

Section A2. **Program Replication***

*(with no changes to grades configuration or curriculum)

****ONLY complete this section if applying for a Program Replication of Grade Levels Served.**

DC PCSB will generally approve a campus replication amendment for LEAs that fit the following criteria:

- Have PMF scores of Tier 1 or its equivalent for each PMF related to the LEA for the majority of the past five years, including all existing campuses;
- Are financially viable with sufficient financial standing for the past three years; and
- Are in compliance with all applicable laws and PCSB policies.

1. How will the school ensure that the quality of the new campus will be the same as the quality of the existing campus(es)? How will you ensure that quality is maintained across all campuses over time? If the expansion is tied to a takeover or restart, please describe your plan to ensure quality. In your response include:
 - a. Anticipated changes that will be made to your organization structure, including an updated organizational chart.
 - b. Recruitment and staffing plans (including hiring timeline) for these vacancies, including the new principal/academic lead, counselors, and key support staff.
 - c. Professional development and other supports offered to staff at the new campus.

Friendship Armstrong Campus: Program Replication of Grades Served & Campus Reconfiguration

Friendship Armstrong operates as a PK3 – 5th grade campus and would be reconfigured to two campuses serving students PK3 – 3rd and 4th – 8th. This reconfiguration replicates the current structure of our other Friendship elementary and middle campuses that have proven academically successful. It also would stabilize our school culture and student enrollment by supporting our re-enrollment efforts and allowing families to stay with us instead of withdrawing younger siblings to keep the children together at another PK3-8th grade school. Our PARCC data show that middle school students who have been at Friendship longer demonstrate greater academic achievement.

The staffing model would be the same as other Friendship PK3 – 3rd and 4th – 8th campuses with staff in instructional leadership positions who have served in and supported Friendship Tier 1 campuses with PK3 - 3rd and 4th through 8th grade configurations. Given the historical knowledge of Friendship and the growth these professionals have experienced, the quality of Armstrong's program will be enhanced. The current Principal would serve as the Head of School for both campuses and as the lead for the middle school with the current Academy Director serving the elementary campus. The counselor, social worker, special education coordinator, instructional specialists in English language arts and mathematics would support both campuses as the campuses would be co-located.

The approach to support for teachers' and students' programmatic initiatives as well as professional development is consistent across all campuses. Prior

to the start of the school year, all school-based staff receive two weeks of professional development at the Community Office as well as at their site. Teachers, instructional specialists, and school leaders receive intensive standards training and all other staff receive training on best practices in their fields. There are instructional specialists at each campus that provide modeling and coaching to teachers to support the teaching and learning process.

Throughout the school year, Friendship PCS hosts early release Friday sessions that allow for three hours of professional development to support teaching and learning and that is differentiated by need. These are often designed and planned by Friendship PCS Content Directors and facilitated in conjunction with instructional specialists. Twice a year, there is a full-day of professional development for staff. In addition, staff can request to attend external PD sessions of their choice.

Friendship acquisition of Ideal Academy PCS: Program Replication of Grades Served & Additional Facility or New Location

If approved, Friendship PCS would replicate its existing elementary and middle school structures at the Ideal site, 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 supports 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 are significant supports for leadership staff at the new campuses.

As previously mentioned, all staff participate in Friendship Standards Institute prior to the beginning of the new school year that focuses on unpacking standards to ensure teachers clearly understand what students must know and be able to do in alignment with our curricular programs. We intend to start professional development and other training opportunities in the spring and will continue these throughout the year to support teachers based on their needs.

Goals and Students Academic Achievement Expectations

Friendship PCS has adopted the PMF as its goals for all campuses; however, our aim is higher and that is to get all of our students to and through college. To this end, our focus is to ensure that all students are college ready. The aforementioned approaches to supporting the teaching and learning of staff and students has yielded improved results on internal and external

assessments and outcomes on the PMF. All of Friendship’s PK3 - 3rd grade elementary campuses are Tier 1 with some of the highest CLASS scores for early childhood among all charter schools in the District of Columbia. All of our 4th - 8th grade middle campuses are or have been designated as Tier 1 multiple times in the last five years. The Friendship Technology Preparatory High School achieved Tier 1 status for 2018 and had some of the highest gains across multiple categories over the prior year. Friendship will continue to strive to improve outcomes for our students and ensure they are prepared for any post-secondary option of their choice.

Please see attached organizational chart and hiring timeline.

- How many students will be served at the new campus and what is your timeline for expansion? NOTE: If the replication will require an amendment to your enrollment ceiling, you also must complete the *Section A1: Enrollment Ceiling Increase* template.

At full capacity, Friendship Armstrong Elementary will serve 332 students in grades PK3 – 3rd and Friendship Armstrong Middle will serve 241 students in grades 4th – 8th.

Friendship Armstrong Elementary will start with all of its grades (PK3 – 3rd) in year one (SY 2019-20). Friendship Armstrong Middle would add a grade each year starting SY 2019-20 with 123 students in 4th - 6th grades.

The new Friendship PCS Ideal campus will serve 288 students in grades PK3 – 3rd and 4th – 8th at the North Capitol location beginning SY 2019-20 and at capacity serve 330 students.

Please include a completed enrollment matrix* with your charter amendment application. Click [here](#) for enrollment matrix template.

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

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

Friendship Armstrong Elementary and Middle

Armstrong	Academic Year 2019-20	Academic Year 2020-21	Academic Year 2021-22	Academic Year 2022-23
Grade Levels	Projected	Projected	Projected	Projected
PK-3	48	48	48	48
PK-4	54	54	54	54

Kindergarten	62	62	62	62
Grade 1	56	56	56	56
Grade 2	40	56	56	56
Grade 3	56	40	56	56
Total	316	316	332	332
Grade 4	44	56	50	56
Grade 5	35	44	56	50
Grade 6	44	35	44	56
Grade 7		44	35	44
Grade 8			44	35
Total	123	179	229	241
Grade 9				
Grade 10				
Grade 11				
Grade 12				
Total	439	495	561	573
LEA Total				
# Campuses*	16	15	15	15

Friendship PCS - New Campuses

	Academic Year 2019-20	Academic Year 2020-21	Academic Year 2021-22	Academic Year 2022-23	Academic Year 2023-24
Grade Levels	Projected	Projected	Projected	Projected	Projected
PK-3	36	36	36	36	36
PK-4	36	36	36	36	36
Kindergarten	34	34	34	34	34
Grade 1	26	32	32	34	34
Grade 2	22	26	32	32	34
Grade 3	22	22	26	32	32
Total	176	186	196	204	206
Grade 4	22	22	22	26	32
Grade 5	24	22	22	22	26
Grade 6	18	24	22	22	22
Grade 7	25	18	24	22	22
Grade 8	23	25	18	24	22
Total	112	111	108	116	124
Grade 9					

Grade 10					
Grade 11					
Grade 12					
Total	288	297	304	320	330
LEA Total					
# Campuses*					

3. In addition to providing a [5-year Operating Budget](#), please answer the following questions regarding the financial impact of the proposed new campus:
- How much does the proposed new campus cost, and how many students will be served at the new site?

The new Armstrong Elementary and Armstrong Middle campuses will cost \$8.85 million growing to \$12.03 million after five years. At full enrollment, the Armstrong Elementary campus would serve 332 students and the Middle campus would serve 241 students.

The new Friendship Ideal campus will cost \$5.76 million growing to \$6.95 million after five years. At full enrollment, the new Friendship Ideal Elementary campus would serve 206 students and the Middle campus would serve 124 students.

In addition, while Friendship owns the site that will house the existing Armstrong Elementary campus and the new Armstrong Middle school campus, additional costs will be associated with building out space aligned to middle school programming (labs, arts studio, makerspace; est. at \$500k).

The projected acquisition cost for the Friendship Ideal campus is \$9 million plus an estimated \$500k to address immediate deferred maintenance and critical repairs.

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

The per pupil cost for Armstrong Elementary and Armstrong Middle is \$20,157, which is \$121 less than the per pupil allowance that includes at-risk funding, facilities allowance, and federal entitlements.

For the new campuses at the Ideal site, the per pupil cost is \$20,013 which is approximately \$147 less than the per pupil allowance that includes at-risk funding, facilities allowance, and federal entitlements.

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

Based on our past experience and information on Ideal's facilities costs, we have budgeted spending 100% of the facilities allowance.

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

No additional sources of funding are needed based on the proposed budget. The revenue as stated in the budget covers all expenses based on projected enrollment.

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

Friendship is a multi-campus LEA and therefore has some flexibility in reallocating resources when necessary to address any revenue shortfall.

For Friendship Armstrong Middle, the largest expense will be driven by the hiring of new personnel and in direct student costs. Since Friendship Armstrong Middle will mirror our other schools, curriculum resources will be shared. If fewer students are enrolled, Friendship will adjust the budget in a way that does not jeopardize the quality of the educational program or the supports necessary to meet students' needs.

For the Ideal site, Friendship will promise a seat for all current students and their siblings for SY 2019-20. Moreover, Friendship will continue to utilize marketing, school open houses, and parent information sessions as part of an enrollment campaign. If enrollment becomes lower than anticipated, Friendship will adjust the budget in a way that does not jeopardize the quality of the educational program or the supports necessary to meet students' needs.

Note: *If you have identified a new location, please also complete [Section C1: New Location](#) and submit with this request. If not, please note that you must submit Section C1 when a new location has been identified. Please note that another public hearing will be held once a location has been found.*