

DISTRICT OF COLUMBIA PUBLIC CHARTER SCHOOL BOARD

Charter and/or Charter Agreement Amendment Application

Part I: General Information

SUBMITTED BY: Terry Golden, Board Chair

SUBJECT: Charter Amendment Request for Enrollment Ceiling Increase

SUBMISSION DATE: January 27, 2017

SCHOOL BACKGROUND

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

Overview of School Performance

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

a) Campus name(s) and location(s):

- i. Hamilton Facility
 - 1. KIPP College Preparatory – Grades 9th-12th (2009)
- ii. Benning Facility
 - 1. LEAP Academy – Grades PK3-PK4 (2007)
 - 2. Promise Academy – Grades K-4th (2009)
 - 3. KEY Academy – 5th-8th (2001)
- iii. Douglass Facility
 - 1. Discover Academy – PK3-K (2009)
 - 2. Heights Academy – 1st-4th (2011)
 - 3. AIM Academy – 5th-8th (2005)
- iv. Shaw Facility
 - 1. GROW Academy – PK3-K (2010)
 - 2. Lead Academy – 1st-4th (2012)
 - 3. WILL Academy – 5th-8th (2006)
- v. Webb Facility
 - 1. Connect Academy – PK3-K (2013)
 - 2. Spring Academy – 1st-4th (2013)
 - 3. Northeast Academy – 5th-8th (2014)
- vi. Smilow Facility
 - 1. Arts and Technology Academy – PK3-K (2014)
 - 2. Quest Academy – 1st-4th (2014)
 - 3. Valor Academy – 5th-8th (2014)

b) Year opened: See above.

- c) **Grade levels served (Currently and at maturation of charter agreement, if applicable):** See above.
- d) **Date that charter will be eligible for possible renewal:** Renewed on July 1, 2016; up for renewal on June 30, 2031.

2. Please select the performance indicators below that describe the school's current performance: (Mark all that apply)

Currently rated Tier 1, or met at least 2/3 targets on the most recent Accountability Plan, ED, or Adult PMF.*

- √ School is not currently under corrective action.
- √ Has historically met enrollment projections w/in 80% of target.
- √ School has been in operation for 3+ years
- √ School is currently accredited.¹

* If the school has multiple campuses or varying PMFs, please describe the academic performance of each campus here: Please see Part II, Section F(3).

PROPOSAL

KIPP DC submits to the DC Public Charter School Board this application to amend its charter agreement by changing the item(s) selected above. If approved, this amendment will be effective on _____, 2017.

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

We are asking for PCSB's approval to raise our overall enrollment ceiling by 2,970 students over the next nine years. In sum, this would increase our enrollment ceiling from its current total of 6,584 students to 9,554 students.

We are driven by three primary factors to make this request: First, the need for more high-quality seats in the District.² Second, our commitment to ensuring that our students can attend a college preparatory high school that will see them to and through college; a commitment we cannot meet without adding new high school seats. Third, our belief that we offer all students, no matter where they come from, unparalleled support and educational opportunities.

As demonstrated in **Attachment 1**, our enrollment ceiling increase request proposes three distinct stages of growth over the next five years:

1. 2018: PK3-8th Academy (New Cluster - Ward 7)

- **Requested Change:** In 2018-19, we seek to open our sixth PK3-8th grade facility, targeting Ward 7. This facility would serve 1,035 students at full capacity by the 2021-22 school year. We are exploring two potential sites for this facility: First, the vacant Winston Education

¹ Our accreditation is valid through 2019.

² See extensive discussion of relevant demand data in Section F(1).

Campus in Hillcrest, which we have long pursued and hope to be awarded through an RFO process. Second, the Nationals Youth Baseball Academy (“Nats YBA”), which owns over 8 acres in Fort Dupont Park and is enthusiastic about a partnership to build a one-of-a-kind facility where students would be offered a Common Core-aligned sports-based curriculum.

- **Rationale:** Both Winston Education Campus and the Nationals Youth Baseball Academy offer exceptional opportunities to serve Ward 7 and the surrounding community. Winston Education Campus has been vacant since 2012 and is being used for kitchen storage. If we were granted Winston, we would restore this historic facility to the high-performing community school it should be, and at the same time be a part of the neighborhood complex if or when DPR renovates and expands the offerings of the adjacent Hillcrest Recreation Center. Nats YBA currently operates year-round, out of school programs, using baseball and softball as vehicles to foster positive character development, academic achievement, and improve health for youth living in underserved communities in the District. Partnering with the Nats YBA would enable us to build upon Nats YBA’s already-extraordinary facilities and strong community relationships to create a state of the art sports-based academy. Notably, starting a cluster of schools at Winston and partnering with Nats YBA are by no means mutually exclusive, as we could also partner with Nats YBA to open a sports-based academy at Winston.
- **Planning:** With respect to Winston Education Campus, similar to other buildings in the District, we have asked architects to pull together renderings of a remodeled school and recreation space for the site. If the Office of the Deputy Mayor for Education were to release Winston, we are prepared to submit an offer including our programmatic approach, financial plan, and architectural renderings. With respect to the Nats YBA, we have spent significant time collaborating with this phenomenal organization. This collaboration has included meetings of two working groups: First, a programmatic working group, which is planning how to create a new school built around a rigorous academic model and a co-curricular, sport-based development philosophy. Second, an operations working group, which is evaluating various architectural plans and governance models.

2. 2019: Hillcrest High School (New School - Ward 7)

- **Requested Change:** In 2019-20, we seek to open a second high school on a 12-acre property that we have purchased in the Hillcrest neighborhood. This school will serve 900 students at full capacity by the 2024-25 school year.
- **Rationale:** We are committed to ensuring that our students—as well as middle schoolers from across the District—have access to a high-quality educational experience through their matriculation to college. Without a second high school, we cannot meet that commitment. Notably, our matriculation rates have been even higher than we expected, with 82% of KIPP DC middle schoolers matriculating to KIPP DC College Preparatory (“KCP”) last year, and 69% the year before that. Given the recent completion of KCP’s new campus and the increased number of eighth grade students graduating from KIPP DC middle schools, KCP is expected to be at capacity by the 2019-20 school year.
- **Planning:** We have purchased a property that allows for building a school by-right, engaged architects to provide renderings of potential high school designs, and received the Zoning

Administration's approval for our plans. The significant and sylvan acreage of our property allows us to build a school with tree-lined views and a dedicated road that provides families access to the school with minimal disruption to surrounding traffic patterns. We anticipate serving 9th graders as early as 2019-20, and expanding to serve 10th graders in 2020-21,

3. TBD: Turnaround/Merger/Acquisition (Existing Cluster - Ward TBD)

- **Requested Change:** We seek approval to add 1,035 students to our enrollment ceiling in order to open our seventh PK3-8th grade facility, ideally via a merger or turnaround of an existing charter, or by acquisition of a school site released by DCPS or another District public charter school. The timing of opening this facility is impossible to predict given the uncertainty of when a turnaround will be possible, or when a new school site is released. Our expectation is to open this final cluster in 2020-21, after we have opened the Sports Academy and Hillcrest High School, though we are receptive to merger or turnaround opportunities as early as 2018-19.
- **Rationale:** Given our prior turnaround success with Arts and Technology Academy ("ATA"), we hope to have an opportunity in the near future to use our turnaround experience with an existing but struggling charter. In the alternative, we remain optimistic that one of many vacant DCPS buildings will become available in the coming years, and will provide us with the opportunity to complete our growth plan if a turnaround opportunity does not present itself. This PK3-8th grade facility is also necessary to complete our feeder system for our second high school.
- **Planning:** We have had numerous talks with charter schools about potential turnarounds or mergers, and have had numerous meetings about acquiring vacated facilities, though no plan has solidified at this time.

Importantly, given the unique nature of this request, we propose that PCSB and KIPP DC have scheduled opportunities to reassess and reevaluate this growth plan as necessary. Specifically, KIPP DC proposes to give full reports to PCSB on the status of these enrollment increases at Year 1 (2019-20), Year 3 (2021-22), and Year 5 (2023-24). At each of those points, PCSB would have the option to withdraw its approval for further growth if at that time 2/3rds of our schools that have been in existence for over two years score below 65% on the PMF. Similarly, at each stage KIPP DC would have the opportunity to reconsider our growth expectations, recognizing that growth is contingent on numerous variables that are hard to predict, such as the availability of facilities and per pupil funding. Notably, though we seek approval for an enrollment ceiling increase that would account for our entire next phase of growth, any potential turnaround or acquisition would also depend on receiving PCSB's approval through the RFO process.

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

As nationally-aligned assessments have elucidated the performance gaps of many schools in our city's most educationally underserved communities, KIPP DC is compelled to take action to expand the number of high-quality seats to the thousands of students who seek a better option. More than 17,000 students attend schools in the District of Columbia with combined proficiency rates lower than 20% on the 2015-16 Math and ELA PARCC assessments. Of these students, more than half attend school in Wards 7 and 8, where KIPP DC has a 15-year history of academic achievement, and where we hope to further increase our impact.

Our proposal will expand the number of students for whom KIPP DC can help develop the knowledge, skills, and character necessary to become thoughtful, influential, and successful citizens in a competitive world. Once a student enrolls at KIPP DC, we make a promise to see them to and through college with our Tier 1 high school and our one-of-a-kind KIPP Through College alumni support program. Indeed, the data shows that students who finish 8th grade with KIPP DC are put on a new path to success:

- 94% go on to graduate from high school, compared with 61% district-wide.
- 74% enroll in college within 18 months, compared with 35% district-wide.
- 56% are on track to complete college within six years, compared with 8% district-wide.

We hold ourselves accountable for our students' college completion rates – a commitment that no other public school currently makes in the District of Columbia – all in support of our mission to empower students and increase their access to life opportunities.

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

KIPP DC's Board has consistently expressed enthusiasm for KIPP DC's five-year strategic plan, including the new cluster of schools described above. We report on our progress toward our five-year strategic plan goals at every board meeting, and have previously refinanced our Douglass Campus in order to ensure financial preparedness to support this growth plan. In addition, KIPP DC's Board approved the purchase of Hillcrest for the purpose of building a second high school on September 21, 2016. These minutes were previously submitted in accordance with PCSB's compliance requirements, and copies are attached for your convenience. **See Attachment 2.** We will seek approval from KIPP DC's Board for the specific growth plan described above at our next meeting on March 1, and will supplement our application with those minutes thereafter.

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

KIPP DC regularly engages both internal and external stakeholders about our ongoing and planned expansion. We have presented our growth plan to KIPP DC's Board of Trustees, school and headquarters leadership, and trusted external supporters, and many others, who provided significant feedback as well as risk analysis, which ultimately clarified and aligned our priorities. We have also informed parent advocates about our growth plans, and received positive feedback about the unique opportunities for expansion, particularly regarding the potential to expand our programmatic offerings and enhance student safety.

In addition, we have continued to engage with stakeholders in a variety of contexts about not only growth, but our successes and challenges more generally. For example, in September 2016, approximately 2,500 people attended our first KIPP DC: Team & Family Day at our KIPP College Preparatory Campus, which showcased for the community our new high school campus, our students' talents, and celebrated 15 years of academic excellence. In June 2016, KIPP DC teamed with KIPP DC parents and community partners to host a Peace Rally, to rally around our Benning Campus and voice our concerns over the nearby violence in the community.

In October 2016, KIPP DC again teamed with parents and community partners to host a follow-up Peace Jam with the same focus.

Part II: Specific Revision Requests

Section F. Charter Agreement Amendment-Enrollment Ceiling Increase

1. Explain the school's rationale for proposing to increase its student enrollment.

Please see our answer to Question 1 in Part I on Pages 2-4 for our facility-specific rationales for increasing our student enrollment.

KIPP DC anticipates a continued need for high-quality charter schools, particularly in Wards 7 and 8, where the need for high-performing schools is the most acute. Indeed, the 2015-16 PARCC outcomes for Wards 7 and 8 generally lagged behind those for the rest of the state in both Mathematics and English Language Arts, especially with respect to DCPS schools. By comparison, KIPP DC's Ward 7 and Ward 8 schools far outperformed their ward averages, and in many cases were on par with, if not exceeded, the PARCC averages for the other wards, including Wards 2, 3, and 4.

2. PCSB will review the school's enrollment trends over the past 3-5 years. What patterns are we likely to find? Is there any context you can provide to explain your current enrollment patterns?

- a. We will look at the school's enrollment ceiling(s), certificate of occupancy, waitlist/vacant seats, and re-enrollment rates by grade and subgroup.**
- b. We will review lost instructional-time due to out-of-school suspensions, expulsions, and mid-year withdrawals. We will also look at re-enrollment trends for students with infractions.**

a. Consistent Demand for KIPP DC Seats

In reviewing KIPP DC's enrollment trends over the past 3-5 years, PCSB will find unswerving demand for KIPP DC seats. Here are some key points to keep in mind when reviewing our current enrollment patterns:

- KIPP DC's overall re-enrollment rate is 89.6% of eligible students. KIPP DC's current waitlist exceeds 6,347 students, and each school is at capacity. See **Attachment 3** for a more detailed breakdown by school and grade levels.
- The current enrollment at each KIPP DC campus is well within the capacity of the respective campus building's certificate of occupancy.
- PCSB has granted each of KIPP DC's requests for an enrollment ceiling increase to date. Our preliminary audited enrollment for the 2016-2017 school year is 5,779, and our currently-approved enrollment ceiling for 2016-2017 is 5,925. As stated above, KIPP DC's overall approved enrollment ceiling is 6,584 through 2021. Thus, KIPP DC's proposed growth cannot be accomplished without a new enrollment ceiling increase.

b. Discipline and Re-enrollment

KIPP DC is an educational institution—one dedicated to being a public school in all senses. We seek to serve as many students as well as we can, no matter their background, and no matter whether they join us in PK3 or in 10th grade. In order to serve our students, one of our most important and fundamental obligations is to provide a safe and secure learning environment.

At the same time, KIPP DC is a collection of schools—schools that each have their own strengths and challenges. For example, our elementary schools' suspension rates decreased overall from 2014-15 to 2015-16, and are continuing to trend down for this current school year. Additionally, among our middle schools, Northeast Academy has shown a significantly lower suspension rate than middle schools across the District. Many of our other middle schools also currently have a lower suspension rate this year as compared with last year, though we recognize that the school year is only halfway through, and that the rates are not where we would want them to be. But, what the statistics about those schools fail to demonstrate is how KIPP DC's discipline philosophy has evolved. Here are just some of the new discipline-related trainings and strategies KIPP DC has deployed this year:

- **Partnering with InSite Solutions for Custom Mental Health Support**
 - In partnership with Georgetown University, we have invested in an onsite mental health support program, InSite Solutions, to provide the highest caliber of mental health services at our schools.
- **Piloting an Innovative Restorative Justice Program**
 - School Leaders at Northeast Academy, a middle school located in our Webb facility, spent part of their summers visiting schools across the country with effective social justice programs. This year, Northeast has piloted a restorative justice initiative, which is led by a dedicated Restorative Justice Coordinator.
- **Provide Supplemental Legal Training on Discipline-Related Topics**
 - Over the summer, KIPP DC's legal team provided extensive supplemental training on discipline-related topics including investigation best practices, due process considerations, and the appeals process.

With respect to re-enrollment trends for students with infractions, we have seen a significant increase in re-enrollment rates for students who received at least one out of school suspension the previous year.

3. ***PCSB will review the school's academic history by looking at the following: 1) All PMF and Accountability Plan results for the past three years, 2) The school's most recent charter review and any Qualitative Site Review (QSR) reports, and 3) Progress towards meeting goals as documents in your annual reports. What patterns are we likely to find? Is there any context you can provide to explain your academic history. Please include any additional information PCSB should review when considering your school's academic history.***

Throughout our 15-year history, KIPP DC has maintained a strong academic achievement record and has consistently exceeded district averages. Accordingly, PCSB's Board approved our application for 15-year renewal on November 16, 2015, and KIPP DC's Charter renewal on July 1, 2016. During the 2015-16 school year, PCSB concluded that KIPP DC met 9 of its 10 goals, and partially met the 10th goal (related to attendance rates).

KIPP DC operates 16 campuses, and 14 of those campuses received PMF tiers for the 2015-16 school year. Two campuses did not receive PMF tiers: LEAP Academy and Valor Academy. LEAP serves only pre-Kindergarten grades, and as a result, is on a PK-only PMF framework which is currently not tiered. Notably, while LEAP did not receive an official tier, it earned 76.1% of the PMF points last year, which would have easily qualified it as a Tier 1 campus. Valor was in its first year of operation last year, and thus also did not receive a score or tier per PCSB policies. While Valor experienced the expected growing pains of a new school around its academic outcomes, there were many important successes in student outcomes last year, such as having a 93% in-seat attendance rate. Also, on the annual KIPP Healthy Schools and Regions survey³, 89% of Valor parents stated that they were satisfied with the school; 89% were proud that their child attended KIPP; and 89% felt that the school was having a positive impact on their child's academic performance. Moreover, 100% of Valor's teachers stated that the school's mission was important to them, and 100% felt that the school leader demonstrated passion for KIPP's mission, vision, and values.

Of the 14 campuses that received official PMF tiers for the 2015-16 school year, 10 earned Tier 1 statuses: Arts and Technology Academy (85.4% PMF points earned), Connect Academy (91.9%), Discover Academy (89.2%), Grow Academy (75.8%), Heights Academy (71.4%), Promise Academy (90%), Quest Academy (71.2%), KEY Academy (65.5%), Northeast Academy (74.7%), and College Preparatory Academy (74.1%). As evidenced by their PMF scores and their academic outcomes on assessments such as the MAP and PARCC assessments, these campuses are among the best schools in Washington DC.

Four campuses earned Tier 2 statuses in 2015-16: Lead Academy (60.9%), Spring Academy (55.8%), AIM Academy (51.6%), and WILL Academy (55.3%). As we previously expressed at the October PCSB Board meeting, KIPP DC strongly believes that Lead Academy is one of the best elementary schools in Washington DC and that it deserves a Tier 1 status for 2015-16. Lead's PARCC achievement outcomes place it in the upper echelon of DC schools, with 64% of its students meeting or exceeding expectations in Mathematics and 41% in English Language Arts, which are very high numbers for the city and nationally. Lead's PARCC growth outcomes for its 4th grade led to its Tier 2 status, a metric that was given full weight in the PMF framework despite being the product of only one year of growth data due to the timing of Lead's expansion and addition of a 4th grade cohort in 2015-16. Our appeal based on this argument was ultimately denied, but comments from Board members throughout the appeal process indicated that the denial was based more on procedural considerations (the lateness of the requested changes to the PMF calculations) than on the content of the appeal and the substance of Lead's academic performance.

Spring Academy is also a growing school, and had only a 1st and 2nd grade in 2015-16. As a result, Spring did not participate in the PARCC assessment last year, and its PMF framework placed an 80% weight of the total PMF score on a single metric, growth on the MAP assessment. We believe that Spring's Tier 2 status is more a function of losing over 30 points for one data point than an indication of its overall quality. On the MAP assessment, Spring's students exited 2nd grade on average in the 61st percentile nationally in mathematics and the 48th percentile in reading. Spring now serves 1st through 4th grades in 2016-17, and with a PMF framework

³ KIPP DC measured the health and strength of our schools through surveys of critical stakeholder groups – families, students, teachers, staff, and school leaders – in the winter of 2015-16. The KIPP Foundation Healthy Schools & Regions (HSR) survey measured key outcomes associated with six essential questions: 1. Are we serving the children who need us? 2. Are our students staying with us? 3. Are KIPP students progressing and achieving academically? 4. Are KIPP alumni climbing the mountain to and through college? 5. Are we building a sustainable people model? 6. Are we building a sustainable financial model?

that incorporates a more normal spread of growth and achievement metrics using PARCC data, we expect Spring to be a Tier 1 campus this year.

AIM Academy also received a Tier 2 status. Even prior to receiving the school's PARCC outcomes and PMF results, KIPP DC implemented a strategy for 2016-17 that included revamping the administrative team with a new principal and vice principal, adding a dean of instruction to focus on literacy instruction at the school, and directing instructional and human capital resources to the school for this year and beyond.

WILL Academy also received a Tier 2 status. Similar to AIM Academy, KIPP DC has directed many resources to WILL Academy, and we anticipate stronger outcomes this year. Notably, on the MAP assessment, WILL students exited 8th grade on average in the 69th percentile nationally in mathematics and 62nd percentile nationally in reading, both significant increases over incoming 5th graders' performance at the beginning of the school year.

4. *PCSB will review the school's Financial Audit Reviews (FAR) and current financials to determine the fiscal health of the organization. How will the proposed amendment impact the school's finances? What are the anticipated expenses, and how will the school finance its own growth?*

KIPP DC has a strong history of outstanding financial management and stability. KIPP DC is the only charter school in the country with a BBB+ credit rating by Standard & Poor's, the highest awarded to any charter school in a non-enhanced state. A sample five-year operating budget is attached to this document highlighting our current footprint plus anticipated growth. **See Attachment 4.**

With the proposed growth, KIPP DC has raised \$10 million over the past year exclusively for future growth, and will need to raise approximately \$17 million more over the next seven years to support project equity and ramp up costs, and maintain cash on hand and debt service coverage ratios for the full organization.

5. *Will the proposed enrollment ceiling increase cause the school to exceed the maximum occupancy load detailed on the school's certificate of occupancy? If so, when and how will the school address this?*

Since this enrollment ceiling increase relates to new construction, this question is not applicable. (Note that the expansion of our Benning Facility would result in a related increase of that facility's certificate of occupancy.)

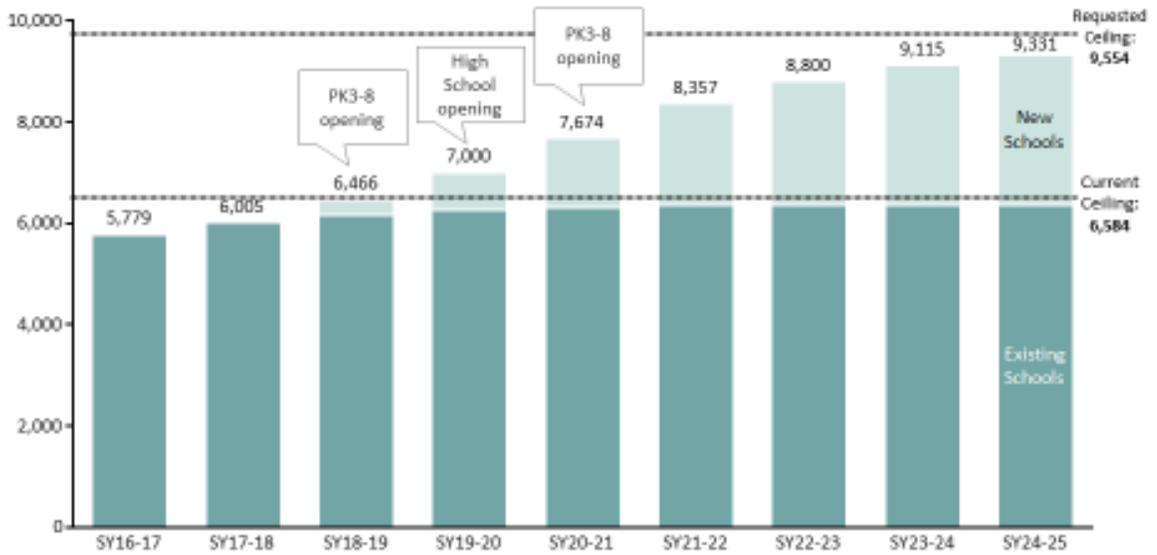
6. *Please include a completed enrollment matrix with your charter amendment application.*

Please see Enrollment Matrix, **Attachment 5.**

Attachment 1 KIPP DC LEA Enrollment Projections

KIPP DC Enrollment projections

Number of KIPP DC Students



Attachment 2
September 2015 Board Meeting Minutes



KIPP DC Board of Trustees Meeting Minutes
Wednesday, September 21, 2016; 4:00-6:00pm
KIPP DC Headquarters

Board Members: David Bradley, John Duff, Terry Golden, Hudson La Force, Carol Ludwig, Marty Rodgers, Susan Schaeffler, Alan Wurtzel; **New Members:** Briana Robinson, Reginald Workman

Quorum Present: Yes (8 before member appointments; 10 after member appointments)

KIPP DC Staff: Dane Anderson, Tom Clark, Katie Cole, Justin Ellis, Allison Fansler, Abigail Gifford, Ed Han, Joseph Hassine, Althea Holford, Stephanie Kapsis, Melissa Kim, Lauren Outlaw, Susan Schaeffler, Susan Toth

External: N/A

Fansler called the meeting to order at 4:00pm.

Welcome & Introductions – Allison Fansler

- Board members and staff introduced themselves

Board Business

Agenda – Allison Fansler

- Fansler went over the agenda and packets containing the meeting materials

Minutes – Allison Fansler

- Duff moved to approve the minutes from the May 17th, 2016 Board Meeting
 - Schaeffler seconded the motion
 - The minutes from the May 17th, 2016 Board Meeting were unanimously approved
- Duff moved to approve the minutes from the September 15th, 2016 Board Meeting
 - Schaeffler seconded the motion
 - The minutes from the September 15th, 2016 Board Meeting were unanimously approved

Membership – Allison Fansler

- Lucretia 'Lulu' Talley and Heimy Salgado have stepped down from the Board
- Fansler introduced Briana Robinson: former KEY student, headquarters staff member, and CTR; currently a teacher at KEY
- Fansler introduced Reginald Workman: parent of a WILL student who will attend KCP next year
- Ludwig moved to approve Robinson as the Teacher Board Representative and Workman as the Parent Board Representative
 - Golden seconded the motion
 - Robinson and Workman were unanimously appointed to the Board

Committee Reports

- Discipline Committee – Lauren Outlaw
 - The Discipline Committee has not heard any appeals for disciplinary decisions since the last Board meeting
- Finance Committee – Dane Anderson
 - A committee memo is included in the Board packet

Development Report – Tom Clark

- Clark shared highlights of the Development Report, including:
 - KIPP DC closed out FY16 with \$12.7M in private and competitive public in-year revenue
 - Actively working toward FY17 goals

Hillcrest Project Financing Resolution – Katie Cole

- Cole presented a formal resolution for the purchase of the Hillcrest site
- Duff moved to approve the Hillcrest Project Financing resolution
 - Wurtzel seconded the motion
 - The Hillcrest Project Financing resolution was unanimously approved

Conflict of Interest & Confidentiality Forms – Katie Cole

- Cole asked the Board to sign forms related to confidentiality and potential conflicts of interest

KIPP DC By-Law Amendment – Katie Cole

- Cole presented a by-law amendment to update the KIPP DC Headquarters address
- Schaeffler moved to approve the amendment
 - Bradley seconded the motion
 - The by-law amendment changing the KIPP DC address to “2600 Virginia Ave NW Suite 900, Washington, DC 20037” was unanimously approved

Fansler called a recess of the KIPP DC Board meeting for a brief Shaw QALICB meeting.

Shaw QALICB Board members were asked to re-confirm the roster of members for 2016-17.

- Schaeffler moved to approve the Board roster
 - Bradley seconded the motion
 - The Shaw QALICB Board roster was unanimously approved

Shaw QALICB Board members were presented with a by-law amendment removing the requirement that the Board have an odd number of members

- Schaeffler moved to approve the by-law amendment
 - Golden seconded the motion
 - The Shaw QALICB by-law amendment was unanimously approved

Fansler reconvened the KIPP DC Board meeting.

Management Report – Allison Fansler; Dane Anderson

- Fansler presented on a number of topics, including:
 - Successes and things to watch
 - Staff is strong both in schools and at HDQ
 - The turnaround of ATA has been successful thus far
 - Construction projects have been completed on budget
 - Hoping to further align middle schools
 - Teacher retention remains a national and local issue
 - Teacher recruitment, training, and retention (to be discussed further in November)
 - A 2016-17 Board roadmap of future agenda items
- Anderson discussed growth updates, including:
 - Smilow campus construction and development
 - Benning campus development options
 - Potential Hillcrest site designs

Academic Performance SY15-16 – Susan Schaeffler

- Schaeffler went over academic performance data that included:
 - Predicted PCSB PMF tiering
 - PARCC performance
 - ACT scores
 - AP scores

Fansler adjourned the meeting at 6:00pm.

Attachment 3
KIPP DC Waitlist by School and Grade

Waitlist (Total Applicants -
Seats Available)

	PK3	PK4	K	1	2	3	4	5	6	7	8	9	10	11	12
KIPP DC: Promise Academy			153	145	119	142	113								
KIPP DC: Lead Academy				151	121	118	114								
KIPP DC: Quest Academy				70	48	89	56								
KIPP DC: Heights Academy				151	112	130	115								
KIPP DC: Spring Academy				94	72	90	59								
KIPP DC: Discover Academy	113	143	122												
KIPP DC: LEAP Academy	290	246													
KIPP DC: Grow Academy	215	155	124												
KIPP DC: Connect Academy	150	112	110												
KIPP DC: Arts and Technology Academy	138	121	128												
KIPP DC: Northeast Academy								81	92	62	55				
KIPP DC: WILL Academy								71	55	41	43				
KIPP DC: AIM Academy								55	119	56	57				
KIPP DC: KEY Academy								116	134	75	61				
KIPP DC: Valor Academy								55	44	21					
KIPP DC: College Prep												285	156	136	48
Total	906	777	637	611	472	569	457	378	444	255	161	427	136	107	48

**Attachment 4
5-Year Operating Budget**

	KIPP DC 5 Year Estimated Budget				
	SY2017-18	SY2018-19	SY2019-20	SY2020-21	SY2021-22
Per Pupil Charter Payments	\$ 106,117,768	\$ 114,595,421	\$ 125,696,215	\$ 139,404,632	\$ 153,338,209
Federal Revenue	\$ 9,010,217	\$ 9,686,836	\$ 10,619,331	\$ 11,648,831	\$ 12,810,967
Private Revenue	\$ 6,053,909	\$ 7,240,803	\$ 8,474,964	\$ 9,410,361	\$ 7,840,851
Total Revenue	\$ 121,181,894	\$ 131,523,060	\$ 144,790,510	\$ 160,463,823	\$ 173,990,028
Salaries and Benefits	\$ 80,202,884	\$ 86,875,266	\$ 95,188,205	\$ 104,450,758	\$ 113,643,145
Direct Student Costs	\$ 12,616,385	\$ 13,621,137	\$ 15,110,954	\$ 16,939,676	\$ 18,601,936
Occupancy Expenses	\$ 14,018,061	\$ 15,416,922	\$ 17,220,525	\$ 19,608,262	\$ 20,270,353
Office Expenses	\$ 3,545,382	\$ 3,767,453	\$ 4,009,991	\$ 4,334,271	\$ 4,564,537
Professional Fees	\$ 1,822,072	\$ 2,624,783	\$ 3,731,334	\$ 5,320,359	\$ 6,932,391
General Expenses	\$ 1,587,383	\$ 1,711,167	\$ 1,855,960	\$ 2,020,716	\$ 2,164,518
Contingency	\$ 2,933,899	\$ 1,596,332	\$ 1,819,189	\$ 2,133,276	\$ 2,383,385
Total Expenses	\$ 116,726,066	\$ 125,613,060	\$ 138,936,157	\$ 154,807,319	\$ 168,560,264

Attachment 5
KIPP DC Enrollment Matrix

	KIPP DC Enrollment Projections				
	SY2017-18	SY2018-19	SY2019-20	SY2020-21	SY2021-22
Pre-School	509	607	607	705	705
Pre-K	518	626	626	734	734
Kinder	547	547	651	651	755
1st Grade	538	642	642	746	746
2nd Grade	534	534	638	638	742
3rd Grade	513	513	513	613	613
4th Grade	489	514	514	514	614
5th Grade	433	433	520	520	604
6th Grade	438	413	413	493	493
7th Grade	430	430	403	403	481
8th Grade	376	427	432	405	405
9th Grade	270	300	446	473	501
10th Grade	200	220	260	389	418
11th Grade	120	165	185	220	331
12th Grade	90	95	150	170	215
Total Enrollment	6005	6466	7000	7674	8357
<i>SPED (%)</i>	<i>14%</i>	<i>14%</i>	<i>14%</i>	<i>14%</i>	<i>14%</i>
<i>ELL (%)</i>	<i>1%</i>	<i>1%</i>	<i>1%</i>	<i>1%</i>	<i>1%</i>
<i>Number of Campuses</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>9</i>
<i>Number of Schools</i>	<i>16</i>	<i>18</i>	<i>20</i>	<i>22</i>	<i>23</i>