



Friendship Public Charter School
1400 First Street NW Suite 300
Washington, DC 20001
202-281-1700
Donald L. Hense, Founder & Chairman
Patricia A. Brantley, CEO

TABLE OF CONTENTS

I. School Description

- A. Mission Statement
- B. School Program
 - 1. Summary of curriculum design and instructional approach
 - 2. Parent Involvement Efforts

II. School Performance

- A. Performance and Progress
 - 1. Meeting the Mission
 - 2. Charter Goals and Academic Achievement Expectations
- B. Unique Accomplishments
- C. List of Donors

III. Data Reports

- A. Friendship Armstrong Elementary Academy
- B. Friendship Blow Pierce Elementary and Middle
- C. Friendship Chamberlain Elementary and Middle
- D. Friendship Collegiate Academy
- E. Friendship Online Academy
- F. Friendship Southeast Elementary Academy
- G. Friendship Technology Preparatory Academy
- H. Friendship Woodridge Elementary and Middle

IV. Appendices

- A. Staff Roster
- B. Board Roster
- C. Usage At-Risk Funding 2017-18
- D. Unaudited Year End 2017-18 Financial Statement
- E. Approved 2018-19 Budget

SCHOOL DESCRIPTION

A. Mission Statement

The mission of Friendship Public Charter School (FPCS) is to provide a world-class education that motivates students to achieve high academic standards, enjoy learning, and develop as ethical, literate, well-rounded and self-sufficient citizens who contribute actively to their communities.

B. School Program

1) *Summary of curriculum design and instructional approach*

The foundation of our school design is the belief that all children can, do, and will learn. Within the design, teachers work collaboratively to determine the big ideas and essential questions inherent in each standard and plan instruction to ensure that students achieve high levels of learning. Assessment is used as a tool to gauge students' mastery of standards and helps teachers identify their individual needs. Through a continual cycle of inquiry, teachers can individualize instruction and address deficiencies immediately. We know that the success of our students is largely determined by what our teachers believe, know, and can do. Therefore, we invest a great deal of time and energy in ensuring that our teachers are involved in a robust cycle of professional development and in providing students with extended and supplemental learning opportunities. FPCS English Language Arts and Mathematics curricula are aligned with the Common Core State Standards. Our Science curricula is aligned with the Next Generation Science Standards. Developmentally appropriate interventions and assistive technologies are used to accelerate student learning when academic performance is below grade level. Accelerated students are given advanced level project-based learning assignments to further their academic growth.

The fundamental principle guiding the Friendship program is an intensive focus on developing scholars' knowledge and skills while developing their tenacity, flexibility, and confidence as current and future scholars. High quality curriculum and classroom resources, including authentic texts and student work are cornerstones of learning that support scholars' development and deep understanding of content and standards. Teaching methods engage scholars in learning related to a theme, labs, and other hands-on activities that cultivate intellectual growth and empower scholars to rise to their highest potential and have an impact in their communities.

CURRICULUM

FPCS implements and refines curricula aligned with the Common Core State Standards for Math and ELA, and literacy standards in Science and History. Writing standards are aligned horizontally to allow teachers to coordinate their instruction across the curriculum and organized to match PARCC's recommendations. These standards demand an increased proficiency in problem solving, critical analysis, and evaluating strength of supports and claims through the quality of evidence provided and utilized. The Common Core State Standards also promote an increased focus on scholars' proficiency with conceptual knowledge, application, analysis, and evaluation.

FPCS leaders implement a development plan to ensure that the curriculum is implemented with fidelity. Every quarter Friendship holds a collaborative planning session during an early release day. During these sessions, teachers meet in cross-campus course teams to deepen their understanding of units and design instructional plans. Community Office staff and campus-based instructional staff support teachers in this planning and follow up with observations and feedback throughout the year.

EARLY CHILDHOOD PROGRAM: PRE-SCHOOL, PRE-KINDERGARTEN AND KINDERGARTEN

FPCS provides a comprehensive full-day program for children in pre-school (3 year olds), pre-kindergarten (4 year olds), and Kindergarten (5 year olds) at its Armstrong Elementary, Blow Pierce Elementary, Woodridge International Elementary, Chamberlain Elementary, and Southeast Elementary campuses.

All early childhood classrooms at Friendship PCS use a play-based approach that is rich in literacy, language, and math. Each of our campuses schedule “centers” time for students to have free-choice in engaging, academic stations. Our goal is to make the first years of learning incredibly fun and highly educational. Teachers follow a detailed scope-and-sequence that lays out the foundation for early literacy skills, math skills, reading, language, social development, and science. Their instruction is informed through assessment data, small group data, and anecdotal observations. Instruction is given through a mix of flexible small group lessons (ex. literacy and math) and whole group instruction (ex. read alouds and science). Classrooms receive supplemental curriculum for science through “ZULA” and character development through “Positive Action.”

FPCS’s early childhood programming includes a Reggio Emilia inspired approach and Demonstration Center at our Armstrong Elementary campus. The Reggio Emilia philosophy is an approach to teaching and learning that values the capabilities of young children and nurtures the power of thinking. This rigorous method provides a dynamic experience that encourages children to explore, create, collaborate, and construct meaning in their world. Learning is supported through the relationships between children, instructors, family, materials, and the environment. Children cultivate an endless means of self-expression, creating a strong framework for future growth and development to prepare them for infinite opportunities.

Within this framework, there is a very strong emphasis on inquiry and investigation. By posing and discussing specific essential questions, children research topics of interest and learn there can be multiple solutions for challenging concepts. This process boosts cognitive processes promoting a sense of wonderment and curiosity and increases problem-solving skills while simultaneously accessing the academic and social standards. Our approach is very intentional; with the support of provocations and inquiry to facilitate higher order thinking, we allow children to exercise their young minds and to provide regular input toward the development of the school environment and their daily lessons.

The atelier, “workplace” or “studio”, is a space where materials come alive. We know that learning is fostered by relationships and children are the first to use their imaginations to create metaphors for the world around them. Through materials we provide multiple languages of expression often referred to as

the “hundred languages of children”. In this way, adults gain further insight into children’s perceptions and understandings of their world.

Our early childhood program is designed to challenge students academically and support the social/emotional, physical, cognitive, and language development needs of all children. We track student development on 36 academic, social, emotional and physical indicators and assess for academic readiness using standardized assessments.

LITERACY DEVELOPMENT

Scholars at FPCS participate in a rich and rigorous approach to literacy development throughout their Pre-K to 12th grade years at the school.

Elementary and Middle School Curriculum

FPCS’s curriculum for the elementary and middle school grades is composed of four modules per grade level. At the core of each module is a selection of literary works, informational texts, and visual art. Modules are made up of 30 lessons, which are covered in 6-8 weeks of study. All modules integrate reading, writing, speaking, listening and language instruction.

High School Curriculum

FPCS’s English Language Arts curriculum is built around embedded assessments that are mapped to AP and college readiness standards. Every course is divided into four to five themed units. Each unit takes about four to six weeks and guides students through multiple texts. Every unit guides scholars through a close reading of an entire short work. Instruction is divided into four phases: Plan, Teach, Assess, and Adapt.

MATHEMATICS

FPCS uses a three-tiered approach for math instruction: discrete skill building, conceptual foundation building, and application. Students engage in math performance tasks to demonstrate that they can apply their math understanding to real or simulated scenarios.

Conceptual Foundation Development and Discrete Skill Building

In the FPCS math classrooms, scholars learn core mathematical content and standards through online learning (including Khan Academy), collaborative learning with their peers or direct instruction from a teacher. FPCS uses teacher generated, standards-driven lessons built from the Eureka Math curricula.

Application

Scholars spend a significant amount of time building their conceptual knowledge of mathematics through project based learning and online platforms. These opportunities are provided to students during their time in the Smart Lab (STEM problems) and project-based assessments

SCIENCE

The K-12 Science Curriculum is a comprehensive academic program that is aligned to the NGSS Standards and compatible with the national K-12 Science Framework. Our overarching goal is to ensure that graduating high school seniors:

- Acquire an appreciation for the beauty and wonder of science;
- Possess sufficient knowledge to be conversant of science and engineering issues;
- Are careful consumers of scientific and technological information relative to their own lives;
- Have sufficient knowledge to continue to learn and understand science outside of school; and,
- Possess the skills necessary to not only enter and be successful in the STEM field, but ultimately enter any STEM career of their choice.

A key component of our curriculum design is in the demand for Scientific Literacy, which is the ability to reason scientifically, understanding the core ideas and crosscutting concepts of science and the ability to effectively apply and utilize scientific principles for personal and societal purposes.

The essentials of all of our science instruction lies in inquiry. Exploration is a rockbed of science and occurs from Pre-K years through grade 12. Labs are a critical component of exploration and therefore occur in all science classrooms. Complementary to the labs are maker spaces and smart labs.

Teachers use the 5 E's of Science as a teaching approach

- Engage - Engagement activities help scholars to make connections with what they know and can do.
- Explore - Scholars work with one another to explore ideas through hands-on activities and clarify their own understanding of major concepts and skills.
- Explain - Scholars explain their understanding of the concepts and processes they are learning and teachers clarify students' understanding and introduce new concepts and skills.
- Elaborate - Scholars apply what they have learned and teachers build on the students' understanding of concepts to extend their knowledge and skills.
- Evaluate - Scholars assess their own knowledge, skills, and abilities. These lessons allow teachers to evaluate students' progress.

Classroom labs exist within the school setting and also in the community. These external labs are observed through our Project-Based Learning (PBL) program that has recently been launched at the high school level. Students also are required to participate in campus-based STEM Fairs. It is this experience that catapults students to discover their ability to be creative and innovative and become excellent communicators.

HISTORY AND SOCIAL STUDIES

The Friendship history and social studies curriculum personalizes social studies and prepares scholars for college, careers, and civic life. FPCS History and Social Studies teachers use the 5Es lesson design model for instruction.

In the early years, scholars explore relationships between themselves and their world. Scholars learn about historical events and holidays that are developmentally appropriate for them. As scholars progress through the grades they explore concepts related to physical geography, economics, and local,

national and global culture.

PHYSICAL EDUCATION

The goal of Friendship's physical education program is to help students become responsible citizens who are both physically educated and health literate.

Each student will set and achieve personally challenging goals in physical activity, apply higher order thinking skills to human movement, and design personal movement and fitness plans. Students will be able to display the skills and practices of a physically active lifestyle, knowing the benefits of their choices to be involved in physical activity. They will be physically fit and have a mindset that values physical activity and its benefits in sustaining healthy lifestyles.

What is taught in Prekindergarten through Grade 12 is based on six standards:

(1) Exercise physiology; (2) Biomechanical principles; (3) Social psychological principles; (4) Motor learning principles; (5) Physical activity; (6) Skillfulness.

ELECTIVE CLASSES

Elective classes are offered beginning in elementary school. Fine and performing arts, physical education, and world languages are integral parts of each scholar's education, from elementary through high school. In grades PreK-8 scholars have opportunities to participate in athletic and artistic electives courses. HS Electives are offered based on student interest and career pathway, along with various independent study projects through the Smart Lab. Smart Lab electives are taught and supervised by the Smart Lab Director.

SPECIALIZED PROGRAMING

HIGH SCHOOL CAREER ACADEMIES

In addition to courses in core academic areas, students at the high school level are provided the opportunity to participate in Career and Technical Education (CTE) courses and in the high school career academies. Career academies offer students the opportunity to explore careers and apply knowledge gained in core subject areas, a practice that has been found to engage better students in learning. The Career Academies use the National Academy Foundation (NAF) Academy Design.

PRE-AP PROGRAM

Friendship Collegiate Academy was one of 100 high schools nationally, selected as a PRE-AP high school in partnership with the College Board. SY 2018-19 was the first year of implementation starting with the ninth grade. The program will add a grade level each year.

Pre-AP courses deliver grade-level appropriate instruction through focused course frameworks, instructional resources, learning checkpoints, and collaborative educator workshops. The courses are designed to support all students across varying levels of abilities through focus. The Program grants educators and their students the space and time for deep engagement with content. Participating schools receive an official Pre-AP designation for each course and the opportunity to bring engaging, meaningful, foundational coursework to all their students across varying levels of abilities. This designation signals consistent, high standards in focused courses that help

build, strengthen, and reinforce students' content knowledge and critical thinking skills. These courses prepare students for the rigors of Advanced Placement courses and exams.

INTERNATIONAL BACCALAUREATE

The Woodridge IB Primary Years Programme (PYP) is a curriculum framework designed for students in Prekindergarten through fourth grade. It focuses on the development of the whole child as an inquirer, both in the classroom and the world outside. The PYP is defined by six transdisciplinary themes of global significance, explored using knowledge and skills derived from six subject areas, with a powerful emphasis on inquiry-based learning. Students begin the inquiry process through learner profile traits and attitudes.

VIRTUAL AND BLENDED LEARNING

Elementary and Middle: The Friendship Public Charter School Online is the only approved public charter online school in Washington DC. The campus uses a unique blend of virtual and blended learning. Partnering with K12 Virtual Schools, Friendship has established a distinct online distance learning program for students in grades K-8. As in past years, the campus used the Advanced Ed accredited K12 curriculum to bring Core Knowledge lessons to life with a mixture of online and offline teaching tools, including interactive animations, printed books, original CDs, videos, and hands-on materials for project-based learning activities across academic subjects.

Friendship Online students are served by certified, highly qualified teachers and provided with direct instruction both synchronously and in person. Teachers receive the professional development and support needed to effectively instruct all students in reading and mathematics (integrating science and history topics and skills) and to have a positive impact on student achievement in these content areas.

High School: The Friendship Collegiate Online Academy was launched in SY 2018-19 with an inaugural class of ninth graders and is the only virtual high school academy in the District. The Collegiate Online Academy will expand a grade each year to the 12th grade. Friendship partnered with Edmentum/EdOptions Academy to offer students high quality curricula delivered by certified, highly qualified teachers. The program is aligned to Common Core State Standards via a learning platform that is accredited by Advanced ED and whose courses are NCAA approved. Like our K-8 program, full-time virtual students are provided instruction through asynchronous and synchronous mediums. Students can receive support through online and in-person tutoring. Also available to students enrolled in Friendship's brick and mortar high schools, are more than 400 courses that enable them to take courses beyond what is offered during their regular school day.

PARENT INVOLVEMENT EFFORTS

Recognizing that parents are vital to the success of our students, FPCS has invested in the development of programs that ensure our parents are active contributors to the FPCS community. Parents have been able to participate in a range of activities including the Parent Advisory Committee, helping to run extracurricular activities and serving as classroom support. In addition, services such as parent workshops and referrals to services have been provided.

Finally, FPCS opens its doors to parents throughout the year for discussions regarding the school's progress as well as their individual children's progress through data talks and Quarterly Learning

Contract (QLC) days. The array of programs offered provides services for parents as well as opportunities to participate in and help shape their children's experience in our schools.

To ensure that parents feel connected to the schools and to FPCS, the following activities were conducted in SY 2017-18.

PARENT ADVISORY COUNCILS (PACs)

All parents and guardians of Friendship students are automatically enrolled in PACs at each school. We bring parents and teachers together to promote the education of our children by raising funds for school supplies, educating other parents, and helping teachers to ensure that every child gets a high-quality education.

BACK TO SCHOOL NIGHTS

Back-to-school night is an annual school event that marks the beginning of the new school year. On this night, teachers explain their goals for the class and for scholars. They'll share information about their teaching style and methodology, how they grade and the requirements for a good grade. Parents also find out what supplies their scholar will need for the year, what projects are coming up and discover ways they can be involved.

BREAKFAST WITH THE PRINCIPAL is a monthly 'Chat & Chew' for Friendship parents to ask questions or speak with the principal about concerns.

PARENT UNIVERSITY helps parents bridge the challenging gap between school and home. The workshops teach how to use inspired techniques for motivating scholars, how to give meaningful feedback that fosters growth at home, and how to build strong relationships with teachers that increase student achievement.

DATA NIGHTS at each campus allow parents the opportunity to examine their child's data, discuss implications, and assess the school's current success on established indicators. Data Nights ensure that everyone has the same data, has an opportunity to talk about its meaning, and to contribute to the analysis and move forward to develop a plan for their child and school's continued improvement.

QLC (Quarterly Learning Contract) Conferences allow parents one-on-one time with their child's teacher and are the perfect time to discuss concerns and/or create an action plan to help their child do their best work during the school year. Parents, students and teachers work collaboratively to set performance goals and targets for the year and each quarter.

Although FPCS provides a wealth of opportunities for parent participation as a school district, effective strategies for partnerships differ from campus to campus and vary based on the local interests and needs of the campus. Campus-based activities include the following:

- Parent University
- Teacher Appreciation Breakfast
- Spring Dance
- Read to Succeed Program
- Harvest Festival
- National Day of Service

- Quarterly Awards Assembly
- Men Make A Difference Day
- Community Thanksgiving Event
- Winter Showcase
- Art Showcase

SCHOOL PERFORMANCE

A. Performance and Progress

- 1) *Meeting the Mission.* FPCS operates around a simple principle: that all students go to and through college. We seek to achieve this through our mission: *To provide a world class education that motivates students to achieve high academic standards, enjoy learning and develop as ethical, literate, well-rounded and self-sufficient citizens who contribute actively to their communities.*

The 2018-19 school year was Friendship Public Charter School's 21st year of operation. In keeping with our mission, FPCS continued its focus on raising our internal standards and providing high-quality learning options for scholars in pre-K to 12th grade. Strategies and programs employed to ensure high academic standards and our mission are met by all stakeholders included the following:

- Rigorous content rich curricula that focuses on concept development delivered in a way that is developmentally appropriate and engaging for all scholars;
- Professional development for Community Office and School-Based staff that ensures leaders and teachers are supported in their implementation of curricula and other programming as well as effective operation of our LEA and campuses;
- Intervention programs that accurately diagnose and address academic and social-emotional gaps in learning so that students' needs are met;
- Opportunities for students to apply learning through real world experiences (e.g. engaging in civil discourse with legendary leaders like John Lewis, participating in non-violent protests, developing projects for participation in STEM and science fairs);
- Exposure to post-secondary options through dual enrollment courses, college tours, and internships; and
- Implementation of our full-time virtual 9-12 learning program at Friendship Collegiate.

Success of these strategies and programs are evidenced by performance on Friendship's accountability measures. On the CLASS assessment for our prekindergarten scholars, overall performance (emotional support, classroom environment, instructional support domains) exceeded the national thresholds established for these domains as well as city and charter averages based on the most current data available. PARRC growth and achievement increased by double digits at campuses with some of the highest at-risk populations in the city.

Moreover, current data show that FPCS's 2017-18 adjusted cohort graduation rate for Friendship Collegiate and Friendship Technology Preparatory High exceeds the city average with nearly 100% of graduates accepted to college and garnering over \$6 million in scholarships.

Finally, our organization continues to demonstrate strong performance through its Tier 1 Fiscal Audit Review rating and no DC PCSB actions warranted for the LEA.

- 2) **Charter Goals and Academic Achievement Expectations.** FPCS adopted the Performance Management Framework as its goals and academic achievement expectations. FPCS's charter goals are stated as follows for the second five-year period beginning in 2017-18 and ending in 2021-22.

At its twenty five-year charter review in SY 2022-23, each individual campus earns an average PMF score for SYs 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22 equal to or exceeding 50%. Improvement Provision: In cases where the school has not achieved the above thresholds, the DC PCSB Board may, at its discretion, determine that the school and/or campus has demonstrated consistent improvement on overall PMF scores on each PMF over the five-year period. In exercising its discretion, the DC PCSB Board shall also consider the strength of untiered measures.

We anticipate that all FPCS campuses will meet charter goals by scoring an average of 50% of points on its associated PMF.

Academic Achievement Expectations

CLASS ASSESSMENT

In SY 2018-19, Friendship PCS focused on providing intensive support to prekindergarten teachers through classroom observations and coaching using the CLASS tool as well as specialized professional development through Early Release Thursday sessions. This intensive focus resulted in Friendship PCS Elementary campuses continuing to exceed national thresholds in the Emotional Support, Classroom Organization, and Instructional Support domains on CLASS. Friendship PCS also continues to exceed the city, charter, and PMF Tier 1 averages based on the most recent CLASS data available.

| CLASS Domain | FPCS Avg. SY 2018-19 | Charter Avg. SY 2017-18 | Tier 1 Avg. SY 2017-18 |
|------------------------|---------------------------------|------------------------------------|-----------------------------------|
| Emotional Support | 6.2 | 6.0 | 6.1 |
| Classroom Organization | 6.0 | 5.9 | 5.9 |
| Instructional Support | 4.3 | 3.0 | 3.0 |

Partnership for Assessment of Readiness for College and Careers (PARCC)

Since the beginning of PARCC testing in 2015, Friendship has seen increases on the PARCC assessments in ELA and math. More specifically, performance on the 2019 PARCC yielded the following results:

- In Math, Friendship Woodridge International Elementary achieved double-digit gains with 86.5% of students scoring 3+ and 45.9% of students scoring 4+.
- Friendship Woodridge International Middle saw significant gains in growth and achievement in ELA and math.
- Friendship Southeast Elementary was one of the most improved public charter schools in the sector

with double-digit gains in ELA and Math (14.4 and 27.6 respectively).

- Friendship Tech Prep High continues to see significant gains in ELA and is one of the top performing high schools serving a large proportion of students At-Risk.

| LEA/Campus | ELA 4+ | ELA 3+ |
|----------------------------|---------------|---------------|
| Armstrong | 8.8% | 31.6% |
| Blow Pierce ES | 17.3% | 26.9% |
| Blow Pierce MS | 24.1% | 48.9% |
| Chamberlain ES | 20.7% | 41.4% |
| Chamberlain MS | 25.3% | 52.3% |
| Online | 46.3% | 71.5% |
| Southeast ES | 33.9% | 47.5% |
| Southeast MS | 25.0% | 60.5% |
| Tech Prep MS | 9.2% | 32.8% |
| Woodridge International ES | 32.4% | 56.8% |
| Woodridge International MS | 42.1% | 69.7% |
| Collegiate Academy | 10.4% | 34.8% |
| Tech Prep High | 44.4% | 62.5% |

| LEA/Campus | Math 4+ | Math 3+ |
|----------------------------|----------------|----------------|
| Armstrong | 23.7% | 63.2% |
| Blow Pierce ES | 5.9% | 39.2% |
| Blow Pierce MS | 21.6% | 52.3% |
| Chamberlain ES | 29.3% | 72.4% |
| Chamberlain MS | 27.1% | 61.4% |
| Online | 21.3% | 58.2% |
| Southeast ES | 42.4% | 64.4% |
| Southeast MS | 12.2% | 43.0% |
| Tech Prep MS | 8.4% | 34.4% |
| Woodridge International ES | 45.9% | 86.5% |
| Woodridge International MS | 37.8% | 72.1% |
| Collegiate | 3.4% | 23.1% |
| Tech Prep HS | 9.7% | 52.8% |

High School Academic Indicators of College Readiness

Friendship PCS high schools continue to improve performance on high school indicators of college readiness as prescribed by the PMF. Both Friendship Collegiate and Tech Prep High have seen tremendous growth in the AP and DE category with 15 point and 38 point increases, respectively.

| | Collegiate | | Tech Prep High | |
|---|------------|---------|----------------|---------|
| | SY 2017-18 | 2018-19 | SY 2017-18 | 2018-19 |
| PSAT Performance (11 th grade) Score Target: 850 | 34% | 37% | 29% | 33% |
| SAT Performance (12 th grade) Score Target (EBRW + Math): 890 | 42% | 43% | 52% | 49% |
| Advanced Placement/Dual Enrollment (3 credit course) Score Targets: AP (3), DE (C-) | 39% | 55% | 62% | 100% |

B. Unique Accomplishments

Below are unique accomplishments achieved, awards earned and other recognition.

Friendship Public Charter School

- Friendship awarded twelve \$2,500 scholarships to Class of 2019 students at Friendship Collegiate and Friendship Tech Prep.
- Friendship PCS closed on a multi-million dollar bond, which will allow the renovation and new build for the expansion of the Friendship Ideal Elementary and Middle campuses.
- Friendship's acquisition of Ideal PCS was approved and will open Friendship Ideal Elementary and Middle for SY 2019-20.
- Friendship approved to open Armstrong Middle campus to expand its arts programming through the acquisition agreement with City Arts and Prep PCS.
- Friendship PCS hosted its 11th Annual Teacher of the Year Awards which recognizes teachers across all Friendship campuses for excellence in Teaching and Learning.
- The Friendship PCS Collaborative Choir performed the National Anthem at the United States Attorney's Office at the Department of Justice.

Armstrong Campus

- In partnership with Washington Youth Garden, Armstrong engaged in planning and established its first phase garden along with a community garden.
- City Arts joins Friendship and Armstrong hosts a community-wide arts exhibition.
- Selected to partner with Flamboyant Foundation for SY 18-19.
- Ms. Kyung Kim was selected as Armstrong's first Teacher of the Year nominee.
- Student scoring 4+ and 3+ the PARCC in ELA increased by four and two percentage points, respectively.

Blow Pierce Campuses

- Blow Pierce Elementary earned Tier 1 rating.
- Blow Pierce Middle Named 2018 Empower K12 "Bold Improvement Schools" Award Winner
- Students, teachers, staff, and families worked with Sean Gough and Brian White (as well as the Collegiate FNN team) to help address the K2/Synthetic Drug epidemic impacting the District with representatives from the Mayor's office, the Department of Behavioral Health, Metro Police Department, the Housing Authority, and other agencies.
- Two students placed third in the DC Citywide STEM Fair in the following categories:
 - Physics and Astronomy
 - Robotics and Intelligent Machines

Chamberlain Campuses

- Three students received awards in the DC Citywide STEM Fair in the following categories:
 - Air Quality and Climate Change
 - Plant Sciences
 - Cellular and Molecular Biology
- Three students awarded National Cherry Blossom Festival 2019 Student Art Contest Winners
- Chamberlain Middle 2018 Empower K12 Bold Performance Winner

Collegiate Academy

- Three students received awards in the DC Citywide STEM Fair in the following categories:
 - Biochemistry
 - Environmental Engineering

- Three students selected for the prestigious POSSE scholarship.
 - Ednetta Fullmore attending Lafayette College in Easton, Pennsylvania.
 - Kiani Bell: University of Rochester in Rochester, New York
 - Jahree Mahand: Sewanee: The University of the South in Sewanee, Tennessee
- Four students selected as OSSE Scholars and attended summer college programs at Harvard University, Smith College, Emory University, and University of Pennsylvania.
- Heavenly Anderson visited Ecuador with the Youth Ambassador and Amigos study abroad program.
- The Robotics team won the Vex Robotics Competition held at the National Society of Black Engineers (NSBE) conference in Detroit, Michigan.
- Aaron Spruill earned the Gates Scholars Scholarship and was awarded a full scholarship to Duke University.
- The Class of 2019 earned over \$4 million in college scholarships.
- The Varsity Football team won the DCSAA Football Championship.

Online Academy

- Friendship Online noted as one of the top public charter schools closing the PARCC achievement gap in ELA for At-Risk students.
- Two students won awards at the DC Citywide STEM Fair in the following categories:
 - Behavioral Studies and Social Studies
 - Achievement in the Earth Science
- Friendship Online had the highest academic yearly growth of all K12 Virtual Schools.

Southeast Campuses

- PK3 Every Child Ready (ECR) - Literacy: 93% of scholars met EOY goal; 2nd highest percentage in the ECR network (2/19)
- PK4 Every Child Ready - Math: 86% of scholars at EOY goal; 46 pt. growth from Baseline to Outcome – 2nd highest growth in network by 1 pt. (2/22).
- Ranked #1 among all DC public charter schools in the percentage increase of scholars scoring 4+ in Math and 2nd in ELA from 2018 to 2019 as measured by the PARCC assessment.
- The Scholar-bots: Junior Robotics Team showcased at the 1st Lego League (FLL).
- The Southeast Cheerleading Team won 1st place in the Friendship Elementary Cheer Competition.
- Fifteen students were inducted into the National Elementary Honor Society.
- Book Club earned first place in the first annual Friendship Battle of the Books.

Technology Preparatory Academy Campuses

- Jamar Miller and Jadon Miller earned 1st place in the Senior Division of the DC STEM Fair. The students went on to represent Washington, DC and Friendship PCS in the 2019 Intel International Science and Engineering Fair (ISEF) in Phoenix, AZ, where they competed among STEM peers from around the world for cash prizes and had the opportunity to showcase their projects for an international audience.
- Jerrell King won Google's Citywide Competition, for his invention of the "Insta-Laptop 2.0". King also participated in the Apple Engineering Internship and was featured on three radio shows.
- Six students received internships at Google.
- 100% of Friendship Tech Prep HS graduates have been accepted to a two or 4-year college/university.
- Tech Prep staff member won the CEO's Choice Award.
- Tech Prep's Class of 2019 earned a total of \$2 million in scholarships.
- Tech Prep High received the Riversmart Award for its outdoor classroom – the groundbreaking is set to begin in November 2019.

- Students won the Future Business Leaders America state competition and competed in the national competition.
- Tech Prep selected as a participant in the Bee Harvesting Program.

Woodridge International Campuses

- Friendship Woodridge International Middle students placed in the top 3 for five out of the fifteen DC STEM Fair Junior Division categories.
 - Animal Sciences – Treyvon Spriggs
 - Behavioral and Social Sciences – Mikayla Henderson
 - Biomedical and Health Sciences – Steven Esquina
 - Energy: Physical – Aniya Coffee
 - Mathematics – Johanna Ruiz
- Woodridge Middle Scholar, Nehemiah Jackson, was the runner-up in the DC Mikva Challenge Soap Box competition. Among the top three to place, he was the only middle school student.
- Sarah Frayer awarded the National University System Award for Inspired Teaching.
- Shante' Johnson selected as 2019 Friendship PCS Teacher of the Year.
- The Woodridge Lady Eagles Cheer Team won first place in their division at the Spirit Unlimited Cheer Competition.

C. List of Donors

Building Hope
Capitol Boiler Works
Corenic Construction
Greenstein DeLorme & Luchs
Host Hotels & Resorts
Houghton Mifflin
Lincoln Financial Group
MCN Building Foundation
Steven K Heger
Thomas Raffa
United Security & Communications
US Office Solutions
Association of American Medical
Colleges
Digital Promise
Ikenna W Okezie
Leading for Children
The Capitol Hill Community
Foundation
TPR Education
US Office Solutions

SCHOOL YEAR 2018-2019 DATA REPORTS

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Armstrong Elementary |
| PCSB | Grades served: PK3--5 |
| PCSB | Overall Audited Enrollment: 401 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 53 | 68 | 62 | 40 | 61 | 37 | 35 | 45 | 0 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 2.2% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.05% |
| PCSB | In-Seat Attendance: 90.6%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 3.2% (13 students)* |
| PCSB | Midyear Entries: 0.0% (0 students)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|------------------------------------|
| School | Teacher Attrition Rate: 24% |
|--------|------------------------------------|

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Blow Pierce Elementary |
| PCSB | Grades served: PK3--3 |
| PCSB | Overall Audited Enrollment: 395 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 56 | 79 | 73 | 70 | 64 | 53 | 0 | 0 | 0 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 3.0% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.07% |
| PCSB | In-Seat Attendance: 90.8%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 2.0% (8 students)* |
| PCSB | Midyear Entries: 0.0% (0 students)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|---|
| School | Teacher Attrition Rate: 6% |
| School | Number of Teachers: 33 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Blow Pierce Middle |
| PCSB | Grades served: 4--8 |
| PCSB | Overall Audited Enrollment: 249 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 53 | 67 | 57 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 36 | 36 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 11.2% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.21% |
| PCSB | In-Seat Attendance: 93.3%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 2.4% (6 students)* |
| PCSB | Midyear Entries: 0.0% (0 students)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|---|
| School | Teacher Attrition Rate: 25% |
| School | Number of Teachers: 20 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Chamberlain Elementary |
| PCSB | Grades served: PK3--3 |
| PCSB | Overall Audited Enrollment: 368 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 57 | 59 | 60 | 68 | 65 | 59 | 0 | 0 | 0 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 0.5% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.01% |
| PCSB | In-Seat Attendance: 92.0%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 1.4% (5 students)* |
| PCSB | Midyear Entries: 0.0% (0 students)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|---|
| School | Teacher Attrition Rate: 28% |
| School | Number of Teachers: 29 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Chamberlain Middle |
| PCSB | Grades served: 4--8 |
| PCSB | Overall Audited Enrollment: 314 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 63 | 59 | 69 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 64 | 59 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 3.5% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.07% |
| PCSB | In-Seat Attendance: 93.2%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 1.6% (5 students)* |
| PCSB | Midyear Entries: 0.3% (1 student)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|---|
| School | Teacher Attrition Rate: 13% |
| School | Number of Teachers: 24 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Collegiate Academy |
| PCSB | Grades served: 9--12 |
| PCSB | Overall Audited Enrollment: 553 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------|-----|-----|-----|-----|-----|-----|--------------|-------|-------|
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 0 | 0 | 153 | 120 | 123 | 157 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 13.7% |
| PCSB | Expulsion Rate: 0.90% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.40% |
| PCSB | In-Seat Attendance: 92.4%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 6.0% (33 students)* |
| PCSB | Midyear Entries: 0.9% (5 students)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: 99.3% |
| PCSB (SY17-18) | College Admission Test Scores: 41.7% |
| PCSB (SY17-18) | Graduation Rates: 75.5% |

Faculty and Staff Data Points

| | |
|--------|---|
| School | Teacher Attrition Rate: 20% |
| School | Number of Teachers: 49 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Online Academy |
| PCSB | Grades served: K--8 |
| PCSB | Overall Audited Enrollment: 191 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 0 | 0 | 12 | 19 | 17 | 15 | 18 | 27 | 33 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 32 | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 0.0% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.00% |
| PCSB | In-Seat Attendance: 99.6%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 13.6% (26 students)* |
| PCSB | Midyear Entries: 0.5% (1 student)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|--|
| School | Teacher Attrition Rate: 0% |
| School | Number of Teachers: 8 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Southeast Elementary |
| PCSB | Grades served: PK3--3 |
| PCSB | Overall Audited Enrollment: 411 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 66 | 65 | 72 | 77 | 71 | 60 | 0 | 0 | 0 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 0.5% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.01% |
| PCSB | In-Seat Attendance: 92.3%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 3.2% (13 students)* |
| PCSB | Midyear Entries: 0.0% (0 students)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|---|
| School | Teacher Attrition Rate: 22% |
| School | Number of Teachers: 41 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Southeast Middle |
| PCSB | Grades served: 4--6 |
| PCSB | Overall Audited Enrollment: 179 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 56 | 68 | 55 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 2.8% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.05% |
| PCSB | In-Seat Attendance: 95.5%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 3.4% (6 students)* |
| PCSB | Midyear Entries: 0.6% (1 student)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|--|
| School | Teacher Attrition Rate: 22% |
| School | Number of Teachers: 9 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Technology Preparatory High School |
| PCSB | Grades served: 9--12 |
| PCSB | Overall Audited Enrollment: 270 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 0 | 0 | 79 | 76 | 64 | 51 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 3.0% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.10% |
| PCSB | In-Seat Attendance: 92.3%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 6.7% (18 students)* |
| PCSB | Midyear Entries: 0.4% (1 student)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: 100.0% |
| PCSB (SY17-18) | College Admission Test Scores: 52.4% |
| PCSB (SY17-18) | Graduation Rates: 85.4% |

Faculty and Staff Data Points

| | |
|--------|---|
| School | Teacher Attrition Rate: 13% |
| School | Number of Teachers: 31 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Technology Preparatory Middle School |
| PCSB | Grades served: 7--8 |
| PCSB | Overall Audited Enrollment: 138 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 75 | 63 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 3.6% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.11% |
| PCSB | In-Seat Attendance: 93.5%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 7.2% (10 students)* |
| PCSB | Midyear Entries: 0.7% (1 student)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|--|
| School | Teacher Attrition Rate: 43% |
| School | Number of Teachers: 7 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Woodridge International Elementary |
| PCSB | Grades served: PK3--3 |
| PCSB | Overall Audited Enrollment: 285 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------|-----|-----|----|----|----|----|--------------|-------|-------|
| Student Count | 42 | 56 | 52 | 42 | 56 | 37 | 0 | 0 | 0 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern-ative | Adult | SPED* |
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|----------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 1.1% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.01% |
| PCSB | In-Seat Attendance: 94.1%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 2.5% (7 students)* |
| PCSB | Midyear Entries: 0.0% (0 students)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|--|
| School | Teacher Attrition Rate: 12% |
| School | Number of Teachers: 25 "Teacher" is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, and teacher fellows. |

SY 2018-19 Annual Report Campus Data Report

| Source | Data Point |
|--------|--|
| PCSB | LEA Name: Friendship PCS |
| PCSB | Campus Name: Friendship PCS - Woodridge International Middle |
| PCSB | Grades served: 4--8 |
| PCSB | Overall Audited Enrollment: 227 |

Enrollment by grade level according to OSSE's Audited Enrollment Report

| Grade | PK3 | PK4 | KG | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------|-----|-----|----|----|----|----|------------------|-------|-------|
| Student Count | 0 | 0 | 0 | 0 | 0 | 0 | 46 | 42 | 56 |
| Grade | 7 | 8 | 9 | 10 | 11 | 12 | Altern- ative | Adult | SPED* |
| Student Count | 48 | 35 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

| | |
|-------------------|--|
| School | Total number of instructional days: Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it. |
| PCSB | Suspension Rate: 10.1% |
| PCSB | Expulsion Rate: 0.00% |
| PCSB | Instructional Time Lost to Out-of-School Suspension Rate: 0.11% |
| PCSB | In-Seat Attendance: 95.7%* |
| PCSB | Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.) |
| PCSB | Midyear Withdrawals: 1.8% (4 students)* |
| PCSB | Midyear Entries: 0.0% (0 students)* |
| PCSB | Promotion Rate (LEA): 96.8% |
| PCSB (SY17-18) | College Acceptance Rates: Not Applicable |
| PCSB (SY17-18) | College Admission Test Scores: Not Applicable |
| PCSB (SY17-18) | Graduation Rates: Not Applicable |

Faculty and Staff Data Points

| | |
|--------|------------------------------------|
| School | Teacher Attrition Rate: 28% |
|--------|------------------------------------|

APPENDICES

A. STAFF ROSTER

| Friendship PCS Staffing Roster with Credentials | | | | |
|---|--------------|-------------------------------|-----------------------------------|----------------------------|
| Last Name | First Name | Job Title Description | Campus | Highest Education Attained |
| Atkins | Sandra | Reading Intervention Teacher | Friendship Armstrong | Master's |
| Bautista | Doris | Teacher | Friendship Armstrong | Bachelor's |
| Bryant | Norma | Teacher | Friendship Armstrong | Master's |
| Chimurenga | Assata | Special Education Teacher | Friendship Armstrong | Bachelor's |
| Das | Angela | Math Instructional Specialist | Friendship Armstrong | Bachelor's |
| Gilliam | Shawna | Teacher | Friendship Armstrong | Bachelor's |
| Gooch | Elizabeth | Special Education Teacher | Friendship Armstrong | Master's |
| Gregory | Ronette | Teacher | Friendship Armstrong | Bachelor's |
| Harris | Adia | Teacher | Friendship Armstrong | Bachelor's |
| Harris | Damien | Academy Director | Friendship Armstrong | Master's |
| Hayman | Leslie | Teacher | Friendship Armstrong | Bachelor's |
| Heath | Sherika | Teacher | Friendship Armstrong | Master's |
| Holston | Anita | Special Education Teacher | Friendship Armstrong | Master's |
| Hooks | Jennifer | Instructional Specialist | Friendship Armstrong | Bachelor's |
| Hundley | Khabria | Principal | Friendship Armstrong | Master's |
| Jackson | Courtney | Teacher | Friendship Armstrong | Master's |
| Jones | Bianca | Teacher | Friendship Armstrong | Bachelor's |
| Key-Curry | Chanda | Teacher | Friendship Armstrong | Master's |
| Kim | Kyunghee | Teacher | Friendship Armstrong | Bachelor's |
| Mann | Jacqueline M | Special Education Teacher | Friendship Armstrong | Master's |
| Mcknight | Shante | Teacher | Friendship Armstrong | Master's |
| Meredith | Jordon | Special Education Teacher | Friendship Armstrong | Master's |
| Morrison | Therese | School Psychologist | Friendship Armstrong | Doctorate |
| Mourning | Glen | Teacher | Friendship Armstrong | Master's |
| Reid | Michael | Teacher | Friendship Armstrong | Bachelor's |
| Renfrow | Shirley | Teacher | Friendship Armstrong | Master's |
| Robinson-Wilkerson | Shirley | Teacher | Friendship Armstrong | Master's |
| Thomas | Lakesha | Teacher | Friendship Armstrong | Bachelor's |
| Tulloss | Shonte | Teacher | Friendship Armstrong | Bachelor's |
| Turner | Jasmine | Teacher | Friendship Armstrong | Bachelor's |
| Warner | Tyler | Teacher | Friendship Armstrong | Bachelor's |
| Williams | Judy | Teacher | Friendship Armstrong | Bachelor's |
| Beavers | Hope | Social Worker | Friendship Blow Pierce Elementary | Master's |
| Brown | Janei | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Buchanan | Mone | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Cooper | Robyn | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Durham | Danielle | Teacher | Friendship Blow Pierce Elementary | Master's |
| Foster | Dominique | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Gray | Carlos | Teacher | Friendship Blow Pierce Elementary | Bachelor's |

| | | | | |
|------------------|------------|---------------------------|--------------------------------------|------------|
| Gregory | Robert | Teacher | Friendship Blow Pierce Elementary | Master's |
| Johnson | Kelli | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Johnson | Jendayi | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Kelley | Shatavia | Teacher | Friendship Blow Pierce Elementary | Master's |
| Kinard | Kentry | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Milton | Prinz | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Pinnock | Yamina | Special Education Teacher | Friendship Blow Pierce Elementary | Master's |
| Preau | Raquel | Teacher | Friendship Blow Pierce Elementary | Master's |
| Renaud-Tate | Koscina | Teacher | Friendship Blow Pierce Elementary | Master's |
| Richardson | Tijisha | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Samdab | Nataki | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Samdab | Nataki | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Scott | Dawn | Academy Director | Friendship Blow Pierce Elementary | Master's |
| Spears | Gregory | Principal | Friendship Blow Pierce Elementary | Master's |
| Thomas | Tanara | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Townsend Sanders | Juilenne | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Tutman | Cierra | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| West | Schalandra | Teacher | Friendship Blow Pierce Elementary | Bachelor's |
| Whitmyer | Shynetra | Teacher | Friendship Blow Pierce Elementary | Master's |
| Williams | Tiara | Special Education Teacher | Friendship Blow Pierce Elementary | Master's |
| Windley-Gibson | Marcella | Teacher | Friendship Blow Pierce Elementary | Master's |
| Almonte | Alexis A | Teacher | Friendship Blow Pierce Middle School | Master's |
| Brown | Giselle | Teacher | Friendship Blow Pierce Middle School | Master's |
| Craig | Kendall | Teacher | Friendship Blow Pierce Middle School | Bachelor's |
| Crowe | Sean | Teacher | Friendship Blow Pierce Middle School | Bachelor's |
| Davis | Tonya | Teacher | Friendship Blow Pierce Middle School | Bachelor's |
| Gallimore | Akilah | Teacher | Friendship Blow Pierce Middle School | Master's |
| Gibson | Felicia | Special Education Teacher | Friendship Blow Pierce Middle School | Bachelor's |
| Goode | Kim G | Teacher | Friendship Blow Pierce Middle School | Master's |
| Gooding | Derrick | Teacher | Friendship Blow Pierce Middle School | Master's |
| Graves | Marvin | Teacher | Friendship Blow Pierce Middle School | Bachelor's |
| Hadley | Dee | Special Education Teacher | Friendship Blow Pierce Middle School | Master's |
| Harris | Vanessa | Special Education Teacher | Friendship Blow Pierce Middle School | Master's |
| Johnson | Malcolm | Teacher | Friendship Blow Pierce Middle School | Bachelor's |
| L'Elie | Nelaja | School Psychologist | Friendship Blow Pierce Middle School | Doctorate |
| Miller | Izabela | Reading Specialist | Friendship Blow Pierce Middle School | Master's |
| Nwosu | Arinze | Special Education Teacher | Friendship Blow Pierce Middle School | Master's |
| Prullage | Laura | Special Education Teacher | Friendship Blow Pierce Middle School | Master's |
| Sasso | Lonzo | School Counselor | Friendship Blow Pierce Middle School | Doctorate |
| Silver | Rhonda | Teacher | Friendship Blow Pierce Middle School | Bachelor's |
| Talley | Nakia | Teacher | Friendship Blow Pierce Middle School | Bachelor's |
| Walters | Randall | Teacher | Friendship Blow Pierce Middle School | Bachelor's |
| Watford | Kimberly | Teacher | Friendship Blow Pierce Middle School | Bachelor's |
| Wilson | Shannon | Teacher | Friendship Blow Pierce Middle School | Master's |
| Woolery | Desiree | Special Education Teacher | Friendship Blow Pierce Middle School | Bachelor's |

| | | | | |
|-----------------|----------------|------------------------------|--------------------------------------|------------|
| Adams | Stacey | Reading Intervention Teacher | Friendship Chamberlain Elementary | Master's |
| Belle | Jacquelanae | Teacher | Friendship Chamberlain Elementary | Master's |
| Church-Williams | Valencia | Reading Specialist | Friendship Chamberlain Elementary | Master's |
| Coney | Leslei | Teacher | Friendship Chamberlain Elementary | Master's |
| Coy | Fatima | Master Teacher | Friendship Chamberlain Elementary | Master's |
| Edwards | Jason | Resident Academy Director | Friendship Chamberlain Elementary | Bachelor's |
| Fields | Danique | Teacher | Friendship Chamberlain Elementary | Bachelor's |
| Harbour | Liua | Principal | Friendship Chamberlain Elementary | Master's |
| Johnson | Shyraun | Teacher | Friendship Chamberlain Elementary | Master's |
| Jones | Kimberly J | Special Education Teacher | Friendship Chamberlain Elementary | Master's |
| Jordan | Angela | Teacher | Friendship Chamberlain Elementary | Bachelor's |
| Jovine | Stephanie | Teacher | Friendship Chamberlain Elementary | Bachelor's |
| La Fleur | Ronald | Social Worker | Friendship Chamberlain Elementary | Bachelor's |
| Lansey | Melissa | Innovation Space Teacher | Friendship Chamberlain Elementary | Doctorate |
| McGee | Tanisha | Teacher | Friendship Chamberlain Elementary | Bachelor's |
| Mensah | Francine-Julia | Special Education Teacher | Friendship Chamberlain Elementary | Master's |
| Norton | Joshua | School Psychologist | Friendship Chamberlain Elementary | Master's |
| Piper | Danyelle P | Teacher | Friendship Chamberlain Elementary | Bachelor's |
| Pittman | Angel | Teacher | Friendship Chamberlain Elementary | Master's |
| Saunders | Carolyn | School Counselor | Friendship Chamberlain Elementary | Master's |
| Spell | Georgia | Teacher | Friendship Chamberlain Elementary | Bachelor's |
| Spradley | Ife | Teacher | Friendship Chamberlain Elementary | Bachelor's |
| Toland | Lisa | Teacher | Friendship Chamberlain Elementary | Master's |
| Torrence | Tiffany | Academy Director | Friendship Chamberlain Elementary | Master's |
| Tynes | La'Vonne | Teacher | Friendship Chamberlain Elementary | Bachelor's |
| Williams | Andrea W | Special Education Teacher | Friendship Chamberlain Elementary | Master's |
| Winston | Jimise | Teacher | Friendship Chamberlain Elementary | Bachelor's |
| Wise | Daisha | Teacher | Friendship Chamberlain Elementary | Master's |
| Anthony D | Telithia | Teacher | Friendship Chamberlain Middle School | Bachelor's |
| Bowman | DeMark | Special Education Teacher | Friendship Chamberlain Middle School | Master's |
| Brandon | Danyelle B | Special Education Teacher | Friendship Chamberlain Middle School | Master's |
| Dedmon | Kimberly D | Teacher | Friendship Chamberlain Middle School | Master's |
| Graham | Erin | Teacher | Friendship Chamberlain Middle School | Bachelor's |
| Harris | Diamond | Academy Director | Friendship Chamberlain Middle School | Master's |
| Harris | Milan | Teacher | Friendship Chamberlain Middle School | Master's |
| Hines | Danielle | Teacher | Friendship Chamberlain Middle School | Bachelor's |
| Izlar | Phillip | Teacher | Friendship Chamberlain Middle School | Bachelor's |
| Jerome | Whitney | Teacher | Friendship Chamberlain Middle School | Master's |
| Lambert | Kimberly L | Teacher | Friendship Chamberlain Middle School | Master's |
| Little | Richard | Teacher | Friendship Chamberlain Middle School | Bachelor's |
| McKnight | Antoine | Teacher | Friendship Chamberlain Middle School | Bachelor's |
| Middleton | Arnessia | Special Education Teacher | Friendship Chamberlain Middle School | Master's |
| Oliver | Anike | Teacher | Friendship Chamberlain Middle School | Bachelor's |
| Parker | Tatrina | Special Education Teacher | Friendship Chamberlain Middle School | Master's |
| Richardson | Colby | Instructional Specialist | Friendship Chamberlain Middle School | Bachelor's |

| | | | | |
|-----------------|-------------|---------------------------|--------------------------------------|------------|
| Stewart | Sean | Teacher | Friendship Chamberlain Middle School | Master's |
| Traore | DeYeasa | Special Education Teacher | Friendship Chamberlain Middle School | Master's |
| Vines | Kayla | Teacher | Friendship Chamberlain Middle School | Bachelor's |
| Williams-Murray | Mercia | Special Education Teacher | Friendship Chamberlain Middle School | Master's |
| Winchester | Brandy | Teacher | Friendship Chamberlain Middle School | Master's |
| Anderson | Khaleelah | Instructional Specialist | Friendship Collegiate Academy | Master's |
| Batts | Anthony | Teacher | Friendship Collegiate Academy | Master's |
| Bhasin | Bharti | Teacher | Friendship Collegiate Academy | Master's |
| Blood | Eric | Master Teacher | Friendship Collegiate Academy | Master's |
| Butler | Tiara | Teacher | Friendship Collegiate Academy | Bachelor's |
| Crouch | Allison | Teacher | Friendship Collegiate Academy | Bachelor's |
| Dade | Bianca | Teacher | Friendship Collegiate Academy | Master's |
| Darden | Carmielle | Teacher | Friendship Collegiate Academy | Master's |
| DiRobbio | Tamara | Teacher | Friendship Collegiate Academy | Master's |
| Douglas | Joy | Teacher | Friendship Collegiate Academy | Bachelor's |
| Edwards-Jones | Peggy | Principal | Friendship Collegiate Academy | Master's |
| Fadika | Fatmata | Teacher | Friendship Collegiate Academy | Bachelor's |
| Gerald | Lalika | Special Education Teacher | Friendship Collegiate Academy | Master's |
| Graham | Robert | Teacher | Friendship Collegiate Academy | Bachelor's |
| Grandison | Jasmine | Teacher | Friendship Collegiate Academy | Bachelor's |
| Henry | Ricardo | Teacher | Friendship Collegiate Academy | Master's |
| Hooper-Pommells | Kaiee | Teacher | Friendship Collegiate Academy | Master's |
| Hope | Tonya | Special Education Teacher | Friendship Collegiate Academy | Master's |
| Jackson | Gerard | Special Education Teacher | Friendship Collegiate Academy | Master's |
| Jamison | Jaraina | Teacher | Friendship Collegiate Academy | Bachelor's |
| Johnson | Brian | Teacher | Friendship Collegiate Academy | Bachelor's |
| Johnson | Lauren | Academy Director | Friendship Collegiate Academy | Master's |
| King | Alethea | Teacher | Friendship Collegiate Academy | Bachelor's |
| Lewis | Renard | Teacher | Friendship Collegiate Academy | Bachelor's |
| Lynn | Jeffrey | Teacher | Friendship Collegiate Academy | Master's |
| Manley | Aishia | Special Education Teacher | Friendship Collegiate Academy | Master's |
| Martin | Carlita | Teacher | Friendship Collegiate Academy | Bachelor's |
| McNeill-Tucker | Barbara | Special Education Teacher | Friendship Collegiate Academy | Master's |
| Moore | Margaret | Teacher | Friendship Collegiate Academy | Bachelor's |
| Nazlian | Joshua | Special Education Teacher | Friendship Collegiate Academy | Bachelor's |
| Nixon | Tesha | Academy Director | Friendship Collegiate Academy | Bachelor's |
| Parson | Rosalyn | Special Education Teacher | Friendship Collegiate Academy | Bachelor's |
| Payne | Katherine | Teacher | Friendship Collegiate Academy | Master's |
| Petrus | Christopher | Special Education Teacher | Friendship Collegiate Academy | Master's |
| Pierre | Kenneth | Teacher | Friendship Collegiate Academy | Bachelor's |
| Reed | Gregory | School Psychologist | Friendship Collegiate Academy | Doctorate |
| Richardson | Carlos | Teacher | Friendship Collegiate Academy | Master's |
| Shairzay | Arsallah | Academy Director | Friendship Collegiate Academy | Doctorate |
| Shine | Leena | Teacher | Friendship Collegiate Academy | Master's |
| Smartt | Nicolette | Teacher | Friendship Collegiate Academy | Master's |

| | | | | |
|----------------|-----------|---------------------------|---------------------------------|------------|
| Strong-Archer | Angel | Teacher | Friendship Collegiate Academy | Master's |
| Tarver | Melissa | Teacher | Friendship Collegiate Academy | Bachelor's |
| Thompson | Jennifer | Teacher | Friendship Collegiate Academy | Bachelor's |
| Vargo | Rock | Teacher | Friendship Collegiate Academy | Master's |
| Wallace | Naima | Teacher | Friendship Collegiate Academy | Bachelor's |
| Weaver | Tiffani | Teacher | Friendship Collegiate Academy | Bachelor's |
| Wells | ChaKoria | School Psychologist | Friendship Collegiate Academy | Doctorate |
| White | Randall | Teacher | Friendship Collegiate Academy | Bachelor's |
| White | Damien | Teacher | Friendship Collegiate Academy | Bachelor's |
| White | Kiajuana | Teacher | Friendship Collegiate Academy | Bachelor's |
| Womack | LaQuan | Social Worker | Friendship Collegiate Academy | Bachelor's |
| Worley | Rashaun | Teacher | Friendship Collegiate Academy | Bachelor's |
| Young Jr. | Jerome | Academy Director | Friendship Collegiate Academy | Bachelor's |
| Anthony | Joanne | Teacher | Friendship Southeast Elementary | Bachelor's |
| Baines | Beverly | Teacher | Friendship Southeast Elementary | Bachelor's |
| Brooks | Sarah | Teacher | Friendship Southeast Elementary | Master's |
| Brown | Nyemah | Teacher | Friendship Southeast Elementary | Master's |
| Buffin | Brandon | Teacher | Friendship Southeast Elementary | Master's |
| Butler | Te'Shia | Teacher | Friendship Southeast Elementary | Bachelor's |
| Creagh Lee | Tiffany | Teacher | Friendship Southeast Elementary | Master's |
| Croom | Tennile | Special Education Teacher | Friendship Southeast Elementary | Bachelor's |
| Davenport | Denisha | School Counselor | Friendship Southeast Elementary | Bachelor's |
| Dow | Tracie | Academy Director | Friendship Southeast Elementary | Bachelor's |
| Finley | Dominique | Teacher | Friendship Southeast Elementary | Master's |
| Harrison | Markeytta | Teacher | Friendship Southeast Elementary | Bachelor's |
| Hayman | Zakiya | Instructional Specialist | Friendship Southeast Elementary | Master's |
| Hinton | Shani | Special Education Teacher | Friendship Southeast Elementary | Bachelor's |
| Kelly | Keyana | Special Education Teacher | Friendship Southeast Elementary | Bachelor's |
| Knight | Julius | Teacher | Friendship Southeast Elementary | Bachelor's |
| Lawery | David | Principal | Friendship Southeast Elementary | Bachelor's |
| Lee | Rashai | Social Worker | Friendship Southeast Elementary | Master's |
| Lucas | Bianca | Teacher | Friendship Southeast Elementary | Bachelor's |
| Mason | Tucker | Teacher | Friendship Southeast Elementary | Bachelor's |
| McIntyre | Teneisha | School Psychologist | Friendship Southeast Elementary | Doctorate |
| Newman | Nickelly | Teacher | Friendship Southeast Elementary | Bachelor's |
| Page | Asma | Teacher | Friendship Southeast Elementary | Master's |
| Powell | Crystal | Teacher | Friendship Southeast Elementary | Master's |
| Rhynes | Jennifer | Teacher | Friendship Southeast Elementary | Bachelor's |
| Strickland | Tiajuana | Teacher | Friendship Southeast Elementary | Master's |
| Taylor | Michelle | Teacher | Friendship Southeast Elementary | Master's |
| Vest | Tenisha | Special Education Teacher | Friendship Southeast Elementary | Master's |
| Whitmyer | Yashika | Teacher | Friendship Southeast Elementary | Master's |
| Wiggins | Pamela | Teacher | Friendship Southeast Elementary | Bachelor's |
| Williams-Price | Lucy | Master Teacher | Friendship Southeast Elementary | Master's |
| Zeba | Arabella | Reading Specialist | Friendship Southeast Elementary | Master's |

| | | | | |
|------------------|---------------|-------------------------------|--|------------|
| Caulton | Jacquima | Teacher | Friendship Southeast Middle | Master's |
| Cooper | Ben | Teacher | Friendship Southeast Middle | Bachelor's |
| Jackson | Beryl | Teacher | Friendship Southeast Middle | Master's |
| Jones | Ony | Teacher | Friendship Southeast Middle | Bachelor's |
| Logan | Mychuwan | Teacher | Friendship Southeast Middle | Master's |
| Person | Tyresse | Teacher | Friendship Southeast Middle | Bachelor's |
| Scanlon | Jeff | Director of Academics | Friendship Southeast Middle | Master's |
| Souvannavong | Thanouthong | Teacher | Friendship Southeast Middle | Bachelor's |
| Tackie | Yvonne | Instructional Specialist | Friendship Southeast Middle | Bachelor's |
| Washington | Derrell | Teacher | Friendship Southeast Middle | Master's |
| Wynn | Kapria | Teacher | Friendship Southeast Middle | Bachelor's |
| Snowdy | John | Principal | Friendship Southeast Middle | Master's |
| Adkins-Lewis | Philisha | Teacher | Friendship Technology Preparatory High | Bachelor's |
| Bason | Charles | Teacher | Friendship Technology Preparatory High | Master's |
| Booth | Kun Ye | Principal | Friendship Technology Preparatory High | Master's |
| Brown | Lyle | Special Education Teacher | Friendship Technology Preparatory High | Master's |
| Bulloch | Britani | Teacher | Friendship Technology Preparatory High | Bachelor's |
| Chamberlain | Tiffany C | Teacher | Friendship Technology Preparatory High | Master's |
| Collazo | Eric | Academy Director | Friendship Technology Preparatory High | Master's |
| Collins | Janet | Special Education Teacher | Friendship Technology Preparatory High | Master's |
| Collins | Justin | Teacher | Friendship Technology Preparatory High | Bachelor's |
| Coven | Renee | Teacher | Friendship Technology Preparatory High | Master's |
| De-Souza | Mawuena | Teacher | Friendship Technology Preparatory High | Bachelor's |
| Dotson-Robertson | Christopher D | Teacher | Friendship Technology Preparatory High | Bachelor's |
| Epps | Clara | Special Education Teacher | Friendship Technology Preparatory High | Master's |
| Felder | Lenora | Teacher | Friendship Technology Preparatory High | Master's |
| Franklin | Glendora | Math Instructional Specialist | Friendship Technology Preparatory High | Bachelor's |
| Jeanty | Mary-Nadine | Teacher | Friendship Technology Preparatory High | Master's |
| Jones | Lynne | Resident Academy Director | Friendship Technology Preparatory High | Master's |
| Jones | Patrice | School Psychologist | Friendship Technology Preparatory High | Master's |
| Kelley | William | Teacher | Friendship Technology Preparatory High | Bachelor's |
| Killgo | Keith | Teacher | Friendship Technology Preparatory High | Master's |
| Lawson | Wesley | Teacher | Friendship Technology Preparatory High | Master's |
| Long | Gregory | Teacher | Friendship Technology Preparatory High | Master's |
| Lott | Brittney | Special Education Teacher | Friendship Technology Preparatory High | Master's |
| Lynch | Britney | Teacher | Friendship Technology Preparatory High | Bachelor's |
| McClaron | Maisha | Teacher | Friendship Technology Preparatory High | Bachelor's |
| McKinney | Coy | Teacher | Friendship Technology Preparatory High | Doctorate |
| McLaurin | Nakiia | Social Worker | Friendship Technology Preparatory High | Master's |
| Monahan | Christopher M | Special Education Teacher | Friendship Technology Preparatory High | Bachelor's |
| Nidzgorski | Douglas | Teacher | Friendship Technology Preparatory High | Master's |
| Nwabineli | Christopher N | Teacher | Friendship Technology Preparatory High | Master's |
| Powell | Sabina | Teacher | Friendship Technology Preparatory High | Bachelor's |
| Robertson | Marcia | Special Education Teacher | Friendship Technology Preparatory High | Master's |
| Robinson | Celecia | Instructional Specialist | Friendship Technology Preparatory High | Bachelor's |

| | | | | |
|------------------|-------------|-------------------------------|--|------------|
| Schaefer | Christian | Teacher | Friendship Technology Preparatory High | Bachelor's |
| Shackleford | Dwayne | Teacher | Friendship Technology Preparatory High | Bachelor's |
| Zheng | Wei | Teacher | Friendship Technology Preparatory High | Master's |
| Cook | Krystal | Teacher | Friendship Technology Preparatory Middle | Master's |
| Holland | Vaughan | Teacher | Friendship Technology Preparatory Middle | Bachelor's |
| Johnson | Melody | Teacher | Friendship Technology Preparatory Middle | Bachelor's |
| Muhammad | Khalif | Teacher | Friendship Technology Preparatory Middle | Master's |
| Sims | Lisa | Special Education Teacher | Friendship Technology Preparatory Middle | Bachelor's |
| Thompson | Courtney | Teacher | Friendship Technology Preparatory Middle | Bachelor's |
| Wilson | Marshelle | Teacher | Friendship Technology Preparatory Middle | Bachelor's |
| Brown | Charlene | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Burn | Lindsay | Teacher | Friendship Woodridge Elementary School | Master's |
| Butler-Campbell | Cheryl | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Cortez | Ginaelisa | Teacher | Friendship Woodridge Elementary School | Master's |
| Crump | Arielle | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Davis | James D | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Dow | Taylor | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Edwards | Ebony | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Fields | Teriyana | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Foster | Precious | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Framer | Sarah | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Henry | Jamila | Teacher | Friendship Woodridge Elementary School | Master's |
| Hinds-Wynn | Bunmi | Teacher | Friendship Woodridge Elementary School | Master's |
| Hollis | Cameron | Teacher | Friendship Woodridge Elementary School | Master's |
| Johnson | Shante | Teacher | Friendship Woodridge Elementary School | Master's |
| Manning | Latanya | Instructional Specialist | Friendship Woodridge Elementary School | Master's |
| Nance | Chanel | Teacher | Friendship Woodridge Elementary School | Master's |
| Owo | Felicia | Principal | Friendship Woodridge Elementary School | Master's |
| Spradley | Ayinde | Academy Director | Friendship Woodridge Elementary School | Master's |
| Suchorski | Cinthia | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Washington | Marlene | Math Instructional Specialist | Friendship Woodridge Elementary School | Master's |
| Weatherington | Austin | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Whitfield | Monique | Teacher | Friendship Woodridge Elementary School | Bachelor's |
| Beckwith | Jennifer | Master Teacher | Friendship Woodridge Middle School | Master's |
| Durham | Danielle D | Teacher | Friendship Woodridge Middle School | Bachelor's |
| Edwards | Teoshi | Reading Specialist | Friendship Woodridge Middle School | Bachelor's |
| Garzon-Roncancio | Martha | Teacher | Friendship Woodridge Middle School | Bachelor's |
| Hairston | Sha'Nai | School Psychologist | Friendship Woodridge Middle School | Master's |
| Lewis | Keisha | Master Teacher | Friendship Woodridge Middle School | Master's |
| LoPresti | James L | Special Education Teacher | Friendship Woodridge Middle School | Bachelor's |
| McDonald II | Allen | Special Education Teacher | Friendship Woodridge Middle School | Master's |
| Murphy | Nzingha | Teacher | Friendship Woodridge Middle School | Master's |
| Nwokorie | Chukwuemeka | Teacher | Friendship Woodridge Middle School | Bachelor's |
| Parker | Athens | Teacher | Friendship Woodridge Middle School | Master's |
| Peace | Jordan | Teacher | Friendship Woodridge Middle School | Master's |

| | | | | |
|----------|----------|------------------------------|------------------------------------|----------|
| Royal | Ashley R | Teacher | Friendship Woodridge Middle School | Master's |
| Shadid | Melinda | Special Education Teacher | Friendship Woodridge Middle School | Master's |
| Stevens | Erica | Academy Director | Friendship Woodridge Middle School | Master's |
| Tatum | Lorraine | Reading Intervention Teacher | Friendship Woodridge Middle School | Master's |
| Terrell | James T | Teacher | Friendship Woodridge Middle School | Master's |
| Thomas | Michael | Special Education Teacher | Friendship Woodridge Middle School | Master's |
| Williams | Jewelyn | Teacher | Friendship Woodridge Middle School | Master's |

B. BOARD ROSTER

| Trustee Name | Position on Board | DC Resident (Y/N) |
|---------------------|--------------------------|--------------------------|
| Donald L. Hense | Chairman | Yes |
| Gregory Prince, Jr. | Vice Chair | No |
| Victor Long | Secretary | Yes |
| Darrin Glymph | Treasurer | Yes |
| Patricia Brantley | Member | Yes |
| Carol Thompson Cole | Member | Yes |
| Tracy Gray | Member | Yes |
| Eric McKinley King | Member | Yes |
| Deborah McGriff | Member | No |
| Jeanette Mendes | Parent Representative | Yes |
| Anise Walker | Parent Representative | Yes |
| Chris White | Member | No |
| Chris Whittle | Member | No |

C. UNAUDITED YEAR-END 2018-19 FINANCIAL STATEMENTS

| | Year to Date |
|--|------------------------|
| | <u>Actual</u> |
| Revenue | |
| UPSFF (Per Pupil) Payments | \$66,035,483.61 |
| Facilities Allowance Payments | 12,990,002.79 |
| Federal Entitlements | 3,800,528.54 |
| Other Government Fundng / Grants | 7,743,601.46 |
| Private Grants and Donations | 252,071.19 |
| Other Income | 1,946,703.87 |
| TOTAL REVENUES | <u>\$92,768,391.46</u> |
| EXPENSES | |
| Personnel Salaries and Benefits | |
| Principal/Executive Salaries | \$2,157,177.29 |
| Teachers Salaries | 29,625,848.17 |
| Teachers Aides/Assistance Salaries | 553,485.87 |
| Other Education Professionals Salaries | 4,689,952.01 |
| Business/Operations Salaries | 1,188,495.18 |
| Clerical Salaries | 693,355.81 |
| Other Staff Salaries | 10,328,386.77 |
| Employee Benefits | 8,553,543.81 |
| Staff Development Costs | |
| Subtotal: Personnel Costs | <u>57,790,244.91</u> |
| Direct Student Costs | |
| Textbooks | 329,582.21 |
| Student Supplies and Materials | 397,899.49 |
| Library and Media Center Materials | 21,277.11 |
| Computers and Materials | 139,068.16 |
| Other Instructional Equipment | 416,323.32 |
| Classroom Furnishings and Supplies | 650,429.72 |
| Student Assessment Materials | 102,386.31 |
| Contracted Student Services | 2,757,950.35 |
| Professional Development | 492,625.08 |
| Food Service | 2,320,953.83 |
| Miscellaneous Student Costs** | 1,008,994.97 |
| Subtotal: Direct Student Costs | <u>8,637,490.55</u> |

| | Year to Date |
|---|------------------------|
| | <u>Actual</u> |
| Occupancy Expenses | |
| Rent | 27,492.00 |
| Mortgage Interest Payments | |
| Building Maintenance and Repairs | 2,855,137.55 |
| Utilities | 1,997,401.16 |
| Equipment Rental and Maintenance | 636,735.80 |
| Contracted Building Services | 2,503,742.33 |
| Subtotal: Occupancy Expenses | <u>8,020,508.84</u> |
| Office Expenses | |
| Office Supplies and Materials | 782,780.26 |
| Office Furnishings and Equipment | 5,715.14 |
| Office Equipment Rental and Maintenance | |
| Telephone/Telecommunications | 268,007.42 |
| Legal, Accounting and Payroll Services | 1,674,576.06 |
| Printing and Copying | 50,602.30 |
| Postage and Shipping | 44,259.90 |
| Other | 1,626,247.58 |
| Subtotal: Office Expenses | <u>4,452,188.66</u> |
| General Expenses | |
| Insurance | 890,511.95 |
| Interest Expense | 4,755,373.06 |
| Transportation | 218,254.03 |
| Other General Expense | 449,211.10 |
| Administration Fee | 838,747.39 |
| Subtotal: General Expenses | <u>7,152,097.53</u> |
| TOTAL EXPENSES | <u>\$86,052,530.49</u> |
| EXCESS (OR DEFICIENCY) | <u>6,715,860.97</u> |
| Depreciation | <u>\$5,501,691.99</u> |
| NET INCOME | 1,214,168.98 |

| | 2019 |
|---------------------------------------|--------------------------------|
| | Jun |
| Assets | |
| Current Assets | |
| Cash & Cash equivalents | \$38,940,824.85 |
| Accounts Receivable, Net | 4,589,599.17 |
| Other Current Assets | 582,056.11 |
| Total Current Assets | <u>44,112,480.13</u> |
| Fixed Assets | |
| Property & Equipment, net | 11,076,388.10 |
| Facilities, net | 94,633,247.62 |
| Total Fixed Assets | <u>105,709,635.72</u> |
| Non Current Assets | |
| Bond Issuance Costs, net | 3,008,531.07 |
| Deposits | 90,486.33 |
| Restricted Cash & Investments | 14,220,862.53 |
| Total Non Current Assets | <u>17,319,879.93</u> |
| Total Assets | <u><u>\$167,141,995.78</u></u> |
| Liabilities & Net Assets | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable & Accrued Expenses | \$4,206,629.76 |
| Accrued Salaries and Related Expenses | 6,046,062.86 |
| Deferred Revenue | 490,063.91 |
| Current Portion of Long Term Debt | 2,820,000.00 |
| Total Current Liabilities | <u>13,562,756.53</u> |
| Long term Liabilities | 112,433,254.76 |
| Total Liabilities | <u>125,996,011.29</u> |
| Net Assets | |
| Beginning Net Assets | 39,931,815.51 |
| Net Income | 1,214,168.98 |
| Total Net Assets | <u>41,145,984.49</u> |
| Total Liabilities and Net Assets | <u><u>\$167,141,995.78</u></u> |

D.APPROVED 2019-20 BUDGET

Friendship Public Charter School SY 19-20 Budget

SY 19-20

REVENUE

| | |
|-----------------------------------|--------------------|
| UPSFF (Per Pupil) Payments | 72,320,464 |
| Facilities Allowance Payments | 14,122,264 |
| Federal Entitlements | 9,158,152 |
| Other Government Funding / Grants | 2,128,883 |
| Private Grants and Donations | 2,228,753 |
| Other Income | <u>544,711</u> |
| TOTAL REVENUES | <u>100,503,228</u> |

EXPENSES

| | |
|--|-------------------|
| Personnel Salaries and Benefits | |
| Principal/Executive Salaries | 2,140,872 |
| Teachers' Salaries | 30,535,090 |
| Teachers' Aides/Assistance Salaries | 358,506 |
| Other Education Professionals Salaries | 5,613,970 |
| Business/Operations Salaries | 1,398,683 |
| Clerical Salaries | 691,989 |
| Other Staff Salaries | 12,148,097 |
| Employee Benefits | 8,778,896 |
| Staff Development Costs | |
| Subtotal: Personnel Costs | <u>61,666,103</u> |

Direct Student Costs

| | |
|------------------------------------|------------------|
| Textbooks | 639,888 |
| Student Supplies and Materials | 499,070 |
| Library and Media Center Materials | 61,171 |
| Computers and Materials | 490,911 |
| Other Instructional Equipment | 471,385 |
| Classroom Furnishings and Supplies | 910,358 |
| Student Assessment Materials | 131,799 |
| Contracted Student Services | 2,820,747 |
| Professional Development | 366,475 |
| Food Service | 2,324,900 |
| Miscellaneous Student Costs** | <u>874,336</u> |
| Subtotal: Direct Student Costs | <u>9,591,039</u> |

Occupancy Expenses

| | |
|----------------------------------|------------------|
| Rent | 27,492 |
| Mortgage Interest Payments | |
| Building Maintenance and Repairs | 3,137,126 |
| Utilities | 2,267,474 |
| Equipment Rental and Maintenance | 745,202 |
| Contracted Building Services | 3,567,848 |
| Other Occupancy Expenses | 7,242 |
| Subtotal: Occupancy Expenses | <u>9,752,383</u> |

Office Expenses

| | |
|---|------------------|
| Office Supplies and Materials | 1,172,297 |
| Office Furnishings and Equipment | 11,549 |
| Office Equipment Rental and Maintenance | 0 |
| Telephone/Telecommunications | 274,113 |
| Legal, Accounting and Payroll Services | 1,361,560 |
| Printing and Copying | 162,980 |
| Postage and Shipping | 36,761 |
| Other | 1,453,501 |
| Subtotal: Office Expenses | <u>4,472,762</u> |

General Expenses

| | |
|----------------------------|-------------------|
| Insurance | 1,501,298 |
| Interest Expense | 5,277,336 |
| Transportation | 186,223 |
| Other General Expense | 292,308 |
| Administration Fee | 899,785 |
| Subtotal: General Expenses | <u>8,156,950</u> |
| TOTAL EXPENSES | <u>93,639,237</u> |

| | |
|------------------------|------------------|
| EXCESS (OR DEFICIENCY) | <u>6,863,991</u> |
| Depreciation | 6,113,991 |
| NET INCOME | 750,000 |