



DISTRICT OF COLUMBIA PUBLIC CHARTER SCHOOL BOARD
Charter and/or Charter Agreement Amendment Application

Part I: General Information

All applicants must complete this section

SUBMITTED BY: Donald L. Hense – Friendship PCS Chair

SUBJECT: Charter Amendment Request for: (Mark all that apply)

- | | |
|---|---|
| <input checked="" type="checkbox"/> Enrollment Ceiling Increase | <input type="checkbox"/> Name Change – Campus or Facility |
| <input type="checkbox"/> Program Replication of Grades Served | <input type="checkbox"/> Campus Reconfiguration |
| <input type="checkbox"/> Grade Level Expansion (Single Grade) | <input type="checkbox"/> LEA Status for Special Education |
| <input type="checkbox"/> Grade Level Expansion (Grade Band) | <input type="checkbox"/> Special Education Enrollment |
| <input type="checkbox"/> Additional Facility or New Location | <input type="checkbox"/> Preference Governance Structure
(Bylaws, Articles of Incorporation or Management) |
| <input type="checkbox"/> Goals and Achievement Expectations | <input type="checkbox"/> Graduation Requirements |
| <input type="checkbox"/> Mission or Education Philosophy | <input type="checkbox"/> Competency-Based Learning Application |
| <input type="checkbox"/> Curriculum, Standards or Assessments | |

SUBMISSION DATE: June 1, 2022

As outlined in the DC PCSB enrollment ceiling increase (ECI) policy, Friendship Public Charter School submits this request for a “very small” increase to its enrollment ceiling in order to continue to serve the families that have made us their school of choice. Our enrollment and re-enrollment trends increased in spite of enrollment declines across local jurisdictions. Our desire is to ensure stability for the students we have while continuing to offer sufficient seats for students at our entry grades. This request is in keeping with the DC PCSB definition of “very small” which is “less than 5% increase of total enrollment size.” This small requested increase will allow Friendship to accommodate modest enrollment growth that occurred due to parent requests for online seats in light of the COVID-19 pandemic, our acquisition of multiple schools over the past three years, and increased high school enrollment at our Ward 8 Tier 1 high school.

SCHOOL BACKGROUND

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

Overview of School Performance

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

Campus Name (Year Opened)	Grade Span	Location
Friendship PCS - Armstrong Elementary (2015)	PK3-3	111 O Street NW
Friendship PCS - Armstrong Middle (2019)	4-8	111 O Street NW
Friendship PCS - Blow-Pierce Elementary (2013)	PK3-3	725 19 th Street NE
Friendship PCS - Blow-Pierce Middle (1999)	4-8	725 19 th Street NE
Friendship PCS - Chamberlain Elementary (1998)	PK3-3	1345 Potomac Avenue SE

Friendship PCS - Chamberlain Middle (2004)	4-8	1345 Potomac Avenue SE
Friendship PCS - Collegiate Academy (2000)	9-12	4095 Minnesota Avenue NE
Friendship PCS - Ideal Elementary (2019)	PK3-3	6130 North Capitol Street NW 6200 Kansas Avenue NE
Friendship PCS - Ideal Middle (2019)	4-8	6130 North Capitol Street NW 6200 Kansas Avenue NE
Friendship PCS - Online Academy (2015)	K-8	1351 Nicholson St. NW
Friendship PCS - Southeast Academy Elementary (2005)	PK3-3	645 Milwaukee Place SE
Friendship PCS – Southeast Academy Middle (2018)	4-8	645 Milwaukee Place SE
Friendship PCS - Technology Preparatory High (2010)	9-12	2705 Martin Luther King Jr. Avenue SE
Friendship PCS - Woodridge International Elementary (1998)	PK3-3	2959 Carlton Avenue NE
Friendship PCS - Woodridge International Middle (1998)	PK3-3	2959 Carlton Avenue NE

a) Date that charter will be eligible for possible renewal: **June 30, 2028**

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

- Currently rated Tier 1, or met at least 2/3 of targets on the most recent PK-only PMF or Alternative Accountability Framework.
- School is not currently under corrective action.
- Has historically met enrollment projections w/in 80% of target.
- School has been in operation for 3+ years.
- School is currently accredited. **July 1, 2024.**

*If the school has multiple campuses or varying PMFs, please describe the academic performance of each campus here:

Friendship completed its 20-year charter review in March 2018 and met its goals and academic achievement expectations. For SY 2018-19, the majority of Friendship campuses ranked Tier 1 on the DCPCSB framework with six campuses out of the 11 eligible to receive a PMF score and tier, achieving Tier 1 status. Moreover, several campuses ranked in the Top 10 for charter elementary and middle schools PMF performance, and one high school campus ranked in the Top 3 for charter high schools PMF performance. This is significant due to the higher proportion of Friendship students classified as at-risk compared to other Tier 1 schools, with 60% of Friendship students deemed at-risk versus 40% of other charters ranked Tier 1.

Based on data available prior to the pandemic, Friendship PCS campuses demonstrated an upward performance trajectory, with notable progress in closing achievement gaps with at-risk students. Recognized by EmpowerK12, several Friendship campuses were designated as Bold Performance and Bold Improvement Campuses. As Bold Performance Campuses, Southeast Elementary, Woodridge Elementary and Tech Prep High have proficiency rates for students at least 10 percentage points higher than schools with similar demographics. As a Bold Improvement Campus, Friendship Online has growth and achievement rates for at-risk students that, if continued on current trajectories, would close the achievement gap within five years. Blow Pierce Middle was named as both a Bold Performance and Bold Improvement School due to its performance on the 2019 PARCC. It was the highest performing middle school campus among schools with at-risk populations over 70%.

While the PMF was not available for SY 2019-20, our internal tracking verifies that Friendship high schools' performance continued to increase through SY 2019-20 on PMF Gateway metrics. Of note, Tech Prep students who met the benchmark on the PSAT increased 8 percentage points and both high schools' performance on the SAT College Ready math increased by more than 6 percentage points (Collegiate 6 percentage points, Tech Prep 9 percentage points). The percent of students meeting the requirements for dual enrollment college course credit and those scoring a 3 or better on an Advanced Placement exam also increased by 24 percentage points or met the ceiling at 100%. And most recently, our four- and five-year adjusted cohort graduation rates exceed the State, DCPS, and Charter sector rates, and Tech Prep's rates are second only to BASIS DC, whose at-risk population is less than 10%.

Currently, preliminary SY 2021-22 Qualitative Site Review data shared to date show that Friendship campuses increased performance in the Instruction and Classroom Environment domains by double digit percentages. Friendship classrooms received Distinguished or Proficient ratings averaging 86% in Instruction and 92% in Classroom Environment.

Finally, Friendship Alumni are persisting and graduating from college at rates double the national average of like students based on National Clearinghouse and Internal Data reporting. This rate increased over the course of the pandemic.

Overall, the performance of schools within the Friendship network is strong with Friendship substantially meeting the major requirements for an enrollment ceiling increase, including:

- Six of 11 campuses eligible for a PMF score and tier rated Tier 1.
- Overall PMF average of 50% or more.
- Compelling case for demand.
- Evidence of stakeholder engagement.

Given Friendship's overall performance and the fact that we are requesting a very small increase in enrollment, we respectfully request that the DC PCSB board use the discretion outlined in the relevant policy to approve our request.

Below is a table of Friendship's PMF Performance.

Campus Name	SY 2018-19
Chamberlain Elementary	82.7%, T1
Woodridge Elementary	82.5%, T1
Blow Pierce Elementary	75.3%, T1

Southeast Elementary	80.6%, T1
Armstrong Elementary	47.4%, T2
Ideal Elementary	N/A
Chamberlain Middle	52.1%, T2
Woodridge Middle	80.2%, T1
Blow Pierce Middle	54.0%, T2
Southeast Middle (4 th – 6 th)	56.6%
FPCS Online K-8	52.7%, T2
Armstrong Middle	N/A
Ideal Middle	N/A
Tech Prep High	82.3%, T1
Collegiate Academy	50.2%, T2



PROPOSAL

Friendship PCS submits to the DC Public Charter School Board this application to amend its charter agreement by changing the item(s) selected above. If approved, this amendment will be effective on _____, 20_____(leave blank if this has not been determined).

1. Please provide details on the selected amendment(s) above and describe the requested change(s), including the school's rationale for the proposed changes. Describe any planning that is already underway to prepare for the proposed amendment.

Friendship submits this request to raise our enrollment ceiling by 4.57% to 5,349 students, which meets the definition of a "small increase" per the DCPCSB policy for such.¹

Friendship PCS currently has an enrollment ceiling of 5,115 and a current enrollment of 4,854, leaving 261 available seats. Friendship has experienced a minimum of 5% growth each year since the SY 2018-19 school year, which exceeds the charter sector growth rate. This growth is a combination of several factors outlined below. It should be noted that we are not continuing to project a 5% per year growth but rather are requesting less than 5% total across the next four years in order to stabilize Friendship's enrollment and accommodate the students currently enrolled with us as they advance through each grade while continuing to enroll and backfill at entry grades.

Student enrollment increases occurred across all grades except pre-school and pre-K with an average growth of 60 students per grade for K to 8th and 154 students for 9th grade pre-pandemic (SY 2019-2020) to our first fully in-person year post pandemic (SY 2021-22). For K-8 grades, this growth is partially attributable to increased online enrollment and partially attributable to acquisition of other charter campuses. For high school grades, this growth is partially attributable to the Friendship Collegiate Online program and partially to 9th grade growth at Friendship's Tier 1 Ward 8 high school. Our analysis assumes that student enrollment will level off (especially for online seats), retention will remain consistent and, given the larger 9th grade cohort), high school will grow and then stabilize at full enrollment. The requested enrollment ceiling increase will ensure that we continue to provide seats for our current students as they matriculate.

As mentioned, Friendship's acquisition of Ideal Academy PCS, City Arts and Prep PCS, and Hope Community PCS Lamond Campus contributed to the increase in enrollment. Friendship entered into each acquisition agreement with the goal of giving students the opportunity to remain in their home schools while providing additional resources to help enhance academic and extracurricular programs. While Friendship integrated these new communities and existing students, there were no corresponding enrollment ceiling increases.

¹ DCPCSB ECI Policy dated June 21, 2018, "For ECI requests that are very small in size (e.g., fewer than 10 students or less than a 5% increase of total enrollment size), the Board may use discretion in waiving some of the criteria. This change aligns DCPCSB's practice to the policy."

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

Friendship PCS was founded to provide a world-class education and ensure the needs of the whole child are met. We strive to be bold and innovative in our approach to education and ensure the resources necessary to serve every scholar. This enrollment ceiling increase request, if approved, ensures adequate seats for re-enrolling students and supports families that believe in our mission and desire our programmatic offerings. Most importantly, the request will allow us to serve students continuously across multiple grades.

3. While considering this amendment request, DC PCSB staff may review the school's history of board actions, DC PCSB audits, community complaints, enrollment trends, and any relevant data used by DC PCSB to monitor equity in schools. Please describe any DC PCSB audits, notices of concern or other board actions issued against your school in the past 3 years. What was the outcome? Please explain what steps, if any, you've taken to address the concerns that prompted a DC PCSB audit, board action, or community complaint.

Since SY 2018-19, Friendship PCS has been 100% compliant according to PCSB's Annual Compliance Review and has received no board actions. We have also qualified for PCSB Letters of Good Standing. We have been within 90% of our enrollment projections and have an LEA re-enrollment rate of at least 85%. Friendship welcomes and serves every child who enters our doors and seeks to serve all students in the DC community.

4. DC PCSB will review the school's Financial Audit Reviews (FAR) and current financials to determine the fiscal health of the organization. If applicable, describe how the proposed amendment will impact the school's finances. Explain any anticipated expenses for the proposed changes and how the school will finance them. *[EXCLUDES the following amendments: Governance, Goals, Mission, Curriculum, Name Changes and Graduation Requirements. If not applicable, write N/A.]*

Note: *If applicable, in addition to your narrative please attach a proposed [5-year Operating Budget](#).*

Friendship PCS has a longstanding history of strong financial performance as demonstrated by its performance in relation to the DC PCSB Financial Audit Review ("FAR"). We have finished each year with a balanced budget and fully funded our reserves. Given that this is a small increase request according to DCPCSB ECI policy, we don't foresee a significant impact on Friendship's finances.

5. How has the school informed its external stakeholders (e.g. local ANC commissioners, neighbors) and internal stakeholders (e.g. staff, parents) of the meeting minutes? Describe any notable support for or opposition to the proposed amendment(s). If concerns have been brought to your attention, how do you plan to address them? *[EXCLUDES the following amendments: Governance, Goals, Mission, Curriculum, Graduation Requirements and Competency-Based Learning Credits. If not applicable, write N/A.]*

At Friendship we recognize the importance of regularly engaging with a wide range of internal and external stakeholders. We host regular parent advisory committee meetings, send a bi-weekly newsletter to all students and staff, and hold a range of other events that build community and connection and facilitate strong communication and close partnership with our students, parents, staff, and other community members.

In preparation for submitting our enrollment ceiling increase, Friendship reached out to the ANC Chairpersons and the ANC Commissioners who represent each Friendship campus, notifying them of Friendship's intent to submit the request and rationale for the proposed change. As of the date of submission, we have not received any negative feedback or concerns about the application from the ANC recipients. Several ANC recipients have very positively responded and their correspondence is available for review.

Additionally, Friendship notified all parents of the ECI application and requested feedback. We received one response from a parent who asked how the proposed change would impact student:teacher ratios. We addressed this question with the parent and have not received any additional communication.

Friendship also notified all returning school leaders and requested feedback. As of the date of submission of this application, we have only received positive feedback and no concerns from our leaders.

With respect to Friendship's board meetings, Friendship PCS meeting minutes are posted on the Friendship PCS website. In addition, internal and external stakeholders may attend our publicly posted meetings to hear board discussion and ask questions during our meetings. We have not received any notable support or opposition to the proposed amendment, other than the aforementioned parent inquiry.

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

At its May 19, 2022 public meeting, the Friendship PCS Board of Trustees voted unanimously to approve the submission of a charter amendment request to the DC PCSB to increase our enrollment ceiling. Attached to this application is the May 19, 2022 draft minutes.

Section A1. **Enrollment Ceiling Increase**

***ONLY complete this section if applying to amend Enrollment Ceiling Increase:**

A school should apply for an enrollment ceiling increase if it plans to offer more spaces in the next fiscal year and wishes to be paid for the additional students. A school does not need to apply for a change in enrollment ceiling if it is offering the same total number of spaces but not in the exact grade levels it determined through its Schedule I. If applying for an enrollment ceiling increase, please be sure the school meets the criteria listed in the [Enrollment Ceiling Increase Policy](#). Failure to meet the criteria may result in denial of your charter agreement amendment request.

Note: Schools that do not meet all criteria outlined in DC PCSB's Enrollment Ceiling Increase

Policy may be asked to provide additional information, such as the following:

- *Assessment data other than PARCC (e.g. WIDA, NWEA MAP, IEP goal mastery, etc.)*
- *School's response to resolving the issue(s), including steps already taken to improve the issue*
- *Any other information that provides context regarding missed criteria*

1. Why is the school seeking this enrollment ceiling increase? How does the school know there is demand for this expansion? How does the scope, pace, and need for the enrollment ceiling increase align with current demographic and growth projections in the city).

Friendship PCS is requesting a very small enrollment ceiling increase (ECI), with "very small" as defined in the DCPCSB ECI policy as "less than 5% increase of total enrollment size." This small requested increase will allow Friendship to accommodate modest enrollment growth that occurred due to parent requests for online seats due to the COVID-19 pandemic, our acquisition of multiple schools over the past three years, and a larger high school cohort.

Friendship PCS currently has an enrollment ceiling of 5,115 and a current enrollment of 4,854, leaving 261 available seats. Friendship has experienced a minimum of 5% growth each year since the SY 2018-19 school year, which exceeds the charter sector growth rate. Our Friendship PCS Waitlist to Seats Offered Ratio averages 5.47 indicating demand for our programs. In addition to enrollment increases, our re-enrollment rates have increased and average over 85% for the LEA for the last two years. Based on this trend, Friendship will exceed its enrollment ceiling by SY 2023-24.

Student enrollment increases occurred across all grades except pre-school and pre-K with an average growth of 60 students per grade for K to 8th and 154 students for 9th. With the high school program growing significantly at the entry

grade (9th), the overall high school program will reflect continued growth over the next three years. This growth is largely attributed to increases in online enrollment due to the COVID-19 pandemic, acquisition of other charter campuses and greater demand for high school and especially our Tier 1 Ward 8 high school. Assuming a student retention and enrollment rate that remains consistent with prior years, the enrollment ceiling increase will ensure that we continue to provide seats for our current students and meet demand for high school seats.

This enrollment ceiling increase request, if approved, ensures adequate space for students already enrolled and allows families who believe in our mission and desire our programmatic offerings, to have a seat at our table and receive all the programming and supports Friendship can offer. We know that the longer students stay with us the better they do, the more likely they are to graduate on time and to continue to post-secondary education. We also know that assuring a student stability in their home school by giving them a seat year after year is critical.

2. DC PCSB will review the school's enrollment trends over the past 3 years. What patterns are we likely to find? Is there any context you can provide to explain your current enrollment patterns?
 - a. Describe the impact your school's enrollment ceiling(s), certificate of occupancy, and waitlist/vacant seats have had on your recruitment and program growth.
 - b. Describe ways that your school ensures you recruit, enroll, and re-enroll students with disabilities and English language learners, along with your target population. What methods do you employ to ensure your curriculum is accessible to all students regardless of race, ethnicity and gender as shown through re-enrollment rates?
 - a. Currently, Friendship is within 261 students of meeting our enrollment ceiling, which will be insufficient to accommodate currently enrolled students and enrollment at our entry grades by SY 2023-24. With regard to the impact of our current enrollment ceiling, our projections show that enrollment will exceed our ceiling and limit our ability to meet demand for seats by the end of SY 2022-23. All of our facilities have Certificates of Occupancy that exceed our needs.
 - b. Friendship PCS enrolls all learners and has a student population with 16% students with disabilities, 2% English Language learners, and 67% classified as at risk. We meet the needs of our scholars by providing the resources they need to access the curricula through materials and professional staff. We invest in ongoing professional development of our staff to improve their pedagogy and enhance their content knowledge. We structure the school day to allow staff to plan collaboratively and facilitate instruction to meet the individual needs of each scholar.

Friendship emphasizes its relationships with families and students in order to build

strong connections to our scholars' homes. We maintain regular contact with families through regular school communications via social media and other tools as well as our Learning Without Limits Friendship-wide newsletter, parent advisory committee meetings, website and social media outreach. Additionally, we survey our families to ensure we have their feedback and solicit feedback through Learning Without Limits.

With regard to annual retention and enrollment, we work to retain our families through significant engagement efforts and we also recruit new families through social media platforms, our website, and participate in EDFest annually. We publicize our events to educate the broader community about how we celebrate and value our families and staff and contribute to our communities (e.g. Convocation, Community Planting Day, Town Hall with Congressman John Lewis, Teacher of the Year). Campus specific enrollment materials are provided to its surrounding community in several languages, top among them Spanish and Amharic. Friendship also provides 24-hour translation services for community members using a toll-free phone number.

Because of our ongoing efforts, Friendship's enrollment has increased each year by at least five percent since SY 2018-19. Our LEA enrollment rate averages over 90% and our LEA re-enrollment rate has been above 85% for the past two years. We are not continuing to project year over year 5% growth going forward. However, given this past growth and the current size of Friendship grade level cohorts, we anticipate meeting our current enrollment ceiling by SY 2023-24. Each of our facilities will accommodate (at the completion of current facilities construction projects) our growth without the need for additional facilities.

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

No. The proposed enrollment ceiling increase will not cause the school to exceed the maximum occupancy load at any site. Per DCPCSB compliance requirements, all Certificates of Occupancy have been submitted to the DCPCSB.

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

Friendship's enrollment matrix is attached.

Maximum Enrollment Schedule

	SY 2022 – 23 ¹ LEA projection	SY 2023 – 24	SY 2024 – 25	SY 2025 – 26	SY 2026 – 27	SY 2027 – 28 ²
PK-3	249	249	249	249	249	249
PK-4	260	290	290	290	290	290
K	334	370	370	370	370	370
1	366	370	370	370	370	370
2	375	370	370	370	370	370
3	359	370	370	370	370	370
4	378	370	370	370	370	370
5	371	370	370	370	370	370
6	365	370	370	370	370	370
7	395	370	370	370	370	370
8	346	370	370	370	370	370
9	365	370	370	370	370	370
10	310	365	370	370	370	370
11	236	310	365	370	370	370
12	201	236	310	365	370	370
LEA Total						
15 Campuses	4,910	5,150	5,284	5,344	5,349	5,349
	5115	5115	5115	5115	5115	5115

¹ Although DC PCSB will only accept enrollment ceiling increase requests for SY 2023-24 at the earliest, please include the enrollment ceiling for SY 2022 – 23 for comparison.

² If the timeline of the request extends past SY 2027 – 28, please add columns to include all projected school years until the enrollment matrix is complete.

MINUTES

Board of Trustees Meeting

Thursday, May 19, 2022 – 9:30 AM

In-Person and Zoom Meeting

Participating Board Members were: Donald Hense, Chair; Gregory Prince, Vice Chair; Victor Long, Secretary; Patricia Brantley, Chief Executive Officer; Carol Thompson Cole, Tracy Gray, and Anise Walker. Darrin Glymph, Treasurer; Jeanette Mendes, and Gabby Montgomery participated via Zoom

Staff Members in attendance were: Ken Cherry, Chief of Staff; Catherine Sanwo, Chief Financial Officer; John Glover, Chief External Affairs Officer; James Waller, Chief of School Operations; Joe Bedney, Administrative Assistant, and Monique Miller, Director of Performance Reporting and Evaluation. Zac Morford, Chief Performance Officer; Dylan Gruver, Chief People Officer; and Kimberly Campbell, Strategic Advisor participated via Zoom.

Call to Order. The meeting was called to order by Donald Hense, Chair at 9:34 AM.

Executive Session. Mr. Hense asked for a motion to go into Executive Session to discuss the performance review of the Chief Executive Officer. On a motion by Gregory Prince and second by Anise Walker, the board voted unanimously to go into executive session.

Approval of Minutes. On a motion by Gregory Prince and second by Anise Walker, the board voted unanimously to approve the minutes from the March 22, 2022 board meeting.

Finance Update. Darrin Glymph, Treasurer and Chair of the Finance Committee, introduced the report approved by members of the Committee and included in the board materials. Mr. Glymph turned the report over to 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 \$756K. Revenues are up \$16M over prior year due to increases in per pupil funding and emergency federal funding for COVID relief. Expenses are up \$16M over prior year due to cost of living increase, adding staff to support higher enrollment, as well as COVID mitigation. The third quarter reserve deposit was made and Friendship is expected to end the year at \$50.3M in reserves.

Ms. Sanwo presented the budget for FY2023 that assumes revenue to cover all expenses, meet debt obligations and fund all reserves. The proposed budget includes a contingency of \$736K. The proposed budget includes revenues of \$140M based on maintaining consistent enrollment, a proposed 5.9% increase to the UPSFF plus increases to weights for specific per pupil categories, and ESSER 3 and other grant funding. Expenses of \$139M continue to reflect enhanced operational requirements due to COVID-19 and academic priorities. Campus expenses are based on campus-specific student populations and programming, and reflect investments in teacher and leader compensation to remain competitive. The cost of living increase is set at three and a half percent. Ms. Brantley added that Friendship has engaged Maner Costerisan for the FY2021-22 audit. Audit prep has begun with preliminary field work scheduled to begin June 20, 2022. Ms. Sanwo concluded the presentation.

On a motion by Chris White and second by Anise Walker, the board voted unanimously to approve the FY2023 budget and accept the Finance Committee report.

School Performance Committee Report. Gregory Prince, School Performance Co-Chair, introduced the School Performance report reviewed by members of the School Performance Committee and included in the board materials. Dr. Prince opened the report by stating college success is the measure for college readiness and the report will cover promising statistics gathered on our high school alumni. Dr. Prince transitioned the report to Friendship staff for review with the board.

Monique Miller briefly reviewed the timeline of activities related to the charter review process and focused attention on preliminary results of campus Qualitative Site Reviews. Ms. Miller noted distinguished and proficient ratings increased in the Classroom Environment and Instruction domains by double digits at most campuses and high performance was maintained at those campuses without those gains. Ms. Miller stated that staff would receive more results from DC PCSB staff and the final four Friendship elementary campuses were in the last round of QSR windows. Ms. Miller transitioned the report to Zac Morford who discussed attendance and performance on high school metrics.

Mr. Morford stated PSAT and SAT performance improved steadily from SY 2016-17 to 2019-20, but decreased in SY 2020-21 due to the pandemic. Friendship expanded its dual enrollment opportunities to students in grades 9 -12 through agreements with Arizona State University, Granite State College, University of the District of Columbia, and American University. Student participation and students earning at least a C- in these classes also increased. Mr. Morford also reported on Friendship's alumni highlighting the Class of 2017 achieved our highest four-year graduation rate to date at 15% and overall, 23% of alumni have completed college in six years, a rate that is nearly twice the national average for like students.

Ms. Brantley announced to the Board that Friendship graduates received \$6 million dollars in college scholarships.

Mr. Cherry and Vielka Scott-Marcus, Chief Academic Officer, closed the School Performance Report with an overview of Friendship's information gathering to inform the board's strategic planning process and the SY 2022-23 educational priorities. Mr. Cherry discussed the five focus areas of the work and shared next steps related to sharing information with the board to inform its planning, including a board survey in June followed by a board retreat. Mrs. Scott-Marcus highlighted priorities for next school year that include expanding social emotional learning, supports to our online learners, providing differentiated learning experiences for teachers, and a focus on scholar supports and systems to accelerate learning across the continuum.

On a motion by Anise Walker and second by Victor Long, the board voted unanimously to accept the School Performance Committee report.

Dr. Prince presented a resolution to approve the submission of a charter amendment request to increase Friendship's enrollment ceiling. Dr. Prince stated that our enrollment has grown as a result of our support of school communities that had to close as well as our online programming.

Ms. Brantley stated that our enrollment has increased steadily since the 2018-19 school year, particularly in our online programs during the pandemic. We expect families to stay with us and are projected to exceed our enrollment ceiling of 5,115 by school year 2023-24. Therefore, we must submit a request for an increase.

On a motion by Anise Walker and second by Patricia Brantley the board voted unanimously to approve the resolution to submit a charter amendment request to increase Friendship's enrollment ceiling.

Adjournment. The board voted to adjourn the meeting at approximately 11:16 a.m.

DRAFT

	Projection 2023	Projection 2024	Projection 2025	Projection 2026	Projection 2027	Projection 2028
Enrollment	4910	5150	5284	5344	5349	5349
REVENUES						
Per Pupil Charter Payments	115,634,967	122,563,102	127,605,978	131,336,143	134,053,563	136,724,228
Federal Entitlements	9,944,526	10,534,919	10,809,031	10,931,768	10,941,996	10,941,996
Income from Grants and Donations	3,443,065	3,477,496	3,512,271	3,547,393	3,582,867	3,618,696
Activity Fees						
Other Income	1,744,519	1,761,964	1,779,584	1,797,380	1,815,353	1,833,507
Covid / ESSR II/III	8,883,200	4,700,000	-	-	-	-
TOTAL REVENUES	\$139,650,277	\$143,037,481	\$143,706,864	\$147,612,684	\$150,393,780	\$153,118,428
EXPENSES						
Personnel Salaries and Benefits	86,983,707	87,027,373	86,670,280	90,019,208	92,591,080	94,776,229
Direct Student Costs	11,745,886	12,443,223	12,766,988	12,911,958	12,924,039	13,053,279
Occupancy	14,095,119	14,931,927	15,230,565	15,535,177	15,845,880	16,162,798
Office Expenses	6,201,930	6,570,130	6,741,081	6,817,626	6,824,005	6,892,245
General Expenses	13,503,828	14,305,532	14,677,753	14,844,420	14,858,308	15,006,891
Depreciation	6,355,837	6,991,421	6,851,592	6,714,560	6,580,269	6,448,664
TOTAL EXPENSES	\$138,886,306	\$142,269,605	\$142,938,260	\$146,842,949	\$149,623,581	\$152,340,106
Net Income	\$763,971	\$767,876	\$768,605	\$769,735	\$770,199	\$778,322