grades do GLEE? All grade levels will be doing student led conferences this year based on feedback from before and during pandemic. Historically, 3 year olds have been a part of it; and having the students understand where they are and share is powerful.
- Great job in reengaging with DDOT!!

B. **Board Succession Planning**

Trustee Riley led the board in a discussion of what the goals are in the board planning process. Key goals for the process include:

- Increasing transparency and clarity about board/organizational needs and the process
- Including all board members in the key parts of the process
- Preparing board members for success as they join, shift roles, and move into new leadership roles

The board reflected on the process for brining on the two new members this year – this process included:

- Identifying skills and competencies;
- Asking the board for the names of people they know will be a good fit, and have those skills and competencies;
- Gathering the names; historically, we have also used a company to help identify and recruit members;
- Setting up a panel interview vs 1:1 interviews with members and a meeting with school leadership
- Sharing feedback with members or a discussion with the Governance committee who makes a recommendation on who the candidate is
- Bringing the candidate to the Board for a Vote
- The board reflected on the pros and cons of including a Q and A process with the candidate.

There are several upcoming board transitions – Trustee Stuntz will be leaving early and we will transition her when the new proposed trustee is ready to join. Trustee Hurley has relocated to Rhode Island and will transition to an advisor role to the board based on his unique skill set. Additionally, Chair Yee and Trustee Lee are terming off form the board this year – if you look at the matrix, these are the various competencies we currently have. For this next round – we want an individuals with high network relationships and someone who can put us in front of folks who have substantial resources that can put us in with fundraising that is something we are looking for in a candidate.

The board reviewed the core competencies matrix to note if there are any specific skills we want to highlight. Other skillsets the board is looking for: someone with a connection to the Chinese community, while we have quinton on for finance - we need someone strong in finance as a backup to him; also with Trustee Stuntz with human capital and executive development would be great to have as well – we would like to second HR and Executive performance and review compensation things. The goal is to move the Board toward more of a fundraising direction and engaging with sponsorship as the Board evolves.

The bylaws require 2 parent members and that the majority are DC Residents – this is something we have to consider as we bring on new members.

We will need to recruit three new members to begin terms next school year; we will begin with the pool of candidates recommended for previous recruitment cycles and begin the engagement process in March with the goal of voting for two new members at the June meeting.

Questions and Discussion

- While I have appreciated a chance getting to meet the different candidates, I feel less compelled by the need for the candidate to be interviewed by every person but feel more strongly that the full board have input into the prioritization and competencies we are looking for
- Really appreciate the work Trustee Riley has done to have a clear process and discipline around that; it is much appreciated;
- Acknowledgement of the hard work Trustee Riley and the Governance Committee has done with this process; would appreciate transparency in what is covered in the conversations with potential Trustees and their responses;
- Don't think everyone needs to join the conversation, but want to extend the invitation to everyone
- Appreciate the discipline, process, and rigor – if there will only be a few folks to interview and talk to a candidate, and we also all vote for the candidate, I very much appreciate the ability to talk amongst ourselves as a group and ask the 3-4 people who have engaged them in an in depth way: what did you think of the process and having those folks say what they were strong on
- Appreciated the internal discussion because not everyone went through the deep conversation with candidates and want to have the time for discussion

C. **Second Site: Community Engagement**

Our vision and guiding principles as we approach the second site and community engagement is that we want to be good neighbors with the residents, businesses, and schools in the neighborhood.

Our relationship is not always harmonious, and it is something we have to work at. Some of this is due to the density of traffic and traffic patterns. The new site is an opportunity to holistically look at how we can do the work of being good neighbors. We brought on a community engagement consultant for 8 weeks to frame out the approach to help put together the vision and guiding principles. Through this processed we developed a joint vision with Latin and tiered stakeholders based on proximity and impact. We are committed to informing, consulting, involving, and collaborating with these stakeholders and being clear

about what role folks play at different stages in our process. There are a couple of key strategies that are high leverage and can be executed on quickly by WYY and Latin– this includes: communication collateral, Good Neighbor Campaign – WYY taking stronger lead with this because we are currently in the neighborhood; we have a neighbor who serves a community liaison who helps spread word of mouth for neighbors who do not leverage technology; partnership with our ANC and civic leadership groups; community stakeholder engagement; participation in community meetings and events. The team reviewed key work to date in each of these areas and planned for the future. Our goal is to frame our work in as an authentic opportunity to repair and restore relationships between the school and our neighbors – setting new ways of working together.

The school will be presenting the new site at the ANC 5A presentation this week. There will also be additional presentations to the PCSB and the PCSB will hold a public hearing on 5/15.

Discussion and Questions:

- How is community defined? A: Our ANC is SMD5a05 and Ward 5 at large
- What was the turnout at the first Town Hall? A: It was pretty low, 5 neighbors showed up – lower than what we wanted but higher expected for the first event.
- Are there any events that would be good for as many board members as possible to show up and show support for? A: Specifically, if you could go to the public hearings on 5/15 and submit letters of support and public testimony to go on the record and speak in support of the school. We will be asking board members for letters of support.
- Is there anything parents and kids can do to help? A: The good neighbor committee is a compliment to the safety committee the PA is running; parents can join the safety or good neighbor committee which work hand in hand to help organize parents in taking proactive and productive actions to lighten the lift of solutions we want. Families have been vocal on ideas of what we can do to alleviate traffic and make things safer; but it requires people to do and execute them.
- Are there any opportunities for reps from YY to go and participate in any local organization events – local church or community center? A: Being a part of the community as a whole – part of it is us learning what the options are.
- I'm wondering if there may be a way to feature Ward 5 families in a communication a "neighbor to neighbor"; something like Jane, Yu Ying student and Ward 5 resident, did such and such... Or at the beginning of the school year, among the new students we are welcoming we are pleased to add x more Ward 5 families to our school community.
- Do we have a good understanding of what respect and authenticity look like from our neighbors? A: I don’t think we have a representative perspective. We need to use our key strategies and engagement process to build that. What I have experienced and I hear loud and clear is don’t park in my parking spot – what we don’t do enough of is intentional community engagement with them – its an afterthought when we have activities, we need to be more intentional about when we are having some of these events and communicating with notice. We don’t want transactional relationships - how do we not be an island with a fence around it that is at the top of a hill, but how are we a good neighbor throughout the process? We have good examples of YY building relationships with CUA and Caroll and we need to do more of that.
- Does the consultant have ideas of turning around relationships that have deteriorated – what has worked over the long term in these tense situations? Is it what they have mapped out or other examples of what has come worked? A: We need to think about the role we want to play in the community – do we want to provide residents with VIP access to spaces, etc. or do we want to be employer? We need to get clear, be upfront, be consistent about our communication and build relationship; one of the project managers speaks regularly about the need to be really responsive when there is something that is on property and making noise

- Is there advice on how we impart more accountability on the parent community – we have some folks who don't enter these situations with the best faith – how do we work with our own community and set the norm of what it means to be a good community member?

Closing

Trustee Stuntz made a motion to adjourn the meeting; the motion was seconded by Trustee Riley; all members present voted aye to adjourn.

The meeting was adjourned by Vice Chair White at 8:30pm EST.

RESOLUTIONS of the BOARD of TRUSTEES of
WASHINGTON YU YING PUBLIC CHARTER SCHOOL,
a District of Columbia non-profit corporation

Re: Public Charter School Board Approvals

At a duly constituted and noticed meeting of the Board of Trustees (the "Board") of WASHINGTON YU YING PUBLIC CHARTER SCHOOL, a District of Columbia non-profit corporation ("Washington Yu Ying") with current offices located at 220 Taylor Street, NE, Washington, DC 20017, held on March 14, 2023, the Board adopted the following Resolutions on behalf of Washington Yu Ying.

WHEREAS, Washington Yu Ying desires and plans to submit an application to the D.C. Public Charter School Board ("PCSB") for approval and authority to: (i) increase over time the school's current enrollment ceiling of 630 students by a total of 337 students to a final total enrollment ceiling of 967 students by the school year 2030-2031 (the "Enrollment Ceiling Increase Application"); and (ii) utilize the property and facility located at 4301 Harewood Road NE to be acquired, constructed and developed by Washington Yu Ying as an additional school facility site for the school's PK3-Kindergarten Early Learning Campus program and operations (the "Early Learning Campus Use and Operations Application") (the Enrollment Ceiling Increase Application and the Early Learning Campus Use and Operations Application being hereinafter together referred to as the "March 2023 PCSB Applications"); and

WHEREAS, in order to advance the March 2023 PCSB Applications, the Board desires to authorize and approve and ratify, as the case may be: (i) the preparation, submission, and processing of the March 2023 PCSB Applications; and (ii) the performance and compliance by Washington Yu Ying and its Executive Director, Chief Operating Officer and/or corporate officers, or any other representatives or agents of Washington Yu Ying, of the March 2023 PCSB Applications, including but not limited to performance of and compliance with any terms and conditions to be required by the PCSB following its review and approval of the March 2023 PCSB Applications in whole or in part.

NOW, THEREFORE, BE IT RESOLVED, that the Board finds that it is in the best interests of Washington Yu Ying to authorize and approve the school's plans to submit, process and perform the March 2023 PCSB Applications and to comply in all respects with any terms and conditions to be set forth by the PCSB in its review and approval of the March 2023 PCSB Applications in whole or in part, and the Board hereby approves such acts and actions on behalf of Washington Yu Ying as hereinabove provided; and

BE IT RESOLVED FURTHER, that any and all acts and omissions of Washington Yu Ying, its Executive Director and/or corporate officers, or any representatives or agents of Washington Yu Ying or its Executive Director and/or corporate officers, in furtherance of the foregoing acts and actions of Washington Yu Ying as described in the foregoing Resolutions, taken prior to the adoption of the foregoing Resolutions, are hereby ratified, confirmed, approved, and adopted for all purposes.

BE IT FURTHER RESOLVED, that these Resolutions shall be effective as of the date of adoption by the Board as set forth above.

Certification

The undersigned, as Secretary of the Board of Trustees, hereby certifies the foregoing to be a true, correct and complete statement of Resolutions adopted by the Board of Trustees of Washington Yu Ying Public Charter School and that, as of the date set forth below, said Resolutions shall be and remain in full force and effect.

[redacted]

Paige Hoffman, Secretary

DATE: MARCH 20, 2023

PURCHASE AND SALE AGREEMENT

THIS PURCHASE AND SALE AGREEMENT (the "Contract") is made and entered into as of this 20th day of August, 2022 ("Effective Date"), by and between **THE CORPORATION OF THE WASHINGTON LATIN SCHOOL – A PUBLIC CHARTER SCHOOL**, a District of Columbia non-profit corporation (the "Seller"), and **WASHINGTON YU YING PUBLIC CHARTER SCHOOL**, a District of Columbia public charter school (the "Purchaser"). Seller and Purchaser are sometimes referred to herein as the "parties".

RECITALS

WHEREAS, Seller and The Universal Ballet Foundation, a District of Columbia non-profit corporation ("Kirov") have entered into that certain Contract of Sale and Purchase dated July 21, 2022 (the "Kirov Agreement"), pursuant to which Seller is the contract purchaser of that certain property (the "Property") more particularly described on Exhibit A-1 attached hereto.

WHEREAS, if Seller proceeds to acquire the Property pursuant to the Kirov Agreement (the "Land Acquisition"), Seller shall plan to subdivide, or to cause the subdivision of, the Property (the "Subdivision"), such that the Property will consist of three (3) parcels: (i) the lot identified on Exhibit A-2 as "Lot A" (the "WL Lot") (ii) the lot identified on Exhibit A-2 as "Lot B" (the "YY Lot") and (iii) the lot identified on Exhibit A-2 as "Built" (the "Existing Building Lot").

WHEREAS, Seller wishes to sell the YY Lot to Purchaser and Purchaser wishes to purchase the YY Lot from Seller and Seller and Purchaser desire to enter into that certain Shared Use Agreement (as defined herein) pursuant to which they will share certain infrastructure on the Property and certain portions of the improvements on the Existing Building Lot, all on the terms and conditions set forth herein.

NOW, THEREFORE, in consideration of the mutual covenants set forth herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Sale and Purchase

Section 1.1 The YY Property. Subject to the terms and provisions hereof, Seller agrees to sell to Purchaser, and Purchaser agrees to purchase from Seller fee simple title to the YY Lot together with all right, title and interest of Seller in and to (i) all streets, ways, roads, alleys, easements, rights-of-way, licenses, rights of ingress and egress, vehicle parking rights and public places, existing or proposed, abutting, adjacent, used in connection with or pertaining to the YY Lot or the improvements thereon; (ii) any strips or gores of real property between the YY Lot and abutting or adjacent properties; (iii) all minerals, royalties, gas rights, water, water rights, timber and crops pertaining to the YY Lot; and (iv) all appurtenances and all reversions and remainders in or to the YY Lot (collectively, the "YY Property").

Section 1.2 Defined Terms. As used herein, the terms listed below shall have the meaning described in this Section 1.2:

(a) "Advances" shall mean the Initial Advance together with the Second Advance.

(b) "Consideration" shall mean the sum of Five Million Nine Hundred Fifty Nine Thousand Ninety-Four and 22/100 Dollars ($5,959,094.22), subject to prorations and adjustments as provided herein.

(c) "Initial Advance" shall be Two Hundred Sixty Five Thousand and no/100 Dollars ($265,000.00) in cash or other good and available funds collectively with all interest accrued thereon.

(d) "Seller's Notice Address" shall be:

The Corporation of the Washington Latin School – a Public Charter School
5200 2nd Street, NW
Washington, D.C. 20011
Attn: Peter Anderson, Head of School
Telephone: (202) 621-6618
E-mail: panderson@latinpcs.org

with a copy to:

Arnold & Porter
601 Massachusetts Avenue NW
Washington, D.C. 20001
Attn: Amy Rifkind
Telephone: (202) 942-6137
E-mail: amy.rifkind@arnoldporter.com

(e) "Purchaser's Notice Address" shall be:

Washington Yu Ying Public Charter School
220 Taylor Street, NE
Washington, D.C. 20017
Attn: Carlie Fisherow, Executive Director
Telephone: 202.635.1950
E-mail: carlie.fisherow@washingtonyuying.org

with a copy to:

Law Office of Jerry Levine
3605 Livingston Street, NW
Washington, DC 20015

Attn: Jerry Levine
Telephone: 202.285.6812
E-mail: jerry@levinelawdc.com

(f) "Second Advance" shall mean an additional Five Million Six Hundred Ninety-Four Thousand Ninety-Four and 22/100 Dollars ($5,694,094.22) in cash or other good and available funds.

(g) "Shared Use Agreement" shall mean the agreement to be negotiated and drafted prior to Closing and executed by Purchaser and Seller and recorded (at least as to the easements to be set forth therein) against the Property at the Closing, incorporating in substance the concepts outlined on Exhibit E hereto as may be hereafter negotiated and agreed to by the parties.

(h) "Title Company" and "Escrow Agent" shall be Commonwealth Land Title Insurance Company, whose address is:

Commonwealth Land Title Insurance Company
1620 L Street, N.W., Fourth Floor
Washington, D.C. 20036
Attn: Sarah Webb
Phone: 202-312-5119
E-mail: swebb@fnf.com

Escrow Agent is also the Escrow Agent under the Kirov Agreement.

2. Consideration

Section 2.1 Payment. The Consideration for the YY Property shall be due and payable by Purchaser to Seller at the Closing (hereinafter defined), in cash by wire transfer.

3. Advances

Section 3.1 Initial Advance. On or prior to August 24, 2022, Purchaser will deliver the Initial Advance to Escrow Agent. Escrow Agent shall deposit the Initial Advance as part of the Earnest Money (as defined in the Kirov Agreement) delivered and to be held in accordance with the Kirov Agreement. If Seller and Kirov do not proceed to closing under the Kirov Agreement for any reason other than Purchaser has failed to fund the Second Advance, and, as a result thereof, the Earnest Money is returned to Seller, then (i) the Initial Advance shall be returned to Purchaser less Purchaser's Share of the Due Diligence Costs then due but not yet paid by Purchaser to Seller, and (ii) this Contract shall terminate and the parties thereafter shall have no further obligations or liabilities to each other hereunder except any that expressly survive a termination of this Contract. If the parties proceed to Closing under this Contract, the Advances shall be credited against the Consideration due at Closing.

Section 3.2 Second Advance. Seven (7) days prior to closing between Seller and Kirov under the Kirov Agreement, Purchaser shall deliver to Escrow Agent the Second Advance, which

Second Advance Escrow Agent shall hold in escrow and disburse in accordance with the terms and conditions of this Contract and Exhibit F attached hereto.

(a) If the parties proceed to Closing under this Contract, at the Closing, Escrow Agent shall deliver the Second Advance to Seller, which amount shall be credited against the Consideration payable by Purchaser to Seller at Closing.

(b) The parties anticipate that the Subdivision should be completed within twelve (12) months after the closing date under the Kirov Agreement (the "Subdivision Completion Date"). If the Subdivision is not completed on or prior to the Subdivision Completion Date, the parties shall discuss an alternative arrangement (which might include, a joint venture, a lease, or another arrangement by which Purchaser could use portions of the Property as otherwise contemplated by this Contract). If the parties are unable to reach agreement on an alternative arrangement within sixty (60) days after the Subdivision Completion Date and the Subdivision has not been completed by such date ("Outside Date"), at Purchaser's election, Purchaser shall have the right to direct the Escrow Agent to return the Second Advance to Purchaser in accordance with Section 3.4. If, however, (x) the Subdivision is completed on or prior to the Subdivision Completion Date or, if applicable, the Outside Date, (y) the Subdivision is not completed on or prior to the Subdivision Completion Date, but the parties have come to an alternative arrangement to use portions of the Property as contemplated by this Contract, or (z) the Subdivision is not completed on or prior to the Subdivision Completion Date as a direct result of the gross negligence or other significant or serious actions or omissions of Purchaser, that, taken as a whole, constitute a failure on the part of Purchaser to use best efforts to cooperate with Seller to complete the Subdivision, then Seller shall have the right to direct the Escrow Agent to release the Second Advance to Seller in accordance with Section 3.4, and the Second Advance shall be so released to Seller, provided however, that for purposes of and notwithstanding the foregoing subsection 3.2(b)(z), Purchaser shall be entitled to a full refund of the Second Advance if the Subdivision is not completed as a result of unforeseen adverse matters arising that were or are beyond the reasonable control of Purchaser.

Section 3.3 Investment of Second Advance. If permitted by applicable regulations, the Escrow Agent shall invest the Second Advance in a segregated, interest bearing account; provided, however, that the Escrow Agent shall invest the Second Advance only in such manner as will allow the Escrow Agent to disburse the Second Advance upon not more than two (2) days' notice. If segregated investment is not permitted by applicable regulations, the Escrow Agent may retain the Second Advance in the Escrow Agent's trust account with interest earned thereon being allocated to the Second Advance based upon the rate of interest from time-to-time earned on such trust account while the Second Advance is held in such trust account. All interest or other earnings on the Second Advance shall become a part of the Second Advance.

Section 3.4 Delivery of Second Advance by Escrow Agent. The Second Advance then held by Escrow Agent shall be delivered by Escrow Agent to Purchaser or Seller, as the case may be (the "Requesting Party"), upon the expiration of five (5) business days after the Requesting Party's certification to Escrow Agent stating that the Requesting Party is entitled to receive the Second Advance in accordance with the terms and provisions of this Contract, with a copy of said certification simultaneously being delivered by the Requesting Party to the other party (the "Non-Requesting Party"). However, if prior to the expiration of such five (5) business day period the

Non-Requesting Party sends written notice to Escrow Agent (with a copy simultaneously delivered to the Requesting Party) disputing the Requesting Party's entitlement to receive the Second Advance, then Escrow Agent shall retain the Second Advance until such dispute is resolved by (i) written instructions to Escrow Agent signed by Seller and Purchaser, or (ii) a decree by a court of competent jurisdiction and the expiration of all appeal periods.

4. Shared Use Agreement. Between the Effective Date and the Closing, Seller and Purchaser shall use reasonable efforts to negotiate and finalize the Shared Use Agreement. If the parties do not agree on a Shared Use Agreement prior to Closing, Seller shall have the right to record against the YY Property prior to Closing an easement granting to Seller and any owner of the WL Lot and the Existing Building Lot for construction, use and maintenance of that portion of the driveway to be constructed on the YY Lot and/or Existing Building Lot and to Purchaser and any owner of the YY Lot, the right to use that portion of the driveway to be constructed on the Existing Building Lot.

5. Survey and Title Matters

Section 5.1 Survey. In connection with the Land Acquisition, Seller has ordered an ALTA survey of the Property ("Survey") and provided a copy thereof to Purchaser. Purchaser has had an opportunity to review the Survey. Seller shall cause the Survey to be certified to both Seller and Purchaser.

Section 5.2 Title Commitment - Review. Prior to the date hereof, Seller has provided to Purchaser a copy of a commitment for an Owner's Policy of Title Insurance for the Property ("Property Title Commitment") and Purchaser has had an opportunity to review the same. Seller will also share with Purchaser the Owner's Policy of Title Insurance for the Property Seller obtains in connection with the acquisition of the Property ("Property Owner's Policy"). At Purchaser's sole cost and expense, Purchaser may obtain a commitment ("YY Title Commitment") for the issuance of an Owner's Policy of Title Insurance to Purchaser from the Title Company for the YY Property ("YY Title Policy"). Other than Required Title Cure Items (as hereinafter defined), which Seller shall in all events cure at or prior to Closing, Seller shall not be required to cure any objections Purchaser may have to anything contained or set forth in the YY Title Commitment or any update to the Survey Purchaser may obtain after the date hereof. As used herein "Required Title Cure Items" shall mean (i) any judgment lien, tax lien (other than taxes not yet due and payable), mechanics' lien or other lien securing a monetary amount created by Seller, (but not if the same was caused by a failure of Purchaser to pay for any amounts due to Seller from Purchaser or which Purchaser is otherwise required to pay pursuant to the terms of this Contract or the Shared Use Agreement) which may be removed by the payment of a liquidated sum of money and (ii) any other encumbrance recorded by Seller, or caused to be recorded by Seller, against the YY Lot after the Land Acquisition and not required in connection with the Subdivision or the development or renovation of the Property as contemplated by this Agreement or approved by Purchaser. In no event shall any lien or encumbrance caused by Purchaser constitute a Required Title Cure Item. Any matters of record as of the effective date of the Property Owner's Policy, any matters shown on the Survey, the Shared Use Agreement and any matters approved by Purchaser or resulting from the actions of Purchaser shall be deemed to be permitted exceptions in each case as they apply to the YY Property only ("Permitted Exceptions") and none shall constitute Required Title Cure Items. It shall be a condition to Purchaser's obligation to proceed to Closing that all Required

Title Cure Items shall have been removed of record or satisfied at or prior to Closing, and that Seller deliver to Purchaser title to the YY Property subject only to the Permitted Exceptions. Notwithstanding the foregoing, between the Effective Date and Closing Date, Seller shall not grant nor record any easements against the YY Property, except to the extent required to complete the Subdivision or the development or renovation of the Property as contemplated by this Agreement or as consented to by Purchaser.

Section 5.3 Title. Any and all costs and expenses in connection with obtaining the YY Title Policy, including any title search fees, premiums and charges for endorsements, shall be paid for by Purchaser at Closing.

6. Diligence and Property Development Activities

Section 6.1 Due Diligence Activities. On or prior to the Effective Date, Purchaser completed its due diligence activities with respect to the Property. Purchaser and Seller agreed to share the costs of certain diligence activities identified on Schedule 6.1 hereof, as well as any additional diligence activities mutually reviewed in advance and agreed-upon as to costs for the acquisition, use and development of the Property as contemplated hereby ("Due Diligence Costs"). Within ten (10) days from Seller's request from time to time, Purchaser shall pay or reimburse Seller for fifty percent (50%) ("Purchaser's Share") of the Due Diligence Costs incurred by Seller. Seller has concluded its Due Diligence activities and agrees that Purchaser's Share of Due Diligence Costs shall not exceed the sum of $125,000.00. Purchaser's and Seller's obligations with respect to this Section 6.1 shall survive Closing or termination of this Contract.

Section 6.2 Subdivision. Seller and Purchaser have agreed to pursue the Subdivision in accordance with the site plan attached hereto as Exhibit A-2 (the "Site Plan"). Seller and Purchaser shall not amend or modify the Site Plan unless such amendment or modification is mutually agreed upon by Seller and Purchaser. Seller shall pursue obtaining the Subdivision, and Purchaser shall cooperate with and support Seller in such undertaking, including by working together on community outreach and promptly executing documents reasonably required in connection with such Subdivision. Purchaser shall respond to Seller's reasonable requests to complete the Subdivision in a timely manner, and in all events, within five (5) business days after Seller makes such request.

Section 6.3 Planning for Shared Infrastructure Work and Related Site Work.

(a) Seller and Purchaser shall share the use of certain infrastructure, which infrastructure Seller will construct on the Property (the "Shared Infrastructure Work"), including, among other things, a parking lot and driveway. From the Effective Date through the Closing, Seller shall undertake the planning and design for the development of the Shared Infrastructure Work. Seller shall share with Purchaser each contract Seller desires to enter into after the Effective Date for Shared Infrastructure Work, and Purchaser shall approve or disapprove the same within five (5) business days after receipt of the same. If Purchaser disapproves any such contract, it shall provide to Seller with such disapproval a detailed written explanation for such disapproval. If Purchaser does not timely deliver a response pursuant to the previous sentence then it shall be deemed to have approved such contract. Seller shall share with Purchaser any drawings, plans, or reports it receives from any consultants in connection with such planning for the Shared

Infrastructure Work. Seller and Purchaser shall share equally in the cost of the planning for the Shared Infrastructure Work. Purchaser shall pay to Seller its share of such planning costs for the Shared Infrastructure Work on a progress payment basis within ten (10) days after receipt of a request therefor. Any planning costs for the Shared Infrastructure Work due and not previously paid, shall be paid by Purchaser no later than the Closing Date.

(b) The cost of the Shared Infrastructure Work and related site work is anticipated to be $5,000,000.00 as generally shown on the budget attached hereto as Exhibit G. Purchaser's and Seller's share of the cost of the Shared Infrastructure Work shall be split evenly, with each party expected to be responsible for approximately $2,500,000.00. Expenses include trades and hard costs, soft costs, architectural and engineering, permitting, and project management fees, as well as additional costs that Purchaser and Seller agree to. Purchaser's and Seller's obligations with respect to this Section 6.3(b) shall survive Closing.

Section 6.4 Existing Building Obligations. The Shared Use Agreement shall delineate Purchaser's obligations to contribute funds towards certain items with respect to the existing building (the "Existing Building") located on the Existing Building Lot and owned by Seller, including, but not limited to: building repairs and improvements; roofing or base building repairs; taxes; fees; insurance; and operating expenses, such as utilities, security, janitorial services, engineering services, or general building maintenance (collectively, the "Existing Building Costs"). Any such funds to be provided by Purchaser will be based on the following factors, among others: the amount of exclusive use by Purchaser of square footage area as may be required for its base programming; the amount of any non-exclusive use by Purchaser of square footage area that may be shared with Seller, to be determined in scheduling arrangements made between Seller and Purchaser and the actual volume of such usage; and Purchaser's ongoing evaluation of any programmatic requirements that may or may not be met within the Existing Building. Prior to the Closing Date, Purchaser shall have no obligations for Existing Building Costs.

Section 6.5 Carry Costs. On and after closing under the Kirov Agreement, Seller will incur certain carry costs to maintain the entire Property including the Existing Building, the WL Lot and YY Property. Such costs may include but not be limited to costs for site security, property utilities associated with operation of lighting or other exterior systems, taxes for the Property, and general property maintenance and groundskeeping services, and upkeep (the "Carry Costs"). Seller and Purchaser shall share such Carry Costs as agreed upon in the Shared Use Agreement. At Closing, Purchaser shall pay to Seller its share of such Carry Costs for the period commencing on the Effective Date through the Closing Date in arrears.

7. Condemnation.

Section 7.1 Complete Taking. In the event of a taking by condemnation or similar proceedings or actions of all of the YY Property, this Contract shall automatically terminate and the parties shall have no further obligations or liabilities to each other other than those that expressly survive a termination. In such event, Seller shall assign to Purchaser any condemnation awards or proceeds applicable solely to the YY Property, or, to the extent such taking affects all or a portion of the WL Lot or the Existing Building Lot, pro rata relative to the Property taken, up to the amount of the Second Advance.

Section 7.2 Material Taking. In the event of a taking by condemnation or similar proceedings or actions of a material portion of the YY Property, that makes it impossible to construct the planned improvements on the YY Property, Purchaser shall have the option to terminate this Contract upon written notice to Seller within ten (10) days after Purchaser obtains actual knowledge of such condemnation, in which event this Contract shall terminate and the parties shall have no further obligations or liabilities to each other other than those that expressly survive a termination. In such event, Seller shall assign to Purchaser any condemnation awards or proceeds applicable solely to the YY Property, or, to the extent such taking affects all or a portion of the WL Lot or the Existing Building Lot, pro rata relative to the Property taken, up to the amount of the Second Advance. If Purchaser does not exercise its option to so terminate this Contract, then this Contract shall remain in full force and effect, and Seller shall assign to Purchaser at Closing Seller's interest in and to any and all condemnation awards or proceeds applicable solely to the YY Property, or, to the extent such taking affects all or a portion of the WL Lot or the Existing Building Lot, pro rata relative to the Property taken, up to the amount of the Second Advance from any such proceedings or actions in lieu thereof.

8. Representations, Warranties and Covenants

Section 8.1 Seller's Representations and Warranties. Seller makes the following representations and warranties, as of the Effective Date:

(a) Organization and Authority. Seller is a non-profit corporation that has been duly incorporated and is validly existing under the laws of the District of Columbia. Seller has the full right and authority to enter into this Contract, and will obtain any consents it requires to consummate or cause to be consummated the transactions contemplated hereby. This Contract has been, and all of the documents to be delivered by Purchaser at the Closing have been, or will be, authorized and properly executed and constitute, or will constitute, as appropriate, the valid and binding obligation of Seller, enforceable in accordance with their terms.

(b) Foreign Investor Disclaimer. Seller is not a "foreign person", as such term is defined in Section 1445 of the Internal Revenue Code, as amended, and the regulations promulgated thereunder ("Code"), and the sale of the YY Property is not subject to the federal income tax withholding requirements of such section of the Code.

(c) Conflicts and Pending Actions. There is no agreement to which Seller is a party or to Seller's Knowledge binding on Seller which is in conflict with this Contract. There is no action or proceeding pending or, to Seller's Knowledge, threatened against Seller which challenges or impairs Seller's ability to execute or perform its obligations under this Contract. Seller has not committed or obligated itself in any manner whatsoever to sell or lease the YY Property or any interest therein to any other party. No rights of first offer or rights of first refusal regarding the YY Property exist under the organizational documents of Seller or under any agreement by which Seller or, to Seller's Knowledge, the YY Property, is or may be bound or affected.

(d) Bankruptcy Matters. No petition in bankruptcy (voluntary or otherwise), assignment for the benefit of creditors, or petition seeking reorganization or arrangement or other

action under Federal or state bankruptcy or insolvency law is pending against or contemplated by or, to the best of Seller's Knowledge, threatened against, Seller.

(e) Payment of Bills. All bills and other payments due with respect to the ownership, operation, leasing, and maintenance of the YY Property entered into by Seller accruing prior to Closing have been paid or will be paid at or prior to Closing in accordance with the terms of this Contract, except to the extent such costs shall be paid by Purchaser in accordance with Section 6.5 hereof.

(f) OFAC. To Seller's Knowledge, Seller is not, and will not become, a person or entity with whom U.S. persons or entities are restricted from doing business under regulations of OFAC of the Department of the Treasury (including those named on OFAC's Specially Designated Nationals and Blocked Persons List) or under any statute, executive order (including the September 24, 2001, Executive Order Blocking Property and Prohibiting Transactions with Persons Who Commit, Threaten to Commit, or Support Terrorism), or other governmental action.

(g) Kirov Agreement. Seller has provided to Purchaser a true and complete copy of the Kirov Agreement.

For purposes of this Contract, any representation or warranty that is made "to Seller's Knowledge", or words to that effect, shall be limited to the actual knowledge of Tom Porter, without any duty of investigation. Seller represents to Purchaser that Tom Porter is a representative of Seller with sufficient knowledge of the YY Property. Nothing contained herein shall impose any personal liability upon any officer, director, trustee, staff member, employee, agent or representative of either Seller or Purchaser in connection with this Contract or any representation or warranty of the parties herein or in any document delivered by the parties at Closing.

If (1) any of Seller's representations and warranties set forth in this Section 8.1 are untrue in any material respect as of the Effective Date, or (2) at Closing there is any material change with respect to the matters represented and warranted by Seller pursuant to this Section 8.1, then Seller shall give Purchaser prompt written notice thereof, and Purchaser shall have the right to terminate this Contract by delivering notice to Seller at any time at or before the Closing in which event Seller shall reimburse to Purchaser the Advances within sixty (60) days after receipt of such notice of termination.

Section 8.2 "AS-IS" Sale. As a material inducement to Seller to execute this Contract and except as otherwise expressly set forth in Section 8.1 above, Purchaser agrees that, (i) prior to the Effective Date, Purchaser has examined and inspected the YY Property and any documents and materials with respect to the YY Property which Purchaser deems necessary or appropriate in connection with its investigation and examination of the YY Property, (ii) the YY Property will be purchased by Purchaser "As Is, Where Is", and except as expressly set forth in this Contract or in the documents delivered by Seller at Closing, without warranty, representation or recourse of any kind and, except as otherwise expressly provided in other sections of this Contract, upon the Closing, Purchaser shall assume responsibility for the physical condition of the YY Property, and Seller shall be released from all responsibility with respect thereto, (iii) Purchaser will have decided to purchase the YY Property solely on the basis of its own independent investigation, and (iv) effective as of the Closing Date and except as otherwise expressly provided in this Contract

or any of the documents delivered by Seller at Closing, Purchaser releases and forever discharges Seller (and its employees, officers, trustees, directors, shareholders, agents, partners, and representatives) of and from all actions, causes of action, suits, judgments, executions, damages, obligations, liabilities, claims and demands, at law or in equity, whether known or unknown, liquidated or unliquidated, which arise in connection with the presence of any hazardous material or waste (as defined by applicable law) on the YY Property or the violation of any environmental law or regulation. Purchaser hereby acknowledges and agrees that Seller has not made, does not make, and has not authorized anyone else to make any representation and warranty as to the present or future physical condition, value, financing status, leasing, operation, use, tax status, income and expenses and prospects, or any other matter or thing pertaining to the YY Property, except as expressly set forth in this Contract or in any documents delivered by Seller to Purchaser at Closing. Except for the representations and warranties expressly set forth in Section 8.1 above or in any documents executed by Seller and delivered to Purchaser at Closing, **SELLER MAKES NO WARRANTY OR REPRESENTATION, EXPRESS OR IMPLIED OR ARISING BY OPERATION OF LAW, INCLUDING, WITHOUT LIMITATION, ANY WARRANTY OF CONDITION, HABITABILITY, MERCHANTABILITY, OR FITNESS FOR A PARTICULAR PURPOSE IN CONNECTION WITH THE YY PROPERTY.** Seller shall not be liable for, or be bound by, any verbal or written statements, representations, or information pertaining to the YY Property furnished by any real estate broker, agent, employee, servant or any other person unless the same are specifically set forth in writing in this Contract. All information and documentation relating to the YY Property that have been provided or that may be provided to Purchaser, have been maintained by Seller in the ordinary course of Seller's business, and Purchaser acknowledges and agrees that, except as set forth in this Contract, such information and documentation is provided without warranty, representation or recourse of any kind, including, without limitation, as to the accuracy, validity, or completeness of any such information or documentation, with the exception however that Seller has provided true and complete copies of the information or documentation in its possession or control and has not altered prior to delivery to Purchaser any of the foregoing. The provisions of this Section 8.2 shall survive the Closing.

Section 8.3 Purchaser's Representations and Warranties. Purchaser represents and warrants to Seller that:

(a) Organization and Authority. Purchaser is a public charter school that has been duly incorporated and is validly existing under the laws of the District of Columbia. Purchaser has the full right and authority to enter into this Contract and will obtain any consents it requires to consummate or cause to be consummated the transactions contemplated hereby. This Contract has been, and all of the documents to be delivered by Purchaser at the Closing have been, or will be, authorized and properly executed and constitute, or will constitute, as appropriate, the valid and binding obligation of Purchaser, enforceable in accordance with their terms.

(b) Conflicts and Pending Action. There is no agreement to which Purchaser is a party or to Purchaser's knowledge binding on Purchaser which is in conflict with this Contract. There is no action or proceeding pending or, to Purchaser's knowledge, threatened against Purchaser which challenges or impairs Purchaser's ability to execute or perform its obligations under this Contract.

(c) Prohibited Persons and Transactions. To Purchaser's knowledge, Purchaser is not, and will not become, a person or entity with whom U.S. persons or entities are restricted from doing business under regulations of OFAC of the Department of the Treasury (including those named on OFAC's Specially Designated Nationals and Blocked Persons List) or under any statute, executive order (including the September 24, 2001, Executive Order Blocking Property and Prohibiting Transactions with Persons Who Commit, Threaten to Commit, or Support Terrorism), or other governmental action.

Section 8.4 Conditions to Closing of Seller.

The obligations of Seller to proceed to Closing shall be conditioned upon the following:

(a) The representations and warranties of Purchaser under this Contract shall remain true and correct in all material respects;

(b) Purchaser shall have performed all of its material covenants pursuant to this Contract; and

(c) The Subdivision shall be complete.

Section 8.5 Conditions to Closing of Purchaser.

The obligations of Purchaser to proceed to Closing shall be conditioned upon the following:

(a) Title to the YY Property shall be in the condition required pursuant to Sections 5.2;

(b) The representations and warranties of Seller under this Contract shall remain true and correct in all material respects; and

(c) The Subdivision shall be complete.

In the event of the failure of a condition for the benefit of a party, the other party shall have a right to extend the Closing Date by up to seven (7) days to undertake the satisfaction of any such conditions. If any such conditions nevertheless remain not satisfied, the party who is to benefit from any such unsatisfied condition shall have the right to either (i) waive such condition and proceed to Closing without any adjustment in the Consideration, or (ii) terminate this Contract as it sole and exclusive remedy and, thereafter, this Contract shall terminate and neither party shall have any liability to the other with the exception of any provisions that expressly survives termination of this Contract. Notwithstanding the foregoing, any failure of a condition in Section 8.4(c) or 8.5(c) shall be addressed pursuant to Section 3.2(b). If Purchaser's condition to closing set forth in Section 8.5(a) (but only if the failure of Section 8.5(a) results from a default by Seller hereunder) or Section 8.5(b) is not satisfied, and Purchaser elects to terminate this Contract pursuant to this Section 8.5, Purchaser shall receive a return of the Advances. If Purchaser's condition to closing set forth in Section 8.5(a) (if the failure of Section 8.5(a) results by reason other than a default by Seller hereunder) is not satisfied and Purchaser elects to terminate this Contract pursuant to this Section 8.5, Purchaser shall receive a return of the Second Advance. If

Seller's conditions to closing set forth in Section 8.4(a) or 8.4(b) are not satisfied, and Seller elects to terminate this Contract pursuant to this Section 8.5, Seller shall have no obligation to return the Advances.

9. Closing

Section 9.1 Time and Place. The exchange of documents and funds (the "Closing") hereinafter described shall take place at the Title Company on a date that is mutually acceptable to Purchaser and Seller and occurring not later than thirty (30) days after completion of the Subdivision (the "Closing Date"); provided that if the parties cannot mutually agree, the Closing Date shall be the thirtieth (30th) day after the Subdivision (or the next business day thereafter if such thirtieth (30th) day is not a business day).

Section 9.2 Seller Delivery. At the Closing, Seller shall deliver or cause to be delivered to Purchaser, at Seller's sole cost and expense, each of the following items:

(a) Deed. A special warranty deed in the form attached hereto as Exhibit B (the "Deed") acceptable for recordation under the laws of the District of Columbia, executed and acknowledged by Seller, conveying to Purchaser Seller's interest in the YY Property.

(b) Title Affidavit. A title affidavit in form attached hereto as Exhibit C or other form acceptable to Seller and the Title Company to remove the preprinted title exceptions from the YY Title Policy.

(c) Conveyancing or Transfer Tax Forms or Returns. Such conveyancing or transfer tax forms or returns, if any, as are required to be delivered or signed by Seller by applicable state and local law in connection with the conveyance of the YY Property.

(d) FIRPTA. A Foreign Investment in Real Property Tax Act affidavit executed by Seller.

(e) Shared Use Agreement. The Shared Use Agreement.

(f) Settlement Statement. An executed settlement statement prepared by the Title Company (the "Settlement Statement").

(g) Miscellaneous. Such evidence or documents as may reasonably be required by Purchaser or the Title Company evidencing the status and capacity of Seller and the authority of the person or persons who are executing the various documents on behalf of Seller in connection with the sale of the YY Property.

Section 9.3 Purchaser Delivery. At the Closing, Purchaser, at Purchaser's sole cost and expense, shall deliver to Seller the following items:

(a) The Consideration in the amount and manner required by Section 2.1 hereof to the extent not previously paid.

(b) Purchaser's share of all (i) Due Diligence Costs, (ii) planning costs for the Shared Infrastructure Work not previously paid, and (iii) Carry Costs for the period of time between the Effective Date and the Closing.

(c) Such conveyancing or transfer tax forms or returns, if any, as are required to be delivered or signed by Purchaser by applicable state and local law in connection with the conveyance of the YY Property.

(d) The Shared Use Agreement.

(e) The Settlement Statement.

(f) Such evidence or documents as may reasonably be required by Seller or the Title Company evidencing the status and capacity of Purchaser and the authority of the person or persons who are executing the various documents on behalf of Purchaser in connection with the purchase of the YY Property.

Section 9.4 Adjustments and Prorations. At Closing, the following items shall be prorated (based upon the actual number of days in the month of Closing or the actual number of days in the year of Closing, as applicable) as of the Closing Date with all items of income and expense for the YY Property being borne by Purchaser from and after (and including) the date of Closing, and all such items being borne by Seller for the period prior to the date of Closing: (i) fees and assessments, (ii) accrued operating expenses, and (iii) and real estate and personal property ad valorem taxes ("Taxes"). Specifically, the following shall apply to such prorations:

(a) Taxes. If Taxes for the year of Closing are not known or cannot be reasonably estimated, Taxes shall be prorated based on Taxes for the year prior to Closing, and when actual figures are available, an adjustment will be made after Closing pursuant to Section 10.4(c) below.

(b) Utilities. Seller shall ensure that the water meter and any other utility meters are read as of the Closing Date, to the extent feasible.

(c) Adjustment After Closing. If final bills are not available or cannot be issued prior to Closing for any item being prorated under this Section 10.4, then Purchaser and Seller agree to allocate such items on a fair and equitable basis as soon as such bills are available, and an adjustment shall be made as soon as reasonably possible after the Closing. All such rights and obligations shall survive the Closing.

Section 9.5 Possession. Exclusive possession of the YY Property shall be delivered to Purchaser by Seller at the Closing, subject to the terms of the Shared Use Agreement.

Section 9.6 Reporting Person. Each of Seller and Purchaser hereby designate the Title Company as the "Reporting Person" as such term is utilized in Section 6045 of the Code and regulations thereunder. Purchaser agrees to provide the Title Company with such information as may be required for the Title Company to file a Form 1099 or other required form relative to the Closing with the Internal Revenue Service. A copy of the filed Form 1099 or other filed form

shall be provided to Seller and Purchaser simultaneously with its being provided to the Internal Revenue Service.

Section 9.7 Costs and Expenses.

(a) Seller shall pay (i) Seller's attorneys' fees, (ii) one half of Escrow Agent's fees, (iii) one half of any transfer taxes (pursuant to Chapter 9, Title 47 of the D.C. Code) payable in connection with the transfer of the YY Property and recordation of the Deed, (iv) one half of any recordation taxes (pursuant to Chapter 11, Title 42 of the D.C. Code) payable in connection with the recordation of the Deed and Shared Use Agreement, and (v) all costs and expenses pertaining to the payoff of any existing monetary liens on the YY Property that are Required Title Cure Items.

(b) Purchaser shall pay (i) Purchaser's attorney's fees, (ii) one half of Escrow Agent's fees, (iii) one half of any transfer taxes (pursuant to Chapter 9, Title 47 of the D.C. Code) payable in connection with the transfer of the YY Property and recordation of the Deed, (iv) one half of any recordation taxes (pursuant to Chapter 11, Title 42 of the D.C. Code) payable in connection with the recordation of the Deed and Shared Use Agreement, and (v) and any and all costs, expenses and taxes (recordation and otherwise) in connection with the recordation of any financing obtained by Purchaser or its affiliates in connection with this transaction.

(c) All other costs and expenses in connection with the transaction contemplated by this Contract shall, except as otherwise expressly provided herein, be borne by Seller and Purchaser in the manner in which such costs and expenses are customarily allocated between the parties at closings of the purchase or sale of real property similar to the YY Property in the District of Columbia.

10. Real Estate Commission

Section 10.1 Brokers. Seller and Purchaser each represents to the other that it has had no dealings, negotiations, or consultations with any broker, representative, employee, agent or other intermediary in connection with this Contract.

Section 10.2 Indemnity. Each party hereto represents to the other that such respective party has not authorized any broker or finder to act on such party's behalf in connection with the sale and purchase hereunder except as set forth in Section 10.1 above. Each party hereto agrees to indemnify and hold harmless the other party from and against any and all claims, losses, damages, costs or expenses of any kind or character arising out of or resulting from any agreement, arrangement or understanding alleged to have been made by such party with any broker or finder in connection with this Contract or the transaction contemplated hereby. This obligation shall survive the Closing or any earlier termination of this Contract.

11. Remedies of Default

Section 11.1 Seller Default. If Seller fails to cure a Required Title Cure Item or fails to close on the Closing Date notwithstanding the satisfaction of all conditions precedent for the benefit of Seller, Purchaser shall elect by written notice to Seller, as its sole remedy, to

(a) terminate this Contract and recover an amount equal to the Advances or other amount of the Consideration previously paid by Purchaser to Seller, by giving Seller written notice of such election in which case neither Purchaser nor Seller shall have any further rights or obligations hereunder except those that expressly survive the termination of this Contract (provided, however, that such election to terminate must be exercised not later than sixty (60) days after the otherwise-scheduled Closing Date); (b) enforce specific performance of Seller's obligations hereunder (provided, however, that any such action for specific performance must be filed, or shall be deemed waived, not later than sixty (60) days after the otherwise-scheduled Closing Date); or (c) waive said failure or breach and proceed to Closing without any reduction in the Consideration (provided, however, that such election must be exercised, or shall be deemed waived, not later than ten (10) days after the otherwise-scheduled Closing Date). A failure by Purchaser to elect any of the remedies contained in the foregoing clauses (a), (b), or (c) within sixty (60) days after the otherwise-scheduled Closing Date shall be deemed an election by Purchaser of clause (a).

Section 11.2 Purchaser Default. If Purchaser fails to close on the Closing Date notwithstanding the satisfaction of all conditions precedent for the benefit of Purchaser, Seller shall be entitled, as its sole remedy, to terminate this Contract by giving Purchaser written notice thereof prior to or at Closing, in which case Seller shall have no obligation to refund any of the Advances to Purchaser, neither Purchaser nor Seller shall have any further rights or obligations hereunder, except those that expressly survive the termination of this Contract. Seller and Purchaser agree that Seller's damages resulting from Purchaser's default are difficult, if not impossible, to determine and the Advances is a fair estimate of those damages which has been agreed to in an effort to cause the amount of such damages to be certain**.**

12. Miscellaneous

Section 12.1 Confidentiality. Neither Purchaser nor Seller shall make any public announcement, press release or disclosure of the transactions contemplated under this Contract, nor any information related to this Contract, to outside brokers, media or third parties without the prior written consent of the other party; provided, however, that each party may make disclosure of this Contract (a) as may be required under laws or regulations applicable to such party (provided that the disclosing party shall provide the other party with written notice before making any such disclosure), (b) on a need-to-know basis to the party's accountants, lawyers, consultants, board members, directors, regulators, donors, potential investors, partners and lenders, all of whom are specifically directed by such party to maintain the confidentiality of such information who will treat all of such information as confidential or (c) as may be required to pursue the Subdivision and the redevelopment of the Property as contemplated by this Contract and the Shared Use Agreement. Each party stipulates that the breach of the requirements of this Section 12.1 will cause irreparable harm to the other for which damages may not constitute an adequate remedy. Accordingly, each party agrees that any breach of the requirements of this Section 12.1 may be enjoined by an appropriate court order or judgment. The provisions of this paragraph shall expressly survive any termination of this Contract, but shall not survive the Closing.

Section 12.2 Counterparts. This Contract may be executed in two (2) or more counterparts, each of which shall be deemed an original but all of which, taken together, shall constitute one and the same instrument. PDF and facsimile signatures shall constitute original signatures. Signatures may be transmitted electronically or by facsimile.

Section 12.3 Notices. All notices, demands, or other communications of any type (herein collectively referred to as "Notices") given by Seller to Purchaser or by Purchaser to Seller, whether required by this Contract or in any way related to the transactions contracted for herein, shall be void and of no effect unless given in accordance with the provisions of this Section 12.3. All notices shall be in writing and delivered to the person to whom the notice is directed as set forth in Sections 1.2 (i) in person (provided that such delivery is confirmed by the courier delivery service), (ii) by expedited delivery service (such as Federal Express or UPS) with proof of delivery, or (iii) by e-mail. All notices shall be effective upon receipt or refusal. Any party hereto may change the address for notice specified above by giving the other party ten (10) days' advance written notice of such change of address. Notices shall be deemed effective if given by counsel to any party hereto acting on behalf of such party.

Section 12.4 No Assumption of Liabilities. Notwithstanding any provision contained in this Contract to the contrary, this Contract is intended as and shall be deemed to be an agreement for the sale of assets and none of the provisions hereof shall be deemed to create any obligation or liability of any party to any person or entity that is not a party to this Contract, whether under a third-party beneficiary theory, laws relating to transferee liabilities or otherwise.

Section 12.5 Time is of the Essence. Time is of the essence in the performance of this Contract.

Section 12.6 Successors and Assignment. This Contract, and the terms, covenants, and conditions herein contained, shall inure to the benefit of and be binding upon the heirs, personal representatives, successors, and assigns of each of the parties hereto. Without the prior written consent of Seller, not to be unreasonably withheld, conditioned, delayed or charge made therefor, Purchaser shall not be entitled to assign its rights and/or obligations under this Contract except to an affiliate of Purchaser controlled by Purchaser, as may be reasonably required or appropriate for Purchaser to finance the acquisition and/or renovation or development of the YY Property. This Contract is for the sole benefit of Seller and Purchaser, and no third party is intended to be a beneficiary of this Contract, whether under a third-party beneficiary theory, laws relating to transferee liabilities or otherwise.

Section 12.7 Governing Law. This Contract shall, in all respects, be governed, construed, applied, and enforced in accordance with the law of the District of Columbia without giving effect to its choice of law provisions**.**

Section 12.8 No Oral Modification. This Contract may not be modified or amended, except by an agreement in writing signed by both Seller and Purchaser.

Section 12.9 Negotiation by Counsel. The parties acknowledge that each party and its counsel have reviewed and revised this Contract, and agree that the normal rule of construction to the effect that any ambiguities are to be resolved against the drafting party shall not be employed in the interpretation of this Contract or any amendments or exhibits hereto.

Section 12.10 No Oral Waiver. The parties may waive any of the conditions contained herein or any of the obligations of the other party hereunder, but any such waiver shall be effective only if in writing and signed by the party waiving such conditions or obligations.

Section 12.11 Attorneys' Fees. In the event it becomes necessary for either party hereto to file a suit to enforce this Contract or any provisions contained herein, the party substantially prevailing in such action shall be entitled to recover, in addition to all other remedies or damages, reasonable attorneys' fees and court costs incurred by such substantially prevailing party in such suit.

Section 12.12 Headings. The descriptive headings of the various Articles and Sections contained in this Contract are inserted for convenience only and shall not control or affect the meaning or construction of any of the provisions hereof.

Section 12.13 Total Agreement. This Contract constitutes the entire agreement among the parties pertaining to the subject matter hereof and supersedes all prior and contemporaneous agreements and understandings of the parties in connection therewith. No representation, warranty, covenant, agreement or condition not expressed in this Contract shall be binding upon the parties hereto or shall affect or be effective to interpret, change or restrict the provisions of this Contract.

Section 12.14 Partial Invalidity. If any clause or provisions of this Contract is or should ever be held to be illegal, invalid, or unenforceable under any present or future law applicable to the terms hereof, then and in the event, it is the intention of the parties hereto that the remainder of this Contract shall not be affected thereby, and that in lieu of each such clause or provision of this Contract that is illegal, invalid, or unenforceable, there be added as a part of this Contract a clause or provision as similar in terms to such illegal, invalid, or unenforceable clause or provision as may be possible and be legal, valid, and enforceable.

Section 12.15. Holidays. In the event that the date upon which any duties or obligations hereunder to be performed shall occur upon a Saturday or Sunday or federal or District of Columbia holiday, then, in such event, the due date for performance of any duty or obligation shall thereupon be automatically extended to the next succeeding business day.

Section 12.16. Soil Disclosure. In accordance with the laws of the District of Columbia, Purchaser is hereby advised by Seller that the characteristics of the soil of the Property as described by the Soil Conservation Service of the United States Department of the Agriculture in the Soil Survey of the District of Columbia published in 1976, as the same may be amended from time to time, and as shown on the Soil Maps of the District of Columbia at the back of that publication, are "U7 – Udorthents, gravelly, smoothed" 35.3%; "U8 - Udorthents, sandy, smoothed" 42.2%; and "UkC – Urban land-Croom complex, 8 to 15 percent slopes" 22.5%. For further information, Purchaser can contact a soil testing laboratory, the District of Columbia Environmental Services, or the Soil Conservation Service of the United States Department of Agriculture.

Section 12.17. UST Disclosure. Concurrent with its execution of this Contract, in accordance with the requirements of Section 3(g) of the District of Columbia Underground Storage Act of 1990, as amended, Seller has executed and delivered to Purchaser an Underground Storage Tank Real Estate Transfer Disclosure Form in the form attached to this Contract as Exhibit D.

Section 12.18. Cooperation. Purchaser shall cooperate with and support Seller to accomplish the shared purpose set forth herein, including, but not limited to, (i) completing the Subdivision, including coordinating with respect to any community outreach and outreach to

governmental officials to complete the Subdivision, (ii) planning for and undertaking construction of the improvements to be built on the Property, and (iii) entering into the Shared Use Agreement. Purchaser shall respond to Seller's reasonable requests to accomplish the foregoing shared purpose in a timely manner, and in all events, within five (5) business days after Seller makes such request.

[SIGNATURE PAGES FOLLOW]

IN WITNESS WHEREOF, the parties hereto have executed this Contract on the day and year written below.

SELLER:

THE CORPORATION OF THE WASHINGTON LATIN SCHOOL – A PUBLIC CHARTER SCHOOL, a District of Columbia non-profit corporation

By: [redacted]
Name: Peter T. Anderson
Title: Head of School
Date Executed: 8/20/2022

PURCHASER:

WASHINGTON YU YING PUBLIC CHARTER SCHOOL, a District of Columbia public charter school

By: _____
Name: _____
Title: _____
Date Executed: _____

[signatures continued on next page]

IN WITNESS WHEREOF, the parties hereto have executed this Contract on the day and year written below.

SELLER:

THE CORPORATION OF THE WASHINGTON LATIN SCHOOL – A PUBLIC CHARTER SCHOOL, a District of Columbia non-profit corporation

By: _____
Name: Peter T. Anderson
Title: Head of School
Date Executed: _____

PURCHASER:

WASHINGTON YU YING PUBLIC CHARTER SCHOOL, a District of Columbia public charter school

[redacted]

By: _____
Name: Carlie Fisherow
Title: Executive Director
Date Executed: 8/20/2022

[signatures continued on next page]

JOINDER BY ESCROW AGENT

Escrow Agent has executed this Contract in order to confirm that Escrow Agent shall hold the Second Advance required to be deposited under this Contract, in escrow, and shall invest and disburse the Second Advance pursuant to the provisions of this Contract.

COMMONWEALTH LAND TITLE INSURANCE COMPANY

[redacted]

Name: Sarah Eckert Webb

Title: Senior Vice President

Date Executed: August, 18, 2022

SCHEDULE 6.1

Due Diligence Activities

Item	Contracting Party	Vendor	Cost
property condition report	WL	ECS Mid Atlantic	$ 5,500
environmental - phase I	WL	ECS Mid Atlantic	$ 11,850
environmental - haz mat	with phase I above	with phase 1 above	included with Phase 1 above
environmental - phase II	Studio 27	ECS Mid Atlantic	$ 18,885
geotech	MCN	Kim Engineering	$ 22,920
ALTA survey	WL	Christopher Consultants	$ 15,690
utilities survey	Studio 27	Christopher Consultants	$ 13,890
title	WL	Commonwealth	$ 41,413
zoning	WL	Goulston & Storrs	$ 10,000
structural	Studio 27	Smislova, Kehnemui & Associates, P.A.	$ 8,500
traffic study	WL	Gorove Slade	$ 20,000
historic	WL	Goulston & Storrs	$ 6,000
subdivision	WL	Goulston & Storrs	$ 10,000
tree assessment	Studio 27	Christopher Consultants	$ 11,500
appraisal	WL	through Truist	$ 4,500
site planning and test fits-site plan	WL	Studio 27	$ 50,438
	Grand total of due diligence		**$ 251,086**

EXHIBIT A-1

Legal Description of Property (Pre-Subdivision)

All that lot or parcel of land situate, lying and being in the District of Columbia, and more particularly described as follows:

Lot numbered Fourteen (14) in Square numbered Thirty-Six Hundred and Sixty-Six (3666) in the subdivision made by U.S. Foods Corporation, as per plat recorded in the Office of the Surveyor for the District of Columbia in Liber 175 at Folio 108.

EXHIBIT A-2

Site Plan

[Attached.]



EXHIBIT B

Form of Special Warranty Deed

AFTER RECORDATION,
PLEASE RETURN TO:

_____
_____
_____
_____

SPECIAL WARRANTY DEED

THIS SPECIAL WARRANTY DEED is made as of the ___ day of _____, 2022, by and between **THE CORPORATION OF THE WASHINGTON LATIN SCHOOL – A PUBLIC CHARTER SCHOOL**, a District of Columbia non-profit corporation, as grantor ("**Grantor**"), whose address is 5200 2nd Street, NW, Washington, DC 20011, and **WASHINGTON YU YING PUBLIC CHARTER SCHOOL**, a District of Columbia public charter school, as grantee ("**Grantee**"), whose address is 220 Taylor Street, NE, Washington, D.C. 20017.

WITNESSETH:

That for and in consideration of the sum of Ten Dollars ($10.00), cash in hand paid, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Grantor does hereby grant, bargain, sell and convey, in fee simple, with Special Warranty, unto said Grantee, all of Grantor's rights, title and interest in and to that certain property located in the District of Columbia as is more particularly described in Exhibit A attached hereto, together with any and all improvements thereon and all rights and appurtenances pertaining to such property, including without limitation, all of Grantor's right, title and interest in and to (i) all minerals, oil, gas and other hydrocarbon substances thereon, and any royalties, water, timber and crops thereon, (ii) all strips, gores, streets, roads, alleys and rights-of-way, open or proposed, between such property and abutting or adjacent properties, (iii) all easements, privileges and hereditaments, whether or not of record, and (iv) all access, air, gas, water, riparian, development, utility and solar rights (collectively, the "**Property**").

TO HAVE AND TO HOLD the Property, together with each and every title, right, privilege, appurtenance and advantage thereunto belonging, or in anywise appertaining unto and for the use, and behoof of Grantee, its successors and assigns, in fee simple forever.

This conveyance is made subject to easements, conditions, encumbrances and restrictions of record insofar as they may lawfully affect the Property.

Grantor hereby covenants that it will execute such further assurances of said Property as may be requisite.

IN WITNESS WHEREOF, the undersigned has caused this Special Warranty Deed to be executed as of the date first above written.

GRANTOR:

THE CORPORATION OF THE WASHINGTON LATIN SCHOOL – A PUBLIC CHARTER SCHOOL, a District of Columbia non-profit corporation

By: _____
Name: _____
Title: _____
Date Executed: _____

District of Columbia)
) ss:
)

On this the ___ day of _____, 2022, before me, the undersigned officer, personally appeared _____, the _____ of Grantor, known to me (or satisfactorily proven) to be the person whose name is subscribed to within this instrument and acknowledged that he executed the same for the purposes therein contained.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

_____
Notary Public

My Commission Expires: _____

[Notarial Seal]

EXHIBIT A TO FORM OF DEED

Legal Description

[To insert.]

EXHIBIT C

Owner's Affidavit

[Under review.]

STATE OF _____
CITY/COUNTY OF _____, to wit:

_____, being the _____ of _____ ("Owner") whose address is _____, being duly cautioned and sworn, deposes and says, with respect to the property described on Exhibit A attached hereto (the "Property");

1. To the best of Owner's knowledge, no one other than the Owner is in possession or has a right to possession of the Property, and Owner has not entered into any agreements for possession of the Property which remain in effect;

2. Owner has no knowledge of any unrecorded easement, or claim of easement, affecting the Property except as may be shown on the plat of survey entitled "_____", dated _____, and last updated _____ as Job #_____ (the "Survey");

3. To the best knowledge of the undersigned, except for miscellaneous work, the cost of which will be or has been paid in the normal course of business, no person has furnished any labor, services, or materials in connection with the construction or repair of any buildings or improvements on the Property within the last 123 days, and there are no unpaid amounts due for any labor, material or services in connection with the construction or repair of any improvements on the Property, or with respect to the Property itself, that could form the basis of a lien thereon, nor has owner received notice of any intention to file or record a lien in connection with the Property. In the event a lien is filed relating to work contracted for prior to the date of closing, the Owner agrees to indemnify and hold the Company harmless from any loss or damage; [***To be discussed with Title Company if any work is being done.***]

4. Owner has not granted an option to purchase any part or all of the Property and to the best of Owner's knowledge, no party has an option to purchase any part or all of the Property;

5. Owner hereby confirms that no portion of the public space contiguous to the improvements is utilized by Owner, or any tenant of Owner, for any purpose other than ingress and egress to the improvements;

6. Owner has no knowledge of any unpaid real estate taxes or assessments affecting the Property except those currently due and payable and Owner has received no notice regarding future or pending special assessment;

7. Owner has not delivered any unrecorded mortgage or other lien affecting the Property; and

8. Owner, recognizing that closing may occur prior to the Deed being officially filed for record in the appropriate Clerk's Office, agrees that in consideration of the Company (as hereinafter defined) issuing said policy or policies without exception to any matters which may arise between the most recent effective date of the commitment for title insurance and the date the documents creating the interest being insured are filed for record (which matters may constitute an encumbrance on or affect the title), to promptly defend, remove, bond or otherwise dispose of any encumbrance, lien or objectionable matter to title which may arise or be filed, as the case may be, against said property during the period of time between the most recent effective date of the Commitment and the date the documents are filed for record (not to exceed ten (10) days from the date hereof) as a result of the acts or omissions of Owner. Owner further agrees to hold harmless and indemnify the Company (as hereinafter defined) against all losses, expenses, costs and fees (including, but not limited to, attorney fees) which may arise out of Owner's failure to so remove, bond or otherwise dispose of any said liens, encumbrances or objectionable matters.

Owner acknowledges that this Affidavit is being relied upon by Commonwealth Land Title Insurance Company **(the "Company")** to issue a title insurance policy or policies or other title evidence, and if acting as escrow or closing agent, then to disburse any funds held as escrow or closing agent. Owner hereby indemnifies and agrees to save harmless the Company against any damages or expense, including but not limited to reasonable attorney's fees, sustained as a result of any of the foregoing matters not being true and accurate in all material respects.

DATE:_____ ___, _____

THE CORPORATION OF THE
WASHINGTON LATIN SCHOOL –
A PUBLIC CHARTER SCHOOL,
a District of Columbia non-profit corporation

By: _____
Name: _____
Title:_____
Date Executed:_____

SUBSCRIBED AND SWORN TO BEFORE ME, a Notary Public for the aforesaid jurisdiction, this ____ day of _____ _____, 2022.

_____
Notary Public

My Commission Expires:

_____

Exhibit A

Legal Description

[To insert.]

EXHIBIT D

UST Disclosure Form

[Attached.]

DC UNDERGROUND TANK DISCLOSURE
GOVERNMENT OF THE DISTRICT OF COLUMBIA
District Department of the Environment
Environmental Protection Administration

Underground Storage Tank Branch
UST REAL ESTATE TRANSFER



Toxic Substance Division
DISCLOSURE FORM

(FOR ALL PROPERTIES OTHER THAN SINGLE FAMILY HOMES)

The Underground Storage Tank (UST) Management Act of 1990, as amended, and implementing regulations, require that sellers of real property in the District of Columbia inform prospective purchasers in writing, prior to entering into a contract for sale, of the existence or removal of any USTs of which the seller has knowledge. If the sale is of commercial property, seller is also required to inform prospective purchasers of any prior use of the property of which seller has actual knowledge which suggests the existence of tanks on the property. For example, if seller knows there was formerly a gas station at the site, he is required to disclose this fact. Sellers of individual condominium or cooperative units are not subject to the disclosure requirements. Sellers of single family homes should use the appropriate form or provide disclosure in the sales contract. Please send a copy of this to DDOE.

Seller's Name: The Corporation of the Washington Latin School - A Public Charter School, a District of Columbia non-profit corporation

Address of property to be sold: Lot 14, Square 3666 (4301 Harewood Road, NE, Washington, DC 20017)

1) To the best of your knowledge, are there any underground storage tanks (USTs) located on or under the above-referenced real property? Yes_____ No_X____

2) If yes, how many USTs are located on the property?
   a) What is the capacity of the tanks? _____
   b) Are they presently in service _____ or abandoned _____?
   c) If in service, for what purpose are they used?
   _____
   d) If abandoned, have you complied with all requirements of the D.C. UST Regulations pertaining to closure of USTs? Yes _____Don't know_____

3) Have you removed any USTs during the period of time you have owned the above-referenced property? Yes _____No__X____

4) If Yes, how many USTs did you remove?_____When?_ _____
   a) What were their capacities? _____
   b) Have you complied with all requirements of the DC UST Regulations pertaining to closure of USTs? Yes _____No_____ Don't know_____

5) Do you know of any prior uses of the property which suggest that USTs may be or have been used on the property? Yes __X__ No_____
   If yes, please describe the former use: school or religious institution_____
   _____

6) Do you know of any contamination (soil/groundwater) on the property which resulted from prior use of the UST(s). Yes _____No __X__ Don't know_____

[Signature page – UST Real Estate Transfer Disclosure Form –
Lot 14, Square 3666 (4301 Harewood Road, NE, Washington, DC 20017)]

Seller: **The Corporation of the Washington Latin School - A Public Charter School** **Date: 8/20/2022**

By: [redacted]
Name: Peter T. Anderson
Title: Head of School

PURCHASER ACKNOWLEDGES THAT PURCHASER HAS RECEIVED THE ABOVE DISCLOSURES PRIOR TO SIGNING A CONTRACT FOR PURCHASE.

Purchaser: **WASHINGTON YU YING PUBLIC CHARTER SCHOOL** **Date:**

By: _____
Name: _____
Title: _____

Please complete and submit to DDOE a UST Facility Notification Form for registration of the name and contact details of the new owner of the UST(s) if they were not removed, see. http://ddoe.dc.gov/publication/ust-facility-notification-form

EXHIBIT E, UST Disclosure Form

[Signature page – UST Real Estate Transfer Disclosure Form –
Lot 14, Square 3666 (4301 Harewood Road, NE, Washington, DC 20017)]

Seller: **The Corporation of the Washington Latin School - A Public Charter School** **Date**:

By: _____
Name: _____
Title: _____

PURCHASER ACKNOWLEDGES THAT PURCHASER HAS RECEIVED THE ABOVE DISCLOSURES PRIOR TO SIGNING A CONTRACT FOR PURCHASE.

Purchaser: **WASHINGTON YU YING PUBLIC CHARTER SCHOOL** **Date: 8/20/2022**

By: [redacted]
Name: Carlie Fisherow
Title: Executive Director

Please complete and submit to DDOE a UST Facility Notification Form for registration of the name and contact details of the new owner of the UST(s) if they were not removed, see. http://ddoe.dc.gov/publication/ust-facility-notification-form

EXHIBIT E

Shared Use Agreement Term Sheet

Shared Infrastructure Work:	Planning. To the extent not completed prior to closing under the Purchase Agreement, Seller shall continue the planning, design and development of the Shared Infrastructure Work. The Shared Infrastructure Work is contemplated to include shared design and other soft costs such as permitting, and project management, and hard costs such as fencing, waterproofing, earthwork, site improvements including sidewalks, paving, landscape, stormwater management, heritage tree relocation, site lighting, and utilities as more specifically defined in that certain cost estimate dated August 3, 2022 from MCN Build and as changed from time to time as the parties work through the planning process, and appropriate contingencies. The Shared Infrastructure Work shall result in the indicated grade for the YY Lot, such that the YY Lot is ready for development by Purchaser. Construction. Seller shall be responsible for supervising and constructing the Shared Infrastructure work in cooperation with Purchaser who shall be named beneficiary to the shared infrastructure work contracts. Cost Sharing. Seller and Purchaser shall equally share all costs for the Shared Infrastructure Work. Purchaser shall pay to Seller its share of such costs on a progress payment basis within ten (10) days after receipt of a request therefor with back-up invoices from the applicable contractors, vendors and consultants. In no event shall Seller submit a request for payment more often than once per calendar month. In no event shall Purchaser's share of the Shared Infrastructure Work exceed $2,500,000.00, unless otherwise agreed upon by the parties.
Existing Building Work:	Planning and Construction. Seller shall be responsible for undertaking the renovation of certain base building elements of the Existing Building, which shall include installation of an elevator, roof maintenance and repairs, and other improvements reasonably determined as necessary by Seller (the "Existing Building Improvements"). Cost Sharing. To the extent Purchaser is interested in using space in the Existing Building, either on an exclusive or shared basis, Purchaser shall contribute a to-be-determined share, based on Purchaser's percent usage of the Existing Building, for the costs for the Existing Building Improvements. Potential Lease or License. In lieu of the foregoing, to the extent Purchaser is interested in using space in the Existing Building, either on an exclusive or shared basis, Purchaser and Seller may elect to enter into a lease or license by which Purchaser shall be granted certain rights to use space in the Existing Building for a to-be-determined fee.

	As of the Effective Date, Purchaser is interested in using approximately 1,700 square feet within the Existing Building (the "Existing Building YY Dedicated Space"). Purchaser is also interested in using a portion of the Existing Building Lot for an outdoor play space (the "YY Play Space"). Upon completion of the Shared Infrastructure Work, if Purchaser elects to have the YY Play Space, Purchaser shall be responsible for installing the YY Play Space at Purchaser's sole cost and expense at the location identified on the Site Plan.
Carry Costs:	Purchaser shall contribute a to-be-determined share of the Carry Costs. Purchaser shall reimburse Seller its share of the Carry Costs incurred from the Effective Date through the Closing Date. After the Closing Date, Purchaser shall reimburse Seller its share of the Carry Costs on a progress payment basis within ten (10) days after receipt of a request therefor.
Construction of YY Lot Improvements:	Upon completion of the Shared Infrastructure Work, Purchaser may construct on the YY Lot certain improvements to be used as a school at Purchaser's sole cost and expense (the "YY Lot Improvements").
Construction of WL Lot Improvements:	Seller may construct on the WL Lot certain improvements to be used as a school at WL's sole cost and expense (the "WL Lot Improvements"). Seller and Purchaser may elect to coordinate on a general theme for the design of the YY Lot Improvements and WL Lot Improvements.
Easements:	Shared Infrastructure Work. Purchaser shall grant Seller a temporary easement for access over the YY Lot so that Seller, its agents, contractors, and employees, may complete the Shared Infrastructure Work. Seller shall be entitled to keep construction materials on the YY Lot, and use the YY Lot as a staging area, if needed and provided that Purchaser is not otherwise using the YY Lot. Shared Infrastructure (Pick-Up/Drop-Off Zones; Parking Lots; Utilities). The parties shall grant to each other a perpetual, non-exclusive easement for, and in, over and across: (i) the roadways and pick-up and drop-off lanes to be constructed for pedestrian and vehicular ingress and egress (the "Pick-Up/Drop-Off Zone"), (ii) the parking lots to be constructed (with the number of parking spaces allocated to each school to be determined based on zoning requirements and program needs), and (iii) the Property for the use, access, and operation of utilities and oversight and security monitoring systems. The means by which the Shared Infrastructure Work will be shared (including, by way of example, at what times each party may use the Pick Up/Drop-Off Zone) shall be further delineated. Existing Building Common Areas (Hallways; Gymnasium; Auditorium; Cafeteria). Depending on Purchaser's election to use certain space within

	the Existing Building, Purchaser and Seller will enter into a lease, license or other occupancy agreement over and across all hallways, corridors, stairways, lobby areas, gymnasiums, auditoriums, and cafeterias within the Existing Building. Existing Building YY Dedicated Space (YY Classrooms; YY Play Space). Depending on Purchaser's election to use certain space within the Existing Building, Purchaser and Seller will enter into a lease, license or other occupancy agreement to the Existing Building YY Dedicated Space and YY Place Space.
Construction Period Cooperation:	Construction of YY Lot Improvements and WL Lot Improvements. Each party shall cooperate reasonably and in good faith with the other party in connection with any construction of the improvements on the other party's lot. Such construction shall be coordinated so that neither party or its contractors interfere with the construction by a party of the improvements on its lot or a party's operations in the improvements (Seller understands Purchaser may begin operating as a school in the YY Lot Improvements while the WL Lot Improvements are under construction). Subject to the previous sentence, such cooperation shall include the grant of temporary non-exclusive easements to use portions of such non-constructing party's lot for reasonably necessary activities relating to such construction, including sheeting and shoring, crane swings, tie-backs and underpinning subject to standard insurance and indemnity provisions. Purchaser and Seller shall agree upon a shared site logistics plan and schedule for use of specific areas for access. Purchaser shall respond to Seller's requests for information or approvals in a timely manner, and in all events, within five (5) business days after Seller makes such request.
Maintenance:	Seller and Purchaser shall share maintenance obligations and to-be-determined costs (the "Shared Costs"), to be more particularly described in the Shared Use Agreement. Upon receipt by a party (in such capacity, the "Responsible Owner") of an invoice for a Shared Cost, Responsible Owner shall promptly deliver to the other party (in such capacity, the "Reimbursing Owner") the following: (i) a copy of such invoice, and (ii) a statement as to the Reimbursing Owner's allocated shared of the Shared Cost due under the invoice. Within ten (10) days of receipt of such materials, Reimbursing Owner shall deliver to Responsible Owner its share of such Shared Cost (but in no event less than two (2) days prior to the due date under such invoice provided Responsible Owner promptly delivered the invoice to Reimbursing Owner upon receipt).
Capital Reserves:	Seller and Purchaser shall fund necessary to-be-determined capital reserves, to be more particularly described in the Shared Use Agreement.

Permitted Use Covenant:	The parties shall use and occupy the Property solely for educational purposes consistent with, as applicable, use as a preschool, elementary school, middle school, or high school or other educational uses compatible with the foregoing and only in accordance with the uses permitted under applicable zoning and other municipal regulations. No lot shall be used for any other purpose without the prior written consent of all parties, each in their reasonable discretion. The parties will not use or occupy the Property for any unlawful purpose, and will comply with all present and future laws, ordinances, regulations and orders of the United States of America, the District of Columbia, and any other public or quasi-public authority having jurisdiction over the Property.
Right of First Offer:	In the event a party (the "ROFO Parcel Owner") desires to lease, sell or market their lot(s) (or any portion thereof) (the "ROFO Parcel"), then such ROFO Parcel Owner shall notify the other party (the "ROFO Parcel Offeree") of the economic and other material terms upon which the ROFO Parcel Owner intends to lease, sell or market the ROFO Parcel (the "ROFO Notice"). The details of the ROFO process will be set forth in the Shared Use Agreement.
Binding Effect:	Except for the above section regarding the Shared Infrastructure Work (and specifically, Seller's and Purchaser's cost sharing obligations therefor), the terms included on this Exhibit E are not binding on the parties. Rather, this Exhibit E outlines the business terms to be negotiated in good faith by the parties prior to the Closing Date. Any final Shared Use Agreement negotiated between the parties shall be subject to Seller's and Purchaser's approval and only a fully executed Shared Use Agreement shall constitute a binding agreement.

EXHIBIT F

Escrow Terms and Conditions

1. Seller and Purchaser hereby appoint and designate the Escrow Agent as the escrow agent for the purposes set forth in this Contract, and the Escrow Agent hereby accepts said appointment. The Escrow Agent acknowledges receipt of a copy of the terms set forth in the Contract, of which this Exhibit F is a part, and to the extent any provisions thereof apply to the Second Advance or the Escrow Agent, the Escrow Agent agrees to comply with and be bound by, the terms thereof. All terms and provisions contained in the Contract relating to any of the foregoing are hereby incorporated herein by this reference. Capitalized terms not defined herein have the meaning given such terms in the Contract.

2. In accordance with the obligation to do so contained in the Contract, Purchaser has delivered or will deliver to the Escrow Agent the Second Advance under the Contract. Upon receipt of the Second Advance, the Escrow Agent shall provide written notice to both Seller and Purchaser acknowledging such receipt. Upon receipt of an executed W-9 Form from Purchaser stating Purchaser's Federal Tax Identification Number, the Second Advance shall be placed in an interest-bearing account and all interest accrued thereon shall belong to Purchaser in all circumstances, except as set forth in the Contract. In no event shall Escrow Agent incur any liability for levies by taxing authorities based upon the taxpayer identification number provided to Escrow Agent and used to establish the Escrow Account. At Closing, the Second Advance and any interest thereon shall be credited against the cash balance of the Consideration due on the date of Closing.

3. Seller and Purchaser each agree to deliver to the Escrow Agent, upon request, such further instruments and documents as may be reasonably requested by the Escrow Agent in order to effectuate the terms and conditions of these Escrow Terms and Conditions or supervise the Escrow Account.

4. In no event shall the Escrow Agent be liable for any act or failure to act under the provisions of the Contract or these Escrow Terms and Conditions except where Escrow Agent's acts are the result of its gross negligence or willful misconduct. Accordingly, the Escrow Agent shall not incur any such liability with respect to (a) any action taken or omitted in good faith upon advice of its legal counsel given with respect to any questions relating to the duties and responsibilities of the Escrow Agent under these Escrow Terms and Conditions or the Contract, or (b) any action taken or omitted in reliance on any instrument, including any written notice or instruction provided for in the Contract, not only as to its due execution and the validity and effectiveness of its provisions, but also as to the truth and accuracy of any information contained therein, which the Escrow Agent shall in good faith believe to be genuine, to have been signed or presented by a person or persons having authority to sign or present such instrument, and to conform with the provisions of these Escrow Terms and Conditions. Seller and Purchaser hereby jointly and severally indemnify the Escrow Agent against any loss, liability, or damage (including costs of litigation and reasonable attorneys' fees) arising from and in connection with the performance of the Escrow Agent's duties under these Escrow Terms and Conditions, whether such dispute arises between the parties hereto and others, or merely between themselves, it being understood and agreed that the Escrow Agent may interplead such dispute and Seller and Purchaser

will hold the Escrow Agent harmless and indemnify it against all consequences and expenses which may be incurred by the Escrow Agent in connection therewith, except those consequences and expenses arising by reason of the Escrow Agent's gross negligence or willful misconduct.

5. The Second Advance shall be deposited by the Escrow Agent into a separate interest-bearing escrow account with offices in the District of Columbia (the "**Depository**"), and be invested by the Escrow Agent in a money market account, money-fund account or similar investment. If the financial condition of the financial institution in which the funds are held changes in any adverse way which may prohibit the ability of the Escrow Agent to withdraw such funds in accordance with the terms of these Escrow Terms and Conditions, then the Escrow Agent may move the Escrow Account to another financial institution that satisfies the requirements of this paragraph 5. Purchaser consents to the selection of Bank of America, N.A. as the Depository. Escrow Agent shall have no liability in the event of failure, insolvency or inability of the Depository to pay such funds, or accrued interest upon demand or withdrawal. Purchaser acknowledges that money-fund accounts are not protected by the insurance afforded by the FDIC.

6. All notices to be sent hereunder shall be sent to the parties at their respective addresses as set forth in Sections 1.2(d), 1.2(e), and 1.2(h) of the Contract, and in accordance with the terms and provisions of Section 12.3 of the Contract.

7. These Escrow Terms and Conditions and the rights and obligations under these Escrow Terms and Conditions shall be governed by and construed in accordance with the laws of the District of Columbia, without reference to the choice of law doctrine of such jurisdiction.

8. These Escrow Terms and Conditions are irrevocable and may only be amended by a written amendment executed by all the parties hereto.

EXHIBIT G

Shared Infrastructure Work Budget

[To include Purchaser's consulting fees to review plans, in an amount not to exceed $5,000.00.]

	Trade costs	3,353,301
	Construction soft costs	393,132
	Construction Contingency (MCN)	143,534
	Site Work - Hard Costs	3,889,967
6.5%	Architect	252,848
2.0%	Permit	77,799
1.0%	Project Management	33,533
	ADD: Dry utilities	200,000
	ADD: Site light allowance	250,000
	ADD: Additional tree relocation allowance	100,000
	ADD: Level 3 tree study	2,150
5.1%	Contingency - site work hard costs (owner)	171,427
3.0%	Contingency - site work soft costs (owner)	22,275
	Total Site Work	**5,000,000**

Washington Yu Ying: Growth Plan Overview

March 12, 2019



育英
WASHINGTON YU YING
PUBLIC CHARTER SCHOOL

Agenda

- Who Are We?
- Why Grow?
- What's the Plan?
- What's Next?

Who Are We?



Founded in 2008, Washington Yu Ying provides a world-class education to more than 550 students in grades PK3 - 5.

Our History

The small group of parents who founded Yu Ying were dedicated to establishing a world-class Chinese immersion school in D.C. Since 2008, Yu Ying has been the only school of its kind in the D.C. area.

Our Mission

We want to **inspire** and **prepare** young people to **create a better world** by challenging them to reach their full potential in a nurturing Chinese/English educational environment.

Our Vision

We want to **create a strong community** of learners who:

- Are **confident** in their ability to read, write and think in Chinese and English.
- Have **intercultural understanding** and respect.

Yu Ying's powerful and effective educational model drives our success.

- International Baccalaureate (IB) World School status
- Tier One status for five consecutive years
- 2018 Inductee to the National Charter Schools Hall of Fame
- "Most Diverse Schools in the U.S." ranking by Public School Review
- 2015 Confucius Institute Class of the Year
- Department of Education Green Ribbon School





Yu Ying's making the world a better place, one student at a time.

Every day, our school's teachers, staff and community have a positive and direct impact on the lives of our students. We're proud to have:

- An educational model that produces **excellent results.**
- Earned the **second highest rating** among all D.C. charter schools in 2018, along with a **five-star rating** on the D.C. Report Card.
- Built a school with a **rigorous and innovative academic model**, a **diverse and nurturing community**, and a **strong financial position.**

Why Grow?



Growth can help us achieve three key goals.

Create seats.

We can offer more than 300 additional students, including children from low-income families, access to Yu Ying's effective model.

Enhance quality.

We can enhance our educational model by tailoring each campus according to students' developmental phases - physical, motor and cognitive.

Support financial sustainability.

We can make the most of economies of scale, including benefiting from the expertise of senior leaders across two campuses.

What's the Plan?

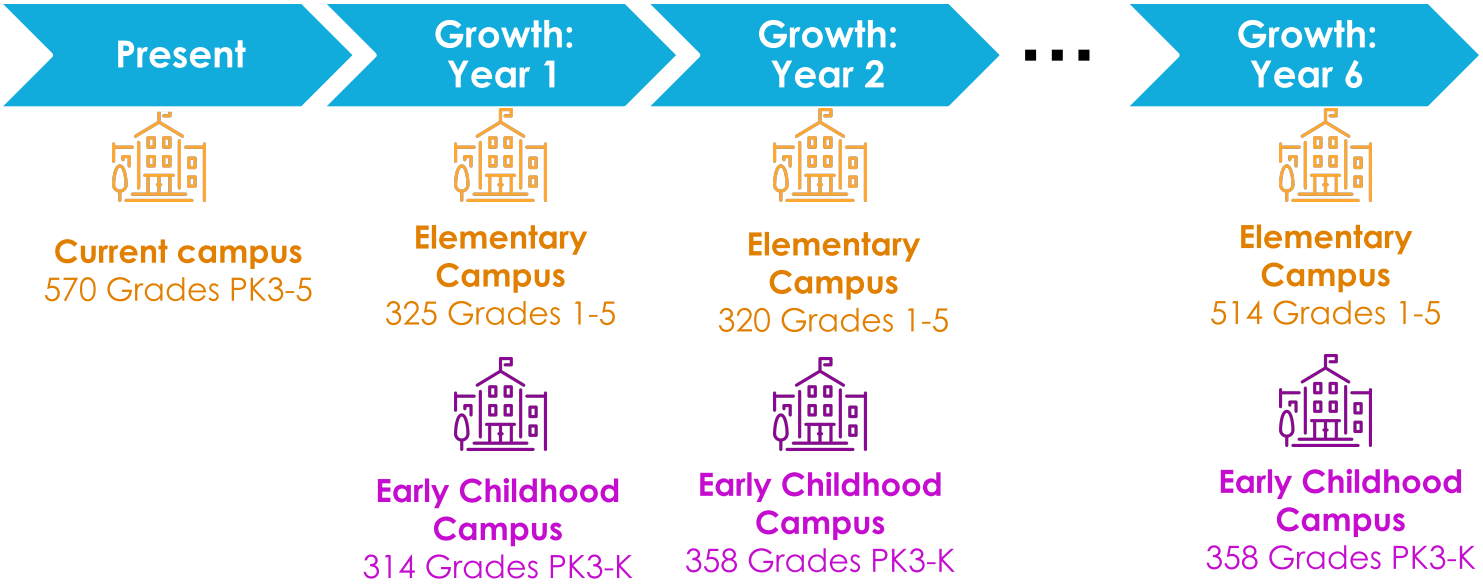


Growth can only happen when requirements are met.

We're undertaking a rigorous planning process, and will only pursue growth if we're sure we can:

- Hire and retain the right **people**.
- Find a great **campus** in the **right location.**
- Maintain the **quality** of our **educational** model.
- Protect and nurture our **community connections.**

We plan to increase enrollment to 872 students in years two through six



...new students grow up...

Yu Ying reaches full enrollment after 6 years.

What's Next?



Growth is a lot of work.

Expansion can come with challenges. We're working to address potential issues by:

- **Partnering with experts** like Bellwether Education Partners, Replicating Quality Schools and the Strategic Growth Institute on a growth plan.
- **Learning from leaders from other schools** including Elsie Whitlow Stokes and Mundo Verde on threats and opportunities.
- **Engaging with our school community** through focus group, surveys, interviews, regular communications and an upcoming town hall meeting.
- **Enhancing our organizational capacity** with EdFuel to embed our cultural values, restructure our performance management framework, and develop a planning and training program for expansion.

We hear you.

Over the past year, our community shared feedback including:

- Concerns about how growth may strain Yu Ying's resources or lower our academic quality.
- Requests for the second location to be conveniently located to our current campus.
- Positive feedback about the importance of Yu Ying’s community and the desire to keep it strong.

We’ll continue to request your input as we move forward.

Stay tuned for details on our upcoming town hall.

Questions or comments?
Fill out the Expansion feedback tool
Thank you!

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

Joint Venture 4301 Harewood Rd for Washington Latin & Yu Ying

1 message

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Tue, Feb 21, 2023 at 9:49 PM
To: "Henderson, Robert (SBOE)" <robert.henderson@dc.gov>
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>, Kate Cromwell <kcromwell@latinpcs.org>

Hello Robert,
Thank you again for setting up the parent to parent conversation with Ward 5 families earlier this winter. I am also excited to have you out to Yu Ying; please be on the look out for an invitation to a Friends of Yu Ying School Visit & Tour on March 9th.

I wanted to take a few minutes to officially share information about a new Ward 5 joint venture with Washington Latin PCS. Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

We are in the architectural design phases now and expect to break ground on construction for the site later this spring and continue with the development of Yu Ying's new building later this summer.

As a Ward 5 partner, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes
- Reply to Peter or I if you would like to schedule a meeting or new site visit

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

If you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie & Peter

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950 ext 235

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Joint Venture - Washington Latin & Washington Yu Ying

1 message

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 7:19 PM
To: brookland@groups.io
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Brookland Civic Association Leadership,
I hope you are well and gearing up for a beautiful DC spring.

My name is Carlie Fisherow and I am the new Executive Director at Washington Yu Ying PCS. Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expects to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a Ward 5 community leader, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works this spring.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017

www.washingtonyuying.org
202.635.1950 ext 235

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Venture - Washington Latin & Washington Yu Ying PCS

1 message

Autumn Jackson <autumn.jackson@washingtonyuying.org> Tue, Mar 14, 2023 at 11:27 AM
To: ucnsholyfamily@gmail.com
Cc: Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>

Dear Father Hitchens,

My name is Autumn Jackson and I am the Special Projects Manager at Washington Yu Ying Public Charter School located in SMD 5A05. I am also a SMD 5A06 resident with school aged children. As the community engagement liaison at Yu Ying, I am excited to officially introduce myself and share information about a new Ward 5 joint venture with Yu Ying and Washington Latin Public Charter Schools.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools headed by Peter Anderson, CEO at Washington Latin and Carlie Fisherow, Executive Director at Yu Ying. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

As a neighbor, we are committed to keeping you abreast of our progress. We would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education. If you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note and newsletter. I would love to add your name to our mailing list as well. Please let me know if you would like me to do so.

Best,
Autumn



A reimagined campus

About the 4301 Harewood NE project

Washington Latin Public Charter Schools and Washington Yu Ying Public Charter School have partnered to purchase the site at 4301 Harewood Road NE in Ward 5, formerly the Kirov Academy of Ballet. We purchased the property in September 2022 and are working to reimagine the site as a public school campus that will provide distinct high-quality educational experiences from Pre-K through high school. The site will be renovated and new buildings added for each school, with projected completion by August 2025. We expect to break ground on the site in the spring of 2023.

Learn More

JOIN US!

We are committed to partnering with our community during this project and beyond.

Our goal is to make sure the community is informed about this project, can ask questions, and that we understand your concerns and priorities.

With this in mind, we invite you to join a virtual information session to learn more about the New 4301 Harewood Street NE and our plans to reimagine the site as a shared campus of **Washington Latin** and **Washington Yu Ying** Public Charter Schools. See below for details on our **Town Halls**, as well as the **ANC5A** meetings.

More information about the project is at www.4301Harewood.org. ***Questions?*** Email us at info@4301Harewood.org.

Virtual Town Halls

You're invited to join our virtual Town Halls to hear updates on the project and ask questions. Sessions are on the third Wednesday of the month from 7:00-8:00 pm.

- March 15
- *April meeting - TBD*
- May 17

To join the Zoom, please **RSVP**.

ANC 5A Meetings

Our team joins monthly **ANC 5A** meetings and encourage you to join as well for updates on key neighborhood matters. We will request formal time to present at virtual meetings when we have progress to share.

- May 24
- July 26

Visit **ANC 5A** for details.

Email Us



Photos by Paolo Galli

育英 WASHINGTON YU YING PUBLIC CHARTER SCHOOL

Washington Yu Ying provides an engaging, inquiry-driven, Chinese–English dual language immersion environment to nurture tomorrow's global leaders. **READ MORE**

discite servaturi WASHINGTON LATIN Public Charter Schools

Washington Latin provides a challenging classical education for grades 5-12 that is accessible to students across the District of Columbia on two campuses. READ MORE

Copyright © 2023 Washington Latin Public Charter School, All rights reserved.

Our mailing address is:
4301 Harewood Street NE
Washington DC 20017

Want to change how you receive these emails?
You can update your preferences or unsubscribe from this list.

--
Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Venture - Washington Latin & Washington Yu Ying PCS

11 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 7:00 PM
To: chenderson@dccouncil.gov
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Councilmember Henderson,
I hope you are well and gearing up for a beautiful DC spring.

Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expects to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a DC government partner, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works this spring.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org

202.635.1950 ext 235

Henderson, Christina (Council) <chenderson@dccouncil.gov> Mon, Mar 13, 2023 at 9:29 PM
To: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, "Pcholkin, Nicholas (Council)" <npcholkin@dccouncil.gov>
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hi Carlie,

This is exciting news! I know both you and Peter had interest in expanding your respective schools in the same neighborhood, but space is definitely hard to come by. I drive by the Harewood Rd. site often and I'm interested to see how the campus and partnership will take shape. Perhaps we can connect later this spring (post-budget) so I can learn more.

Best,

Christina

--

Christina Henderson

Councilmember, At-Large

Council of the District of Columbia

Sign-up for my newsletter here!

[Quoted text hidden]

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Mon, Mar 13, 2023 at 11:06 PM
To: "Henderson, Christina (Council)" <chenderson@dccouncil.gov>
Cc: "Pcholkin, Nicholas (Council)" <npcholkin@dccouncil.gov>, Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Thank you Councilmember Henderson for the quick and thoughtful response especially during the height (and madness 🙂) of budget season! Peter and I would love to set up some time to meet with you and would be happy to connect via zoom or welcome you out to one of our campuses for a school tour and more if that is preferable.

I have added Autumn Jackson to assist with scheduling. Please let us know if she should work with Nicholas or someone else on your team to look for time in May once things settle down a bit.

Best,
Carlie
[Quoted text hidden]

Henderson, Christina (Council) <chenderson@dccouncil.gov> Tue, Mar 14, 2023 at 9:51 AM

To: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, "Edelman, Heather (Council)" <hedelman@dccouncil.gov>
Cc: "Pcholkin, Nicholas (Council)" <npcholkin@dccouncil.gov>, Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hi Carlie,

I'm looping Heather Edelman on my team who can work with Autumn to find a time. I haven't been to either of your campuses in some time, so a visit would be nice.

[Quoted text hidden]
[Quoted text hidden]

> [Quoted text hidden]
> [Quoted text hidden]
>
> Carlie Fisherow *(she/her/hers)*
>
> [Quoted text hidden]
>
> Image removed by sender. Image removed by sender.

Edelman, Heather (Council) <hedelman@dccouncil.gov> Tue, Mar 14, 2023 at 9:59 AM
To: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>
Cc: "Pcholkin, Nicholas (Council)" <npcholkin@dccouncil.gov>, Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Good morning, Carlie! Hi, Peter! I hope you both are doing well.

March and April are quite booked, but I can send some dates in early May that Councilmember Henderson can visit. I'll let you two decide which site (or two that are close together) she should visit.

Best,

Heather

Heather Edelman (she/her)

Deputy Chief of Staff

Councilmember Christina Henderson, At-Large

Council of the District of Columbia

Office: 202.724.8105

Mobile: 202.329.8092

Email: hedelman@dccouncil.gov

www.ChristinaHendersonDC.com

[Quoted text hidden]

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Wed, Mar 15, 2023 at 10:49 AM

To: "Edelman, Heather (Council)" <hedelman@dccouncil.gov>
Cc: "Pcholkin, Nicholas (Council)" <npcholkin@dccouncil.gov>, Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hi Heather - great to hear from you!! Hope you, Josh and the family are well.

We would love to host Councilmember Henderson at Washington Latin PCS in May once her schedule is clearer. Thanks for sending dates and times over; Peter will take the lead on coordinating for us.

[Quoted text hidden]

Edelman, Heather (Council) <hedelman@dccouncil.gov> Thu, Mar 16, 2023 at 2:02 PM
To: Peter Anderson <panderson@latinpcs.org>
Cc: Autumn Jackson <autumn.jackson@washingtonyuying.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>

Hi, Peter.

Councilmember Henderson looks forward to her visit. Would 9:30 a.m. on May 5, May 9 or May 12 work?

[Quoted text hidden]
[Quoted text hidden]

> [Quoted text hidden]
> [Quoted text hidden]
>
> > [Quoted text hidden]
> > [Quoted text hidden]
> >
> > Carlie Fisherow *(she/her/hers)*
> >
> > [Quoted text hidden]
> >
> > **Error! Filename not specified.** **Error! Filename not specified.**

Peter Anderson <panderson@latinpcs.org> Thu, Mar 16, 2023 at 4:44 PM
To: "Edelman, Heather (Council)" <hedelman@dccouncil.gov>
Cc: Autumn Jackson <autumn.jackson@washingtonyuying.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, Kate Cromwell <kcromwell@latinpcs.org>

Hi Heather,

I can do the 9th or the 12th. My preference is for the 9th, but I can make both dates work.

Peter

Peter Timothy Anderson
Head of Schools/CEO
Washington Latin Public Charter Schools
5200 2nd Street, NW
Washington, DC 20011
202-223-1111 (Main)
202-621-6618 (Direct)
202-723-1171 (Fax)
https://twitter.com/WashLatinHOS

[Quoted text hidden]

Edelman, Heather (Council) <hedelman@dccouncil.gov> Tue, Mar 21, 2023 at 4:19 PM
To: Peter Anderson <panderson@latinpcs.org>
Cc: Autumn Jackson <autumn.jackson@washingtonyuying.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, Kate Cromwell <kcromwell@latinpcs.org>

Hi, Peter.

Councilmember Henderson looks forward to her visit on May 9 starting at 9:30. Where should she meet you – 2nd Street or Cooper campus?

[Quoted text hidden]

Peter Anderson <panderson@latinpcs.org> Wed, Mar 22, 2023 at 8:23 AM
To: "Edelman, Heather (Council)" <hedelman@dccouncil.gov>
Cc: Autumn Jackson <autumn.jackson@washingtonyuying.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, Kate Cromwell <kcromwell@latinpcs.org>

Hi Heather,

She should meet us at the 2nd Street campus. We are looking forward to her visit.

Best wishes,

Peter

Peter Timothy Anderson
Head of Schools/CEO
Washington Latin Public Charter Schools
5200 2nd Street, NW
Washington, DC 20011
202-223-1111 (Main)
202-621-6618 (Direct)
202-723-1171 (Fax)
https://twitter.com/WashLatinHOS

[Quoted text hidden]

Edelman, Heather (Council) <hedelman@dccouncil.gov> Thu, Mar 23, 2023 at 1:44 PM
To: Peter Anderson <panderson@latinpcs.org>
Cc: Autumn Jackson <autumn.jackson@washingtonyuying.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, Kate Cromwell <kcromwell@latinpcs.org>

Great. Thanks, Peter.

[Quoted text hidden]

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Venture - Washington Latin & Washington Yu Ying

4 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 7:01 PM
To: rwhite@dccouncil.gov
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Councilmember White,
I hope you are well and gearing up for a beautiful DC spring.

Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expects to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a DC government partner, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works this spring.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org

202.635.1950 ext 235





Autumn Jackson <autumn.jackson@washingtonyuying.org> Thu, Mar 16, 2023 at 10:43 AM
To: Kate Cromwell <kcromwell@latinpcs.org>

[Quoted text hidden]

--

Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950





Walden, Samuel (Council) <swalden@dccouncil.gov> Mon, Mar 27, 2023 at 1:01 PM
To: "carlie.fisherow@washingtonyuying.org" <carlie.fisherow@washingtonyuying.org>
Cc: "panderson@latinpcs.org" <panderson@latinpcs.org>, "autumn.jackson@washingtonyuying.org" <autumn.jackson@washingtonyuying.org>, "Wright, Lisa (Council)" <lwright@dccouncil.gov>

Good afternoon,

I hope you're doing well! Thanks so much for extending this invitation to Councilmember White. While unfortunately the Councilmember is unavailable for additional meetings himself, I'd love for you to connect with Lisa Wright, who covers education for our office. I've copied her here so that she can follow up separately with her availability.

Please let me know if you have any questions!

Best,

Sam Walden | Office Manager

Office of At-Large Councilmember Robert C. White, Jr.

Chair, Committee on Housing

Council of the District of Columbia

1350 Pennsylvania Avenue NW, Suite 107, Washington, DC 20004

Phone: 202-724-8174 | **Pronouns:** he/him

Follow Councilmember Robert White on Social Media

Twitter | Facebook | Instagram

Subscribe to the Newsletter

Read our Annual Report!

Take our Constituent Survey!

From: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>
Sent: Sunday, March 12, 2023 7:01 PM
To: White, Robert (Council) <rwhite@dccouncil.gov>
Cc: Peter Anderson <panderson@latinpcs.org>; Autumn Jackson <autumn.jackson@washingtonyuying.org>
Subject: New School Venture - Washington Latin & Washington Yu Ying

Hello Councilmember White,

[Quoted text hidden]

Wright, Lisa (Council) <lwright@dccouncil.gov> Mon, Mar 27, 2023 at 4:53 PM
To: "carlie.fisherow@washingtonyuying.org" <carlie.fisherow@washingtonyuying.org>
Cc: "panderson@latinpcs.org" <panderson@latinpcs.org>, "autumn.jackson@washingtonyuying.org" <autumn.jackson@washingtonyuying.org>

Hi Ms. Fisherow,

This is Lisa and I'm a legislative staff with Councilmember Robert White's office. Congrats on your new Ward 5 venture. As my colleague shared, we are in the middle of Council oversight hearings so scheduling can be challenging. Please let me know if there are specific topics that you'd like to discuss or we can plan to meet in mid-April. If you'd still like to meet, please provide some availability for mid-April and after.

Kindly,

Lisa T. Wright | **Legislative Assistant**

Office of At-Large Councilmember Robert C. White, Jr.

Chair, Committee on Housing

Council of the District of Columbia

1350 Pennsylvania Avenue NW, Suite 107, Washington, DC 20004

Phone: 202-724-6667 | **Pronouns:** she/her

Follow Councilmember Robert White on Social Media

Twitter | Facebook | Instagram

Subscribe to the Newsletter

Read our Annual Report!

Take our Constituent Survey!

[Quoted text hidden]

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

Joint School Venture between Washington Latin & Washington Yu Ying

3 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Tue, Feb 21, 2023 at 9:37 PM
To: rroberts@dccouncil.gov, cshaw@dccouncil.gov, kwiley@dccouncil.gov, mlittlepage@dccouncil.gov, sbonar@dccouncil.gov, ostoute@dccouncil.gov, cmcknight@dccouncil.gov
Cc: Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Ward 5 Council Leadership Staff,

My name is Carlie Fisherow and I am the Executive Director at Washington Yu Ying. I am joined (via email) by my friend and colleague Peter Anderson, CEO at Washington Latin Public Charter Schools. We are excited to officially introduce ourselves and share information about a new Ward 5 joint venture, which we have been in conversation with Councilmember Parker on since August. (He just received a brief update on the project via email this evening.)

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

We are in the architectural design phases now and expect to break ground on construction for the site later this spring and continue with the development of Yu Ying's new building later this summer.

As a Ward 5 partner, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes
- Reply to Peter or I if you would like to schedule a meeting or new site visit

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

If you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie & Peter

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950 ext 235

McKnight, Carlos (Council) <cmcknight@dccouncil.gov> Wed, Feb 22, 2023 at 11:51 AM
To: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, "Roberts, Rachelle (Council)" <RRoberts@dccouncil.gov>, "Shaw, Conor (Council)" <cshaw@dccouncil.gov>, "Wiley, Kendra (Council)" <kwiley@dccouncil.gov>, "Littlepage, Melissa (Council)" <mlittlepage@dccouncil.gov>, "Bonar, Samuel (Council)" <sbonar@dccouncil.gov>, "Stoute, Oliver (Council)" <ostoute@dccouncil.gov>
Cc: Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Good Morning,

My name is Carlos McKnight, and I am the Ward 5 Constituent Services Coordinator for this area. Thank you for sharing this information with us. I will add the town hall meeting to my calendar and plan to attend. Thanks again for reaching out to us.

Carlos F. McKnight ***(he/him/his)***

Constituent Services Coordinator

Councilmember Zachary Parker, Ward 5

How are we doing?

Council of the District of Columbia

1350 Pennsylvania Avenue NW, Suite 102

Washington, DC, 20004

Office: 202-478-2456

Cell: (771) 333-9914

Newsletter: ward5.us/newsletter

Twitter: @cmzparker5

Instagram: @cmzparker5

[Quoted text hidden]

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Wed, Feb 22, 2023 at 8:01 PM
To: "McKnight, Carlos (Council)" <cmcknight@dccouncil.gov>
Cc: "Roberts, Rachelle (Council)" <RRoberts@dccouncil.gov>, "Shaw, Conor (Council)" <cshaw@dccouncil.gov>, "Wiley, Kendra (Council)" <kwiley@dccouncil.gov>, "Littlepage, Melissa (Council)" <mlittlepage@dccouncil.gov>, "Bonar, Samuel (Council)" <sbonar@dccouncil.gov>, "Stoute, Oliver (Council)" <ostoute@dccouncil.gov>, Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Great! Happy to have you join!
[Quoted text hidden]

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Venture - Washington Latin & Washington Yu Ying

2 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 7:06 PM
To: "McDuffie, Kenyan (Council)" <kmcduffie@dccouncil.us>
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Councilmember McDuffie,
I hope you are well and gearing up for a beautiful DC spring.

Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expects to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a DC government partner and Ward 5 friend, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works this spring.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org

202.635.1950 ext 235





Autumn Jackson <autumn.jackson@washingtonyuying.org> Thu, Mar 16, 2023 at 10:44 AM
To: Kate Cromwell <kcromwell@latinpcs.org>

[Quoted text hidden]

--

Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950





育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Joint Venture - Washington Latin & Washington Yu Ying

2 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 7:03 PM
To: pmendelson@dccouncil.gov
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Chairman Mendelson,
I hope you are well and gearing up for a beautiful DC spring.

Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expects to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a DC government partner, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works this spring.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org

202.635.1950 ext 235





Autumn Jackson <autumn.jackson@washingtonyuying.org> Thu, Mar 16, 2023 at 10:43 AM
To: Kate Cromwell <kcromwell@latinpcs.org>

[Quoted text hidden]

--

Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950





育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Venture - Washington Latin & Washington Yu Ying

2 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 6:56 PM
To: abonds@dccouncil.gov
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Councilmember Bonds,
I hope you are well and gearing up for a beautiful DC spring.

Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expect to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a Ward 5 partner, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works this spring.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950 ext 235

Autumn Jackson <autumn.jackson@washingtonyuying.org> Thu, Mar 16, 2023 at 10:43 AM
To: Kate Cromwell <kcromwell@latinpcs.org>

[Quoted text hidden]

--

Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

Joint School Venture - Washington Latin & Washington Yu Ying

2 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 6:55 PM
To: jlewisgeorge@dccouncil.gov
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Councilmember Lewis-George,
I hope you are well and gearing up for a beautiful DC spring.

Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expect to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a Ward 5 partner, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works in March.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950 ext 235





Autumn Jackson <autumn.jackson@washingtonyuying.org> Thu, Mar 16, 2023 at 10:43 AM
To: Kate Cromwell <kcromwell@latinpcs.org>

[Quoted text hidden]

--

Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950





育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

Joint School Venture between Washington Latin and Yu Ying

7 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Wed, Feb 22, 2023 at 8:21 PM
To: "Jackson, Chuck (DCPS-CHAR)" <chuck.jackson@creativemindspcs.org>
Cc: Autumn Jackson <autumn.jackson@washingtonyuying.org>, Peter Anderson <panderson@latinpcs.org>

Hello Chuck,
I hope you are well and enjoying a much deserved Mid-Winter break. Although as a fellow school leader, I know this is still a very busy and important time.

Peter Anderson (Washington Latin) and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

We are in the architectural design phases now and expect to break ground on construction for the site later this spring and continue with the development of Yu Ying's new building later this summer.

As a Ward 5 partner, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together as Ward 5 school neighbors**. I have included Autumn Jackson to assist with scheduling if there is time that works in March.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie & Peter

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017

www.washingtonyuying.org
202.635.1950 ext 235

Chuck Jackson <chuck.jackson@creativemindspcs.org> Tue, Feb 28, 2023 at 3:18 PM
To: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>
Cc: Autumn Jackson <autumn.jackson@washingtonyuying.org>, Peter Anderson <panderson@latinpcs.org>, Craig Bednarovsky <craig.bednarovsky@creativemindspcs.org>

Hey Carlie, Peter, and Autumn -

This is an exciting announcement and congrats! I would love to learn more about what you guys are doing and especially how you structured the partnership as we think long term about Creative Minds' facilities needs. Autumn would you mind trying to set up a conversation for us? Thanks. I've copied my COO Craig as well.

Thanks,

Chuck

Charles Jackson (he/him)
Executive Director
Creative Minds International Public Charter School
chuck.jackson@creativemindspcs.org
tel: 202-588-0370 x 111
mobile: 202-271-7175
http://www.creativemindspcs.org

"Creativity Takes Courage!"

[Quoted text hidden]

Phone: 202-588-0370
Fax: 202-588-0263

140 Rock Creek Church Rd. NW
Washington, D.C. 20011

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Wed, Mar 1, 2023 at 6:00 AM
To: Chuck Jackson <chuck.jackson@creativemindspcs.org>
Cc: Autumn Jackson <autumn.jackson@washingtonyuying.org>, Craig Bednarovsky <craig.bednarovsky@creativemindspcs.org>, Peter Anderson <panderson@latinpcs.org>

Thanks Chuck! And nice to meet you Craig!

Looking forward to a time together. We would love to have you over to the new site or Yu Ying for the conversation but are also happy to stick to zoom for convenience. Just let us know your preference as Autumn works on the schedule.

Let's make it happen in the next few weeks.
[Quoted text hidden]

Chuck Jackson <chuck.jackson@creativemindspcs.org> Wed, Mar 1, 2023 at 10:46 AM
To: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>
Cc: Autumn Jackson <autumn.jackson@washingtonyuying.org>, Craig Bednarovsky <craig.bednarovsky@creativemindspcs.org>, Peter Anderson <panderson@latinpcs.org>

Thanks Carlie - We'd love to see the new space and hear your vision for it and understand your partnership.

Charles Jackson (he/him)
Executive Director
Creative Minds International Public Charter School
chuck.jackson@creativemindspcs.org
tel: 202-588-0370 x 111
mobile: 202-271-7175
http://www.creativemindspcs.org

"Creativity Takes Courage!"

[Quoted text hidden]

Autumn Jackson <autumn.jackson@washingtonyuying.org> Tue, Mar 7, 2023 at 2:51 PM
To: Chuck Jackson <chuck.jackson@creativemindspcs.org>
Cc: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, Craig Bednarovsky <craig.bednarovsky@creativemindspcs.org>, Peter Anderson <panderson@latinpcs.org>

Very nice to meet you Chuck and Craig,

Carlie has the below times available for a visit:

Tuesday, March 21 at 12:30p or 1p
Wednesday, March 22 at 12p or 1p

Let me know what time works best for you.

Best,
Autumn
[Quoted text hidden]
--
Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

Craig Bednarovsky <craig.bednarovsky@creativemindspcs.org> Wed, Mar 8, 2023 at 9:51 AM
To: Autumn Jackson <autumn.jackson@washingtonyuying.org>
Cc: Chuck Jackson <chuck.jackson@creativemindspcs.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, Peter Anderson <panderson@latinpcs.org>

Good Morning Autumn -

Chuck and I can do the 22nd @ 12.

Thanks for coordinating.

Cheers,
Craig
[Quoted text hidden]
--
Craig Bednarovsky (he/him)
Chief Operating Officer

Creative Minds International Public Charter School
Sherman Building
3700 North Capitol Street NW #217
Washington, DC 20011-8400
tel: 202-588-0370
fax: 202-588-0263
www.creativemindspcs.org
[Quoted text hidden]

Autumn Jackson <autumn.jackson@washingtonyuying.org> Thu, Mar 16, 2023 at 10:42 AM
To: Kate Cromwell <kcromwell@latinpcs.org>

[Quoted text hidden]
--
Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

Joint School Venture between Washington Latin and Yu Ying

2 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Wed, Feb 22, 2023 at 8:06 PM
To: kerry.richardson@k12.dc.gov
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Principal Richardson,
I hope you are well and enjoying a much deserved Mid-Winter break. Although as a fellow school leader, I know this is still a very busy and important time.

My name is Carlie Fisherow and I am the Executive Director at Washington Yu Ying. I am joined (via email) by my friend and colleague Peter Anderson, CEO at Washington Latin Public Charter Schools. We are excited to officially introduce ourselves and share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

We are in the architectural design phases now and expect to break ground on construction for the site later this spring and continue with the development of Yu Ying's new building later this summer.

As a Ward 5 partner, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education. We would love to set up some time to meet with you about the project and the ways we can partner together as Ward 5 school neighbors. I have included Autumn Jackson to assist with scheduling if there is time that works in March.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie & Peter

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950 ext 235





Autumn Jackson <autumn.jackson@washingtonyuying.org> Thu, Mar 16, 2023 at 10:41 AM
To: Kate Cromwell <kcromwell@latinpcs.org>

[Quoted text hidden]

--

Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950





育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New Joint School Venture - Washington Latin & Washington Yu Ying PCS

1 message

Autumn Jackson <autumn.jackson@washingtonyuying.org> Tue, Mar 14, 2023 at 12:07 PM
To: maxime.nogier@jp2shrine.org
Cc: Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>

Dear Mr. Nogier,

My name is Autumn Jackson and I am the Special Projects Manager at Washington Yu Ying Public Charter School located in SMD 5A05. I am also a SMD 5A06 resident with school aged children. As the community engagement liaison at Yu Ying, I am excited to officially introduce myself and share information about a new Ward 5 joint venture with Yu Ying and Washington Latin Public Charter Schools.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools headed by Peter Anderson, CEO at Washington Latin and Carlie Fisherow, Executive Director at Yu Ying. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

As a Ward 5 neighbor, we are committed to keeping you abreast of our progress. We would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education. If you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note and the below newsletter. I would love to add your name to our mailing list as well. Please let me know if you would like me to do so.

Best,
Autumn



A reimagined campus

About the 4301 Harewood NE project

Washington Latin Public Charter Schools and Washington Yu Ying Public Charter School have partnered to purchase the site at 4301 Harewood Road NE in Ward 5, formerly the Kirov Academy of Ballet. We purchased the property in September 2022 and are working to reimagine the site as a public school campus that will provide distinct high-quality educational experiences from Pre-K through high school. The site will be renovated and new buildings added for each school, with projected completion by August 2025. We expect to break ground on the site in the spring of 2023.

Learn More

JOIN US!

We are committed to partnering with our community during this project and beyond.

Our goal is to make sure the community is informed about this project, can ask questions, and that we understand your concerns and priorities.

With this in mind, we invite you to join a virtual information session to learn more about the New 4301 Harewood Street NE and our plans to reimagine the site as a shared campus of **Washington Latin** and **Washington Yu Ying** Public Charter Schools. See below for details on our **Town Halls**, as well as the **ANC5A** meetings.

More information about the project is at www.4301Harewood.org. ***Questions?*** Email us at info@4301Harewood.org.

Virtual Town Halls

You're invited to join our virtual Town Halls to hear updates on the project and ask questions. Sessions are on the third Wednesday of the month from 7:00-8:00 pm.

- March 15
- *April meeting - TBD*
- May 17

To join the Zoom, please **RSVP**.

ANC 5A Meetings

Our team joins monthly **ANC 5A** meetings and encourage you to join as well for updates on key neighborhood matters. We will request formal time to present at virtual meetings when we have progress to share.

- May 24
- July 26

Visit **ANC 5A** for details.

Email Us



Photos by Paolo Galli

育英
WASHINGTON YU YING
PUBLIC CHARTER SCHOOL

Washington Yu Ying provides an engaging, inquiry-driven, Chinese–English dual language immersion environment to nurture tomorrow's global leaders. **READ MORE**

discite servaturi
WASHINGTON LATIN
Public Charter Schools

Washington Latin provides a challenging classical education for grades 5-12 that is accessible to students across the District of Columbia on two campuses. READ MORE

Copyright © 2023 Washington Latin Public Charter School, All rights reserved.

Our mailing address is:
4301 Harewood Street NE
Washington DC 20017

Want to change how you receive these emails?
You can update your preferences or unsubscribe from this list.

--
Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Joint Venture - Washington Latin & Washington Yu Ying

1 message

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 7:16 PM
To: NMPdvicassoc@aoi.com, ajackson@nmpcivicassociation.com
Cc: Autumn Jackson <autumn.jackson@washingtonyuying.org>, Peter Anderson <panderson@latinpcs.org>

Hello Ms Jackson and Ms. Roberts-Williams,
I hope you are well and gearing up for a beautiful DC spring.

My name is Carlie Fisherow and I am the new Executive Director at Washington Yu Ying PCS. Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expects to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a Ward 5 community leader, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works this spring.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017

www.washingtonyuying.org
202.635.1950 ext 235





育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Joint Venture - Washington Yu Ying & Washington Latin

1 message

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 7:14 PM
To: "MichiganPark@gmail.com" <MichiganPark@gmail.com>
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Michigan Park Civic Association,
I hope you are well and gearing up for a beautiful DC spring.

My name is Carlie Fisherow and I am the new Executive Director at Washington Yu Ying PCS. Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expects to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a Ward 5 community leader, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works this spring.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017

www.washingtonyuying.org
202.635.1950 ext 235

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Joint Venture - Washington Latin & Washington Yu Ying

4 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 7:08 PM
To: "faith.gibsonhubbard@dcpave.org" <faith.gibsonhubbard@dcpave.org>
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hi Faith,
I hope you are well, loving your new role and gearing up for a beautiful DC spring. It's been way too long - I would love to get together soon for a walk or neighborhood meetup.

Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expects to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a DC leader, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works this spring.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950 ext 235

Faith Gibson Hubbard <faith.gibsonhubbard@dcpave.org> Mon, Mar 13, 2023 at 11:34 PM
To: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hey Carlie and Peter! Thank you for reaching out and for keeping me in the loop. I am happy to be supportive however I can. Let me know when works best for you to connect. Happy to be flexible to a time that works. Just send me a few dates and times.

Talk soon and congratulations to the progress you have made!

Faith
[Quoted text hidden]
--

Faith Gibson Hubbard, PhD
Chief Strategy Officer at PAVE
M 202-834-9604 **E** faith.gibsonhubbard@dcpave.org
W www.dcpave.org
Office 202-677-9412

PAVE connects, informs, and empowers parent leaders in DC to give families a voice and a choice in the vision for education in our city.

The PAVE Post: Read the most recent update!

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Wed, Mar 15, 2023 at 10:31 AM
To: Faith Gibson Hubbard <faith.gibsonhubbard@dcpave.org>
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Thank you so much, Faith. Let's use this thread to generate some common times for the conversation. Autumn, will send over some dates and times that work on the Yu Ying end.

Faith - let us know if you want to do the meeting in person at one of our campuses or by zoom.
[Quoted text hidden]

Autumn Jackson <autumn.jackson@washingtonyuying.org> Thu, Mar 16, 2023 at 10:47 AM
To: Kate Cromwell <kcromwell@latinpcs.org>

[Quoted text hidden]
--

Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New Joint School Venture - Washington Latin & Washington Yu Ying PCS

1 message

Autumn Jackson <autumn.jackson@washingtonyuying.org> Tue, Mar 14, 2023 at 12:10 PM
To: "Peter.Gervais@jp2shrine.org" <Peter.Gervais@jp2shrine.org>
Cc: Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>

Dear Mr. Gervais,

My name is Autumn Jackson and I am the Special Projects Manager at Washington Yu Ying Public Charter School located in SMD 5A05. I am also a SMD 5A06 resident with school aged children. As the community engagement liaison at Yu Ying, I am excited to officially introduce myself and share information about a new Ward 5 joint venture with Yu Ying and Washington Latin Public Charter Schools.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools headed by Peter Anderson, CEO at Washington Latin and Carlie Fisherow, Executive Director at Yu Ying. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

As a Ward 5 neighbor, we are committed to keeping you abreast of our progress. We would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education. If you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note and the below newsletter. I would love to add your name to our mailing list as well. Please let me know if you would like me to do so.

Best,
Autumn



A reimagined campus

About the 4301 Harewood NE project

Washington Latin Public Charter Schools and Washington Yu Ying Public Charter School have partnered to purchase the site at 4301 Harewood Road NE in Ward 5, formerly the Kirov Academy of Ballet. We purchased the property in September 2022 and are working to reimagine the site as a public school campus that will provide distinct high-quality educational experiences from Pre-K through high school. The site will be renovated and new buildings added for each school, with projected completion by August 2025. We expect to break ground on the site in the spring of 2023.

Learn More

JOIN US!

We are committed to partnering with our community during this project and beyond.

Our goal is to make sure the community is informed about this project, can ask questions, and that we understand your concerns and priorities.

With this in mind, we invite you to join a virtual information session to learn more about the New 4301 Harewood Street NE and our plans to reimagine the site as a shared campus of **Washington Latin** and **Washington Yu Ying** Public Charter Schools. See below for details on our **Town Halls**, as well as the **ANC5A** meetings.

More information about the project is at www.4301Harewood.org. ***Questions?*** Email us at info@4301Harewood.org.

Virtual Town Halls

You're invited to join our virtual Town Halls to hear updates on the project and ask questions. Sessions are on the third Wednesday of the month from 7:00-8:00 pm.

- March 15
- *April meeting - TBD*
- May 17

To join the Zoom, please **RSVP**.

ANC 5A Meetings

Our team joins monthly **ANC 5A** meetings and encourage you to join as well for updates on key neighborhood matters. We will request formal time to present at virtual meetings when we have progress to share.

- May 24
- July 26

Visit **ANC 5A** for details.

Email Us



Photos by Paolo Galli

育英

WASHINGTON YU YING PUBLIC CHARTER SCHOOL

Washington Yu Ying provides an engaging, inquiry-driven, Chinese–English dual language immersion environment to nurture tomorrow's global leaders. **READ MORE**

discite servaturi

WASHINGTON LATIN Public Charter Schools

Washington Latin provides a challenging classical education for grades 5-12 that is accessible to students across the District of Columbia on two campuses. READ MORE

Copyright © 2023 Washington Latin Public Charter School, All rights reserved.

Our mailing address is:
4301 Harewood Street NE
Washington DC 20017

Want to change how you receive these emails?
You can update your preferences or unsubscribe from this list.

--
Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New Joint School Venture - Washington Latin & Washington Yu Ying PCS

1 message

Autumn Jackson <autumn.jackson@washingtonyuying.org> Tue, Mar 14, 2023 at 11:55 AM
To: franciscansisters@washingtonretreathouse.org
Cc: Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>

Dear Sister Dwyer,

My name is Autumn Jackson and I am the Special Projects Manager at Washington Yu Ying Public Charter School located in SMD 5A05. I am also a SMD 5A06 resident with school aged children. As the community engagement liaison at Yu Ying, I am excited to officially introduce myself and share information about a new Ward 5 joint venture with Yu Ying and Washington Latin Public Charter Schools.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools headed by Peter Anderson, CEO at Washington Latin and Carlie Fisherow, Executive Director at Yu Ying. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

As a neighbor, we are committed to keeping you abreast of our progress. We would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education. If you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note and the below newsletter. I would love to add your name to our mailing list as well. Please let me know if you would like me to do so.

Best,
Autumn



A reimagined campus

About the 4301 Harewood NE project

Washington Latin Public Charter Schools and Washington Yu Ying Public Charter School have partnered to purchase the site at 4301 Harewood Road NE in Ward 5, formerly the Kirov Academy of Ballet. We purchased the property in September 2022 and are working to reimagine the site as a public school campus that will provide distinct high-quality educational experiences from Pre-K through high school. The site will be renovated and new buildings added for each school, with projected completion by August 2025. We expect to break ground on the site in the spring of 2023.

Learn More

JOIN US!

We are committed to partnering with our community during this project and beyond.

Our goal is to make sure the community is informed about this project, can ask questions, and that we understand your concerns and priorities.

With this in mind, we invite you to join a virtual information session to learn more about the New 4301 Harewood Street NE and our plans to reimagine the site as a shared campus of **Washington Latin** and **Washington Yu Ying** Public Charter Schools. See below for details on our **Town Halls**, as well as the **ANC5A** meetings.

More information about the project is at www.4301Harewood.org. ***Questions?*** Email us at info@4301Harewood.org.

Virtual Town Halls

You're invited to join our virtual Town Halls to hear updates on the project and ask questions. Sessions are on the third Wednesday of the month from 7:00-8:00 pm.

- March 15
- *April meeting - TBD*
- May 17

To join the Zoom, please **RSVP**.

ANC 5A Meetings

Our team joins monthly **ANC 5A** meetings and encourage you to join as well for updates on key neighborhood matters. We will request formal time to present at virtual meetings when we have progress to share.

- May 24
- July 26

Visit **ANC 5A** for details.

Email Us



Photos by Paolo Galli

育英

WASHINGTON YU YING PUBLIC CHARTER SCHOOL

Washington Yu Ying provides an engaging, inquiry-driven, Chinese–English dual language immersion environment to nurture tomorrow's global leaders. **READ MORE**

discite servaturi

WASHINGTON LATIN Public Charter Schools

Washington Latin provides a challenging classical education for grades 5-12 that is accessible to students across the District of Columbia on two campuses. READ MORE

Copyright © 2023 Washington Latin Public Charter School, All rights reserved.

Our mailing address is:
4301 Harewood Street NE
Washington DC 20017

Want to change how you receive these emails?
You can update your preferences or unsubscribe from this list.

--
Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Venture - Washington Latin & Washington Yu Ying PCS

1 message

Autumn Jackson <autumn.jackson@washingtonyuying.org> Tue, Mar 14, 2023 at 11:32 AM
To: kgamber@rappaportco.com
Cc: Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>

Dear Mr. Gamber,

My name is Autumn Jackson and I am the Special Projects Manager at Washington Yu Ying Public Charter School located in SMD 5A05. I am also a SMD 5A06 resident with school aged children. As the community engagement liaison at Yu Ying, I am excited to officially introduce myself and share information about a new Ward 5 joint venture with Yu Ying and Washington Latin Public Charter Schools.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools headed by Peter Anderson, CEO at Washington Latin and Carlie Fisherow, Executive Director at Yu Ying. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

As a neighbor, we are committed to keeping you abreast of our progress. We would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education. If you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note and the below newsletter. I would love to add your name to our mailing list as well. Please let me know if you would like me to do so.

Best,
Autumn



A reimagined campus

About the 4301 Harewood NE project

Washington Latin Public Charter Schools and Washington Yu Ying Public Charter School have partnered to purchase the site at 4301 Harewood Road NE in Ward 5, formerly the Kirov Academy of Ballet. We purchased the property in September 2022 and are working to reimagine the site as a public school campus that will provide distinct high-quality educational experiences from Pre-K through high school. The site will be renovated and new buildings added for each school, with projected completion by August 2025. We expect to break ground on the site in the spring of 2023.

Learn More

JOIN US!

We are committed to partnering with our community during this project and beyond.

Our goal is to make sure the community is informed about this project, can ask questions, and that we understand your concerns and priorities.

With this in mind, we invite you to join a virtual information session to learn more about the New 4301 Harewood Street NE and our plans to reimagine the site as a shared campus of **Washington Latin** and **Washington Yu Ying** Public Charter Schools. See below for details on our **Town Halls**, as well as the **ANC5A** meetings.

More information about the project is at www.4301Harewood.org. ***Questions?*** Email us at info@4301Harewood.org.

Virtual Town Halls

You're invited to join our virtual Town Halls to hear updates on the project and ask questions. Sessions are on the third Wednesday of the month from 7:00-8:00 pm.

- March 15
- *April meeting - TBD*
- May 17

To join the Zoom, please **RSVP**.

ANC 5A Meetings

Our team joins monthly **ANC 5A** meetings and encourage you to join as well for updates on key neighborhood matters. We will request formal time to present at virtual meetings when we have progress to share.

- May 24
- July 26

Visit **ANC 5A** for details.

Email Us



Photos by Paolo Galli

育英 WASHINGTON YU YING PUBLIC CHARTER SCHOOL

Washington Yu Ying provides an engaging, inquiry-driven, Chinese–English dual language immersion environment to nurture tomorrow's global leaders. **READ MORE**

discite servaturi WASHINGTON LATIN Public Charter Schools

Washington Latin provides a challenging classical education for grades 5-12 that is accessible to students across the District of Columbia on two campuses. READ MORE

Copyright © 2023 Washington Latin Public Charter School, All rights reserved.

Our mailing address is:
4301 Harewood Street NE
Washington DC 20017

Want to change how you receive these emails?
You can update your preferences or unsubscribe from this list.

--
Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Venture - Washington Latin & Washington Yu Ying PCS

1 message

Autumn Jackson <autumn.jackson@washingtonyuying.org> Tue, Mar 14, 2023 at 11:48 AM
To: "mcleankl@cua.edu" <mcleankl@cua.edu>
Cc: Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Carlie Fisherow <carlie.fisherow@washingtonyuying.org>

Dear Mr. McLean,

My name is Autumn Jackson and I am the Special Projects Manager at Washington Yu Ying Public Charter School located in SMD 5A05. I am also a SMD 5A06 resident with school aged children. As the community engagement liaison at Yu Ying, I am excited to officially introduce myself and share information about a new Ward 5 joint venture with Yu Ying and Washington Latin Public Charter Schools.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools headed by Peter Anderson, CEO at Washington Latin and Carlie Fisherow, Executive Director at Yu Ying. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

As a neighbor, we are committed to keeping you abreast of our progress. We would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education. If you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note and the below newsletter. I would love to add your name to our mailing list as well. Please let me know if you would like me to do so.

Best,
Autumn



A reimagined campus

About the 4301 Harewood NE project

Washington Latin Public Charter Schools and Washington Yu Ying Public Charter School have partnered to purchase the site at 4301 Harewood Road NE in Ward 5, formerly the Kirov Academy of Ballet. We purchased the property in September 2022 and are working to reimagine the site as a public school campus that will provide distinct high-quality educational experiences from Pre-K through high school. The site will be renovated and new buildings added for each school, with projected completion by August 2025. We expect to break ground on the site in the spring of 2023.

Learn More

JOIN US!

We are committed to partnering with our community during this project and beyond.

Our goal is to make sure the community is informed about this project, can ask questions, and that we understand your concerns and priorities.

With this in mind, we invite you to join a virtual information session to learn more about the New 4301 Harewood Street NE and our plans to reimagine the site as a shared campus of **Washington Latin** and **Washington Yu Ying** Public Charter Schools. See below for details on our **Town Halls**, as well as the **ANC5A** meetings.

More information about the project is at www.4301Harewood.org. ***Questions?*** Email us at info@4301Harewood.org.

Virtual Town Halls

You're invited to join our virtual Town Halls to hear updates on the project and ask questions. Sessions are on the third Wednesday of the month from 7:00-8:00 pm.

- March 15
- *April meeting - TBD*
- May 17

To join the Zoom, please **RSVP**.

ANC 5A Meetings

Our team joins monthly **ANC 5A** meetings and encourage you to join as well for updates on key neighborhood matters. We will request formal time to present at virtual meetings when we have progress to share.

- May 24
- July 26

Visit **ANC 5A** for details.

Email Us



Photos by Paolo Galli

育英 WASHINGTON YU YING PUBLIC CHARTER SCHOOL

Washington Yu Ying provides an engaging, inquiry-driven, Chinese–English dual language immersion environment to nurture tomorrow's global leaders. **READ MORE**

discite servaturi WASHINGTON LATIN Public Charter Schools

Washington Latin provides a challenging classical education for grades 5-12 that is accessible to students across the District of Columbia on two campuses. READ MORE

Copyright © 2023 Washington Latin Public Charter School, All rights reserved.

Our mailing address is:
4301 Harewood Street NE
Washington DC 20017

Want to change how you receive these emails?
You can update your preferences or unsubscribe from this list.

--
Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New School Venture - Washington Latin & Washington Yu Ying PCS

1 message

Autumn Jackson <autumn.jackson@washingtonyuying.org> Tue, Mar 14, 2023 at 11:15 AM
To: info@tassc.org
Cc: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>

Dear Mr. Tabir,

My name is Autumn Jackson and I am the Special Projects Manager at Washington Yu Ying Public Charter School located in SMD 5A05. I am also a SMD 5A06 resident with school aged children. As the community engagement liaison at Yu Ying, I am excited to officially introduce myself and share information about a new Ward 5 joint venture with Yu Ying and Washington Latin Public Charter Schools.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools headed by Peter Anderson, CEO at Washington Latin and Carlie Fisherow, Executive Director at Yu Ying. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

As a neighbor, we are committed to keeping you abreast of our progress. We would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education. If you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note and the below newsletter. I would love to add your name to our mailing list as well. Please let me know if you would like me to do so.



A reimagined campus

About the 4301 Harewood NE project

Washington Latin Public Charter Schools and Washington Yu Ying Public Charter School have partnered to purchase the site at 4301 Harewood Road NE in Ward 5, formerly the Kirov Academy of Ballet. We purchased the property in September 2022 and are working to reimagine the site as a public school campus that will provide distinct high-quality educational experiences from Pre-K through high school. The site will be renovated and new buildings added for each school, with projected completion by August 2025. We expect to break ground on the site in the spring of 2023.

Learn More

JOIN US!

We are committed to partnering with our community during this project and beyond.

Our goal is to make sure the community is informed about this project, can ask questions, and that we understand your concerns and priorities.

With this in mind, we invite you to join a virtual information session to learn more about the New 4301 Harewood Street NE and our plans to reimagine the site as a shared campus of **Washington Latin** and **Washington Yu Ying** Public Charter Schools. See below for details on our **Town Halls**, as well as the **ANC5A** meetings.

More information about the project is at www.4301Harewood.org. ***Questions?*** Email us at info@4301Harewood.org.

Virtual Town Halls

You're invited to join our virtual Town Halls to hear updates on the project and ask questions. Sessions are on the third Wednesday of the month from 7:00-8:00 pm.

- March 15
- *April meeting - TBD*
- May 17

To join the Zoom, please **RSVP**.

ANC 5A Meetings

Our team joins monthly **ANC 5A** meetings and encourage you to join as well for updates on key neighborhood matters. We will request formal time to present at virtual meetings when we have progress to share.

- May 24
- July 26

Visit **ANC 5A** for details.

Email Us



Photos by Paolo Galli

育英 WASHINGTON YU YING PUBLIC CHARTER SCHOOL

Washington Yu Ying provides an engaging, inquiry-driven, Chinese–English dual language immersion environment to nurture tomorrow's global leaders. **READ MORE**

discite servaturi WASHINGTON LATIN Public Charter Schools

Washington Latin provides a challenging classical education for grades 5-12 that is accessible to students across the District of Columbia on two campuses. READ MORE

Copyright © 2023 Washington Latin Public Charter School, All rights reserved.

Our mailing address is:
4301 Harewood Street NE
Washington DC 20017

Want to change how you receive these emails?
You can update your preferences or unsubscribe from this list.

--
Autumn Jackson *(she/her/hers)*
Special Projects Manager

Need support?
Email me or visit the Family Resources Page on Yu Ying Access.

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

New Joint School Venture - Washington Latin & Washington Yu Ying

1 message

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Sun, Mar 12, 2023 at 7:12 PM
To: barbara@lrcadc.org
Cc: Peter Anderson <panderson@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Ms. Rogers,
I hope you are well and gearing up for a beautiful DC spring.

My name is Carlie Fisherow and I am the new Executive Director at Washington Yu Ying PCS. Peter Anderson, CEO of Washington Latin, and I are excited to officially share information about a new Ward 5 joint venture.

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

Yu Ying is in the architectural design phases now and expects to break ground on construction for the site later this spring and continue with the development of our new building later this summer.

As a Ward 5 community leader, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

We would **love to set up some time to meet with you about the project and the ways we can partner together**. I have included Autumn Jackson to assist with scheduling if there is time that works this spring.

Additionally, if you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie Fisherow

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017

www.washingtonyuying.org
202.635.1950 ext 235

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

Joint School Venture between Washington Latin & Washington Yu Ying

3 messages

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Tue, Feb 21, 2023 at 9:37 PM
To: rroberts@dccouncil.gov, cshaw@dccouncil.gov, kwiley@dccouncil.gov, mlittlepage@dccouncil.gov, sbonar@dccouncil.gov, ostoute@dccouncil.gov, cmcknight@dccouncil.gov
Cc: Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Hello Ward 5 Council Leadership Staff,

My name is Carlie Fisherow and I am the Executive Director at Washington Yu Ying. I am joined (via email) by my friend and colleague Peter Anderson, CEO at Washington Latin Public Charter Schools. We are excited to officially introduce ourselves and share information about a new Ward 5 joint venture, which we have been in conversation with Councilmember Parker on since August. (He just received a brief update on the project via email this evening.)

Washington Latin and Yu Ying have partnered on the purchase of the site at 4301 Harewood (formerly the Kirov Ballet Academy) and will share the site as a single campus for our two charter schools. We have been working together to reimagine the lot as a home for Yu Ying's Early Childhood Campus and complement to our Taylor Street location and as the permanent home for Washington Latin's Cooper Street Campus.

We are in the architectural design phases now and expect to break ground on construction for the site later this spring and continue with the development of Yu Ying's new building later this summer.

As a Ward 5 partner, we would love to stay connected with you on the project and encourage you to:

- Check out our new website
- Attend one of our virtual monthly community Townhalls (3rd Wednesday of the month 7-8 PM)
- Email info@4301harewood.org with questions, concerns, hopes
- Reply to Peter or I if you would like to schedule a meeting or new site visit

We are committed to working in partnership with our neighbors, as well as Ward 5 and DC leaders from government, business and education.

If you have ideas of others who might be interested in receiving these emails or joining the monthly Town Halls, please feel free to forward them this note. We would love to add your name to our mailing list as well.

Best,
Carlie & Peter

--
Carlie Fisherow *(she/her/hers)*
Executive Director

Washington Yu Ying PCS
Chinese Immersion, IBO School
220 Taylor Street, Northeast
Washington, DC 20017
www.washingtonyuying.org
202.635.1950 ext 235





McKnight, Carlos (Council) <cmcknight@dccouncil.gov> Wed, Feb 22, 2023 at 11:51 AM
To: Carlie Fisherow <carlie.fisherow@washingtonyuying.org>, "Roberts, Rachelle (Council)" <RRoberts@dccouncil.gov>, "Shaw, Conor (Council)" <cshaw@dccouncil.gov>, "Wiley, Kendra (Council)" <kwiley@dccouncil.gov>, "Littlepage, Melissa (Council)" <mlittlepage@dccouncil.gov>, "Bonar, Samuel (Council)" <sbonar@dccouncil.gov>, "Stoute, Oliver (Council)" <ostoute@dccouncil.gov>
Cc: Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Good Morning,

My name is Carlos McKnight, and I am the Ward 5 Constituent Services Coordinator for this area. Thank you for sharing this information with us. I will add the town hall meeting to my calendar and plan to attend. Thanks again for reaching out to us.

Carlos F. McKnight ***(he/him/his)***

Constituent Services Coordinator

Councilmember Zachary Parker, Ward 5

How are we doing?

Council of the District of Columbia

1350 Pennsylvania Avenue NW, Suite 102

Washington, DC, 20004

Office: 202-478-2456

Cell: (771) 333-9914

Newsletter: ward5.us/newsletter

Twitter: @cmzparker5

Instagram: @cmzparker5



[Quoted text hidden]

Carlie Fisherow <carlie.fisherow@washingtonyuying.org> Wed, Feb 22, 2023 at 8:01 PM
To: "McKnight, Carlos (Council)" <cmcknight@dccouncil.gov>
Cc: "Roberts, Rachelle (Council)" <RRoberts@dccouncil.gov>, "Shaw, Conor (Council)" <cshaw@dccouncil.gov>, "Wiley, Kendra (Council)" <kwiley@dccouncil.gov>, "Littlepage, Melissa (Council)" <mlittlepage@dccouncil.gov>, "Bonar, Samuel (Council)" <sbonar@dccouncil.gov>, "Stoute, Oliver (Council)" <ostoute@dccouncil.gov>, Peter Anderson <panderson@latinpcs.org>, Kate Cromwell <kcromwell@latinpcs.org>, Autumn Jackson <autumn.jackson@washingtonyuying.org>

Great! Happy to have you join!
[Quoted text hidden]

Communications about Student Growth

2017-2020

WASHINGTON YU YING PUBLIC CHARTER SCHOOL

Table of Contents

10/31/19: October Growth Message

9/23/19 & 6/18/19: Community Conversation About Growth | Slide Deck 3

9/12/19: Community Conversation About Growth (email) 4

6/18/19: Community Conversation About Growth (email) 5

3/12/19: Growth Plan Overview 6

3/6/19: February 2019 Growth Message 7

12/10/18: Growth at Yu Ying 8

5/5/18: We want your input on Yu Ying's future 11

10/25/17: Focus Group on Yu Ying Expansion 13

9/6/2017: Special Projects on Race & Equity, Culture, and Growth 14

9/23/19 & 6/18/19: Community Conversation About Growth | Slide Deck

During the months of June and September 2019, Yu Ying hosted community conversations with our families and staff.

Here is the slide deck we shared with families during those community conversations.

9/12/19:Community Conversation About Growth (email)

From:Cheri Harrington
Date: September 12, 2019
Subject: Community Conversations on Growth
Emailed on 9/12/19

Hi,

I hope the academic year is off to a good start for you and your family!

We'd like to invite our current families to be part of a community discussion on Yu Ying's plans to grow:

Community Conversations with Current Families
Monday, September 23rd
6:30 to 7:45 p.m.
Yu Ying Multipurpose Room

Please let us know if you can join--**RSVP here before September 18th**. Need child care? No problem--indicate in the RSVP if you'd like free child care for your kiddos.

We'd like to bring our community together to provide updates on growth and dive deeper into the topics that mean the most to our community. This is the second community meeting we've hosted for families. The first was on on June 27th. (The upcoming conversation on 9/23 is for those who were not able to attend the first meeting on June 27th.)

For more information about growth at Yu Ying, here is the **Growth Plan Overview**, and this **document** outlines the communications we've sent to families about growth over the past couple years. If you have any questions, please email us at **cheri@washingtonyuying.org** or **maquita@washingtonyuying.org**.

Xie Xie,



Cheri Harrington
Chief Operating Officer

6/18/19:Community Conversation About Growth (email)

From:Cheri Harrington
Date: June 6/18/19
Subject: Community Conversations on Growth
Emailed on 6/18/19

Hi Maquita,

We'd like to invite our current families to be part of a community discussion on Yu Ying's plans to grow:

Community Discussion with Current Families
Thursday, June 27th
6:30 p.m.
Yu Ying Multipurpose Room

Please let us know if you can join--**RSVP here before June 25th**. Need child care? No problem--indicate in the RSVP if you'd like free child care for your kiddos.

We'd like to bring our community together to provide updates on growth and dive deeper into the topics that mean the most to our community. We'll host two community meetings for families--one on June 27th and one later this summer.

For more information about growth at Yu Ying, here is the **Growth Plan Overview**, and this **document** outlines the communications we've sent to families about growth over the past couple years. If you have any questions, please email us at **cheri@washingtonyuying.org** or **maquita@washingtonyuying.org**.

Xie Xie,



Cheri Harrington
Chief Operating Officer

3/12/19: Growth Plan Overview

From: Maquita Alexander
Date: March 3, 2019
Subject: Growth Plan Overview
Slide deck was shared during Yu Ying's Open Board Meeting

Here is a link to the slide deck.

3/6/19: February 2019 Growth Message

From: Maquita Alexander
Date: March 6, 2019
Subject: Growth at Yu Ying
Emailed on 3/6/19

Dear Friend,

As you know, Yu Ying is considering opening a second campus within the next two to five years. This week, our exploration is moving another step forward - we're searching for a consultant to help us find a building close to our current campus.

Right Building, Right Location

Finding a building in a convenient location is challenging and time-consuming. That's why we're starting our search now - we want the best opportunity to find the best location for us. A potential building must:

- Be close to our existing campus.
- Fit within our financial model.
- Provide an ideal learning environment for our students.

We'll only consider expanding if we can find a building that meets all three requirements.

Why Grow?

You may wonder why we want to grow when our school is great the way it is. We agree our current campus is excellent. But, we also believe growth can:

- **Enhance Yu Ying's educational model** by tailoring each campus according to students' developmental phases - physical, motor and cognitive.
- **Support Yu Ying's long-term financial sustainability** by realizing economies of scale, including benefiting from the expertise of senior leaders across two campuses.
- **Create additional seats**, giving more than 300 additional students, including children from low-income families, access to Yu Ying's effective model.

We Hear You

We know opening a second campus is a huge undertaking and we have a lot of work to do before we can grow. Through our outreach to families and staff, we heard your

concerns about:

- Attracting and retaining top talent, especially Chinese teachers
- Maintaining a quality education for students
- Protecting and nurturing our cultural values and strong community connections
- Streamlining arrival and dismissal logistics for families at two campuses

In the coming weeks, we'll share more information about these challenges and how we plan to tackle them. We'll also hold a **town hall meeting** to talk with families and share more specifics about our planning. Please keep an eye out for these notices.

Learn More

If you're new to Yu Ying or want to review previous communications we've sent about growth, click here for an archive. You can also share your thoughts here on this short survey.

Thank you and warm regards

12/10/18: Growth at Yu Ying

From: Maquita Alexander and Ned Cabot

Date: December 10, 2018
Subject: Growth at Yu Ying
Emailed on 12/10/18
Distributed hard copies in student folders on Feb. 1, 2019

Hi,

Now that the school year is in full swing, we would like to update you on our progress toward expanding to a second campus. Yu Ying has taken small steps toward making this a reality, and we would like your support as we move forward.

What We Know Now

Yu Ying has a positive and direct impact on the lives of our students. Together we are making this world a better place--one student at a time. Just as important, Yu Ying's educational model is producing excellent results. We earned the second highest rating among all charter schools in the city this year and a 5 star rating on the DC Report Card.Thanks to the support of thousands of Yu Ying families past and present, we've built a school with a rigorous and innovative academic model, a diverse and nurturing community, and a strong financial position.

We gathered information from our community last year about about the possibility of growing our school. We held a focus group, sent our families and staff surveys, and talked one-on-one with several parents. We heard your excitement and your concerns. Many of you were worried opening a second campus might strain Yu Ying's resources or lower our academic quality. We understand. We would not consider expanding if we thought it couldn't be done - and done really well - without putting at risk the successes we have already achieved.

How We See Our Future

We see a future in which we have a bigger impact on the world by giving more children access to the Yu Ying experience. The way to do that is to open a second campus - so we would have one for our younger learners in pre-K and kindergarten and another for elementary students in grades first through fifth.

We also believe a second campus would allow us to make Yu Ying's academic model even better. We will be able to tailor each campus to the physical and intellectual needs of the students, for example...

- At the early childhood campus, we could hire specialists, including occupational and speech therapists, to help support the developmental milestones of our younger learners.

- At the elementary campus, older students could have dedicated science and math teachers.
- Students at the elementary campus could also enjoy their very own science lab.

Just as important, a second Yu Ying campus would enhance our long-term financial sustainability.

Next Steps

One of our first big challenges with expansion is finding a building for about 350 students. It has to be financially feasible, meet our high educational standards, and be convenient for our current families. We need to keep an eye out for available space now, even if we don't grow for several years.
Because we are Yu Ying, we want you to be involved and collaborate with us on our efforts. We'll continue to ask for your input, and will share our thoughts and progress with you, our staff and partners.

As always, we appreciate your support and feedback,

Maquita Alexander, Executive Director
Ned Cabot, Yu Ying Board Chair

5/5/18: We want your input on Yu Ying's future

From: Cheri Harrington
Date: May 5, 2018
Subject: We want your input on Yu Ying's future

Hi,

I want to share with you some exciting information about Yu Ying and our early plans to consider growing our student population. I also want to invite you to take a brief survey about our future and how we might find ways to ensure that more children are able to benefit form the educational offerings we provide. Your input is very important as we think about our options.

Demand for Yu Ying is great, and DC has a shortage of quality schools

While our students continue to thrive, so many children in the District do not have the opportunity to experience the kind of teaching and learning Yu Ying provides. Hundreds of District families apply for their children to attend Yu Ying, but few actually get in. For the last school year, Yu Ying had more than 1400 applications and space for only 40 new students (those without sibling or staff preference). Throughout the District, nearly 12,000 children in 2016 were placed on a waitlist at one or more schools in Washington, D.C. Of those, about 40 percent were not enrolled at one of their matched schools.

Furthermore, there's a special need in Yu Ying's own neighborhood--Ward 5. Current and anticipated demand for elementary seats is highest in Ward 5, according to Education Forward DC. Additionally, more than 40% of students living in Ward 5 are at-risk (low income).

We're considering expanding the number of Yu Ying students

Due to increasing demand for Yu Ying and the shortage of quality schools in DC, we have considered expanding Yu Ying beyond its current campus at 220 Taylor Street. We have not moved forward yet because we wanted to ensure that Yu Ying--as a school and a nonprofit--was ready for growth. Now, after almost 10 years of continued success, we believe we are ready to consider growth options.

We're at the early stages of planning to grow, and we're thinking through different options. At this point, we're leaning towards growing by having 2 campuses: one would be the early childhood campus dedicated to pre-k 3, pre-k 4, and kindergarten students, and the other campus would serve our older students in 1st through 5th grades. Over a period of several years, this option would allow Yu Ying to grow from about 570 to

roughly 850 students. These are early ideas. How and when Yu Ying grows depends on a number of factors, especially acquiring an additional facility.

Help us think about growing Yu Ying

This past November Yu Ying hosted a focus group for families to share their thoughts about the possible expansion of Yu Ying. We were thrilled to see 40 parents interested in attending the focus group. Unfortunately, we did not have space for everyone. But we did our best to include individuals who represent Yu Ying's diverse student body and who have children from different grades. We also included families who represent all 8 Wards. Many thanks to those who participated--you provided constructive, candid feedback. Here are some takeaways from the focus group:

- Many parents said that they value Yu Ying's diversity, community, and educational rigor
- Several parents agreed that expansion would give more children access to Yu Ying's education
- Many parents voiced concerns that expansion might decrease quality and stretch resources
- Most seemed appreciative of the focus group and the open dialogue around possible growth

And many thanks to the parents and staff members who have talked with me one-on-one about possible student growth. We've had good discussions.

Now, we want to hear from all our families and staff. Here are links to the **family survey** and the **staff survey**

Please take a few minutes to complete one of the brief surveys. We want to hear your thoughts, ideas, and concerns. And we will continue to share with you what we learn. If you have questions or would like to talk, please let me know.

Thank you! **谢谢!**

Cheri Harrington
Chief Operating Officer

10/25/17: Focus Group on Yu Ying Expansion

From: Cheri Harrington
Date: October 25, 2017
Subject: Focus Group on Yu Ying Expansion

Hi,

I hope you are well. Last month I sent a note about a few projects we're working on this year at Yu Ying. We are excited about these projects, particularly the work we are undertaking to consider expanding Yu Ying.

As many of you know, Washington, D.C. has a shortage of high-quality public schools, and the demand for Yu Ying is extremely strong. This past year, we had more than 1400 applications but space for only 40 new students (those without sibling or staff preference).

Due to increasing demand for Yu Ying and the shortage of quality schools in DC, we have considered expanding Yu Ying beyond its current campus at 220 Taylor Street. We have not moved forward because we wanted to ensure that Yu Ying--as a school and a nonprofit--was ready for growth. Now, after almost 10 years of continued success, we are ready to consider growth options and want to hear from you--our families.

We're hosting a focus group, so that families can share their thoughts about the possible expansion of Yu Ying. If you're interested in participating in the focus group on November 8th during the evening hours, please sign up here.

Although we'd love to welcome everyone to the focus group, the size of the group needs to be relatively small for it to be successful. If we do not have space for all who are interested, we'll do our best to select individuals who represent Yu Ying's diverse student body and who have children from different grades. If we are not able to accommodate you, please know that you will be able to share your thoughts and perspectives in a survey that we will send to all families later this year. And we will share with you what we learn from the focus group and the survey--we are committed to having open and honest communication.

If you have questions or would like to talk, please let me know. Thank you! **谢谢**!

Cheri Harrington
Chief Operating Officer

9/6/2017: Special Projects on Race & Equity, Culture, and Growth

From: Cheri Harrington
Dated: September 6, 2017
Subject: Special Projects on Race & Equity, Culture, and Growth

Hi,

I hope you and your family are settling into the new school year.

The 2017-2018 academic year is off to a good start. We have much to be proud of here at Yu Ying--an effective educational model, our talented staff, and our top performing students. Additionally, Yu Ying's nonprofit is often recognized for its strong organizational practices and good financial standing.

We have come come a long way since our opening in 2008, but we're not ones to rest on our laurels. There is always room for improvement, and I want to tell you about a few special projects that will help Yu Ying become stronger and even better.

These projects focus on three things: Race and Equity, Our School's Culture, and Our Future Growth. Below is a short description about these projects. You'll be hearing more about each of these important projects over the next few months. And we need to hear from you--our community member--about each of these topics because you are a vital part of Yu Ying's success. Please read on to learn more.

Let's talk race and equity
Yu Ying is ranked on the Public School Review's list of "Most Diverse Schools in the U.S." I am extremely proud that our school attracts families from different cultures and backgrounds. Our diversity and inclusiveness is key to our success, but diversity by itself isn't solving the opportunity gap that many of our students' face. That is why we want to explore how to leverage Yu Ying's diversity to build rich, authentic networks to surround all children with the support they need to thrive.

Here's how we're doing it for Yu Ying staff and families:

- **Yu Ying staff** have begun discussing and addressing race and equity issues through ongoing seminars, onsite coaching, and professional development with the guidance of the Fellowship for Race and Equity in Education--a local DC nonprofit. We believe that helping our staff open lines of communication and work to ensure mutual respect and understanding across all races, ethnicities,

cultures, and backgrounds will help further success within our teams. We know that this work will help students learn better.

- We also want **Yu Ying families** to be involved in important discussions and work around race and equity. Research shows that the social networks of families play a significant role in helping their children to build the skills and knowledge to fulfill their potential. Yu Ying is working with Kindred--a local nonprofit--to help our families build trusting relationships between parents from different backgrounds and support families to work with our leadership team to achieve equity within our school and community. Kindred will hold focus groups for families at Yu Ying during our goal-setting conference days. The first will be on Thursday, Sept. 28th from 12 to 1:30 pm and the second will be on Friday, Sept. 29th from 11:30 to 1 pm. Please email laura@kindredcommunities.org if you are interested in signing up!

Help us nurture Yu Ying's culture

As Yu Ying approaches its 10th anniversary, it's a good time to step back and reflect on our culture to understand its strengths and weakness, and to ensure that we keep our culture strong for the next 10 years. Your input about Yu Ying's culture is important to us.

To gather your thoughts and perspectives, I hope you will participate in one of two focus groups for Yu Ying parents/guardians. The groups will be held at Yu Ying on September 19th from 4:30 to 5:30 pm and on September 25th from 4:30 - 5:30 pm. If you would like to attend one (1) of these focus groups, please sign up here and let us know if you will need childcare for your Yu Ying student(s).

Our Future Growth

Washington, D.C. has a shortage of high-quality public schools. In 2016, nearly 12,000 children were placed on waitlists at one or more schools across the District. Of those, about 40 percent did not enroll at a selected school. For the 2017-18 school year, Yu Ying had more than 1,400 applications but space for about 40 new students (those without sibling or staff preference).

Due to increasing demand for Yu Ying and the shortage of quality schools in DC, we have considered expanding our school beyond its current campus at 220 Taylor Street. We have not moved forward because we wanted to ensure that Yu Ying--as a school and a nonprofit--was ready for growth. Now, after almost 10 years of continued success, we believe we are ready to consider growth options and want to hear from our community. In the next couple months, we'll be engaging families and staff in discussions about growth. Your thoughts, questions, and concerns are very important to us.

If you'd like to talk about any of these projects, please call or email me.

Thank you for all you do to make Yu Ying great!

Cheri
Cheri Harrington
Chief Operating Officer

[October 2019: Executive Director Monthly Growth Update]

Subject line: Yu Ying October Growth Update

Dear [Name],

As many of you know, part of my job for the past two years has been figuring out if we can expand the size of our school. There's a lot of planning involved with a decision like this and I want to take away the mystery of what we're doing. That's why I'll be sending you a short message every month to share our progress.

In every message, I'll talk about a topic or concern I've heard from our community. I'll also include updates and my contact information so you can get answers to your questions. These emails are a one-way communication, but I really want to hear from you! We'll also have many other opportunities to talk about growth this year.

Thank you, and I look forward to our conversations!

Maquita Alexander
Executive Director, Washington Yu Ying PCS

Growth Background
Growth isn't something we take lightly. We've been thinking about it for more than two years. Every step of the way, we worked to make sure we heard from our community – both inside and outside our school – and from our current families and staff. Here are just some of the things we did early in the growth process:

- We created a strategic plan with Bellwether Associates, a local nonprofit that helps schools think through growth.
- We held focus groups, conducted surveys, and had one-on-one discussions with families and staff.
- For three years, we partnered with Kindred, a local nonprofit, to help our families from diverse backgrounds connect with each other.
- We worked to address student equity through staff seminars, coaching and professional development provided by Fellowship for Race and Equity in Education and Lives in the Balance.
- We led a total of four growth-focused Community Meetings – one for our community in June and September, and another for our staff in June and September.

If you'd like to learn more, please take a moment to review our Growth Plan Overview. You can also review the communications to families we've sent until now.

October Updates
This is my first monthly update, so I'll go back to what's happened since June.

- We held four Community Meetings for our community and staff. We're reviewing the feedback we received and will add it to future communications.
- Several of you asked very good questions during the meetings. We couldn't get to all of them, so we're working on a frequently asked questions (FAQs) document. We'll share that with everyone soon.

Contact Us

Please feel free to email me any time at **maquita@washingtonyuying.org.** I'm happy to answer your questions, or hear your feedback on growth. Chances are, other families are wondering the same thing – and your input helps me know how to frame future updates and meetings. Thank you!

育英
WASHINGTON YU YING
PUBLIC CHARTER SCHOOL

(202) 635-1950
220 TAYLOR ST NE
WASHINGTON, DC 20017
WASHINGTONYUYING.ORG

Subject Line: A Second Campus: How We See Our Future

Dear Parent/Guardian,

Now that the school year is in full swing, we would like to update you on our progress toward expanding to a second campus. Yu Ying has taken small steps toward making this a reality, and we would like your support as we move forward.

What We Know Now

Yu Ying has a positive and direct impact on the lives of our students. Together we are making this world a better place--one student at a time. Just as important, Yu Ying's educational model is producing excellent results. We earned the **second highest rating** among all charter schools in the city this year! Thanks to the support of thousands of Yu Ying families past and present, we've built a school with a rigorous and innovative academic model, a diverse and nurturing community, and a strong financial position.

We gathered information from our community last year about the possibility of growing our school. We held a focus group, sent our families and staff surveys, and talked one-on-one with several parents. We heard your excitement and your concerns. Many of you were worried opening a second campus might strain Yu Ying's resources or lower our academic quality. We understand. We **would not consider expanding if we thought it couldn't be done – and done really well - without putting at risk the successes we have already achieved.**

How We See Our Future

We see a future in which we have a bigger impact on the world by giving more children access to the Yu Ying experience. The way to do that is to open a second campus – so we would have one for our younger learners in pre-K and kindergarten and another for elementary students in grades first through fifth.

We also believe a second campus would allow us to **make Yu Ying's academic model even better.** We will be able to tailor each campus to the physical and intellectual needs of the students, for example...

- At the early childhood campus, we could hire specialists, including occupational and speech therapists, to help support the developmental milestones of our younger learners.
- At the elementary campus, older students could have dedicated science and math teachers.
- Students at the elementary campus could also enjoy their very own science lab.

育英
WASHINGTON YU YING
PUBLIC CHARTER SCHOOL

(202) 635-1950
220 TAYLOR ST NE
WASHINGTON, DC 20017
WASHINGTONYUYING.ORG

Just as important, a second Yu Ying campus would **enhance our long-term financial sustainability**.

Next Steps

One of our first big challenges with expansion is finding a building for about 350 students. It has to be financially feasible, meet our high educational standards, and convenient for our current families. We need to keep an eye out for available space now, even if we don't grow for several years.

Because we are Yu Ying, we want you to be involved and collaborate with us on our efforts. We'll continue to ask for your input, and will share our thoughts and progress with you, our staff and partners.

As always, we appreciate your support and feedback,

Maquita and Ned

Autumn Jackson <autumn.jackson@washingtonyuying.org>

November Updates & Reminders (Nov. 18)

1 message

Carlie Fisherow <info@washingtonyuying.org>
Reply-To: leadership@washingtonyuying.org
To: autumn.jackson@washingtonyuying.org

Fri, Nov 18, 2022 at 12:02 PM

Dear Families,

November is a season of gratitude! At Yu Ying, we have a lot to be grateful for including a **wonderful, generous parent community, passionate, caring staff and hilarious, bright children**! And as we prepare for a festive Thanksgiving break with friends and family - we wanted to share Fall updates before our community departs for five days.

This message is packed with information so you can stay in-the-know and a few items that require action on your part.

Please read on for news about:

- **Action!** Test to Return Post Thanksgiving Break
- **Action!** School Supply Fees & Snack Donation
- **Action!** School Safety - Visitor Expectations
- Health & Safety
- Spirit Store
- Second Site (Kirov) Updates
- Staff Departures & Open Positions
- Information Sessions and Open Houses for SY23-24

If you have urgent questions, Melissa, Amy and I are available at **leadership@washingtonyuying.org**. We get a lot of messages every day, but will do our best to get back with you quickly.

Thank you!

Carlie Fisherow
Executive Director

****

Post Thanksgiving Test to Return Program - Monday, Nov. 28th
We're requiring a rapid antigen test for all staff and students returning from Thanksgiving break on Monday, November 28th.

Action for Monday 11/28!

1. Upload your child's rapid test result to the DC Rapid Test Result Submission Portal. This is a DC requirement.
2. Bring in an actual, physical rapid antigen test and show a Yu Ying staff member before entering the building.

Rapid tests will be sent home in student backpacks TODAY Friday Nov. 18th. If you did not get one for some reason, please email **covidmanager@washingtonyuying.org** so that another one can be sent home with your child on Monday, November 21. You may also pick up a free kit from a **COVID Center** in your neighborhood.

On Monday, November 28th we will **extend the drop off window from 8:00 AM - 8:30 AM**. Gates will **open at 8:00 AM and close at 8:30 AM** so staff can transition in to support students in classes.

Please help us out by **having your COVID test in hand to show to a staff member** at drop off. This will help things move more quickly. If your child arrives without a COVID test you will be instructed to take them to the outdoor gazebo where Nurse Janet, our COVID nurse, will test them while you wait for their result. Be prepared to wait with them for up to 15 minutes.

School Supply Donation & Snack Fees - Last Push
This is our final push for the school supply and snack fee donations. We have currently collected **$30,994 of our $52,000 goal** for supply fees and **$25,425 of our $43,000 goal for snack fees**. We are asking every family who can to provide the donation. Every dollar pays for the resources our students use every day. As a Chinese immersion school, many of these items are hard to get and not just off a store shelf.

Action! If you're able, please pay the $100 per student school supply donation and/or $150 snack fee (PK) today. You can bring a check to the front desk or use **e~Funds**. If you'd like to donate more to help cover the supply cost for another family, **e~Funds** offers you that option.

Please note: If you haven't used **e~Funds** before, you'll need your child's student ID number to register. You can get the number from Annie Schleicher at **enrollment@washingtonyuying.org**.

November School Safety Focus - Visitor Policy
In an effort to be vigilant with visitors, guests, and vendors on campus, we are **implementing a tighter guest policy**.

We are implementing this policy to ensure that all individuals on our campus are cleared and safe to be here. This is an important and necessary protocol. We are also implementing this protocol with parents who have business that takes them beyond the immediate front office threshold (this is not required for families conducting standard daily drop off, arrival, or pick up activities).

Moving forward, all visitors, vendors and guests must:

- Have and bring a valid ID
- Contact the staff member you are visiting to inform them of your arrival
- The staff person will provide access to campus, escorting you into the building
- Sign in using the SchoolPass System in the lobby
- Scan your ID into the system and await verification
- Obtain a sticker for entry

Once guests have been fully checked your designated staff member will accompany them to the location and remain until departure.

Action! If you are volunteering, meeting or engaging with Yu Ying as a visitor (think Mystery Reader, teacher/parent meetings, classroom volunteer support, etc.) **bring a state issued ID to campus and be prepared to check in with the POC** with whom you are volunteering.

REEF

We're so excited to announce our **first REEF Showcase of the 2022-23 School Year on Friday, Dec. 16th**! We also wanted to remind our community that on **Thursday, December 22nd we will be closing at 1:30 PM for all students**. This means there will be **NO REEF on Thursday 12/22**.

Action! Mark your calendars for Friday 12/16 for the showcase and on Thursday 12/22 make alternate dismissal pick up arrangements to get your child(ren) between 1:05-1:30 PM.

****

November Updates & Reminders

Health & Safety

- We are continuing our **Test to Stay program** but modifying it slightly to have parents submit tests through the online system OR test with Nurse Tubi on campus.
- If your child is sick or experiencing COVID symptoms please keep them home and fill out the **online attendance form**.
- If you receive an on-campus exposure notification - which comes through Managebac or Toddle, you must adhere to the guidelines.
    - All students in the class must wear a mask for 10 days
    - Unvaccinated students must participate in our Test to Stay Program
- If your student tests positive, please tell us right away through our COVID-19 Symptoms or Positive COVID-19 Test Results Form and email Janet Tubi at pct-nurse@washingtonyuying.org.
- COVID vaccination information should be shared through our **COVID VAX Form**. Current COVID vaccination rates are at 48% for PK and 82% for K-5th grades.

Awesome Washington Yu Ying Gear Available for Purchase! Check out **YY's new Spirit Store** for fresh gear for you or your friends and family. **The store is only open through Tuesday 11/22**. Shop now to purchase t-shirts, a hoodie, mug or fresh new socks!

Yu Ying's Second Site Updates

We are thrilled to share a few exciting updates about the home of our future second site at the Kirov Ballet School.

- We have **filed our subdivision application** and are making good progress with various agency reviews. We expect the subdivision to be complete in Winter 2023.
- We have also **selected our Architecture and Engineering partner, Page Southerland Page (Page)**. Page has a long history with Yu Ying and has supported several design projects at Taylor Street. They have hit the ground running on design.
- We will be pulling together a **series of design working group**s with our staff after Thanksgiving.
- **Be on the lookout for a family design conversation and presentation this Winter!**

Staff Departures, New Teammembers and Open Positions Earlier this month, Brad Smith (Director of Operations) and Sheria Beaner (COVID PCT) transitioned from their roles at Washington Yu Ying. We appreciate their service and wish them all the best in their future career endeavors.

We're happy to **introduce Janet Tubi as our COVID Nurse**. Janet brings a wealth of experience to Yu Ying and most recently supported Carlos Rosario with their COVID health and safety program. Please send her a warm, caring welcome and be on the lookout for calls and emails from her!

New Job Openings

Here's a list of our current openings:

- Part-Time Daycare Assistant
- REEF Teachers
- Substitutes
- Talent Manager
- Director of Operations
- Chinese Teaching Fellow

The listings are posted here.
We'd really appreciate you sharing them with your networks, far and wide! Please send anyone our way who's a great fit for our culture - nurturing, rigorous, collaborative, diverse and innovative - and has the competencies to excel at one of these roles.

SY23-24 Student Enrollment - Open Houses & Information Sessions
To kick off the upcoming student recruitment and family enrollment season, we host a series of open houses and information sessions. This year we will be doing a combination of **in-person and virtual sessions.** Please help us spread the word to your neighbors and friends! **Here are the upcoming open house dates and times**:

- In-Person: Saturday, Nov. 19 at 12 p.m.
- Virtual: Thursday, Dec. 15, at 5:30 p.m. (link to come)

With gratitude,

Carlie Fisherow

Executive Director

Stay Connected With Us!

Website Family Portal Managebac Facebook Twitter Donate

Phone: 202-635-1950

Washington Yu Ying PCS | 220 Taylor St. NE, Washington, DC 20017

Unsubscribe autumn.jackson@washingtonyuying.org

Update Profile | Constant Contact Data Notice

Sent by info@washingtonyuying.org powered by

Constant Contact

Try email marketing for free today!

Autumn Jackson <autumn.jackson@washingtonyuying.org>

December Updates & Reminders (Dec. 29)

1 message

Carlie Fisherow <info@washingtonyuying.org> Thu, Dec 29, 2022 at 11:09 AM
Reply-To: leadership@washingtonyuying.org
To: autumn.jackson@washingtonyuying.org

Dear Families,

December is often a season of giving! And throughout this month, our families have been so generous with their time, support and gifts. We thank you for the appreciation you showed our staff this month - through kind words, small tokens of appreciation and the cards & monetary gifts for all staff!

We hope this season continues to bring you and your family joy and peace. Enjoy the rest of the holiday break and we will see you on January 3rd.

During the break, please set aside 10 minutes to read through this message before you return on Tuesday, Jan 3rd so you are ready for a smooth start to 2023 at Yu Ying.

Please read on for news about:

- Action! Test to Return Post Winter Break
- Updated - Winter 2023 Health & Safety Measures
- Exciting News!
  - Yu Ying Renewed for 15 Years!
  - OSSE School Report Cards Released
- REEF - Thank you! And look out for our short parent survey
- Second Site (Kirov) Updates
- School Safety - Visitor Expectations
- Staff Departures & Open Positions
- Information Sessions and Open Houses for SY23-24

If you have urgent questions, Melissa, Amy and I are available at leadership@washingtonyuying.org.

Thank you!

Carlie Fisherow
Executive Director

****

Post Winter Break Test to Return Program - Tuesday, Jan. 3, 2023
We're requiring a rapid antigen test for all staff and students returning from winter break on Tuesday, January 3, 2023.

Action for Tuesday 1/3/23!

1. Upload your child's rapid test result to the **DC Rapid Test Result Submission Portal**. This is a DC requirement.
2. Bring in an actual, physical rapid antigen test and show a Yu Ying staff member before entering the building.

Rapid tests were sent home in student backpacks on Tuesday, Dec. 20th. If you did not get one for some reason, you may pick up a **free kit from a COVID Center in your neighborhood**.

On Tuesday, January 3rd we will **extend the drop off window from 8:00 AM - 8:30 AM**. Gates will **open at 8:00 AM and close at 8:30 AM** so staff can transition in to support students in classes.

Please help us out **by having your COVID test in hand to show to a staff member at drop off**. This will help things move more quickly. If your child arrives **without a COVID test you will be instructed to take them to the outdoor gazebo where Nurse Tubi, our COVID nurse, will test them while you wait for their result**. Be prepared to wait with them for up to 15 minutes.

Updated! Winter 2023 Health & Safety Updates and Reminders

- New! We are **discontinuing our Test to Stay program** beginning Jan. 3, 2023.
- Our **Safety Measures by Community Level** for winter 2022 have been updated. See key updates below:
    - New! Whole Class Surveillance Testing program will be implemented when 2 or more individuals who share the same space test positive for Covid within 48 hours of each other. Testing will be done on Day 1 and Day 5.
    - New! Testing will be done on Day 1 and Day 5
- Action Required Our records reflect many outstanding consent forms. Please help to streamline the surveillance testing process by completing the **Covid Testing Consent Form** / **Formulario de Consentimiento para la Prueba de COVID** and sending in the signed copy or scanning it to covidmanager@washingtonyuying.org.
- If your child is sick or experiencing COVID symptoms please keep them home and fill out the **online attendance form**.
- If you receive an on-campus exposure notification - which comes through Managebac or Toddle, you must adhere to the guidelines.
    - All students in the class must wear a mask for 10 days
- If your student tests positive, please tell us right away through our **COVID-19 Symptoms or Positive COVID-19 Test Results Form** and email Nurse Tubi

at pct-nurse@washingtonyuying.org.
- COVID vaccination information should be shared through our **COVID VAX Form**. Current COVID vaccination rates are at 53% for PK and 83% for K-5th grades.

****

15 Year Public Charter School Board Renewal

On Monday, December 19th, Yu Ying went before the **Public Charter School Board for our 15 year renewal application process**. **We were unanimously approved to renew our charter for another 15 years!!!** This is wonderful news and a reflection of everything our educators, staff, families and students have contributed to bring our mission to life. It is also a testament to the amazing educators and staff who founded Yu Ying and all who have contributed such amazing ideas and gifts to the school in previous years.

The PCBS Oversight Reviews are a requirement for all public charter schools at the 5, 10 and 15 year periods. The 15 year renewal process includes a full five year data review, classroom and school observations (which were conducted in SY21-22) and an assessment of our compliance, financial standing and organizational effectiveness. **Yu Ying received top scores and accolades from the Public Charter School Board members**.

OSSE DC School Report Card

OSSE released the **DC School Report Card website** last week. While the city has continued to provide data snapshots throughout the pandemic, this is the first time schools have had a full report card with academic performance data since SY18-19. As a school committed to transparency, we believe this is a good opportunity to elevate the report card to continue the data sharing conversation. We would like to highlight two recurring areas and one new area in the report.

We have discussed many aspects of the report card with our community since the Fall but would like to **highlight two recurring areas and one new area in the report**.

- Re-enrollment numbers from SY20-21 to SY21-22 are exceptionally strong! ~95% of students re-enrolled from one school year to the next.
- Attendance continues to be a major focus area - particularly in Pre-K and for specific subpopulations of students.
- NEW! Almost 55% of Yu Ying 5th graders met or exceeded expectations on this year's science assessment tests. We're proud of these results! Individual student reports have just been received. Be on the lookout for a message from Amy on how our alums will receive their individual report.

****

REEF

Thank you on behalf of all REEF staff for the generosity you've shown during this holiday season. We really appreciate it, and look forward to continuing to teach and take care of your children.

Our REEF Parent Survey will be sent out on Friday December 30th to all REEF families, we look forward to receiving your feedback!

Reminder! Mark your calendars on Friday January 20th for the showcase, and Jan. 27th for the REEF Chinese New Year Party!

Yu Ying's Second Site Updates

Design for the new site is underway! As we shared in our November updates, we are partnering with **Page Southerland Page** on the building and footprint designs.

- We launched a series of working committees with members of our team.
- Groups are focused on the interior learning spaces, landscape and playscapes, workspaces and core facilities needs.
- The teams participated in a dinner kick off session and have had their first small group planning committee.
- The initial designs are coming together and will be in a good place to share more broadly later this winter.

Reminder: School Safety Focus - Visitor Policy

In an effort to be vigilant with visitors, guests, and vendors on campus, we are implementing a **tighter guest policy**.

We are implementing this policy to ensure that all individuals on our campus are cleared and safe to be here. This is an important and necessary protocol, and by doing so this process will affect our entire community, including the parents who have business that takes them beyond the immediate front office threshold (this is not required for families conducting standard daily drop off, arrival, or pick up activities).

Moving forward, all visitors, vendors and guests must:

- Have and bring a valid ID
- Contact the staff member you are visiting to inform them of your arrival
- The staff person will provide access to campus, escorting you into the building
- Sign in using the SchoolPass System in the lobby
- Scan your ID into the system and await verification
- Obtain a sticker for entry

Once guests have been fully checked your designated staff member will accompany them to the location and remain until departure. If for some reason, you are flagged by the system, the staff person you are visiting will inform you and you will not be permitted onto the campus. Unfortunately, we will not be able to provide you with more information regarding the flag, as the system does not give us detailed information. We will make every effort to work with you to resolve the issue, by providing you with what SchoolPass uses to verify individuals and until that is resolved, crossing the threshold is not permitted.

Action! If you are volunteering, meeting or engaging with Yu Ying as a visitor (think Mystery Reader, teacher/parent meetings, classroom volunteer support, etc.) **bring a state issued ID to campus and be prepared to check in with the POC with whom you are volunteering**.

Staff Departures, New Team Members and Open Positions

In late November, Qin "Monica" Li (HR Generalist) and Jasmere Burton (School Secretary) transitioned from their roles at Washington Yu Ying. We appreciate their service and wish them all the best in their future career endeavors.

We're happy to introduce **D'Mario Hill as our new HR Talent Manager and Anthony Andrews as our new HR Generalist**. D'Mario comes to us with 15 years of recruiting experience in education and private industry. Anthony comes to us with

4 years' experience as an HR Generalist and has also worked in education and as an Art teacher. Please send them a warm, caring welcome!

New Job Openings
Here's a list of our current openings:

- Chinese Teaching Fellow
- School Secretary
- Temporary Administrative Position
- Part-Time Daycare Assistant
- REEF Teachers
- Substitutes

The listings are posted **here**. We'd really appreciate you sharing them with your networks, far and wide!

SY23-24 Student Enrollment - Open Houses & Information Sessions
To continue the upcoming student recruitment and family enrollment season, we host a series of open houses and information sessions. This year we will be doing a combination of in-person and virtual sessions. Please help us spread the word to your neighbors and friends! **Here are the upcoming open house dates and times**:

- Thursday 1/12/23 6:30-7:30 PM (in person at Yu Ying + night tour)
- Monday 1/23/23 2:00-3:00 PM (virtual – check back for link)
- Saturday 1/28/23 10:00-11:00 AM (in person at Yu Ying + tour)

Stay Connected With Us!

Website Family Portal Managebac Facebook Twitter Donate

Phone: 202-635-1950

Washington Yu Ying PCS | 220 Taylor St. NE, Washington, DC 20017

Unsubscribe autumn.jackson@washingtonyuying.org

Update Profile | Constant Contact Data Notice

Sent by info@washingtonyuying.org powered by

Constant Contact

Try email marketing for free today!

育英

Autumn Jackson <autumn.jackson@washingtonyuying.org>

February Updates & Reminders (Feb. 2)

1 message

Carlie Fisherow <info@washingtonyuying.org> Thu, Feb 2, 2023 at 11:53 PM
Reply-To: leadership@washingtonyuying.org
To: autumn.jackson@washingtonyuying.org

NURTURING • COLLABORATIVE • INNOVATIVE • RIGOROUS • DIVERSE
培育氛围 合作环境 创新改革 严格班底 多样社区

育英
WASHINGTON YU YING
PUBLIC CHARTER SCHOOL

Dear Families,

兔年快乐 (tù nián kuàilè)! Happy Year of the Rabbit! Thank you for helping us make our 2023 Lunar New Year Celebration so warm, caring, joyful and energizing. The Rabbit is a fitting animal for this year, as it is considered the luckiest animal in the Chinese zodiac. Throughout last month there were so many experiences that brought warmth, prosperity and good luck to our community.

Our Chinese Cultural Committees (Staff and Parents) led the way and made sure we had many ways to celebrate together through lion dances, participation in the city's parade, dumpling making, student performances, fellowship over great food, arts and crafts, games and more!

We hope we can all hold onto this spirit of peace and joy in the weeks and months ahead.

Here are some of the key actions we are asking families to take this month!

- Celebrate **Black History Month** by participating in one of many family activities this month.
- By **March 1st**, complete your MySchoolDC lottery application if you have a **sibling hoping to join us at Yu Ying next year**.
- Mark your calendars for the following key dates:
  - **February 8 6:30 - 7:30 PM** - Second Site Design Presentation with our Architects
  - **February 10 6:00 - 8:00 PM** - Gala Fundraiser Cocktail Event
  - **February 20-24th** - Mid-Winter Break (No School for Students)
  - **February 27** - Test to Return Required

Please read on for news about:

- Black History Month Activities

- Student Enrollment SY23-24
- School Calendar Planning
- Second Site (Kirov) Updates
- All Things Gala!
- Monthly School Safety Focus - Arrival
- Health & Wellness
- REEF
- Staff Departures & Updates

If you have urgent questions, Melissa, Amy and I are available at leadership@washingtonyuying.org.

Thank you!

Carlie Fisherow
Executive Director

****

Black History Month Activities
The Yu Ying community was excited to kick off Black History Month activities, celebrations and learning on Wednesday! We are grateful to have dedicated parents and educators taking many steps to incorporate lessons into our core curriculum and finding ways to center, honor and uplift the histories of people from African descent.

Action! Here are just a few ways you and your family can celebrate with the Yu Ying community this month:

- All Month Long! Participate in the Black History Month family scavenger hunt on the weekends or over mid-winter break. Solve the riddles, discover local sites and post pictures on the Memento Site here.
- Participate in **Spirit Mondays**: Wear **Red**, **Green** and/or **Black** to represent the Pan-African flag colors!
- Participate in or come out to cheer on our performers in the Yu Ying Talent and Fashion Show on **Saturday, Feb. 11th at 2:00 PM**
- Visit **Sankofa Bookstore** for **Yu Ying Day** on **Saturday, Feb. 18th**
- Participate in our Black History Month read alouds on **Feb. 17th**
- Participate in our 3rd Annual Oratory Showcase. Read the **interest form** for more information and for your grade 2-5 student to sign up!
- Mark your calendars for our Black History Month Assembly on **March 3rd** - families of students in the choir and oratory showcase are encouraged to attend the event in person.

SY23-24 Student Enrollment

Current Sibling Enrollment
Do you have a NEW sibling whom you want to enroll at Yu Ying for SY23-24? Now is the time to apply via the **My School DC** lottery. All PK3 - 2nd grade applications are due on **March 1, 2023**. Be sure to indicate your sibling preference in the application.

Re-enrollment information will be sent out later in the spring. You do NOT need to apply via the My School DC lottery.

Questions? Email Annie Schleicher, our Director of Enrollment & Accounts at enrollment@washingtonyuying.org.

To continue the upcoming student recruitment and family enrollment season, we host a series of open houses and information sessions. This year we will be doing a combination of in-person and virtual sessions. Please help us spread the word to your neighbors and friends! **Here are the upcoming open house dates and times**:

- Thursday 2/9/23 6:30 - 7:30 PM (in person at Yu Ying + tour)
- Saturday, 2/11/23 10:00 - 11:00 AM (in person at Yu Ying + tour) **IN SPANISH**
- Saturday, 2/18/23 Time TBD (in person at Yu Ying + tour) **IN AMHARIC**

School Calendar Planning

We are working on next year's calendar now. We utilize DCPS and DCI calendars as our framework for planning. We include staff and parent feedback on the current calendar as we develop drafts for the upcoming year and stay in regular communication with our partners at DCI as we develop new versions.

Thank you for sharing your feedback on the calendar for the upcoming school year! We will consider family comments as we develop the SY 23-24 calendar.

****

Yu Ying's Second Site Updates

Our design work is gaining steam and we are excited to share an update on our plans with the Yu Ying family community on **February 8th 6:30 - 7:30 PM**. Here is the zoom link.

Our architects from Page Southerland Page will be giving an update on our designs to keep you informed of our work, get you excited about the future and answer any questions. A sneak peak of a few drawings are below.

All things Gala! Save the Date, Committee Support & February 10th Event!

1. Save the Date for our Annual Yu Ying Gala - Jazz Nights, **May 13th**! It will be a festive night for everyone and a great opportunity to connect with the community.
2. On Feb 10th from **6:00 - 8:00 PM**, the gala committee is hosting a Warm Up Happy Hour at the home of Yu Ying's expanded campus located just 2 blocks away at 4301 Harewood St. NE.
    3. This will be a kick off to our fundraising and another great way to learn more about the gala while socializing with other parents, enjoying drinks, light fare, and a few exciting gala surprises…
    4. Please **purchase tickets here** for **$25 per person**.
    5. The event is **adults only** but we will be offering **babysitting at Yu Ying for up to 20 children**. Babysitting can be secured through the event website above! Super easy!
6. Our amazing **Gala Committee needs the time, talent, creativity and muscle of our full parent community to make this year's event a huge success!** Join the next planning committee meeting on **February 7th at 8:00 PM**. There are so many ways you can help including:

- Connecting potential donors and sponsors
- Class projects
- Meal-A-Week
- Purchasing tickets and gala items
- Gala Support - Tech guru? Catering connections?

****

Health & Wellness

Updated! Winter 2023 Health & Safety Updates and Reminders

- If your child is sick or experiencing COVID symptoms please keep them home and fill out the **online attendance form**.
- If you receive an **on-campus exposure notification** - which comes through Managebac or Toddle, you must adhere to the guidelines.
    - All students in the class must wear a mask for 10 days
- If your student tests positive, please tell us right away through our **COVID-19 Symptoms or Positive COVID-19 Test Results Form** and email Nurse Tubi at pct-nurse@washingtonyuying.org.
- COVID vaccination information should be shared through our **COVID VAX Form**.

REEF

Look out for the **comprehensive survey response on Feb 3**. We are looking forward to starting our **field trips this month**!

February School Safety Focus - Arrival Procedures

Our arrival procedures have gotten much smoother and more efficient! Specifically, families have done a good job at being patient in carpool lanes, paying attention to pedestrians, other drivers and following the direction of our traffic patrol team.

Action! Let's keep making improvements! Here are a few small but important reminders:

- **Park only in legal and designated spots** - NOT neighbor spaces in the apartment complexes. It may be convenient for us but disrespectful to them.
- The gates close at 7:55 am and do not reopen until 8:05 am. Please **do not line up on Taylor Street until 8:05 AM**, as it creates a traffic jam in all directions, specifically "the box." Additionally, it prohibits neighbors from entering their homes, which does not demonstrate the attributes of a good partner.
- When exiting the campus, **do not turn left from Taylor into campus**. There is a *no left* turn sign, and turning left blocks drivers in all directions, as well as, creates a significant backup on campus.
- **Do not idle your car on Taylor outside of the campus and drop your little ones off on the street**. If you arrive between 8:05 am-8:25 am, use one of our carpool lanes. If you arrive after the gates close, park and walk them in.

Staff Departures, New Team Members and Open Positions

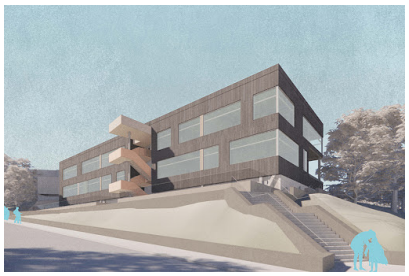
In late January, Michelle Williams (HR Manager) transitioned from her role at Washington Yu Ying. We appreciate her service and wish her all the best in their future career endeavors.

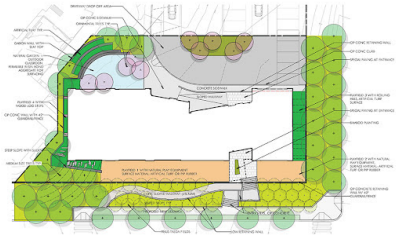
We're happy to introduce **Thomas Selishev as our new Director of Operations and Detrick Fowler as our new HR Generalist**. Thomas worked for KIPP Charter Schools as a Manager of Special Education and Compliance before joining Yu Ying and before that as an educator and leader at DCPS. Detrick is a recent graduate from Morehouse College and has worked in human resources since 2019. Please send them a warm, caring welcome!

Current Job Openings
Here's a list of our current openings:

- HR Manager
- Chinese Teaching Lead (SY 23-24)
- Chinese Teaching Fellow (SY 23-24)
- Part-Time Daycare Assistant
- REEF Teachers (Before/After care) lead
- Substitutes

The listings are posted **here**. We'd really appreciate you sharing them with your networks, far and wide!





Stay Connected With Us!

Website Family Portal Managebac Facebook Twitter Donate

Phone: 202-635-1950

Washington Yu Ying PCS | 220 Taylor St. NE, Washington, DC 20017

Unsubscribe autumn.jackson@washingtonyuying.org

Update Profile | Constant Contact Data Notice

Sent by info@washingtonyuying.org powered by

Constant Contact

Try email marketing for free today!

Autumn Jackson <autumn.jackson@washingtonyuying.org>

February Updates & Reminders (Feb. 28)

7 messages

Carlie Fisherow <info@washingtonyuying.org> Tue, Feb 28, 2023 at 8:20 PM
Reply-To: leadership@washingtonyuying.org
To: autumn.jackson@washingtonyuying.org

Test Message

Dear Families,

Thank you for celebrating Black History Month with the whole Yu Ying community. Huge shout out to our Parent Association Black History Month Committee for their hard work, passion, and creativity. We will continue to uplift the accomplishments of Black Americans throughout this week with our student assemblies on Friday and each day through our units of study.

Here are some of the key actions we are asking families to take this month!

- Action! By **March 1st**, complete your **MySchoolDC** lottery application if you have a sibling hoping to join us at Yu Ying next year.
- Action! Sign up for a **GLEE conference appointment** on **March 23 or March 24**.
- Mark your calendars for the following key dates:

March 4 10:00 AM -12:00 PM - Neighborhood Clean Up
March 6 - Tuesday Letter: Women's History Month & SY23-24 School Calendar
March 14 6:30-8:30 PM - Board Meeting on Growth & Expansion Plans
March 15 7:00-8:00 PM - Neighborhood Townhall on 4301 Harewood Project
March 16 11:00 AM - Admin Coffee (School Calendar & Open Forum)
March 23 & 24 - GLEE Student Led Conference Days! - NO SCHOOL

Please read on for news about:

- GLEE
- Student Enrollment SY23-24
- School Calendar Planning
- Second Site (Kirov) Updates
- Health & Wellness
- REEF
- Staff Departures & Updates

If you have urgent questions, Melissa, Amy and I are available at **leadership@washingtonyuying.org**.

Thank you!

Carlie Fisherow
Executive Director

****

GLEE - Guided Learning Education Experiences | March 23rd and March 24th

Guided Learning Experiences are coming up! Formerly known as Student-led Conferences, Guided Learning Education Experiences (GLEE) are an opportunity for students to share their learning with their adults. During the GLEE, students are sharing their learning and building communication and presentation skills. These experiences instill confidence, as well as strengthen the relationship between home and school.

During your GLEE time, you and your child will participate in learning experiences together in the classroom, in the MPR and outside. There will be up to five other students and their families participating at the same time. Your child's teachers will be available and engaging with you in conversation centered around your child's learning.

SY23-24 Student Enrollment - DEADLINE is TOMORROW!

Current Sibling Enrollment
Do you have a NEW sibling whom you want to enroll at Yu Ying for SY23-24? Now is the time to apply via the **My School DC lottery**. All PK3 - 2nd grade applications are due on March 1, 2023. Be sure to indicate your sibling preference in the application.

Current 5th graders who are interested in DCI or other 6th grade programs must apply by **March 1, 2023**.

Re-enrollment information will be sent out later in the spring. You do NOT need to apply via the My School DC lottery.

Questions? Email Annie Schleicher, our Director of Enrollment & Accounts at enrollment@washingtonyuying.org.

****

Yu Ying's Second Site Updates

Check out our latest rendering, which we shared during February's Admin Coffee. The plans for the expanded site are coming along. The exterior massing is getting close and are making good progress with designs for the interior hallways, classrooms and corridors.

We will continue to use our monthly newsletters to provide relevant project updates and dedicate time at a late spring Admin Coffee to share the next round of plans.

You can stay connected to the project in three other ways:

- Check out our project website www.4301harewood.org.
- Email info@4301harewood.org with project specific questions or concerns.
- Join our monthly community townhalls from 7:00 - 8:00 PM the 3rd Wednesday of each month; **Zoom registration here**.

We are also taking more intentional steps with our community engagement efforts and neighborhood conversations. This includes continuing our "Good Neighbor" Campaign to be responsible partners, extending invitations to the community to join Yu Ying events and engaging in Ward 5 activities.

Action! We are also thrilled the PA is sponsoring a neighborhood clean up on Saturday, March 4th from 10:00 AM until 12:00 PM and hope you will consider coming out to join us.

****

Health & Wellness
Vaccination Clinic

- Would you or a member of your family be interested in receiving a COVID, pediatric immunization or flu vaccination??
- We're considering hosting another vaccination clinic! The deadline to **share your interest** is **Wednesday, March 1st**.

COVID
Thank you for helping to keep our internal community levels low! It has truly been a community-wide effort.

- If you receive an **on-campus exposure notification** - which comes through Managebac or Toddle, please observe the guidelines.
- If your student tests positive, please tell us right away through our **COVID-19 Symptoms or Positive COVID-19 Test Results Form** and email Nurse Tubi at pct-nurse@washingtonyuying.org.
- COVID vaccination information should be shared through our **COVID VAX Form**.

If your child is sick or experiencing COVID symptoms please keep them home and fill out the **online attendance form**.

REEF

Check out the **REEF February Newsletter** to see what our students have been up to!

February School Safety Focus!

- We are so excited to show off our **new playspace** behind the MPR! Please be advised that this space is **designed for our PreK-1st grade students**. We ask families to observe the age-limit guidance.
- Please note that early dismissal ends at 3:10 PM Monday - Thursday and 12:40 PM on Fridays. **We will ask families to wait until regular dismissal after that time so as not to disrupt classroom learning that is still taking place**.

Staff Departures, New Team Members and Open Positions

We're happy to introduce **Congxin Jiang** as our Long Term Lead Substitute for the PK4 Lemur class and **Patricia Harris** as our new School Secretary. Congxin worked with Yu Ying before and is excited to be back. Patricia is a native of Virginia Beach, Virginia, and we are ecstatic to have her positive energy.

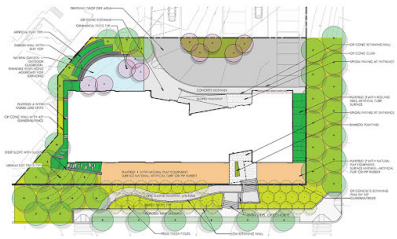
Current Job Openings

Here's a list of our current openings:

- Director of Talent & HR
- Chinese Teaching Lead (SY 23-24)
- Chinese Teaching Fellow (SY 23-24)
- Part-Time Daycare Assistant
- REEF Teachers (Before/After care) lead
- Substitutes

The listings are posted **here**. We'd really appreciate you sharing them with your networks, far and wide!





Stay Connected With Us!

Website Family Portal Managebac Facebook Twitter Donate

Phone: 202-635-1950

Washington Yu Ying PCS | 220 Taylor St. NE, Washington, DC 20017

Unsubscribe maquita@washingtonyuying.org

Update Profile | Constant Contact Data Notice

Sent by info@washingtonyuying.org powered by

Constant Contact

Try email marketing for free today!

THIS IS A TEST EMAIL ONLY.

This email was sent by the author for the sole purpose of testing a draft message. If you believe you have received the message in error, please contact the author by replying to this message. Constant Contact takes reports of abuse very seriously. If you wish to report abuse, please forward this message to abuse@constantcontact.com.

Carlie Fisherow <info@washingtonyuying.org> Tue, Feb 28, 2023 at 8:37 PM
Reply-To: leadership@washingtonyuying.org
To: autumn.jackson@washingtonyuying.org

Test Message #2

[Quoted text hidden]

COVID-19

Thank you for helping to keep our internal community levels low! It has truly been a community-wide effort.

- If you receive an **on-campus exposure notification** - which comes through Managebac or Toddle, please observe the guidelines.
- If your student tests positive, please tell us right away through our **COVID-19 Symptoms or Positive COVID-19 Test Results Form** and email Nurse Tubi at pct-nurse@washingtonyuying.org.
- COVID vaccination information should be shared through our **COVID VAX Form**.

If your child is sick or experiencing COVID symptoms please keep them home and fill out the **online attendance form**.

REEF

Check out the **REEF February Newsletter** to see what our students have been up to!

February School Safety Focus!

- We are so excited to show off our **new playspace** behind the MPR! Please be advised that this space is **designed for our PreK-1st grade students**. We ask families to observe the age-limit guidance.
- Please note that early dismissal ends at 3:10 PM Monday - Thursday and 12:40 PM on Fridays. **We will ask families to wait until regular dismissal after that time so as not to disrupt classroom learning that is still taking place**.

Staff Departures, New Team Members and Open Positions

We're happy to introduce **Congxin Jiang** as our Long Term Lead Substitute for the PK4 Lemur class and **Patricia Harris** as our new School Secretary. Congxin worked with Yu Ying before and is excited to be back. Patricia is a native of Virginia Beach, Virginia, and we are ecstatic to have her positive energy.

Current Job Openings

Here's a list of our current openings:

- Director of Talent & HR
- Chinese Teaching Lead (SY 23-24)
- Chinese Teaching Fellow (SY 23-24)
- Part-Time Daycare Assistant
- REEF Teachers (Before/After care) lead
- Substitutes

The listings are posted **here**. We'd really appreciate you sharing them with your networks, far and wide!



Stay Connected With Us!

Website Family Portal Managebac Facebook Twitter Donate

Phone: 202-635-1950

Washington Yu Ying PCS | 220 Taylor St. NE, Washington, DC 20017

Unsubscribe maquita@washingtonyuying.org

Update Profile | Constant Contact Data Notice

Sent by info@washingtonyuying.org powered by

Constant Contact

Try email marketing for free today!

[Quoted text hidden]

Carlie Fisherow <info@washingtonyuying.org> Tue, Feb 28, 2023 at 8:43 PM
Reply-To: leadership@washingtonyuying.org
To: autumn.jackson@washingtonyuying.org

test #3

WASHINGTON YU YING PUBLIC CHARTER SCHOOL

[Quoted text hidden]

Washington Yu Ying PCS | 220 Taylor St. NE, Washington, DC 20017

Unsubscribe maquita@washingtonyuying.org

Update Profile | Constant Contact Data Notice

Sent by info@washingtonyuying.org powered by

Constant Contact

Try email marketing for free today!

[Quoted text hidden]

Carlie Fisherow <info@washingtonyuying.org> Tue, Feb 28, 2023 at 8:45 PM
Reply-To: leadership@washingtonyuying.org
To: autumn.jackson@washingtonyuying.org

test #4

Dear Families,

Thank you for celebrating Black History Month with the whole Yu Ying community. Huge shout out to our Parent Association Black History Month Committee for their hard work, passion, and creativity. We will continue to uplift the accomplishments of Black Americans throughout this week with our student assemblies on Friday and each day through our units of study.

Here are some of the key actions we are asking families to take this month!

- Action! By **March 1st**, complete your **MySchoolDC** lottery application if you have a sibling hoping to join us at Yu Ying next year.
- Action! Sign up for a **GLEE conference appointment** on **March 23 or March 24**.
- Mark your calendars for the following key dates:

--**March 4 10:00 AM -12:00 PM** - Neighborhood Clean Up
--**March 6** - Tuesday Letter: Women's History Month & SY23-24 School Calendar
--**March 14 6:30-8:30 PM** - Board Meeting on Growth & Expansion Plans
--**March 15 7:00-8:00 PM** - Neighborhood Townhall on 4301 Harewood Project
--**March 16 11:00 AM** - Admin Coffee (School Calendar & Open Forum)
--**March 23 & 24** - GLEE Student Led Conference Days! - NO SCHOOL
[Quoted text hidden]



[Quoted text hidden]

Washington Yu Ying PCS | 220 Taylor St. NE, Washington, DC 20017

Unsubscribe maquita@washingtonyuying.org

Update Profile | Constant Contact Data Notice

Sent by info@washingtonyuying.org powered by

Try email marketing for free today!

[Quoted text hidden]

Carlie Fisherow <info@washingtonyuying.org> Tue, Feb 28, 2023 at 8:47 PM
Reply-To: leadership@washingtonyuying.org
To: autumn.jackson@washingtonyuying.org

test #5

Dear Families,

Thank you for celebrating Black History Month with the whole Yu Ying community. Huge shout out to our Parent Association Black History Month Committee for their hard work, passion, and creativity. We will continue to uplift the accomplishments of Black Americans throughout this week with our student assemblies on Friday and each day through our units of study.

Here are some of the key actions we are asking families to take this month!

1. Action! By **March 1st**, complete your **MySchoolDC** lottery application if you have a sibling hoping to join us at Yu Ying next year.
2. Action! Sign up for a **GLEE conference appointment** on **March 23 or March 24**.
3. Mark your calendars for the following key dates:

- **March 4 10:00 AM -12:00 PM** - Neighborhood Clean Up
- **March 6** - Tuesday Letter: Women's History Month & SY23-24 School

Calendar

- **March 14 6:30-8:30 PM** - Board Meeting on Growth & Expansion

Plans

- **March 15 7:00-8:00 PM** - Neighborhood Townhall on 4301 Harewood

Project

- **March 16 11:00 AM** - Admin Coffee (School Calendar & Open Forum)
  [Quoted text hidden]

[Quoted text hidden]



[Quoted text hidden]

Washington Yu Ying PCS | 220 Taylor St. NE, Washington, DC 20017

Unsubscribe maquita@washingtonyuying.org

Update Profile | Constant Contact Data Notice

Sent by info@washingtonyuying.org powered by

Constant Contact

Try email marketing for free today!

[Quoted text hidden]

Carlie Fisherow <info@washingtonyuying.org> Tue, Feb 28, 2023 at 8:50 PM
Reply-To: leadership@washingtonyuying.org
To: autumn.jackson@washingtonyuying.org

[Quoted text hidden]

Carlie Fisherow <info@washingtonyuying.org> Tue, Feb 28, 2023 at 9:00 PM
Reply-To: leadership@washingtonyuying.org
To: autumn.jackson@washingtonyuying.org

WASHINGTON YU YING PUBLIC CHARTER SCHOOL

Dear Families,

Thank you for celebrating Black History Month with the whole Yu Ying community. Huge shout out to our Parent Association Black History Month Committee for their hard work, passion, and creativity. We will continue to uplift the accomplishments of Black Americans throughout this week with our student assemblies on Friday and each day through our units of study.

Here are some of the key actions we are asking families to take this month!

1. Action! By **March 1st**, complete your **MySchoolDC** lottery application if you have a sibling hoping to join us at Yu Ying next year.
2. Action! Sign up for a **GLEE conference appointment** on **March 23 or March 24**.
3. Mark your calendars for the following key dates:

March 4 10:00 AM -12:00 PM - Neighborhood Clean Up
March 6 - Tuesday Letter: Women's History Month & SY23-24 School Calendar
March 14 6:30-8:30 PM - Board Meeting on Growth & Expansion Plans
March 15 7:00-8:00 PM - Neighborhood Townhall on 4301 Harewood Project
March 16 11:00 AM - Admin Coffee (School Calendar & Open Forum)
March 23 & 24 - GLEE Student Led Conference Days! - NO SCHOOL

Please read on for news about:

- GLEE
- Student Enrollment SY23-24
- School Calendar Planning
- Second Site (Kirov) Updates
- Health & Wellness
- REEF
- Staff Departures & Updates

If you have urgent questions, Melissa, Amy and I are available at **leadership@washingtonyuying.org**.

Thank you!

Carlie Fisherow
Executive Director

****

GLEE - Guided Learning Education Experiences | March 23rd and March 24th

Guided Learning Experiences are coming up! Formerly known as Student-led Conferences, Guided Learning Education Experiences (GLEE) are an opportunity for students to share their learning with their adults. During the GLEE, students are sharing their learning and building communication and presentation skills. These experiences instill confidence, as well as strengthen the relationship between home and school.

During your GLEE time, you and your child will participate in learning experiences together in the classroom, in the MPR and outside. There will be up to five other students and their families participating at the same time. Your child's teachers will be available and engaging with you in conversation centered around your child's learning.

SY23-24 Student Enrollment - DEADLINE is TOMORROW!

Current Sibling Enrollment
Do you have a NEW sibling whom you want to enroll at Yu Ying for SY23-24? Now is the time to apply via the **My School DC lottery**. All PK3 - 2nd grade applications are due on March 1, 2023. Be sure to indicate your sibling preference in the application.

Current 5th graders who are interested in DCI or other 6th grade programs must apply by **March 1, 2023**.

Re-enrollment information will be sent out later in the spring. You do NOT need to apply via the My School DC lottery.

Questions? Email Annie Schleicher, our Director of Enrollment & Accounts at enrollment@washingtonyuying.org.

****

Yu Ying's Second Site Updates

Check out our latest rendering, which we shared during February's Admin Coffee. The plans for the expanded site are coming along. The exterior massing is getting close and are making good progress with designs for the interior hallways, classrooms and corridors.

We will continue to use our monthly newsletters to provide relevant project updates and dedicate time at a late spring Admin Coffee to share the next round of plans.

You can stay connected to the project in three other ways:

- Check out our project website www.4301harewood.org.
- Email info@4301harewood.org with project specific questions or concerns.
- Join our monthly community townhalls from 7:00 - 8:00 PM the 3rd Wednesday of each month; **Zoom registration here**.

We are also taking more intentional steps with our community engagement efforts and neighborhood conversations. This includes continuing our "Good Neighbor" Campaign to be responsible partners, extending invitations to the community to join Yu Ying events and engaging in Ward 5 activities.

Action! We are also thrilled the PA is sponsoring a neighborhood clean up on Saturday, March 4th from 10:00 AM until 12:00 PM and hope you will consider coming out to join us.

****

Health & Wellness

Vaccination Clinic

- Would you or a member of your family be interested in receiving a COVID, pediatric immunization or flu vaccination??
- We're considering hosting another vaccination clinic! The deadline to **share your interest** is **Wednesday, March 1st**.

COVID-19

Thank you for helping to keep our internal community levels low! It has truly been a community-wide effort.

- If you receive an **on-campus exposure notification** - which comes through Managebac or Toddle, please observe the guidelines.
- If your student tests positive, please tell us right away through our **COVID-19 Symptoms or Positive COVID-19 Test Results Form** and email Nurse Tubi at pct-nurse@washingtonyuying.org.
- COVID vaccination information should be shared through our **COVID VAX Form**.

If your child is sick or experiencing COVID symptoms please keep them home and fill out the **online attendance form**.

REEF

Check out the **REEF February Newsletter** to see what our students have been up to!

February School Safety Focus!

- We are so excited to show off our **new playspace** behind the MPR! Please be advised that this space is **designed for our PreK-1st grade students**. We ask families to observe the age-limit guidance.

- Please note that early dismissal ends at 3:10 PM Monday - Thursday and 12:40 PM on Fridays. **We will ask families to wait until regular dismissal after that time so as not to disrupt classroom learning that is still taking place**.

Staff Departures, New Team Members and Open Positions

We're happy to introduce **Congxin Jiang** as our Long Term Lead Substitute for the PK4 Lemur class and **Patricia Harris** as our new School Secretary. Congxin worked with Yu Ying before and is excited to be back. Patricia is a native of Virginia Beach, Virginia, and we are ecstatic to have her positive energy.

Current Job Openings

Here's a list of our current openings:

- Director of Talent & HR
- Chinese Teaching Lead (SY 23-24)
- Chinese Teaching Fellow (SY 23-24)
- Part-Time Daycare Assistant
- REEF Teachers (Before/After care) lead
- Substitutes

The listings are posted **here**. We'd really appreciate you sharing them with your networks, far and wide!



Stay Connected With Us!

Website Family Portal Managebac Facebook Twitter Donate

Phone: 202-635-1950

Washington Yu Ying PCS | 220 Taylor St. NE, Washington, DC 20017

Unsubscribe autumn.jackson@washingtonyuying.org

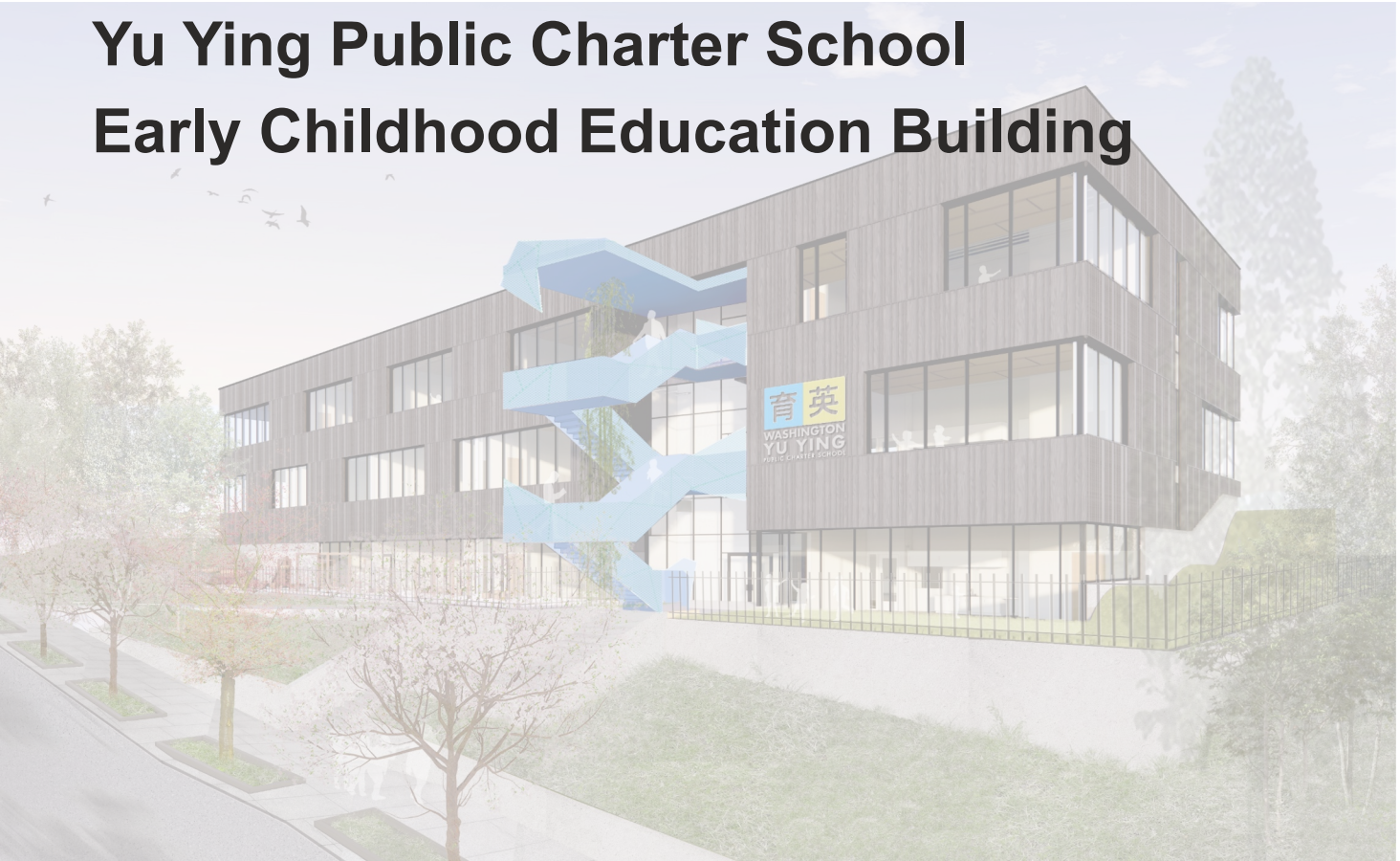
Update Profile | Constant Contact Data Notice

Sent by info@washingtonyuying.org powered by

Constant Contact

Try email marketing for free today!

Yu Ying Public Charter School
Early Childhood Education Building



幼儿园
yòu ér yuán
kindergarten
nursery school

Time

Budget

Design

Outside in

Inside out

Level Field Partners



Alex Shawe
Partner



Cristine Doran
Vice President



John Breyer
Project Manager

Page (Architects + Engineers)



Todd Ray
Principal-in-Charge
Lead Designer



Raymond Curtis
Project Manager



Clarissa Lazaro
Project Architect

Page (Architects + Engineers)



Wu Li
Project Architect



Faith Broussard
Assistant Designer



Justin Schaufler
Assistant Project Architect



Sydney King
Intern Architect



Jane Balkadanova
Electrical Engineer



Lydia Barker
Mechanical Engineer

Washington Yu Ying PCS | **Project Site**



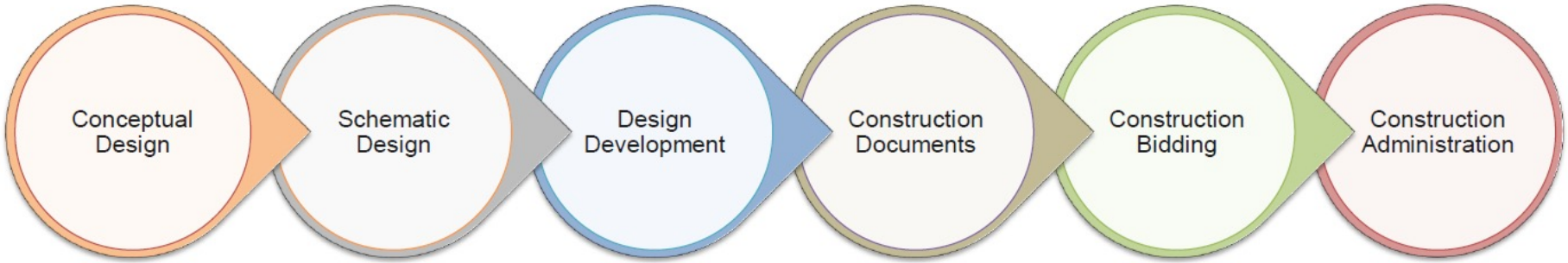
Start November '22

Today January '23

Permit March / April '23

Construction July / Aug '23

Move-in July '24



WORKING GROUPS

- Project Champions/Liaisons
- Educators / Coaches
- Facilities Members

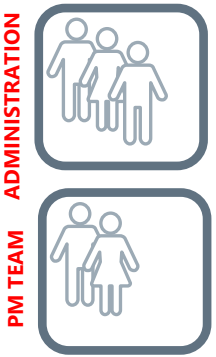


DETAILED INPUT

ADVISORY COMMITTEE

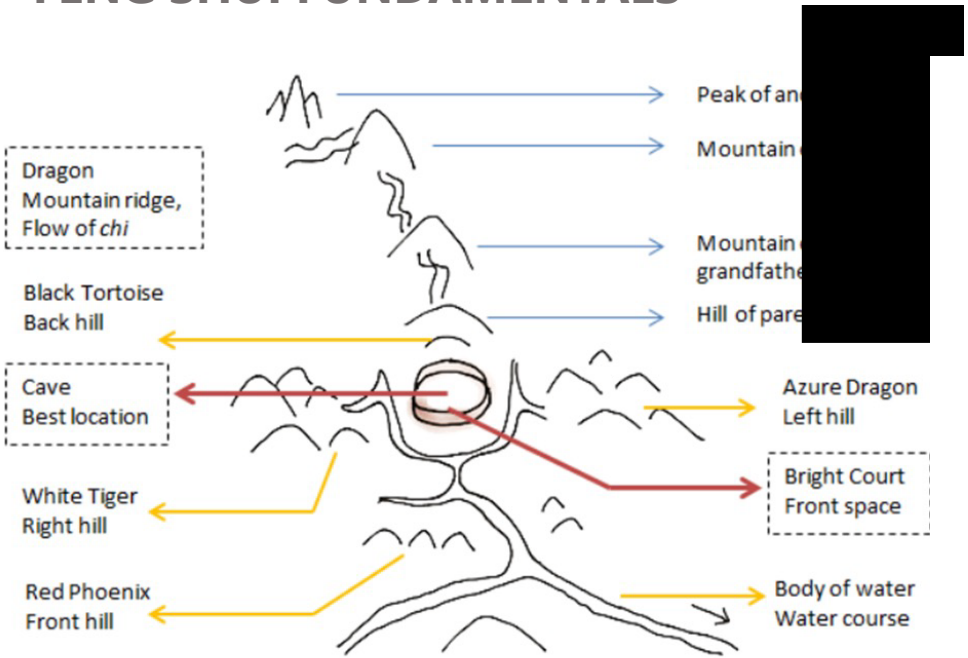
- ED, COO
- Director of Teaching and Learning
- Project Management Team

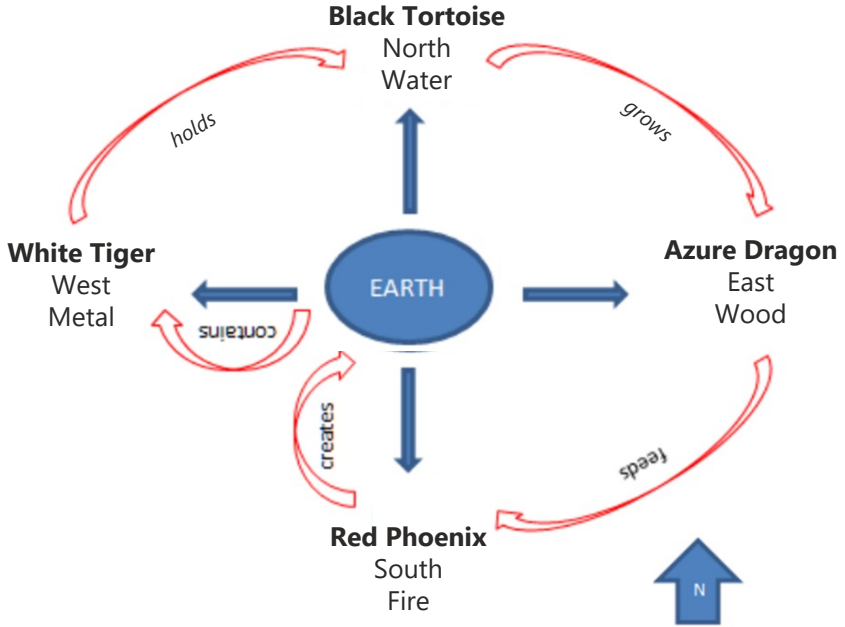
** Advisory Committee works closely with Board Growth Committee

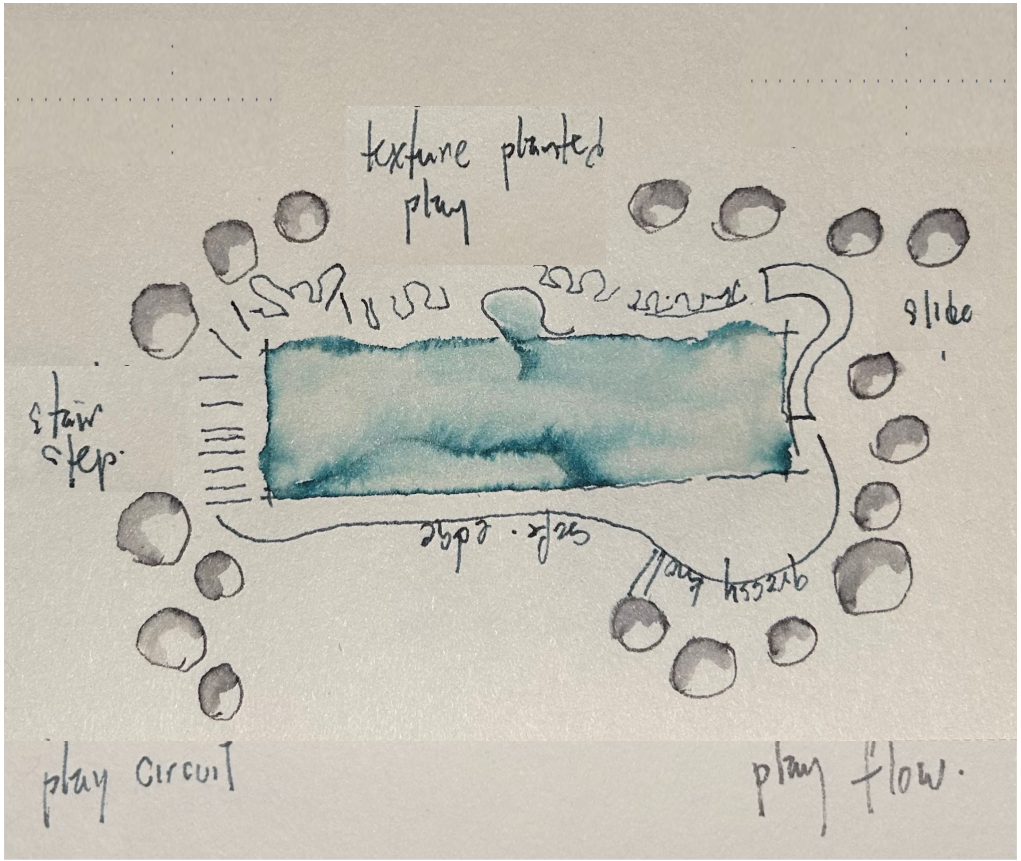


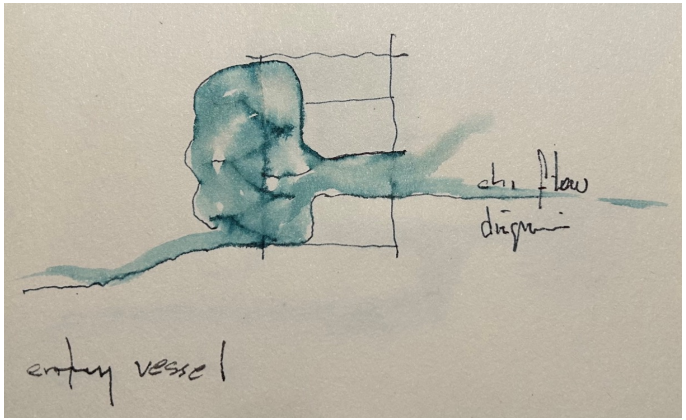
DIRECTION

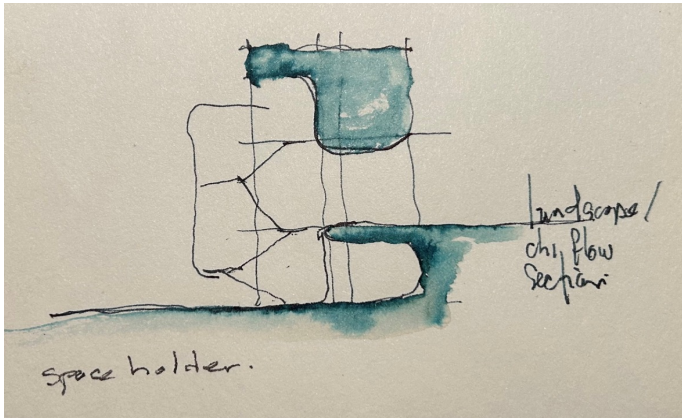
FENG SHUI FUNDAMENTALS

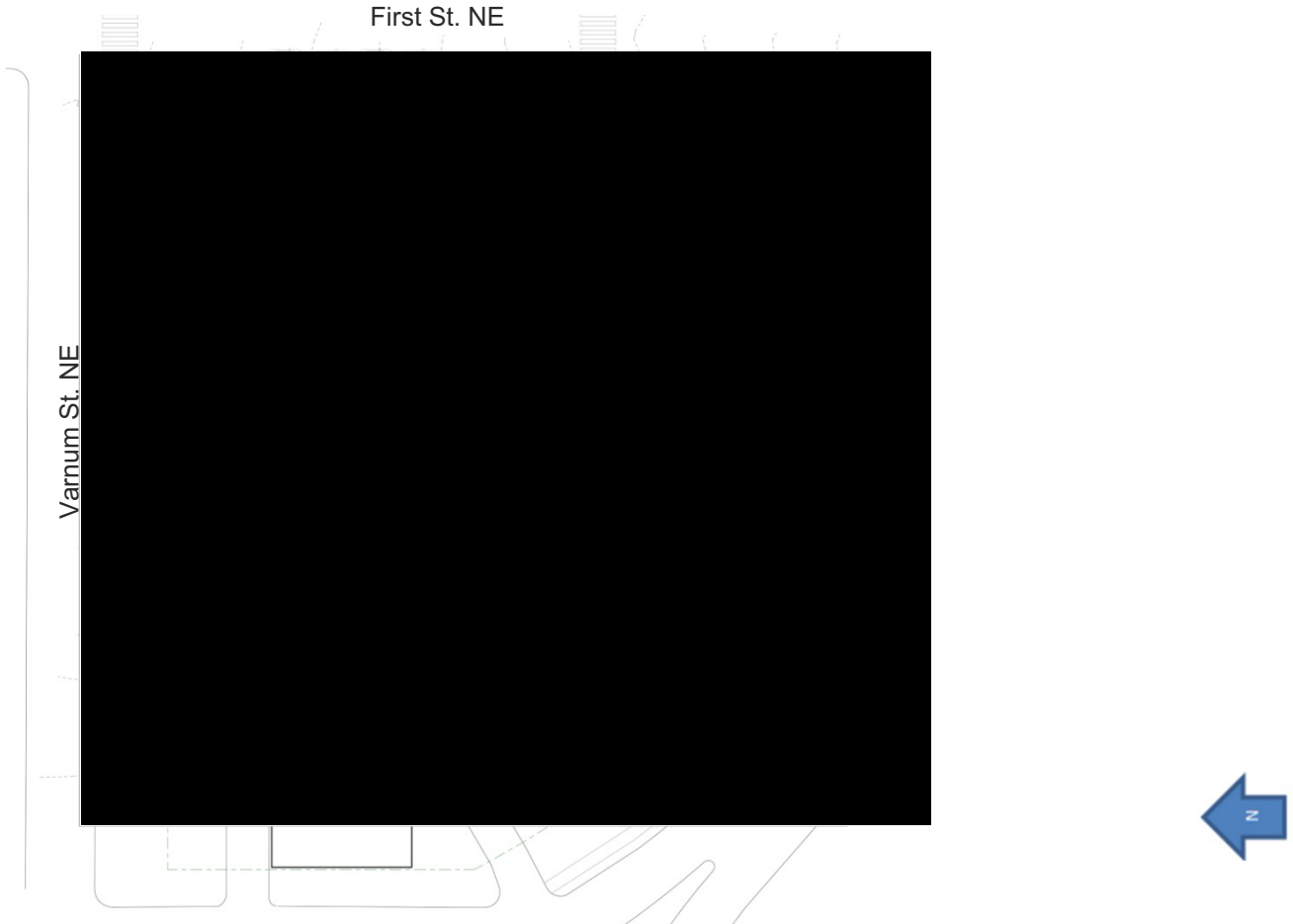





texture planted
play
slide
stair
step.
play circuit
play flow.

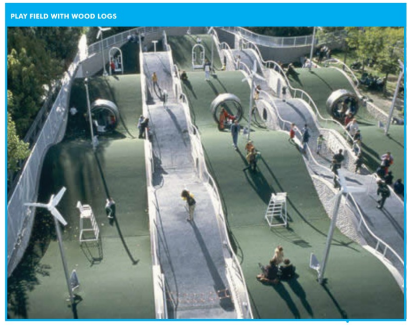

chi flow
diagram
entry vessel


landscape /
chi flow
section
space holder.


First St. NE
Varnum St. NE
N

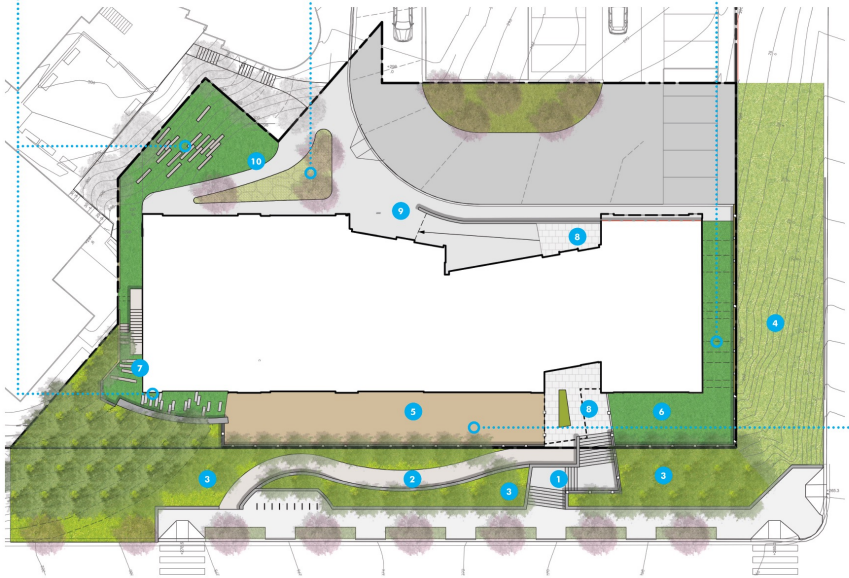






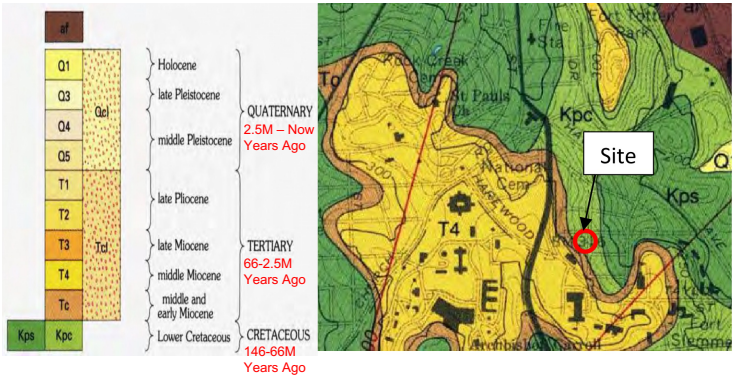


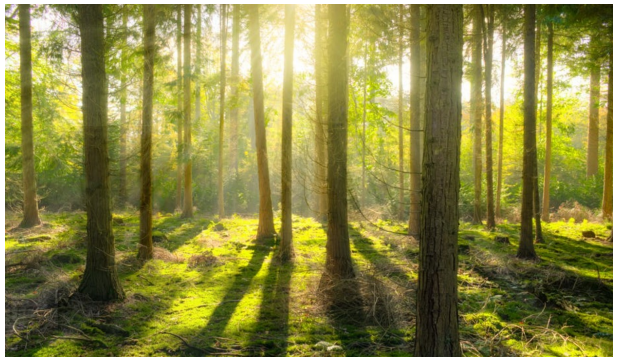
1| GRAND STAIRS ON FIRST STREET
2| SLOPED WALKWAY
3| PLANTED SLOPE WITH CANOPY TREE GROVE
4| EXISTING SLOPE TO MAINTAIN
5| PLAY FIELD WITH NATURAL PLAY EQUIPMENT
6| PLAY FIELD WITH ROLLING HILLS AND MOUNDS
7| PLAY FIELD WITH SLIDES AND WOOD LOG STEPS
8| ENTRY COURT
9| DROP OFF AREA
10| PLAY FIELD WITH NATURAL GARDEN AND OUTDOOR EDUCATION ELEMENTS

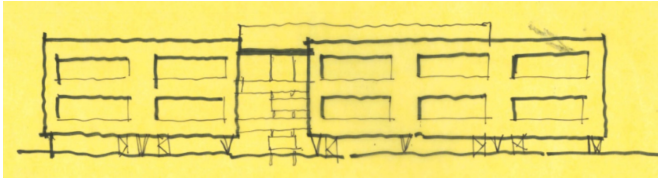




成层
chéng céng
layered
stratified










DURHAM COUNTY MAIN LIBRARY





Washington Yu Ying PCS | **Exterior Massing Option – Layered Light and View – Precedent Images**







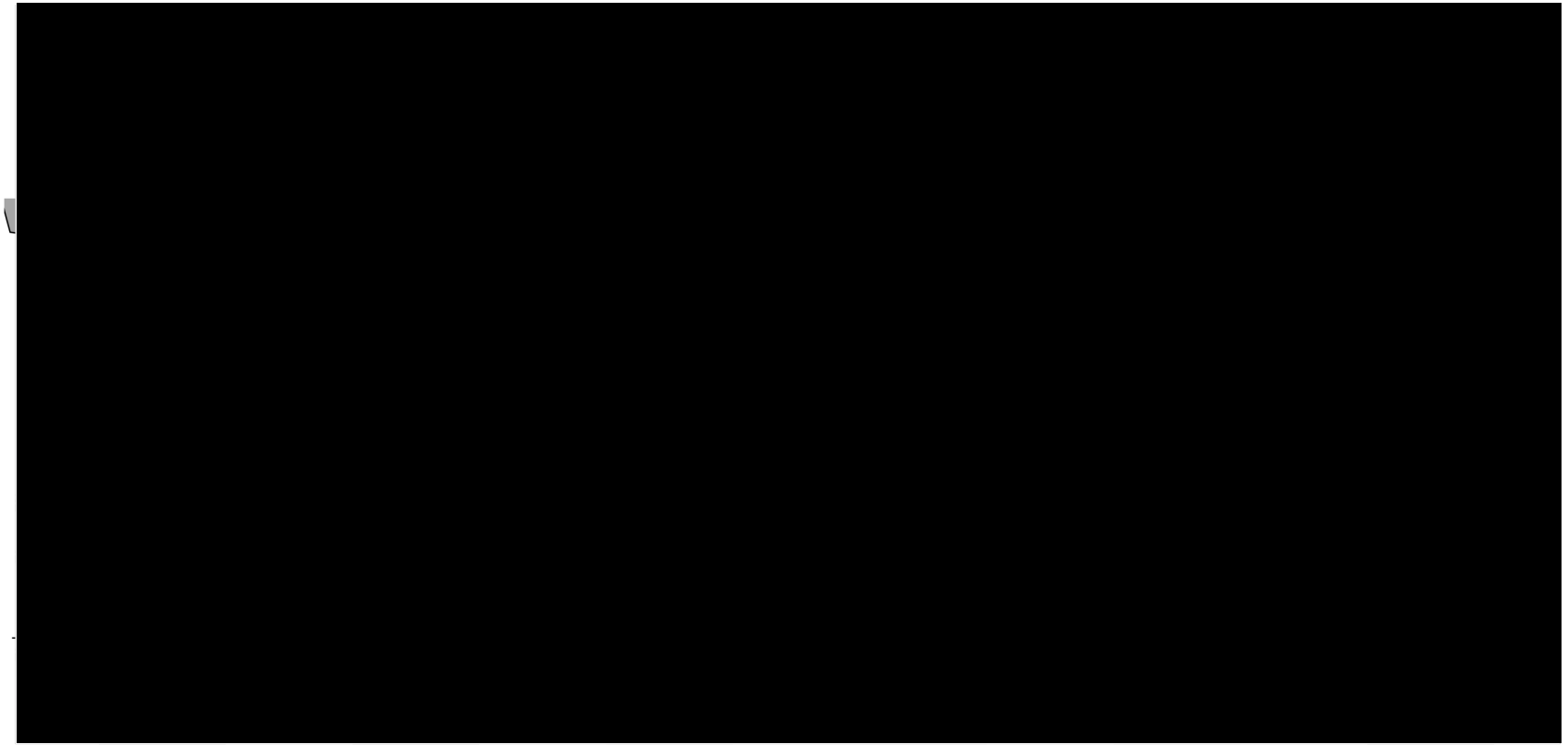
Washington Yu Ying PCS | **Exterior Massing Option – Layered Light and View – Massing**



Washington Yu Ying PCS | **Exterior Massing Option – Layered Light and View – Massing**







EXTERIOR ELEVATION - SOUTH

EXTERIOR ELEVATION - WEST

- Classrooms
- Administrative Offices
- Building Services
- Circulation
- Unexcavated

GROUND



- Classrooms
- Administrative Offices
- Building Services
- Circulation
- Unexcavated

FIRST



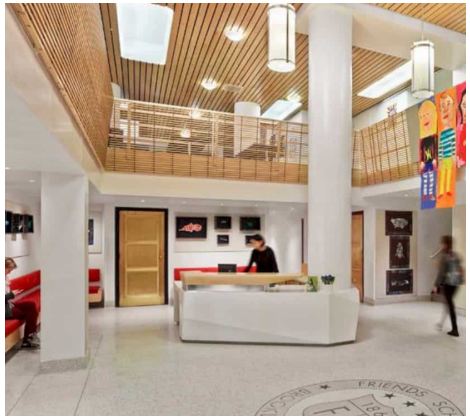
- Classrooms
- Administrative Offices
- Building Services
- Circulation
- Unexcavated

SECOND







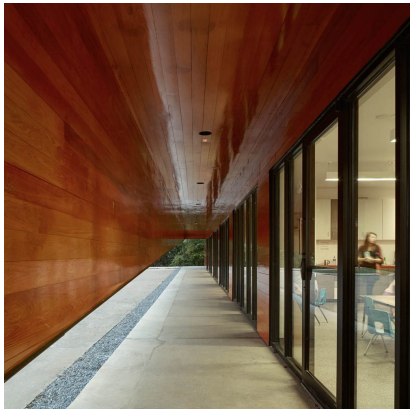


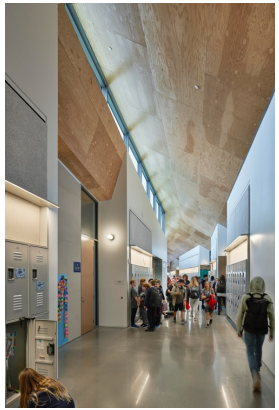


















“Molding clay into a vessel,
we find utility in its hollowness;
Cutting doors and windows for a structure,
we find the utility of its empty space.

Therefore, the being of things is material, the non-being of things is the opportunity to be filled.”

Laotzu’s Tao Te Ching
The Tao of Architecture, Tiao Chang

2/24/2023

To Whom it May Concern,

We strongly support the development of Washington Yu Ying Public Charter School's Early Learning Campus at 4301 Harewood Road, NE, the former site of the Kirov School of Ballet. The site is just 0.2 miles from Yu Ying's current campus at 220 Taylor Street, NE. It is exciting that a school designated Tier 1 for the past nine years by the DC Public Charter School Board is expanding!

We have been parents at Yu Ying for 7 years and see the value in Yu Ying's goal to provide increased numbers of students, including those with the greatest need, with access to its amazing programs. Many parents believe that obtaining a lottery seat into Yu Ying, a school rated the 2023 Number 1 Elementary School in the District, Maryland and Virginia by Niche, is their entrance into a high performing, yet caring and supportive school. Since the two sites are in proximity, families with children in Grades 1-5 won't have to travel across the city if they have children at each campus. We also hope that Yu Ying's increased presence will allow for more cross-community involvement. Pre-COVID Yu Ying set up a Community Compost Collective and opened it up to the surrounding neighbors.

Yu Ying for my family was selected for its language/IB program, outdoor space, and diversity of thought and for its diversity of students. To date, I have 4 attending and another starting next year for pre-k 3. We see the benefit of a Yu Ying's education in our kids daily. Our kids are taking what they are learning in the classroom and making connections with the world outside. From garden arts to composting, Fuel-Free-Friday to finding ways to reduce fuel and from garden to table, growing your own food. Yu Ying's expanded site will give many more students a rich, engaging educational foundation in a diverse and nurturing environment. With a Yu Ying education, students can develop into bilingual lifelong learners grounded in intercultural understanding and respect.

Si 

Taren Langhorne,
Parent, '23, '24, '26, '28
Co-Lead, Yu Ying Parent Association

DocuSign Envelope ID: C3CD0149-4A7A-4EE5-B471-D6C31EE16CA1

March 1, 2023

To Whom it May Concern,

I write to express my hearty support for Washington Yu Ying Public Charter School's Early Learning expansion project at the site of the former Kirov School of Ballet, 4301 Harewood Road, NE, DC. Yu Ying's Early Learning Campus will house over 300 Prekindergarten and Kindergarten students, and is only .2 miles away from the current site at 220 Taylor Street, NE. My house is smack between the two sites on Taussig Place Northeast, and I know my neighbors, most of whom are older professionals whose children have moved to the suburbs, are largely thrilled at the prospect of Pleasant Hills becoming a family-friendly neighborhood once again.

Yu Ying has been designated a Tier 1 school by the DC Public Charter School Board for the past 9 years and recently received a 15-year renewal approval by the same organization. Yu Ying has also been ranked the number 1 Elementary School in the District, Maryland *and* Virginia by Niche. I was attracted to the school for my children because I spent much of my childhood in China and wanted to somehow cultivate the same fascination with Chinese language, culture and history in them that I developed as a kid. And while I was basically happy with their old school, I entered the lottery three years in a row hoping to score a slot for my oldest. During the pandemic I was so grateful I had won a slot. Even though teaching Chinese language immersion to four-year-olds via Zoom is a literally impossible task, my son's teachers never broke character or gave up.

I have been a parent at Yu Ying since 2020 and a Pleasant Hills homeowner since January 2022. I am invested in this project because I would like to see more students across the District, especially those in our little corner of it, benefit from the school. I know my son was roughly 187th on the waiting list for two years in a row before we finally scored a spot. Having a great school in every neighborhood can benefit the community, attracting both families in search of a quality education and businesses that boost the local economy -- of which we could use a few more. More families gaining entrance to Yu Ying will attract more families to Pleasant Hills, one of the few neighborhoods in a two or three mile radius where a median income family like ours can afford to buy a home. Families from the surrounding Ward 5 neighborhood will subsequently develop relationships with one another, building neighborhood cohesion and trust.

Yu Ying's current campus is full of opportunities for all students to shine. However, in order to offer more students the chance to become bilingual lifelong learners and provide our current community additional space for learning and play, Yu Ying must expand. Separating the Early Childhood campus (Prekindergarten and Kindergarten) from grades 1-5 will allow the school to expand with intention and customize the Kirov site specifically for early learners. Since the two campuses are in close proximity, our wonderful community feel will not be lost.

Yu Ying's expanded site will ensure that many more students receive the education needed to compete in a globalizing world. I look forward to seeing our community grow and serve more deserving students in Washington, DC.

DocuSign Envelope ID: C3CD0149-4A7A-4EE5-B471-D6C31EE16CA1

Sincerely, [redacted]

Maureen Tkacik Clark
Parent, Francis Clark (First Grade) and Gabriel Clark (Pre-K 4)

GOROVE SLADE
Transportation Planners and Engineers

TECHNICAL MEMORANDUM

To:	Aaron Zimmerman	DDOT – PSD
	Emma Blondin	
Cc:	Peter Anderson	Washington Latin Public Charter School
	Carlie Fisherow	Washington Yu Ying Public Charter School
From:	Preston Jutte, PE	
	Robert Schiesel, PE	
Date:	February 22, 2023	
Subject:	Washington Latin & Washington Yu Ying Public Charter Schools – Shared Kirov Campus Transportation Memorandum for Public Space Application	

Introduction

This memorandum reviews transportation components for the proposed public charter school campus shared between Washington Latin Public Charter School and Washington Yu Ying Public Charter School at 4301 Harewood Road NE in the Pleasant Hill neighborhood of Washington, DC. The purpose of this memorandum is to provide supplemental information for the project's Public Space Permit application, and includes discussion on site access and circulation, public space improvements, and school arrival and dismissal plans.

The project site is currently improved with a 43,333-square-foot, three-story building that formerly housed a ballet and fine arts boarding school as well as a surface lot with 50 vehicle parking spaces. The project site is bounded by Varnum Street NE to the north, Fort Drive NE to the south, 1st Street NE to the east, and Half Place NE to the west. Figure 1 displays the regional site location within the District, and Figure 2 displays the location of the site in relation to the local neighborhood. Figure 3 provides an aerial view of the site.

Project Design

This section provides an overview of the on-site transportation components of the project, including descriptions of the site access and circulation, site access and circulation, public space improvements, and school arrival and dismissal plans.

Project Overview

The existing site consists of an approximately 43,333-square-foot, three-story ballet and fine arts boarding school. Under existing conditions, the site has four (4) total curb cuts including two (2) curb cuts along Fort Drive NE to accommodate a covered front driveway loop and two (2) curb cuts along Half Place NE to access a surface lot with 50 vehicle parking spaces.

The proposed redevelopment of the project site includes the following:

- The adaptive reuse of the existing 43,333-square-foot building;
- The construction of a 40,133-square-foot, four-story addition serving up to 726 WLPCS students in grades 5-12 with up to 115 faculty/staff members by the 2028-2029 school year; and
- The construction of a 29,875-square-foot, three-story addition serving up to 360 Yu Ying students in grades PK3-K with up to 60 faculty/staff members by the 2024-2025 school year.

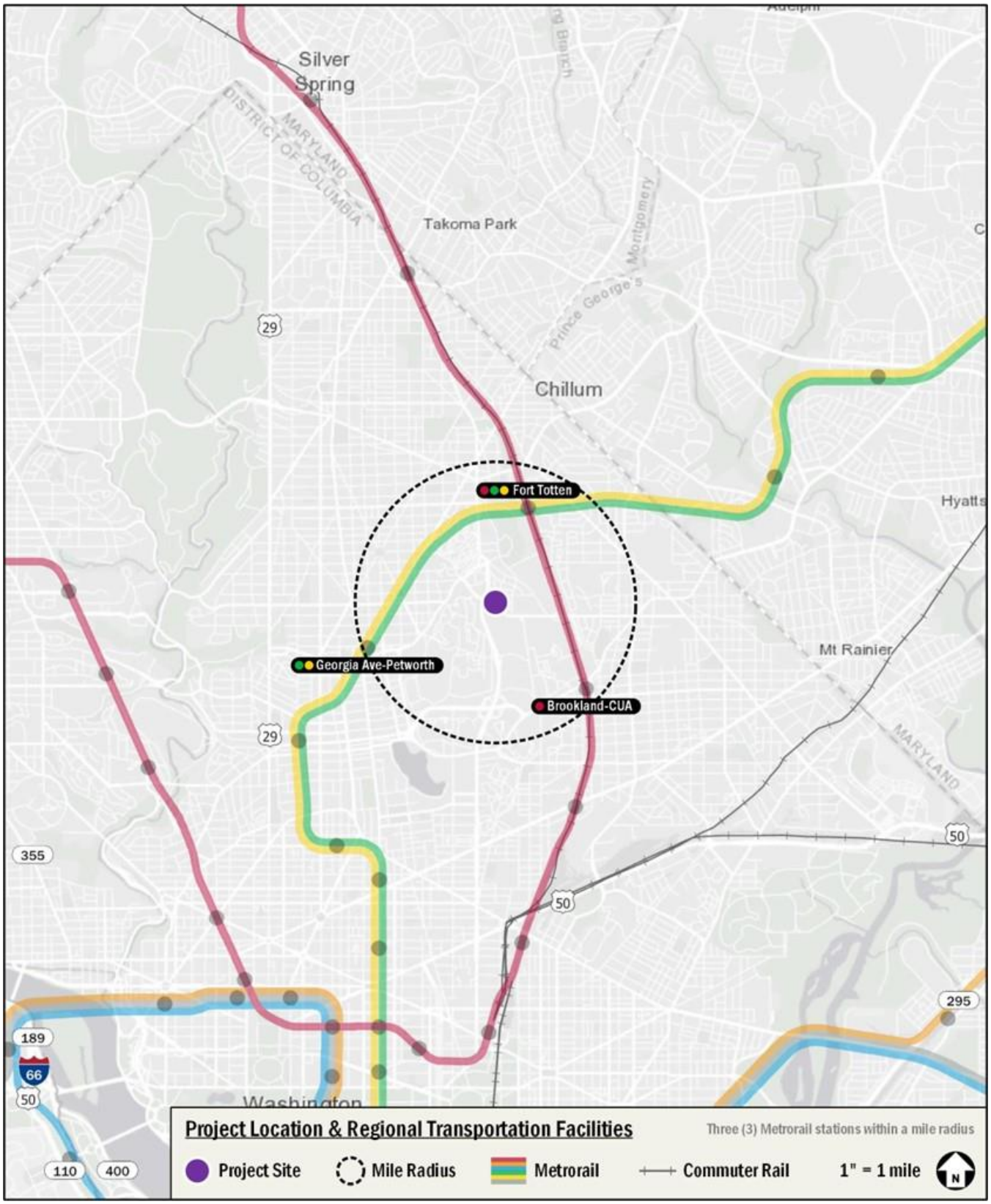


Figure 1: Project Location & Regional Transportation Facilities

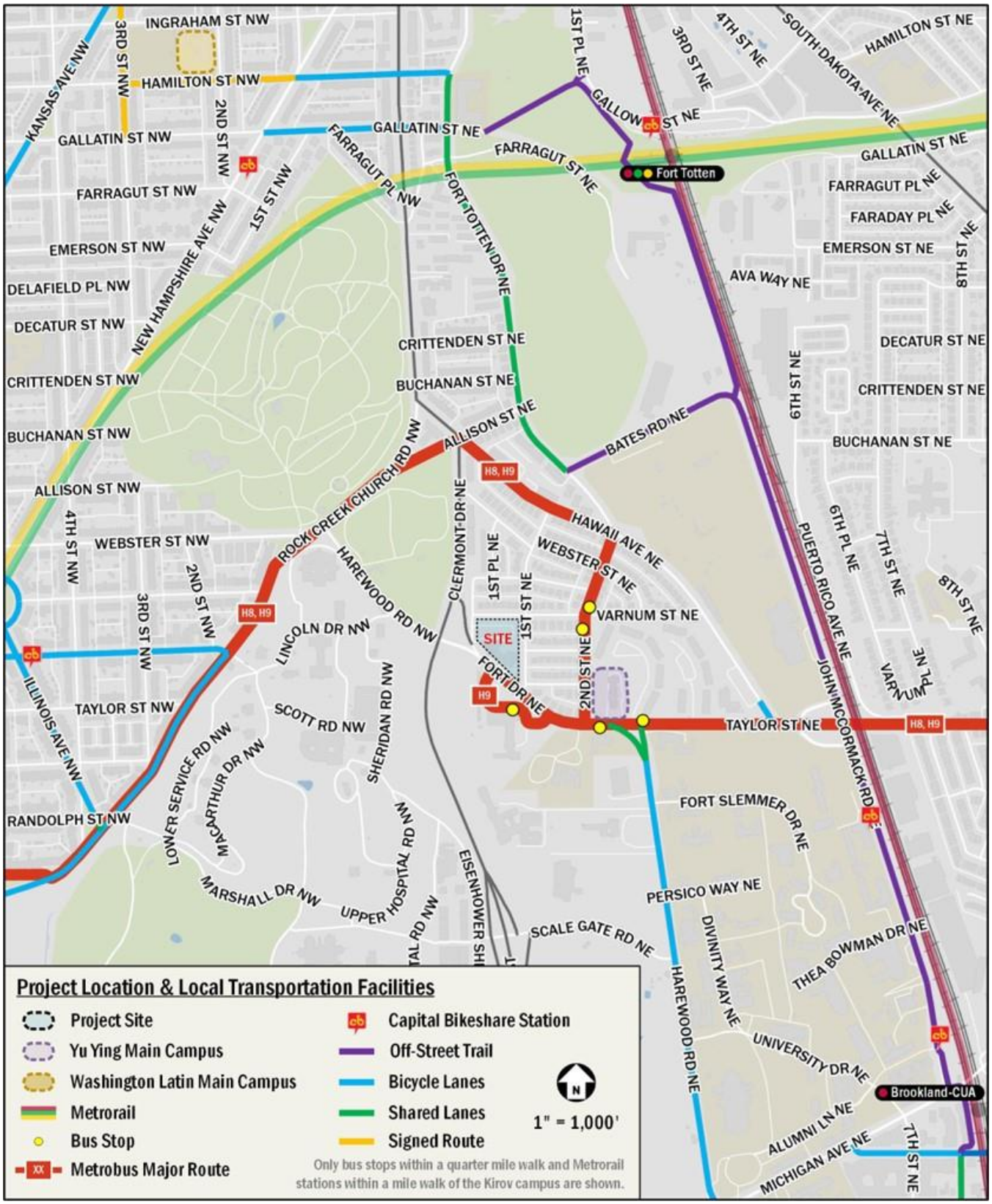


Figure 2: Project Location & Local Transportation Facilities



Figure 3: Site Aerial

Public Space Improvements

The existing Kirov campus is served by four curb cuts and has limited sidewalk frontage, as shown on Figure 4. The proposed project will greatly improve site access with the removal of two curb cuts and the addition of pedestrian facilities, as shown in Figure 5. Specific changes include the following:

- The installation of new pedestrian facilities along Half Place NE and 1st Street NE, including:
  - Approximately 120 feet of new sidewalk along the east side of Half Place NE;
  - A high-visibility crosswalk at the intersection of Half Place NE and Varnum Street NE connecting the site to the existing sidewalk on the north side of Varnum Street NE;
  - Approximately 230 feet of new sidewalk along the west side of 1st Street NE;
  - A high-visibility crosswalk at the intersection of 1st Street NE and Varnum Street NE connecting the site to the existing sidewalk on the north side of Varnum Street NE; and
  - A high-visibility crosswalk at the intersection of 1st Street NE and Urell Place NE connecting the site to the existing sidewalk on the east side of 1st Street NE.
- The closure of two (2) existing curb cuts along Fort Drive NE; and
- The narrowing of the existing curb cut at the southern driveway on Half Place NE from 20 feet to 12 feet in public space.

Site Access

Vehicular access will occur via the two existing curb cuts along the one-way, northbound-restricted Half Place NE. The southern driveway will be restricted to entering vehicles only at all times, while the northern driveway will be restricted to exiting vehicles only during arrival and dismissal. Outside of peak morning arrival and afternoon dismissal times, the southern driveway on Half Place NE will be closed to facilitate internal pedestrian circulation between the existing and proposed buildings (allowing students to travel between buildings during the school day without vehicular traffic), and right-in/right-out traffic will be allowed at the northern driveway.

Arrival and Dismissal Plans

The proposed combined campus will have three facilities for student pick-up/drop-off available during arrival and dismissal, as shown in Figure 6. Three areas are proposed in order to provide both dedicated facilities and flexibility for the two schools, and to minimize potential negative impacts to public roadways from queuing and/or double-parking during arrival and dismissal.

On-Site Driveway Loop

The driveway loop in the surface parking lot will serve as the primary student PUDO for Washington Latin. Vehicles to access the driveway loop by taking westbound Fort Drive NE to the one-way, northbound-restricted Half Place NE and making a right turn into the lot via the existing southern driveway. The on-site PUDO area along the internal driveway loop starting at the main entrance on the north side of the proposed Washington Latin building has space to accommodate at least six (6) vehicles to load and unload students simultaneously. Additionally, there is space for approximately 15 vehicles to queue while waiting for other vehicles to load/unload students. This on-site PUDO area within the driveway loop is anticipated to be able to accommodate the expected PUDO demand from Washington Latin with minimal spillback into public space. Moreover, to minimize any potential impacts to public space and to provide additional flexibility, additional PUDO space is proposed along Fort Drive NE as described below.



Figure 4: Existing Conditions



Figure 5: Proposed Conditions



Figure 6: Arrival and Dismissal Plan

Fort Drive NE

Fort Drive will serve as a secondary PUDO space for Washington Latin students, and the primary space for loading/unloading for buses and/or shuttles. The segment of westbound Fort Drive NE from the closed curb cuts to 1st Street NE provides approximately 340 linear feet of curbside space which can accommodate up to approximately:

- Eight (8) 40-foot school buses with a total seating capacity of 320 students (40 students per bus);
- Thirteen (13) 25-foot shuttles with a total seating capacity of 195 students (15 students per shuttle); or
- 15 to 17 passenger vehicles for student PUDO.

This section of Fort Drive was previously signed "No Standing Or Parking Anytime" (based on June 2022 observations); however, observations conducted in January 2023 found this signage to be missing. Proposed curbside management changes are described below.

While it is anticipated that the on-site driveway loop will be able to accommodate the expected PUDO demand from Washington Latin with minimal spillback into public space, the proposed curbside PUDO along Fort Drive NE should be able to accommodate the anticipated bus and shuttle demand and provide additional capacity for student PUDO by vehicle.

1st Street NE

This project proposes that Washington Yu Ying's primary pick-up/drop-off zone be adjacent to the new sidewalk installed on 1st Street NE between the two (2) proposed crosswalks at Varnum Street NE and Urell Place NE. This stretch of curbside provides approximately 180 linear feet of space which can accommodate approximately eight (8) to nine (9) vehicles simultaneously for student PUDO. It is anticipated that the proposed curbside PUDO area along southbound 1st Street NE between Varnum Street NE and Urell Place NE will be able to accommodate the expected PUDO demand from Yu Ying with minimal spillback to adjacent public space, which will be managed by Yu Ying faculty/staff.

Operational Considerations

As stated above, three PUDO areas are proposed in order to provide both dedicated facilities and flexibility for the two schools, and to minimize potential negative impacts to public roadways from queuing and/or double-parking during arrival and dismissal. Additionally, operational recommendations are part of the arrival and dismissal plans, including: (1) a recommendation that the two schools offset their bell times for arrival/dismissal so they do not overlap, which minimizes traffic impacts, and (2) that the schools use each other's PUDO spaces to supplement their own in order to ensure that queuing does not negatively impact roadway operations adjacent to the school.

Curbside Management Changes

The existing and proposed curbside management are shown below in Figure 7 and Figure 8, respectively, and a detailed Pavement Signing and Marking Plan is included in the public space application. These changes to pavement markings and signage in public space along the west side of 1st Street NE between Varnum Street NE and Urell Place NE are proposed to facilitate a curbside pick-up/drop-off zone for Yu Ying. Additionally, changes to pavement markings and signage in public space along the north side of Fort Drive NE from approximately the closed curb cuts to 1st Street NE are proposed to facilitate loading/unloading for buses and/or shuttles as well as additional student pick-up/drop-off by vehicles for Washington Latin.



Figure 7: Existing Curbside Management



Figure 8: Proposed Curbside Management

Conclusions

The findings of this memorandum conclude that the proposed project:

- Enhances public space infrastructure compared to existing conditions, by:
  - Installing new pedestrian facilities and improve connectivity to the surrounding neighborhood; and
  - Reducing the site's total number of curb cuts from four (4) to two (2) and further narrow one (1) of the two (2) remaining curb cuts which will reduce pedestrian-vehicle conflicts.
- Does not lead to negative impacts on surrounding roadways due to queuing or double-parking from student pick-up/drop-off at arrival and dismissal by:
  - Providing multiple and redundant pick-up and drop-off locations for parents; and
  - Installing proposed signing and marking changes to support the plan on adjacent streets.