

**CHARTER AGREEMENT AMENDMENT APPLICATION**

**Submitter:** Donald L. Hense – Friendship PCS

**Approval/Amendment Request:** Asset Acquisition, Additional Facility

**Submission Date:** 4/1/2021

**SCHOOL BACKGROUND**

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

<b>Campus Name</b>	<b>Campus Address</b>
<b>Armstrong Elementary Campus</b>	111 O Street, NW, Washington, D.C. 20001
<b>Armstrong Middle School Campus</b>	111 O Street, NW, Washington, D.C. 20001
<b>Blow Pierce Elementary Campus</b>	725 19th St. NE, Washington, D.C. 20002
<b>Blow Pierce Middle School Campus</b>	725 19th St. NE, Washington, D.C. 20002
<b>Chamberlain Elementary Campus</b>	1345 Potomac Ave. SE, Washington, D.C. 20003
<b>Chamberlain Middle School Campus</b>	1345 Potomac Ave. SE, Washington, D.C. 20003
<b>Ideal Elementary Campus</b>	6130 N. Capitol St., NW, Washington, DC 20011
<b>Ideal Middle School Campus</b>	6130 N. Capitol St., NW, Washington, DC 20011
<b>K - 8 Online Campus</b>	1351 Nicholson St. NW, Washington, D.C. 20011

<b>Southeast Elementary Campus</b>	645 Milwaukee Pl., SE, Washington, D.C. 20032
<b>Southeast Middle School Campus</b>	645 Milwaukee Pl., SE, Washington, D.C. 20032
<b>Woodridge Elementary Campus</b>	2959 Carlton Ave. NE, Washington, D.C. 20018
<b>Woodridge Middle School Campus</b>	2959 Carlton Ave. NE, Washington, D.C. 20018
<b>Collegiate High School</b>	4095 Minnesota Ave NE, Washington, DC 20019
<b>Technology Prep High School</b>	2705 Martin Luther King Avenue SE, Washington, DC 20032

- Year(s) opened: **1998**
- Grade levels served: **PK3 - 12**
- Date the charter will be eligible for renewal: **June 30, 2028**

**GENERAL INFORMATION**

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**1. Summarize the school’s proposed changes. (Provide details in the following subsections.)**

Asset Acquisition of Hope Community PCS - Lamond Campus Facility Friendship PCS seeks an asset acquisition of the Hope PCS Lamond campus in order to operate the site as part of our Friendship Ideal Elementary campus. The Hope Community PCS board undertook a series of public votes to restructure its school, which included severing its management agreement with Imagine Schools, operating only one campus at its Tolson site, and working with Friendship to acquire the Lamond facility. Friendship PCS would assume operation of the Lamond site in order to support the continuance of the students currently enrolled there while providing enhanced auxiliary space for current Friendship Ideal and current Hope Lamond pre-school to elementary students effective July 1, 2021. If assumption of the Lamond facility is approved, all students currently enrolled at Hope Community PCS - Lamond campus in preschool to 4th grade would be eligible to re-enroll.

Friendship planning has included conferring with the Hope PCS board and leadership staff, hosting interest meetings with staff and hosting parent meetings. Additionally, Friendship has provided information and updates during public board meetings from February through March, presented at the ANC meeting and submitted information to the ANC 4B Chairperson.

**2. How will the proposed changes support the school's mission?**

Friendship was founded to ensure students receive a world-class education and become ethical, literate, well rounded, and self-sufficient citizens who contribute actively to their communities. We also know that families and scholars need stability when campuses reconfigure or close. Moreover, given the pandemic, stability for school communities is critical. This amendment will allow Friendship to better fulfill its mission by supporting the Hope Lamond school community while enhancing the Friendship Ideal school community. By bringing these two small campuses together, we will provide all students with enhanced academic programming, better supported teachers, better facilities and a range of extra and co-curricular opportunities.

**3. Describe any DC PCSB audits, notices of concern, or other board actions issued against your school in the past three years. What was the outcome?**

Since SY 2015-16, Friendship PCS has been 100% compliant according to PCSB's Annual Compliance Review and has received no board actions. In 2017, in response to an anonymous complaint the PCSB audited discipline data for discipline reporting and also audited data related to disproportionate suspensions. The PCSB found that all discipline data was accurately reported and that there was one attendance error (a student incorrectly coded) that was addressed by the school. For the audit on disproportionate suspensions, the context provided by Friendship PCS addressed the concern. DC PCSB staff closed both audits and determined that no corrective action was necessary.

**4. How has the school informed its stakeholders (e.g., students, parents, staff, ANC commissioners, neighbors) of the proposed change(s)? Describe any notable support for or opposition to the proposal. How is the school addressing stakeholders' concerns?**

To date, Friendship has engaged in the following public meetings and has not recorded any opposition to the acquisition of 6200 Kansas Ave NE, Washington, DC 20011:

- February 15, 2021: Friendship responds to a Call for Expression of Interest by the Hope Community Board of Trustees.
- February 25, 2021: Friendship participates in a public discussion regarding our desire to provide families with stability and the roadmap to achieving that goal.

- March 4, 2021: Friendship participates in a public, special board meeting of the Hope Board of Trustees.
  - March 11, 2021: Friendship participates in a public discussion regarding the transition through June 2021.
  - March 18, 2021: Friendship’s Board of Trustees approves a resolution at the public meeting.
  - March 23, 2021: Friendship participated in the 4B ANC meeting to update the commissioners and community on the facility upgrade at the Ideal Elementary and Middle School Campuses. Moreover, Mr. James Waller, Chief of School Operations, shared at the meeting that Friendship has expressed interest in the Hope Lamond Campus located at 6200 Kansas Street, NE, Washington, D.C. 20011.
  - March 25, 2021: As a follow-up to the Tuesday 4B ANC Meeting, Mr. James Waller sends a letter to the commissioners.
  - March 25, 2021: Friendship participates in a public Hope Board Meeting to provide an update on the transition.
  - March 25, 2021: Friendship hosts an informational meeting with Hope Parents.
5. When did the school’s board approve the proposed change(s)? Please attach minutes from the meeting and vote results.

On March 18, 2021, at the quarterly public meeting, the Friendship PCS Board of Trustees approved a resolution to pursue the Hope Community PCS - Lamond Campus. Friendship PCS Board of Trustees will meet in May or sooner to further the acquisition process.

## **ASSET ACQUISITION**

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- 1.** Describe the proposed asset acquisition.

Asset Acquisition of Hope Community PCS - Lamond Campus Facility Friendship PCS seeks an asset acquisition of the Hope PCS Lamond campus in order to operate the site as part of our Friendship Ideal Elementary campus. The Hope Community PCS board undertook a series of public votes to restructure its school, which included severing its management agreement with Imagine Schools, operating only one campus at its Tolson site, and working with Friendship to acquire the Lamond facility. Friendship PCS would assume operation of the Lamond site in order to support the continuance of the students currently enrolled there while providing enhanced auxiliary space for current Friendship Ideal and current Hope Lamond pre-school to elementary students effective July 1, 2021. If assumption of the Lamond facility is approved, all students currently enrolled at Hope Community PCS - Lamond campus in preschool to 4th grade would be eligible to re-enroll.

**2.** What is the rationale for the asset acquisition?

Friendship PCS seeks an asset acquisition of the Hope PCS Lamond campus in order to provide enhanced auxiliary space for our Friendship Ideal Elementary campus. By bringing these two small campuses together, we will provide all students with enhanced academic programming, better-supported teachers, better facilities and a range of extra and co-curricular opportunities.

**3.** What effect will asset acquisition have on the school’s program, including staffing, budget, and facilities?

Through this asset acquisition, Friendship can allocate more funds in order to provide all students with enhanced academic programming, better-supported teachers, better facilities and a range of extra and co-curricular opportunities.

**ADDITIONAL FACILITY**

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**1.** Please check the reason below that best describes the proposed change.

- Entire campus or school is relocating from current location to a new location.
- A single campus is both staying in its current location *and* expanding into a second location (e.g., some grades in one facility and some in a second facility to allow more space, or until a permanent larger facility is found, acquisition of a nearby recreational facility, etc.).
- School is creating a new campus being housed in a new facility (Note: Please also complete [Section A2: Program Replication](#)).

**2.** List all the facilities and addresses the school operates, along with the new facility the school plans to operate. Include the campus(es) located in each facility, highlighting any changes from what is in the school’s charter agreement.

Campus Name	Campus Address	Grades	Status
<b>Armstrong Elementary Campus</b>	111 O Street, NW, Washington, D.C. 20001	PS - 3	Current
<b>Armstrong Middle School Campus</b>	111 O Street, NW, Washington, D.C. 20001	4 - 8	Current
<b>Blow Pierce Elementary Campus</b>	725 19th St. NE, Washington, D.C. 20002	PS - 3	Current

<b>Blow Pierce Middle School Campus</b>	725 19th St. NE, Washington, D.C. 20002	4 - 8	Current
<b>Chamberlain Elementary Campus</b>	1345 Potomac Ave. SE, Washington, D.C. 20003	PS - 3	Current
<b>Chamberlain Middle School Campus</b>	1345 Potomac Ave. SE, Washington, D.C. 20003	4 - 8	Current
<b>Ideal Elementary Campus</b>	6200 Kansas Ave NE, Washington, DC 20011	PS - 3	New
<b>Ideal Middle School Campus</b>	6130 N. Capitol St., NW, Washington, DC 20011	PS - 8	Current
<b>K - 8 Online Campus</b>	1351 Nicholson St. NW, Washington, D.C. 20011	K - 8	Current
<b>Southeast Elementary Campus</b>	645 Milwaukee Pl., SE, Washington, D.C. 20032	PS - 3	Current
<b>Southeast Middle School Campus</b>	645 Milwaukee Pl., SE, Washington, D.C. 20032	4 - 8	Current
<b>Woodridge Elementary Campus</b>	2959 Carlton Ave. NE, Washington, D.C. 20018	PS - 3	Current
<b>Woodridge Middle School Campus</b>	2959 Carlton Ave. NE, Washington, D.C. 20018	4 - 8	Current
<b>Collegiate High School</b>	4095 Minnesota Ave NE, Washington, DC 20019	9 - 12	Current
<b>Technology Prep High School</b>	2705 Martin Luther King Avenue SE, Washington, DC 20032	9 - 12	Current

3. Which grade level(s) will be at this location? How many square feet is this space? What is the maximum occupancy at the new location?

The grade levels planned at the new location are PK3 – 3<sup>rd</sup>. The Hope Lamond facility is 41,000 square feet and has a maximum occupancy of 650.

4. Is the proposed additional facility a property the school plans to purchase or lease? If the school has already purchased or leased the property, when did the school acquire the property?

Friendship submitted an offer to purchase the Lamond facility on Friday, March 26, 2021. Friendship is waiting on a response from AEP.

5. If the school plans to move a current campus into the additional location, how will the location change impact students who currently attend this campus?

PS-3 grade scholars will attend the Kansas Avenue location while 4 - 8 scholars will attend the Capital Street location. Both campuses are located across the street from one another.

6. Describe how the school has engaged and will continue engaging its stakeholders (e.g., students, staff, parents, ANC representatives, neighbors) in the decision to relocate, expand, or divide into this new location. Submit documentation of your communications regarding this new location with staff, families, ANC representatives, nearby principals, and others. How is the school addressing stakeholders' concerns?

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- March 25, 2021: As a follow-up to the Tuesday 4B ANC Meeting, Mr. James Waller sends a letter to the commissioners.

- March 25, 2021: Friendship participates in a public Hope Board Meeting to provide an update on the transition.
- March 25, 2021: Friendship hosts an informational meeting with Hope Parents.

We will continue to communicate and engage with all stakeholders throughout this process. Moreover, we will address any concerns that are brought to our attention.

7. Will there be newly-created seats for additional students? If so, discuss student recruitment efforts.

New slots are not needed. As part of the asset acquisition all Hope-Lamond families wishing to remain at the campus will be offered a Friendship seat for SY2021-22.

8. In addition to providing a [five-year Operating Budget](#), please answer the following questions regarding the financial impact of the proposed additional location:

- a. For each of the five budget years, how much does the proposed additional facility cost?

The projected cost for the facility is \$8.86M growing to 12.27M after five years.

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

The per pupil cost is \$21,674 which is approximately \$106 less than the per pupil allowance that includes at-risk funding, facilities allowance, and federal entitlements.

- c. If the school plans to operate multiple facilities, in addition to the proposed additional location, what is the LEA's total facilities cost (e.g., rent expense, property taxes, property insurance, amortization of leasehold improvements (LHI) and furniture, fixtures, and equipment (FFE), depreciation of building, debt service for building, LHI and FFE, utilities, repairs, maintenance, etc.)? How does this expense compare with the school's per-pupil allowance?

Friendship currently operates nine facilities and its lease and debt service expense is approximately \$5.4M, which is covered by the facilities allowance. We are currently in negotiations with AEP to determine the cost of the Lamond facility. Facilities costs will be updated once we receive final numbers.

- d. What additional sources of funding does the school plan to use to pay for the additional



facility during each of the five budget years?

No additional sources of funding have been identified.

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

Friendship is a multi-campus LEA and therefore has some flexibility in reallocating resources when necessary to address an enrollment shortage.

Friendship PCS Five-Year Budget

	Projection 2022	Projection 2023	Projection 2024	Projection 2025	Projection 2026
<b>Enrollment</b>	<b>4511</b>	<b>4664</b>	<b>4741</b>	<b>4768</b>	<b>4806</b>
<b>REVENUES</b>					
Per Pupil Charter Payments	98,924,327	103,687,283	107,043,730	109,612,239	112,291,900
Federal Entitlements	4,919,763	5,086,998	5,171,124	5,200,087	5,241,469
Income from Grants and Donations	9,021,874	9,112,093	9,203,214	9,295,246	9,388,199
Activity Fees					
Other Income	1,278,334	1,291,117	1,304,028	1,317,069	1,330,239
<b>TOTAL REVENUES</b>	<b>\$114,144,298</b>	<b>\$119,177,491</b>	<b>\$122,722,096</b>	<b>\$125,424,641</b>	<b>\$128,251,807</b>
<b>EXPENSES</b>					
Personnel Salaries and Benefits	68,370,721	72,630,291	75,554,075	77,732,397	79,993,608
Direct Student Costs	9,649,218	9,977,218	10,142,216	10,199,023	10,280,185
Occupancy	11,810,689	12,046,903	12,287,841	12,533,598	12,784,270
Office Expenses	5,196,768	5,300,704	5,406,718	5,514,852	5,625,149
General Expenses	18,395,617	18,496,313	18,602,664	18,714,691	18,832,421
Depreciation					
<b>TOTAL EXPENSES</b>	<b>\$113,423,013</b>	<b>\$118,451,429</b>	<b>\$121,993,514</b>	<b>\$124,694,561</b>	<b>\$127,515,632</b>
Net Income	\$721,285	\$726,063	\$728,582	\$730,080	\$736,174

Friendship PCS Five-Year Budget with Acquisition

	Projection 2022	Projection 2023	Projection 2024	Projection 2025	Projection 2026
<b>Enrollment</b>	<b>4664</b>	<b>4741</b>	<b>4768</b>	<b>4798</b>	<b>4806</b>
<b>REVENUES</b>					
Per Pupil Charter Payments	101,441,297	104,755,418	107,292,464	109,941,946	112,291,900
Federal Entitlements	5,087,035	5,170,257	5,200,005	5,233,206	5,241,463
Income from Grants and Donations	9,021,874	9,112,093	9,203,214	9,295,246	9,388,199
Activity Fees					
Other Income	1,278,334	1,291,117	1,304,028	1,317,069	1,330,239
<b>TOTAL REVENUES</b>	<b>\$116,828,540</b>	<b>\$120,328,885</b>	<b>\$122,999,711</b>	<b>\$125,787,467</b>	<b>\$128,251,801</b>
<b>EXPENSES</b>					
Personnel Salaries and Benefits	70,272,332	73,166,564	75,554,447	77,742,333	79,993,747
Direct Student Costs	9,977,291	10,140,516	10,198,862	10,263,978	10,280,174
Occupancy	12,060,689	12,301,903	12,424,922	12,673,421	12,800,155
Office Expenses	5,248,736	5,353,711	5,407,248	5,515,393	5,570,547
General Expenses	18,545,617	18,638,345	18,684,941	18,858,366	18,871,783
<b>TOTAL EXPENSES</b>	<b>\$116,104,665</b>	<b>\$119,601,040</b>	<b>\$122,270,420</b>	<b>\$125,053,490</b>	<b>\$127,516,405</b>
Net Income	\$723,875	\$727,845	\$729,292	\$733,977	\$735,396

Friendship PCS - Ideal Elementary Five-Year Budget with Acquisition	Projection 2022	Projection 2023	Projection 2024	Projection 2025	Projection 2026
<b>Enrollment</b>	<b>411</b>	<b>487</b>	<b>514</b>	<b>544</b>	<b>552</b>
<b>REVENUES</b>					
Per Pupil Charter Payments	8,086,136	9,558,233	10,175,749	10,876,706	11,224,235
Federal Entitlements	822,000	974,000	1,028,000	1,088,000	1,104,000
Income from Grants and Donations	0	0	0	0	0
Activity Fees					
Other Income	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>\$8,908,136</b>	<b>\$10,532,233</b>	<b>\$11,203,749</b>	<b>\$11,964,706</b>	<b>\$12,328,235</b>
<b>EXPENSES</b>					
Personnel Salaries and Benefits	5,853,501	7,249,787	7,813,277	8,458,524	8,759,501
Direct Student Costs	1,016,947	1,204,996	1,271,803	1,346,033	1,365,827
Occupancy	910,231	928,435	947,004	965,944	985,263
Office Expenses	301,258	307,283	313,428	319,697	326,091
General Expenses	774,465	789,954	805,753	821,869	838,306
<b>TOTAL EXPENSES</b>	<b>\$8,856,402</b>	<b>\$10,480,455</b>	<b>\$11,151,266</b>	<b>\$11,912,066</b>	<b>\$12,274,987</b>
Net Income	\$51,734	\$51,778	\$52,483	\$52,640	\$53,248

*Full meeting minutes will be posted on the next meeting date.*

## **MINUTES**

### **Board of Trustees Meeting**

Thursday, March 18, 2021 – 9:30 AM

Zoom Meeting

**Participating Board Members were:** Gregory Prince, Vice Chair; Victor Long, Secretary; Darrin Glymph, Treasurer; Patricia Brantley, Chief Executive Officer; Carol Thompson Cole, Tracy Gray, Eric McKinley King, Deborah McGriff, Jeanette Mendes, Gabby Montgomery, and Chris White.

Staff Members in attendance were: Vielka Scott-Marcus, Chief Academic Officer; Catherine Sanwo, Comptroller; Candice Tolliver-Burns, Chief Communications Officer; James Waller, Chief of School Operations; Zac Morford, Chief Performance Officer; Dylan Gruver, Chief People Officer; Kimberly Campbell, Senior Advisor; and Monique Miller, Director of Performance Reporting and Evaluation.

**Call to Order.** The meeting was called to order by Gregory Prince, Vice Chair at 9:41 AM.

**Approval of Minutes.** On a motion by Eric McKinley King and second by Chris White, the board voted unanimously to approve the minutes from the December 10, 2020 and January 28, 2021 board meetings.

**School Performance Committee Report.** Deborah McGriff, School Performance Co-Chair introduced the School Performance report approved by members of the School Performance Committee and included in the board materials. Zac Morford reviewed with trustees, data that included NWEA MAP reading and math winter results, grades, attendance, and college enrollment and persistence. Mr. Morford discussed the issue of learning loss and stated that Friendship students' learning loss was less significant than other LEAs based on the Empower K12 study. The report was transitioned to Vielka Scott-Marcus to discuss plans for reopening in fourth quarter through the start of SY 2021-22. Mrs. Scott-Marcus discussed the steering committee formed that included a variety of stakeholders and the five key values developed to guide planning; safety, quality instruction, transparent communication, trust, and compassion and social emotional awareness. Decisions and recommendations for reopening are grounded in these values. Mrs. Scott-Marcus also shared the first action taken by the committee, which was to survey staff, parents, and students to get feedback on in-person and virtual learning as well as communications from Friendship. Mrs. Scott-Marcus concluded the report with results from the survey, which are being used to develop guardrails for school schedules and activities for fourth quarter, Summer Learning Academy, and SY 2021-22 Kickoff.

Monique Miller introduced a resolution to the board for approval to amend high school graduation requirements and explore innovative practices to address learning loss. Ms. Miller discussed the robust athletics and extra-curricular programming at Friendship high schools and outside organizations in which our students participate, and that this participation meets the physical education requirements for high school graduation. Ms. Miller also stated that the

*Full meeting minutes will be posted on the next meeting date.*

conversation about learning loss requires creative and innovative ways to meet the needs of Friendship students.

On a motion from Deborah McGriff and second by Jeanette Mendes, the board voted to approve the resolution to amend the high school graduation requirements and explore innovative practices to address learning loss.

**Finance Update.** Patricia Brantley, Chief Executive Officer, introduced the Finance Committee report approved by members of the Finance Committee and included in the board materials. Ms. Brantley turned the report over to Ms. Catherine Sanwo to review details of the report. Ms. Sanwo stated that Friendship is on track to meet end of year projected net income of \$718K. Revenues are up \$4.9M over prior year due to increases in per pupil funding and emergency federal funding for COVID relief. Expenses are up \$4M over prior year due to cost of living increase, adding staff to support higher enrollment, as well as COVID mitigation. The second quarter reserve deposit was made and Friendship is expected to end the year at \$45.5M in reserves. An update on our Standard and Poor's rating is expected the week of March 22. Mrs. Sanwo transitioned the report to Darrin Glymph, Finance Committee Chair, to provide an update on the bond financing.

Mr. Glymph stated that the bond closing is expected to occur in April. The bond financing includes two components, refinancing of the 2012 bonds and new money for expansion projects at Southeast Elementary and Middle and Ideal Elementary and Middle. Refinancing the 2012 bond at a rate of 2.4% will yield an annual savings of 450,000 on debt service and a total present value savings of \$6.5M, which is about 20% of the debt service.

Dr. Prince asked Mr. Glymph to review the bond inducement resolution. Mr. Glymph stated the resolution will approve the bond issuance not to exceed \$70 million that was just discussed and authorizes the Board Chair, CEO, or their designee to sign documents related to the bond financing as an authorized signatory.

Dr. Prince called for a vote on the bond resolution, moved and presented by the Finance Committee. The board voted to approve the bond resolution with a recusal from Darrin Glymph.

James Waller presented a resolution, moved and presented by the Facilities Committee, that would allow staff to pursue auxiliary space at the Hope Community PCS – Lamond facility to ensure appropriate space for Friendship Ideal and the continuity of a quality school program for the students of Hope – Lamond in their existing school home. After discussion, there was an amendment to the resolution. Dr. Prince called for a vote on the auxiliary space resolution with the amendment and the board voted unanimously to approve.

**Adjournment.** On a motion by Eric McKinley King and a second by Deborah McGriff, the board voted to adjourn the meeting at approximately 11:39 a.m.



Friendship Public  
Charter School

GRADES PRE-K3 TO 12

March 25, 2021

Brenda Parks  
Chairperson  
Advisory Neighborhood Commission 4B  
6856 Eastern Avenue, NW #314  
Washington, DC 20012

This letter serves as notification of Friendship Public Charter School's (Friendship) intent to operate the current Imagine-Hope Lamond facility at 6200 Kansas Ave NE, Washington, DC 20011 starting school year 2021-2022. Under Friendship, the Imagine-Hope Lamond campus, which currently serves elementary students, will continue to operate as an elementary program under our existing Friendship Ideal Campus (across the street). This will provide stability for the for the current Imagine-Hope Lamond parents and students who are already at the school location while allowing Friendship to invest in the school program, staff and operations. In a time of great upheaval and social emotional stressors for many families, we seek to ensure as much stability as possible. With your approval, Friendship would like to request a letter of support.

Friendship is committed to serving the students of our community. For more than 23 years, Friendship has sought to provide the families of Washington, DC a world-class education that develops the whole child. Our schools have always focused on going beyond simply core academic instruction with offerings in foreign language, the Arts, STEM, IB, online learning and career exploration.

We look forward to sharing our work in our communities with you and invite you to visit us at Friendship Ideal or any of our campuses if you'd like to take a socially distant and masked tour of our in-person programs. If you have any questions, do not hesitate to contact me.

Best regards,

*James F Waller*

Mr. James F. Waller  
Chief of School Operations

CC: Single Member District ANC 4B Commissioner, Geoff Bromaghin