



LOCAL EDUCATION AGENCY (LEA) NAME: Friendship Public Charter School

BOARD CHAIR NAME: Donald L. Hense

SUBMISSION DATE: July 29, 2024, revised on August 1, 2024

SUBJECT: School Expansion Amendment Request

SCHOOL BACKGROUND AND PROPOSAL SUMMARY

1. Provide the following information about your Local Education Agency (LEA) by campus:

Campus Name (Year Opened)	Grades Served	Location
Friendship PCS - Armstrong Elementary (2015)	PK3-3	111 O Street NW
Friendship PCS - Armstrong Middle (2019)	4-8	111 O Street NW
Friendship PCS - Blow-Pierce Elementary (2013)	PK3-3	725 19 th Street NE
Friendship PCS - Blow-Pierce Middle (1999)	4-8	725 19 th Street NE
Friendship PCS - Chamberlain Elementary (1998)	PK3-3	1345 Potomac Avenue SE
Friendship PCS - Chamberlain Middle (2004)	4-8	1345 Potomac Avenue SE
Friendship PCS - Collegiate Academy (2000)	9-12	4095 Minnesota Avenue NE
Friendship PCS - Ideal Elementary (2019)	PK3-3	6130 North Capitol Street NW 6200 Kansas Avenue NE
Friendship PCS - Ideal Middle (2019)	4-8	6130 North Capitol Street NW 6200 Kansas Avenue NE

Friendship PCS - Online Academy (2015)	K-8	1351 Nicholson St. NW
Friendship PCS - Southeast Academy Elementary (2005)	PK3-3	645 Milwaukee Place SE
Friendship PCS – Southeast Academy Middle (2018)	4-8	645 Milwaukee Place SE
Friendship PCS - Technology Preparatory High (2010)	9-12	2705 Martin Luther King Jr. Avenue SE
Friendship PCS - Woodridge International Elementary (1998)	PK3-3	2959 Carlton Avenue NE
Friendship PCS - Woodridge International Middle (1998)	4-8	2959 Carlton Avenue NE

Year the school will undergo its next charter review or renewal: SY 2027-2028

Proposal summary:

Friendship PCS is requesting a school expansion and facility charter agreement amendment to support the adoption of Eagle Academy PCS school sites. The proposed plan includes:

- Ensuring the continuous operation of two primary (PK-3) campuses with an on-time, uninterrupted opening and improved school operations for SY2024-25 and beyond.
 - One primary campus will be located at 3400 Wheeler Road SE (current site of Eagle Academy Congress Heights) and the other at 1900 Half Street SW (current site of Eagle Academy Capitol Riverfront).
 - Both campuses will continue to operate as PK3-3 sites with Eagle Congress Heights adding grades 4-5 in the future.
- Increasing Friendship's enrollment ceiling from 5,115 to 5,623, with the first increase taking effect in SY 2026-27. Despite this increase, the proposal represents a total charter seat reduction of 412, as Friendship can efficiently operate well below Eagle's current ceiling of 920.

Through intensive collaboration and planning with the Eagle Academy community, Friendship PCS will ensure that Eagle families remain enrolled in their preferred school home without disruption.

Year the school plans to implement the proposed changes: SY 2024-25

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

The Friendship Board of Trustees approved pursuit of an asset acquisition with Eagle Academy PCS along with associated charter amendment requests at its public meeting on July 12, 2024.

SCHOOL EXPANSION

All schools seeking to increase their enrollment ceiling or expand their grades served must complete this section.

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

Friendship PCS is proposing to acquire two campuses of Eagle Academy PCS, and in so doing will further its mission along with ensuring the continuous, uninterrupted operation, improved education programs and an on-time opening of Eagle's campuses. Both institutions boast a rich history of dedication to students and families of the District of Columbia. Founded within a few years of each other, Friendship and Eagle share a deeply aligned mission: to serve the whole child in nurturing, well-resourced environments starting from the earliest grades. This acquisition will strengthen our collective commitment to educational excellence and student support.

Our rationale for requesting a school expansion is to leverage the shared missions and histories of Friendship and Eagle, coupled with Friendship's financial, governance and management strengths to facilitate the continuous, stable operation of Eagle Academy campuses in Congress Heights and Capitol Riverfront under Friendship management. Through this proposal, we will implement an on-time, uninterrupted school opening in four short weeks for the start of the SY2024-25 school year.

This proposed expansion, which is an integral part of an asset acquisition of Eagle Academy campuses, is what enables Friendship to ensure that the families who chose Eagle for the 2024-25 school year, and future years, remain with their selected school campus with a guaranteed seat and without having to go back through the enrollment lottery process. Moreover, Eagle Academy's mission, grades served, and early childhood programmatic approach complement Friendship's and lays the foundation for a seamless transition for the Eagle Academy community. Further, this acquisition opportunity not only addresses the enrollment needs of existing Eagle families, but also offers opportunities for families to stay through 5th grade and also receive an enrollment preference in Friendship middle and high school grades as they matriculate.

As importantly, like the DC Public Charter School Board, Friendship strives to make certain that all of its schools are environments where all students, especially those in historically marginalized groups, thrive. We strongly believe this proposed expansion will create the conditions for each Eagle Academy campus to be excellent - academically, financially, and as vibrant school communities.

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

Though offering the best opportunity for stability and improvement of an existing school community, asset acquisition presents unique challenges, especially on a truncated timeline. Friendship, however, has the organizational capacity and proven track record to overcome those challenges. Our primary charge is twofold: first, holding the community together, ensuring that students and staff members remain at Eagle for the upcoming school year and for the years ahead; and second, relaunching the campuses in a way that delivers strengthened academic, operational and financial programming and governance.

Challenges to this particular asset acquisition include:

- The truncated timeline, as noted above.
- Family and staff angst and uncertainty, as they recognize the possibility of needing to find a new school with less than four weeks before the start of the new school year if this expansion does not go forward.
- Staff stability and retention.
- Diminished trust and disappointment of school stakeholders given financial and governance concerns identified in the Eagle FCAP process.
- The significant financial stress of these two campuses given currently unsustainably high occupancy costs, especially at Capitol Riverfront.¹
- Likelihood that the first quarter payment of UPSFF funds typically used for first quarter operations will be either fully unavailable or greatly reduced for operating the campuses for SY2024-25.
- Timeliness of DC PCSB approval of Friendship PCS as well as the timeliness of closure actions by the Eagle Board of Trustees.

Our strategies to address these challenges include:

- Ensuring frequent and regular communications with all stakeholders, including families and team members.

¹ The significant strain of the occupancy costs is noted in the DCPCSB's Financial Corrective Action Plan (FCAP) for Eagle PCS, which notes "To increase the school's sustainability, the school is required to decrease occupancy expenses, net of rental income, as a percentage of facilities allowance below 200% by FY 2026." [Link](#)

- Putting in place a team of experienced, successful Friendship leaders paired with trusted Eagle stakeholders to address families' questions and needs as well as staff members'.
- Leveraging financial experts to assess and build a sustainable short and long term budget that assures key financial metrics are met while providing enough resources to support quality programming.
- Working closely with Eagle debtholders and lessors to reach the best and fairest financial terms possible.
- Building Friendship's consolidated financials with enrollment numbers that, while significantly short of Eagle's ceiling, support high quality programs and sustainability, align to sector planning trends and do not rely on drawing students from surrounding schools.
- Leveraging Friendship's school opening team to quickly establish necessary contractual and other relationships needed to open school on time with expected materials, staff and programming.

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

Under the DC PCSB ASPIRE framework, using simulated SY2022-23 performance information provided by the DC PCSB, Friendship primary (PK-3) campuses all score Level 1 and Level 2 fully meeting the performance criteria. The proposed expansion to include the Eagle Campuses are for the same primary (PK-3) grade spans. As an LEA, Friendship met the majority of the performance criteria outlined in the ECI policy. With respect to PARCC achievement criteria, for SY 2022-23 our LEA performance on PARCC strongly outperformed the citywide averages for economically disadvantaged students in all elementary/middle school grades for ELA and four out of six elementary/middle grades in math.

Moreover, DC PCSB completed its 25-year review of Friendship's charter in June 2023, determined we met our goals and academic achievement expectations, and voted to continue our charter without conditions. For SY 2018-19, the majority of Friendship campuses ranked Tier 1 on the DCPCSB framework with six campuses out of the 11 eligible to receive a PMF score and tier, achieving Tier 1 status. Friendship campuses had an average PMF score of 66% and no campus earned a PMF score below 45%. In addition, several campuses ranked in the Top 10 for charter elementary and middle schools PMF performance, and one high school campus ranked in the Top 3 for charter high schools PMF performance. This is significant due to the higher proportion of Friendship students classified as at-risk (economically disadvantaged) compared to other Tier 1 schools, with 60% of Friendship students deemed at-risk (economically disadvantaged) versus 40% of other charters ranked Tier 1.

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?

According to information from the [DC Office of Planning Data](#) located in the *Sector Planning Supplement*, the forecast for citywide single age populations will continue to grow by 1,853 for compulsory age children through 2035.

Population by Single Age Citywide					
Age	2020	2025	2030	2035	Growth
3	8289	7771	7862	7743	-546
4	8265	8199	7989	7834	-431
5	8040	7883	8014	8068	28
6	7597	7932	7765	8058	461
7	7503	7985	7728	7836	333
8	7354	7774	7401	7709	355
9	6986	7376	7677	7721	735
10	6551	7371	7204	7469	918
Total	60585	62291	61640	62438	1853

Eagle Capitol Riverfront is located in Cluster 9 and Eagle Congress Heights is located in Cluster 39. Using the Population Forecast by Age Group 3-10 and by Neighborhood Cluster, growth is projected for both clusters. The growth in Cluster 9 will support the Capitol Riverfront Campus as it looks to maximize capacity with a total enrollment of approximately 162 Prek3 - 3rd Grade Scholars.

Population Forecast by Age Group (3-10) by Neighborhood Cluster					
	2020	2025	2030	2035	Growth
Cluster 9	708	769	884	1099	391
Cluster 39	4688	4810	4794	4783	95
Total	5396	5579	5678	5882	486

Delving deeper in the Eagle Capitol Riverfront Campus, Cluster 9, all age ranges for this campus will continue to grow through 2035 allowing the campus to stabilize in tandem within the current grade configuration, Prek3 - 3rd.

Population Forecast by Single Age Groups by Neighborhood Cluster 9					
Age	2020	2025	2030	2035	Growth
3	106	106	122	143	37
4	106	109	122	149	43
5	78	81	95	120	42
6	83	92	103	132	49
7	81	92	103	128	47
8	88	97	106	132	44
Total	542	577	651	804	262

The Eagle Congress Heights Campus is in Cluster 39. Based on the population forecast below, children in age groups 6 - 10 will continue to increase over time. Similarly, the two additional grade levels that will be added at the Congress Heights Campus, 4th and 5th, will see even more growth over the same time period mitigating any impact on the wider community.

Population Forecast by Single Age Groups by Neighborhood Cluster 39					
Age	2020	2025	2030	2035	Growth
3	575	535	547	532	-43
4	623	615	604	583	-40
5	628	613	627	622	-6
6	581	605	594	603	22
7	586	622	608	608	22
8	607	640	609	628	21
9	581	613	644	637	56
10	507	567	561	570	63
Total	4688	4810	4794	4783	95

- 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.**

Friendship is seeing a positive enrollment trend at our Ward 8 sites, housing Southeast ES, Southeast MS, and Tech Prep High School, demonstrating that there is additional demand for our schools nearest to Eagle's Congress Heights campus. This is particularly true for Southeast Middle School, which has a waitlist-to-seats offered ratio of 17.625 (141 waitlist to 8 seats offered) and modest growth in enrollment from SY 2018-19 to SY 2023-24 (increase of 9 students, from 317 to 326). This underscores our ability to expand Eagle's Congress Heights campus into middle school grades while maintaining our current enrollment at Southeast Middle School.

Overall, Friendship has a positive waitlist-to-seats offered ratio of 1.11 (1065 waitlist to 963 seats offered) and a positive enrollment trend from SY 2018-19 to SY 2023-24 (increase of 530 students, from 3981 to 4511). The tables below show these data by campus. It is important to observe that our overall waitlist-to-seats offered ratio is positive for our high schools (1.29: 442 vs 343) and our middle schools (2.62: 338 vs 129) while the ratio is below 1 for our elementary schools (0.57: 196 vs 344). Similarly, enrollment has increased from SY 2018-19 to SY 2023-24 for our high schools (+219: from 823 to 1042) and our Middle Schools (+263: from 1187 to 1450) while decreasing in our Elementary Schools (-158: from 1780 to 1622).

School	Grades	23-24 Seats Offered	23-24 Waitlist from Lottery	Difference	Waitlist to Seats Offered Ratio
Armstrong	ES	65	23	-42	0.35
Armstrong	MS	25	29	4	1.16
Blow Pierce	ES	56	30	-26	0.54
Blow Pierce	MS	32	39	7	1.22
Chamberlain	ES	55	38	-17	0.69
Chamberlain	MS	25	52	27	2.08
Collegiate	HS	301	263	-38	0.87
Ideal	ES	46	11	-35	0.24
Ideal	MS	15	23	8	1.53
Online	ES/MS	147	89	-58	0.61
Southeast	ES	75	80	5	1.07
Southeast	MS	8	141	133	17.63
Tech Prep	HS	42	179	137	4.26
Woodridge	ES	47	14	-33	0.30
Woodridge	MS	24	54	30	2.25
FPCS		963	1065	102	1.11
ES (excluding Online)		344	196	-148	0.57
MS (excluding Online)		129	338	209	2.62
HS		343	442	99	1.29

School	Grades	2018-19	2023-24	Diff from 18-19
Armstrong	ES	321	245	-76
Armstrong	MS	80	198	118
Blow Pierce	ES	395	273	-122
Blow Pierce	MS	249	237	-12
Chamberlain	ES	368	274	-94
Chamberlain	MS	314	303	-11
Collegiate	HS	553	715	162
Ideal	ES		218	218
Ideal	MS		172	172
Online	ES/MS	191	397	206
Southeast	ES	411	368	-43
Southeast	MS	317	326	9
Tech Prep	HS	270	327	57
Woodridge	ES	285	244	-41
Woodridge	MS	227	214	-13
FPCS		3981	4511	530
ES (excluding Online)		1780	1622	-158
MS (excluding Online)		1187	1450	263
HS		823	1042	219

5. Describe how the school has engaged its internal community in its decision to expand and operate a new facility. Submit documentation of the school's communications with its staff and families or adult students regarding the proposed expansion. Identify the internal community's concerns and how the school is responding to their needs.

Friendship values transparency and meaningful collaboration with all stakeholders, especially staff and families, and is eagerly incorporating feedback into our plans. Friendship is committed to providing stability and consistency to the Eagle community. Eagle has informed school leadership and staff and is issuing a notification and invitations to parents to engage with Friendship via a series of virtual and in-person meetings. As we know from our engagement with existing Friendship families, email blasts, phone calls, and text messages are not enough. We are bringing our message and our invitations directly to Eagle families - meeting them where they are. We are attending Eagle's summer programming, engaging parents in conversation during pickup and drop-off, and will canvass door-to-door to reach critical mass, if needed. Friendship has spent considerable time at the proposed locations and will be onsite in the weeks ahead to engage with staff and families to learn firsthand their hopes and dreams and key priorities for academic and social programming at Eagle.

As of Eagle's board of trustees vote on Thursday, July 18, 2024 to pursue an asset acquisition with Friendship PCS, we have initiated the following:

- Announcement to Friendship Community Office staff, Friendship PCS school leaders, and other Friendship Stakeholders (Friday, July 19, 2024).
- Meet and Greet/Q&A with staff (Tuesday, July 23, 2024).
- Meet and Greet/Q&A with staff (Wednesday, July 24, 2024).
- Meet and Greet/Q&A with families (Wednesday, July 24, 2024).
- Participated in Eagle's Field Day with their families and other Friendship stakeholders (Friday, July 26, 2024).
- Conducted onsite office hours for staff and families (scheduled starting week of July 22, 2024).

As part of our engagement, we have collected information on community concerns with the following identified as key priorities for the community: staff hiring, availability of staff benefits, financial stability, playground space (Capitol Riverfront specifically), re-establishing the swim program, availability of before/after care, honoring the Eagle culture, expanding grades, and history going forward and preserving Eagle's founder legacy and founding story. We are responding to these needs by providing a specific timeline for hiring, providing benefits comparisons, engaging with the Capitol Riverfront lessor to secure outside play space, engaging

with founding teachers and team members to document “Eagle Essentials” and culture expectations, retaining independent financial advisors to review financials and document viability with consolidated financials that meet or exceed required metrics.

6. Describe how the school has engaged the surrounding external community. Submit documentation of communications with neighbors, Advisory Neighborhood Commission (ANC) Commissioners, Councilmembers, and other community groups, notifying them of the school’s plans to expand and operate a new facility.

The Friendship Board of Trustees approved a resolution authorizing Friendship to pursue an asset acquisition with Eagle during a public meeting on July 12, 2024. The Eagle Board of Trustees approved a similar resolution during a public meeting on July 18, 2024. With this formal approval of both boards to pursue an asset acquisition, internal and external communications and engagement has begun.

- Communications with ANC members including emails and phone calls (see attached for copies of email communications and call logs)
- Communications with Councilmembers (see attached documentation)
- Communications with other community groups

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

Friendship’s CEO and its Chief of External Affairs have provided preliminary updates to the Chairpersons and SMDs of both ANC 8C and ANC 6D, the Deputy Mayor for Education, and appropriate staff in the Chairman’s office. Emails were provided to the SMDs where the proposed campuses are located (ANC 6D08 and 8C07) as well as to the chairs of ANC 6D and 8C, with the following language:

Friendship always strives to be a good neighbor and a genuine community partner. We recognize the benefit and importance of collaboration with our local ANCs. We’d like the opportunity to share our plan for integrating Eagle into our network, to hear your feedback on our plans, and to answer any questions you may have. With this in mind, I am writing to ask for the opportunity to present at your next ANC meeting.

In addition, we have initiated outreach to the offices of Councilmembers Trayon White and Charles Allen, and to State Board of Education members, Dr. Carlene Reid and Brandon Best. We will share updates with ward education councils during upcoming meetings.

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

To date, there have been no concerns expressed about the proposed asset acquisition and integration.

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

Friendship is a strong organizational performer in academics, compliance and finance and fully met eight of the 10 indicators. The student group achievement rate and re-enrollment rate indicators were substantially and partially met, respectively.

Since the pandemic, Friendship's academic performance is on an upward trajectory increasing its PARCC performance in ELA and math from SY 2021-22 to SY 2022-23. For SY2022-23, compared to the city and charter sector, Friendship had three times the growth in ELA for economically disadvantaged and for African American student groups and nearly two times the growth in math. Performance improved across all student groups in math at the LEA level in achievement and/or growth, and we must focus our efforts to improve the outcomes for our Hispanic/Latino students and students with disabilities in English language arts.

The tremendous growth achieved in ELA is due to the implementation of our ELA curricula and the focus on the Science of Reading. We invest heavily in the professional development of our teachers for literacy and ELA and have made investments in math for the SY 2024-25 school year by enhancing our math curriculum and implementing additional resources for math instruction.

Our re-enrollment rate has averaged 85% over the last three years and expect that to improve as we give parents what they want, increased access to higher level courses at the middle school level and providing students with diverse and innovative learning experiences and opportunities.

8. 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.

Friendship PCS has a longstanding history of strong financial performance, clean audits and exemplary accounting practices. We finish each year with a balanced budget, all financial metrics met and fully funded bond-required

reserves. Friendship's board is fiscally conservative and expects expenses related to the core operation of the school are in keeping with per pupil revenue from school operations. In short, we *"live within our means" and work hard to efficiently utilize per pupil dollars in ways that maximize our school programs.*

The five year-budget, supports the following financial objectives:

1. Directing maximum funds to campuses aligned to the student enrollment, level of need and specialized programs.
2. Appropriately supporting staff quality and retention with commensurate salaries and benefits.
3. Adequately covering all facilities and related expenses including maintenance and other operating costs.
4. Meeting bond-required reserve obligations and financial metrics.

Please see [Friendship's Five-Year Operating Budget](#).

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

Friendship has 27 years of strong financial management which includes planning for and addressing contingencies. We have built our budgets as well as our short and long term plans to give the flexibility needed.

Our contingency plans for financial variations are detailed below.

1. Per-Pupil Funding Contingencies (lower than expected revenue):

- Reserve Funds: Friendship maintains an operating reserve fund to buffer against fluctuations in per-pupil funding. This reserve will be strategically allocated to cover essential operating expenses without compromising the quality of education.
- Cost Optimization: We are constantly seeking to implement cost-saving measures and operational efficiencies that reduce expenses while preserving our core educational mission. This includes optimizing resource utilization and renegotiating vendor contracts.
- Alternative Revenue Streams: We will pursue alternative revenue streams such as grants, partnerships, and program-specific funding to supplement per-pupil funding.

2. Higher Outlays Contingencies (higher than expected expenses):

- Expenditure Review: Part of our internal process is a review of expenditures to identify and eliminate non-essential spending and prioritize spending that directly impacts student outcomes and well-being.
- Budget Adjustments: We adjust the budget to reallocate funds from less critical areas to cover unexpected higher outlays. This approach provides financial stability while preserving educational quality.
- Em: Friendship establishes an emergency fund specifically earmarked for unexpected high expenses. This fund provides immediate financial relief, allowing the school to address urgent needs promptly.

3. Planned Fundraising Efforts:

- Friendship's strategic plan includes diversifying revenue through fundraising. We have partnered with FundEd Solutions to assist with these efforts.

4. Cash Flow Management:

- Cash Flow Projections: We utilize detailed cash flow projections to anticipate and plan for financial needs throughout the year. Friendship's finance team regularly updates these projections based on actual financial performance.
- Timely Collections: Execute timely collection of receivables, including local grants and any other expected revenues. Friendship's largest receivables are typically related to entitlement grants through OSSE and we've developed internal processes to ensure timely submissions and documentation to reduce reimbursement time.
- Expenditure Scheduling: To the extent possible, we schedule major expenditures strategically to align with periods of higher cash inflows. Through this approach, we maintain a positive cash flow balance throughout the fiscal year.

By implementing these contingency plans, planned fundraising efforts, and cash flow management strategies, we will ensure the financial stability and continuous, high-quality operation of the expanded school.

ENROLLMENT CEILING INCREASE

Schools seeking an ECI must also complete this section.

10. Describe the school's current and proposed enrollment matrices. Complete the proposed enrollment matrix below.

Proposed Enrollment Schedule								
	SY 2023-24	SY 2024 – 25	SY 2025 – 26	SY 2026 – 27	SY 2027 – 28	SY 2028 – 29	SY 2029-30	SY 2030-31
PK-3	220	243	256	270	288	309	331	354
PK-4	239	312	254	268	287	308	331	354
K	291	336	322	262	285	307	326	346
1	326	362	345	328	278	306	327	346
2	350	398	372	352	345	307	327	346
3	329	408	407	380	369	358	328	346
4	324	336	397	400	376	350	344	323
5	345	324	344	404	419	394	370	363
6	355	361	332	351	381	393	347	333
7	347	355	370	339	365	400	408	365
8	343	327	364	377	352	384	416	429
9	326	334	335	373	393	370	399	438
10	244	306	342	344	373	412	385	420
11	263	246	314	351	344	392	430	406
12	209	250	251	321	365	361	409	454
Total	4511	4898	5005	5119	5218	5349	5477	5623

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

Friendship Public Charter School's staffing plan for the proposed expansion includes academic staff, non-academic, special education and EL staff, and mission-specific staff required for the ECI.

If approved, Friendship PCS would replicate its existing elementary school structure at the Eagle sites, which have proven academically successful. We would implement our academic curricula and support programming (human, academic, and non-academic resources) as we do with all existing campuses. The staffing model would be the same as other campuses with extra support provided based on the needs of the student population and our assessment of current staff needs for professional development and support.

As with all of our campuses, we will hire, develop and retain the most qualified individuals as leaders and teachers through our recruitment and training efforts which are currently underway. All principals and academy directors go through the Relay Graduate School program to hone their educational leadership skills and to prepare for the next leadership opportunity either as a school leader and/or Community Office instructional leader. They are also supported by a principal supervisor, leadership mentor and cohort-based activities. As a result, there is significant support for leadership staff at the new campuses.

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

Friendship PCS will attract and retain high-quality staff as Friendship is an employer of choice within the District of Columbia and locally known as one of the best places to work and learn. With our long successful history of educating students for more than 25+ years, we have also employed over 7,000 people since our inception.

At Friendship our team members can expect a friendly and collaborative work environment, work life sustainability, support in career development, recognition for exceptional individual performance, and coaching/mentorship from experience and highly skilled leaders.

We value our team members' feedback and voices. We are dedicated to improving with the help of team member feedback. Through our fall engagement survey and spring pulse check survey, team members share their thoughts on the practices and conditions at Friendship that support our mission. Team member voice is critical in

helping leaders better understand what is working well and what can be improved. Also, each year our CEO goes on a listening tour of all campus communities, further digging into the trends of the engagement survey and team member sentiment.

We benchmark our compensation and benefits package on a yearly basis. Friendship's investment in staff goes beyond a competitive salary to include comprehensive benefits, restorative Paid Time Off (PTO), and formal career development support. Our benefits for full-time staff include health (3 options), vision, dental, disability and life insurance, commuter, and flex-spending benefits. We match up to 4% of a staff member's contribution to our 403(b)-retirement program. Staff recognition programs include: Educational/Lifelong Learner, Staff Longevity, School Performance, Teacher of the Year (TOY) and CEO Choice Award.

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

Friendship will continue to follow its current formula for student-teacher ratios based on the grade level served. Regardless of enrollment, the following ratios will serve as a baseline for all staffing decisions.

School Leadership	
School Principal	1 per site
Academy Director	1 per 300 students
Instructional Specialist ELA	1 per site
Instructional Specialist Math	1 per site
Special Education Coordinator	1 per site

Student Support	
School Counselor	1 per site
Pathways Coordinator	1 per site
SSST Coordinator	1 per site

Classroom Teacher	
Grades	Teacher to Student Ratio
PK3 - PK4	1 teacher: 17 students

K	1 teacher: 20 students
1 - 5	1 teacher: 25
SPED Teacher Level 1	1 SPED teacher: 15 students with disabilities
SPED Teacher Level 2	1 SPED teacher: 12 students with disabilities
SPED Teacher Level 3	1 SPED teacher: 8 students with disabilities
SPED Teacher Level 4	1 SPED teacher: 5 students with disabilities
SPED Support/Aide	1 per 2 level 4 students with disabilities
English Learner	Allocation is determined by level of proficiency and Community Office recommendation
Special Subject Teachers <ul style="list-style-type: none"> - Health & PE - World Language - Art - Music - Innovation Space Facilitator 	1 per site

c. What impact will the campus 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.

Each campus will have a school leader consistent with Friendship's current organizational structure. Supporting each campus leader is a Head of School who has a portfolio of campuses for whom they support and who reports to Friendship's Chief Academic Officer.

FACILITY

12. 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.
- ☐ 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.)

13. 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
Friendship PCS - Armstrong	Friendship Armstrong Elementary; PK3-3	111 O Street NW
	Friendship Armstrong Middle; 4-8	
Friendship PCS - Blow Pierce	Friendship Blow Pierce Elementary; PK3-3	725 19 th Street NE
	Friendship Blow Pierce Middle; 4-8	
Friendship PCS - Chamberlain	Friendship Chamberlain Elementary; PK3-3	1345 Potomac Avenue SE
	Friendship Chamberlain Middle; 4-8	
Friendship PCS - Collegiate Academy	Friendship Collegiate Academy; 9-12	4095 Minnesota Avenue NE
Friendship PCS - Ideal	Friendship Ideal Elementary; PK3-3	6130 North Capitol Street NW 6200 Kansas Avenue NE
	Friendship Ideal Middle; 4-8	

Friendship PCS - Online Academy	Friendship Online Academy; K-8	1351 Nicholson St. NW
Friendship PCS - Southeast Academy	Friendship Southeast Elementary; PK3-3	645 Milwaukee Place SE
	Friendship Southeast Middle; 4-8	
Friendship PCS - Technology Preparatory High (2010)	Friendship Technology Preparatory High; 9-12	2705 Martin Luther King Jr. Avenue SE
Friendship PCS - Woodridge International	Friendship Woodridge International Elementary; PK3-3	2959 Carlton Avenue NE
	Friendship Woodridge International Middle; 4-8	

14. 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
Congress Heights Campus	Friendship PCS - Eagle Heights PK3-5	3400 Wheeler Road SE
Capitol Riverfront Campus	Friendship PCS - Eagle Riverfront PK3-3	900 Half Street SW

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

On July 12, 2024, during a duly noticed meeting, the Friendship PCS Board of Trustees, discussed and approved the proposed changes.

16. 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?

Friendship will lease the proposed facilities.

17. 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?

The new locations will have a limited impact on current Friendship PCS students with such impact related to having additional sites for a transfer preference in the MySchoolDC lottery. Instead, the main impact is that (pending approval of the asset acquisition), current Eagle Academy students can continue in their original school homes without disruption less than four weeks from the start of the new school year. We will encourage and support student re-enrollment in the Friendship-Eagle campuses through robust engagement with families and school community members. This engagement includes daily onsite and in-community family activities, as well virtual support. While we don't anticipate transportation needs, in all acquisitions completed by Friendship PCS our standard is to continue any transportation previously provided by the former LEA.

18. 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.

Using standards in the *Public Education Facilities Master Plan for the District of Columbia*² of 114 (charter actual) to 150 (DCPS standard) square feet per elementary child, the maximum seats at the Congress Heights campus will be 520 and at Capitol Riverfront will be 162 students.

19. 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.

² Link page 16,
https://dme.dc.gov/sites/default/files/dc/sites/dme/publication/attachments/DC_Public_Education_FMP_Appendix_B-C.pdf

While no major renovations are required to either location to serve as a school or to be accessible for students with disabilities, minor renovations are required to be responsive to community need, fulfill promised programming and/or to improve quality. These renovations include installation of a play space at Eagle Capitol Riverfront, repair of a chiller (HVAC) for Eagle Congress Heights, pool maintenance and repair at Eagle Congress Heights, and several other minor repairs.

20. 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?

For both locations, the proposed facilities' neighborhoods are residential. The Congress Heights location is .6 mile from the Congress Heights Metro Station while Capitol Riverfront is .9 mile from Navy Yard Ballpark Metro. Both are served by metro buses. The Congress Heights location is located in an established denser residential neighborhood surrounded by both single family houses and multiple resident apartment complexes. The Capitol Riverfront location is in the Buzzard Point area. While midway between two major commercial sites – Nat's Park and Audi Field, the school itself is located on the bottom two floors of an apartment building and surrounded by several other multi-family apartment buildings. The school will add value to the proposed neighborhood by ensuring each facility continues in operation and thrives. Additionally, similar to other Friendship sites, the proposed facilities will have playgrounds, gardens, meeting space and other amenities available for community use.

21. 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?

The tables below list the public schools near each proposed new location. For both proposed campuses, the focus is on educating the whole child and preparing students for success in college and beyond. This focus on college preparation is similar to the other nearby schools listed in the tables below. We intend to serve the current students at Eagle Academy in grades PK-3 for SY2024-25 and in subsequent years, promoting students up in grades beyond 3rd. Since we are focused on serving current Eagle students and retaining those students across grades, we anticipate minimal impact on enrollment at neighboring schools.

Eagle Congress Heights Nearby Schools

There are seven public schools serving similar grades within one mile of Eagle Congress Heights. Of these seven schools, two are identified by OSSE as being among the eight lowest performing schools citywide (lowest performing five percent of all schools or “CSI low performing”) and one is identified by OSSE for consistently underperforming student groups (“ATSI”).

School	Grades	Distance	Achievement*
KIPP DC Pride	Pk3 – K	0.1 mile	DC Report Card: n/a **
KIPP DC Inspire	1 - 4	0.1 mile	CSI – Low Performing DC Report Card: 52.1%
Martin Luther King Jr. Elementary School	Pk3 - 5	0.5 mile	CSI – Low Performing DC Report Card: 48.6%
Achievement Prep	Pk3 - 6	0.6 mile	DC Report Card: 38.4%
Friendship Southeast ES	Pk3 - 3	0.7 mile	DC Report Card: 46.6%
Early Childhood Academy PCS	Pk3 - 3	0.8 mile	ATSI – Black/ African-American Students (Elementary School) DC Report Card: 28%
Center City: Congress Heights	Pk3 - 8	0.9 mile	DC Report Card: ES 23.7%; MS 37.7%

* 2022-2023 DC Report Card Score

** DC Report Card only reported 11 total points

Eagle Capitol Riverfront Nearby Schools

There are no other public schools within 1 mile of the Capitol Riverfront campus. Below we provide information on the schools that are within two miles.

School	Grades	Distance	Achievement*
Amidon-Bowen Elementary School	Pk3 - 5	1.3 miles	DC Report Card: 20.9%
Cedar Tree	Pk3 - 2	1.3 miles	DC Report Card: 78.2%
Van Ness Elementary School	Pk3 - 5	1.3 miles	DC Report Card: 26.8%
Excel Academy	Pk 3 - 8	1.7 miles	ATSI – Black/African-American Students (Elementary School) DC Report Card: ES 8.3%; MS 28.6%

* 2022-2023 DC Report Card Score



**Friendship Public
Charter School**
GRADES PRE-K3 TO 12

Friendship Public Charter School
1400 First Street, N.W.
Third Floor
Washington, D.C. 20001

July 29, 2024

D.C. Public Charter School Board
100 M Street, S.E.
Washington, D.C. 20003

Dear D.C. Public Charter School Board:

Thank you for the opportunity to submit a request to amend Friendship's charter to accommodate the adoption of Eagle Academy PCS, ensuring the uninterrupted and enhanced operations of Eagle's school sites for the benefit of DC schoolchildren. We do not take lightly this request or our responsibilities, should our application be approved. We firmly believe that all children deserve stability and nurturing as well as enduring relationships and places that play an important role in helping them enter the world with the strongest foundation possible.

Having both witnessed and participated in several acquisitions and having welcomed children and staff from closing schools, we have the firsthand experience of the cost borne by our young people and educators when they lose their school home. While the "human" cost of such a disruption is not part of your application, it is a part of our calculus and drives our swift effort to get this done with as little disruption to families, and the team members who have served them, as possible.

On the standards set forth for approval, we note:

- **Performance:** Friendship demonstrates Tier 1 performance on the PMF across its primary campuses and "exemplary" (Level 1) and "strong" (Level 2) performance in DCPCSB-produced simulations for ASPIRE for all primary campuses.
- **Sustainability:** Friendship has the continuing demand of existing Eagle Academy families supplemented with DME-produced trend data and Friendship waiting lists showing growing demand in the grades covered by our application.
- **Engagement:** Friendship engaged with community stakeholders to assess and respond to needs which included internal stakeholders prioritizing stability, respect for Eagle's mission and history, program improvement and facility updates; and external stakeholders prioritizing Eagle longevity, stability for families and minimizing impact on surrounding school communities.

We look forward to a public hearing to discuss our application and the opportunity to address any questions that you may have.

Thank you,

Patricia Brantley
CEO

MINUTES

Board of Trustees Special Meeting

Friday, July 12, 2024 – 1:30 PM

Zoom Meeting

Participating Board Members were: Donald L. Hense, Chair; Victor E. Long, Secretary; Patricia Brantley, Carol Thompson Cole, Unique Fullmore, Eric McKinley King, Deborah McGriff, Jeanette Mendes, and Anise Walker. A quorum was established with the majority of trustees present.

Staff Members in attendance were: Ken Cherry, Chief of Staff; Vielka Scott-Marcus, Chief Academic Officer; Catherine Sanwo, Chief Financial Officer; Kimberly Campbell, Senior Advisor; and Monique Miller, Director of Performance Reporting and Evaluation.

Guest in attendance was Chris Wienk of First Tryon Advisors.

Call to Order. The meeting was called to order by Donald L. Hense, Chair at 1:33 PM.

Board Action: On a motion by Eric McKinley King and second by Anise Walker, the board voted unanimously by roll call to go into closed session to discuss the potential asset acquisition of Eagle Academy Public Charter School. Vote 9-0 in favor.

Closed Session. During closed session, the board explored the feasibility of acquiring the assets of Eagle Academy Public Charter School, including mission alignment and operational and financial feasibility as well as next steps to pursue the potential opportunity, including charter authorizer approval and other due diligence.

Board Action: On a motion by Anise Walker and second by Eric McKinley King the board voted unanimously by roll call to approve staff to pursue an asset acquisition of Eagle Academy PCS and all associated charter amendments. Vote 9-0 in favor.

Board Action: On a motion by Anise Walker and second by Jeanette Mendes the board voted unanimously by roll call to close the executive session and return to the open meeting. Vote 9-0 in favor.

Public Meeting. Monique Miller reported for the public the vote taken by the Friendship PCS Board of Trustees during closed session.

Adjournment. On a motion by Victor Long and second by Eric McKinley King, the Board voted unanimously by roll call to adjourn the meeting at approximately 2:02 PM.

From: [John Glover](#)
To: [Ken Cherry](#); [Monique Miller](#)
Subject: FW: Friendship/Eagle Follow-up and Request to Present at Next ANC Meeting
Date: Wednesday, July 24, 2024 9:05:13 AM

Support documentation for PCSB amendment on Eagle (ANC outreach). 1 of 2

John Glover
Chief External Affairs Officer
Friendship Public Charter School
1400 First St. NW, Suite 300
Washington, DC 20001
m. 202.870.3163
o. 202.281.1700

Here is [my scheduling link](#) so we can avoid the back and forth of finding a time to meet.

From: John Glover <JGlover@friendshipschools.org>
Date: Wednesday, July 24, 2024 at 9:02 AM
To: "Adofu, Salim (SMD 8C07)" <8C07@anc.dc.gov>
Subject: Friendship/Eagle Follow-up and Request to Present at Next ANC Meeting

Dear Commissioner Adofu,

I am writing to provide you with a brief update on discussions between Friendship PCS and Eagle Academy PCS.

Friendship Public Charter School and Eagle Academy have both operated charter schools in the District for over twenty years and both have well-respected schools within ANC 8C.

On Wednesday, July 10, the Public Charter School Board discussed and approved a Financial Corrective Action Plan for Eagle Academy. A recording of this meeting is available [here](#).

As you will hear in the meeting discussion, the long-term financial sustainability of Eagle Academy is uncertain. As a result, in addition to its work with the PCSB, Eagle Academy began discussions with Friendship on a longevity plan that would ensure that the legacy of Eagle's Founder, Cassandra S. Pinkney, would continue in perpetuity. Friendship's Founder, Donald L. Hense, and Ms. Pinkney both have a long history of prioritizing access to a world-class education for all students in DC – especially in Ward 8. Students who have historically been furthest from opportunity are at the core of both Friendship's and Eagle's missions.

To this end, the Friendship Board of Trustees approved a resolution authorizing Friendship to pursue an asset acquisition with Eagle during a public meeting on July 12, 2024. The Eagle Board of Trustees approved a similar resolution during a public meeting on July 18, 2024. With these votes, both organizations are formally moving forward with a plan for Eagle Academy to join Friendship's network. Friendship would provide the stability and support needed to continue operations of

Eagle's school community, while preserving Eagle's legacy. Most important, it would ensure the stable school experience we all want for the children in our community.

Friendship always strives to be a good neighbor and a genuine community partner. We recognize the benefit and importance of collaboration with our local ANC's. We'd like the opportunity to share our plan for integrating Eagle into our network, to hear your feedback on our plans, and to answer any questions you may have. With this in mind, I am writing to ask for the opportunity to present at your next ANC meeting.

One last point of clarification, Friendship is not seeking to open a new school in ANC 8C. We simply plan to continue the operation of Eagle Academy in its current location as a part of our network. We do not expect operational changes that would create changes to traffic patterns, increased street parking, or other neighborhood disruptions.

Best,
John

John Glover
Chief External Affairs Officer
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1400 First St. NW, Suite 300
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From: [John Glover](#)
To: [Ken Cherry](#); [Monique Miller](#)
Subject: FW: Friendship/Eagle Follow-up and Request to Present at Upcoming ANC Meeting
Date: Wednesday, July 24, 2024 9:05:33 AM

Support documentation for PCSB amendment on Eagle (ANC outreach). 2 of 2

John Glover
Chief External Affairs Officer
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1400 First St. NW, Suite 300
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m. 202.870.3163
o. 202.281.1700

Here is [my scheduling link](#) so we can avoid the back and forth of finding a time to meet.

From: John Glover <JGlover@friendshipschools.org>
Date: Wednesday, July 24, 2024 at 9:04 AM
To: "6D08@anc.dc.gov" <6D08@anc.dc.gov>, "6D07@anc.dc.gov" <6D07@anc.dc.gov>
Subject: Friendship/Eagle Follow-up and Request to Present at Upcoming ANC Meeting

Dear Commissioners,

I hope this finds you well.

I am writing to follow up on my recent request to schedule a call with you and to provide you with a brief update on discussions between Friendship PCS and Eagle Academy PCS. Please let me know if you'd like to speak with me about the update I am providing, below.

Friendship Public Charter School and Eagle Academy have both operated charter schools in the District for over twenty years and both have well-respected schools in Ward 6 – with Eagle operating a school within ANC 6D.

On Wednesday, July 10, the Public Charter School Board discussed and approved a Financial Corrective Action Plan for Eagle Academy. A recording of this meeting is available [here](#).

As you will hear in the meeting discussion, the long-term financial sustainability of Eagle Academy is uncertain. As a result, in addition to its work with the PCSB, Eagle Academy began discussions with Friendship on a longevity plan that would ensure that the legacy of Eagle's Founder, Cassandra S. Pinkney, would continue in perpetuity. Friendship's Founder, Donald L. Hense, and Ms. Pinkney both have a long history of prioritizing access to a world-class education for all students in DC – especially in Ward 8. Students who have historically been furthest from opportunity are at the core of both Friendship's and Eagle's missions.

To this end, the Friendship Board of Trustees approved a resolution authorizing Friendship to pursue an asset acquisition with Eagle during a public meeting on July 12, 2024. The Eagle Board of Trustees approved a similar resolution during a public meeting on July 18, 2024. With these votes, both organizations are formally moving forward with a plan for Eagle Academy to join Friendship's network. Friendship would provide the stability and support needed to continue operations of Eagle's school community, while preserving Eagle's legacy. Most important, it would ensure the stable school experience we all want for the children in our community.

Friendship always strives to be a good neighbor and a genuine community partner. We recognize the benefit and importance of collaboration with our local ANCs. We'd like the opportunity to share our plan for integrating Eagle into our network, to hear your feedback on our plans, and to answer any questions you may have. With this in mind, I am writing to ask for the opportunity to present at your next ANC meeting. Additionally, I would be happy to connect with you both by phone or in person to answer questions or share additional information in advance of your next ANC meeting. As you can see from the timeline above, this has all come together rather quickly, and I regret that there hasn't been more time to discuss plans with you in advance of this message.

One last point of clarification, Friendship is not seeking to open a new school in ANC 8C. We simply plan to continue the operation of Eagle Academy in its current location as a part of our network. We do not expect operational changes that would create changes to traffic patterns, increased street parking, or other neighborhood disruptions.

Best,
John

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