



## **2023 Temporary Guidance for Completing the School Expansion Charter Agreement Amendment Application**

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### *Overview*

This application explains how the DC Public Charter School Board (DC PCSB) will review charter amendment petition requests for enrollment ceiling increases (ECI),<sup>1</sup> grade expansions,<sup>2</sup> and program replications for the remainder of school year (SY) 2022 – 23.<sup>3</sup> This temporary guidance will remain in effect until the publication of the revised accountability framework’s technical guide. During this time period, DC PCSB will use its [ECI Policy](#),<sup>4</sup> supplemented by this guidance, to evaluate ECI, program replication, and grade expansion requests.

Following the release of the technical guide, DC PCSB staff will open the ECI Policy for public comment under a new name—the School Expansion Policy—with significant proposed updates. Among these proposed updates, the policy will align with standards from the revised accountability framework and incorporate measures of citywide need. In addition, the School Expansion Policy will expand the scope of the current ECI Policy to include grade expansion and replication requests.

### *Standard for Approval*

According to the ECI Policy, a local educational agency (LEA) seeking a school expansion must demonstrate at a minimum: A) high performance, defined generally as Tier 1 on the most recent Performance Management Framework (PMF); B) a compelling case for demand; and C) evidence that it has engaged and responded to community stakeholders. If an LEA meets those criteria, then it must meet at least eight of the listed 10 indicators to be considered for approval.

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<sup>1</sup> An ECI amendment increases the number of students a school may receive funding for through the Uniform Per Student Funding Formula (UPSFF) as established in the maximum enrollment schedule in its charter agreement.

<sup>2</sup> A grade expansion amendment changes the grades a school may provide instruction to in accordance with the maximum enrollment schedule in its charter agreement.

<sup>3</sup> A program replication amendment seeks to operate an additional campus within an LEA by replicating an existing campus. Per DC PCSB’s Definition of School, Campus, and Facility Policy, a campus “operates a distinct grade range with a single school leader responsible for the academic program for the entire grade span of the campus.” Each campus has its own goals and academic achievement expectations (charter goals). Further, each campus receives its own accountability report. DC PCSB’s Definition of School, Campus, and Facility Policy can be found at <https://bit.ly/3rUbWaQ>.

<sup>4</sup> DC PCSB’s Enrollment Ceiling Increase Policy can be found at <https://bit.ly/ECIPolicy>. Schools seeking an expansion request should familiarize themselves with both this policy and this guidance document.

### 2023 Updated or Supplemental Evidence

LEAs are eligible for an expansion per the ECI Policy based on the most recently available data. As such, DC PCSB will use the most recent and complete data to determine if a school has met Indicators C, 1-7, 9, and 10. Please consult the ECI Policy to learn more about these indicators.

Assessing other indicators requires further clarification because some data sources used in the ECI Policy are no longer published or do not represent a school's current performance. For example, DC PCSB has not published the PMF since SY 2018 – 19 due to the coronavirus pandemic, and it has updated the *Analysis on Charter School Programs, Need, and Growth* cited in the ECI Policy as the *Sector Planning Supplement*. Because Indicators A, B, and 8 reference the PMF, a PMF measure, or the *Analysis on Charter School Programs, Need, and Growth*, DC PCSB will also consider the following updated or supplemental evidence to evaluate expansion requests for those indicators.

#### A) Performance

*The following standards in the ECI Policy shall still apply:*

- a. For single campus LEAs with a single pre-kindergarten (PK) – 8, HS, or Adult Education PMF, earn Tier 1 in SY 2018 – 19.
- b. For multiple campus LEAs or campuses with two PMFs under the PK – 8 and/or HS framework(s), earn Tier 1 on at least two-thirds of campuses in SY 2018 – 19, AND an overall PMF average of 50% or more over three years (i.e., SY 2016 – 17, 2017 – 18, 2018 – 19), AND no campus can be below 45% in SY 2018 – 19.
- c. For Alternative Accountability schools, meet 100% of goals in SY 2018 – 19 for student achievement and student progress AND 100% of goals in SY 2018 – 19 for school environment/ student engagement.

*DC PCSB will also consider the following supplemental data.*

- d. For single campus LEAs serving grades 3 – 12, whether the LEA meet or exceed the overall state proficiency rates for the Partnership for Assessment of Readiness for College and Careers (PARCC)<sup>5</sup> in English language arts (ELA) and Math in SY 2021 – 22.<sup>6</sup>
- e. For multiple campus LEAs, whether the LEA meet or exceed the state proficiency rates for PARCC in ELA and Math for at least two-thirds of campuses in SY 2021 – 22.

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<sup>5</sup> In SY 2021 – 22, the overall DC state proficiency rates on PARCC were 31% in ELA and 20% in Math.

<sup>6</sup> Here and throughout this guidance DC PCSB may consider data from SY 2022 – 23 in addition to or in replacement of data from SY 2021 – 22 if available.

- f. For adult, alternative, or PK – 2 only LEAs, whether externally-validated assessment data from SY 2021 – 22 demonstrates student proficiency meets or exceeds state or national rates.
- B) Demand
- a. Make a compelling case for demand informed by the [Sector Planning Supplement](#),<sup>7</sup> which has replaced the *Analysis on Charter Programs, Need, and Growth*. The description of the scope, pace, and need for the expansion must still reflect knowledge of DC’s current demographics and growth projections. Note that DC PCSB continues to not consider school financial issues as a need.
  - b. Schools serving grades PK3 – 12 must, at minimum, discuss waitlist-to-seats offered ratios and enrollment trends at all campuses. Alternative and adult schools must, at minimum, discuss mobility data.
- 8) Student Group Performance/Growth for PK3 – 12 Schools<sup>8</sup>
- Schools ending in grades 4 through 12*
- a. Historically marginalized student groups must perform at or above the state proficiency rate on PARCC in SY 2021 – 22 for that group.<sup>9</sup>
  - b. If a PK3 – 12 school does not meet the above criteria, then DC PCSB will consider the median growth percentile (MGP) scores at or above the state average for that student group from SY 2018 – 19.
- Schools ending in grades 3 or below, with no campuses with an MGP*
- c. The “all students” category must score at least a 50% on the K – 3 growth assessment in SY 2021 – 22 for Reading and Math.<sup>10</sup>

Additional Criteria for Program Replication Requests

- The school must demonstrate how it will maintain high standards for equity and academic excellence at the new campus and across existing campuses over time.
- The staffing plan is comprehensive of all positions needed at the new campus, and it is likely to result in excellent outcomes for all students.

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<sup>7</sup> The Sector Planning Supplement can be found at <https://bit.ly/3LXmnEu>. School-specific data pertaining to waitlists, enrollment, and mobility can be found on slide 50.

<sup>8</sup> In the ECI Policy, “student groups” are referred to as “subgroups.” Although the terms are synonymous, “student groups” aligns with DC PCSB’s Strategic Roadmap, thus is used here. Moreover, this indicator is only applicable to PK3 – 12 schools with a minimum of 25 test takers.

<sup>9</sup> The student groups are Black Non-Hispanic, Hispanic/Latino, Economically Disadvantaged/At-Risk, special education, and English learners. These groups will be identified following the Office of the State Superintendent of Education’s (OSSE) business rules.

<sup>10</sup> DC PCSB will calculate this indicator according to the business rules explained on page 17 of DC PCSB’s COVID-19 Impact Policy on page 17. That policy can be found at <https://bit.ly/41uLcwe>.

- The finance plan is thoroughly developed and aligned with the school's mission and program. The Five-Year Budget must be balanced, conservative, and reflect all necessary outlays, including unique elements of the expansion.

#### *Submission Deadlines*

In alignment with the [Charter Agreement Amendment Petition Submission Policy](#),<sup>11</sup> schools must submit all ECI and grade expansion requests no later than June 1 one year before the start of the SY in which the proposed changes will be implemented.

#### *Contact*

Before completing the application, please contact Hannah Cousino at [hcousino@dcpcb.org](mailto:hcousino@dcpcb.org) to discuss the proposed change. If you have general questions about the charter agreement amendment process, please contact Melodi Sampson at [msampson@dcpcs.org](mailto:msampson@dcpcs.org).

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<sup>11</sup> DC PCSB's Charter Agreement Amendment Petition Submission Policy can be found at <https://bit.ly/3MnSDRz>.

**LOCAL EDUCATION AGENCY (LEA) NAME:** AppleTree Early Learning Public Charter School

**BOARD CHAIR NAME:** Jack McCarthy

**SUBMISSION DATE:** June 1, 2023

**SUBJECT:** Program Replication Amendment Request

**SCHOOL BACKGROUND AND PROPOSAL SUMMARY**

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**Campus name(s):**

Columbia Heights (Ward 1) 2750 14th St., NW Opened SY2009	Oklahoma Avenue (Ward 7) 330 21st St., NE Opened SY2011
Douglas Knoll (Ward 8) 2017 Savannah Terrace, SE Opened SY2012	Parklands @ THEARC (Ward 8) 1801 Mississippi Ave., SE Opened SY2019
Lincoln Park (Ward 6) 138 12th St., NE Opened SY2012	Southwest (Ward 6) 488 Virginia Ave., SW Opened SY2021
Oklahoma Avenue—4900 Mass Ave campus (Ward 3) 4900 Massachusetts Avenue, NW To Open SY2024 (August 2023)	

**Year(s) opened:** Please see table above.

**Grades served:** PreK-3 and PreK-4

**Year the school will undergo its next charter review or renewal:** The charter was renewed July 1, 2020 for 15 years. It is eligible for renewal in 2035.

**Proposal summary:** The Oklahoma Avenue—4900 Mass Ave campus will open August 2023. It is designated by the PCSB as a second location of AppleTree’s Oklahoma Avenue school. AppleTree proposes to make this location a standalone campus, similar to its other campuses.

**Year the school plans to implement the proposed changes:** SY2024-2025

**When did the school’s board approve the proposed changes?** *Please attach minutes from the meeting and vote results.*

The AppleTree Early Learning PCS board approved 4900 Massachusetts Avenue, NW as a standalone campus at its annual meeting held June 7, 2022. The vote was unanimous. Please see *Attachment A*.

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## **SCHOOL EXPANSION**

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*All schools seeking to increase their enrollment ceiling, expand their grades served, and/or replicate or convert an existing program as a new campus must complete this section.*

### **1. What is the rationale for requesting a school expansion?**

AppleTree is not seeking a school expansion. The 4900 Massachusetts Ave., NW location was approved by the PCSB in 2022, however, it was approved as a second location of AppleTree's existing Oklahoma Ave campus. AppleTree is seeking to have the 4900 Massachusetts Ave location designated as a separate campus.

### **2. What do you anticipate will be the challenges of expanding your school? How will you address these challenges?**

As we prepare to open this location in August 2023, we have addressed several challenges successfully.

- Construction. Permits have been received from the city and construction is underway and on schedule. We anticipate no issues opening on time.
- Staffing. A principal has been hired for the school and AppleTree is currently interviewing for teaching and other staff members. Some will be transfers from AppleTree's existing schools while others will be new hires.
- Enrollment. AppleTree's enrollment team has reached out to the community and is actively engaging with local organizations and businesses. Interest in the school is high and we anticipate hitting our enrollment goals.

We fully expect to successfully open and operate for SY2023-2024.

### **3. Do you meet the performance criteria described in the ECI Policy and the 2023 Temporary Guidance? Explain.**

Yes, during the last year when academic performance was measured under the PM. At least  $\frac{2}{3}$  of AppleTree campuses received Tier 1 status, we had an overall PMF average of at least 50% and no campus fell below 45%.

### **4. Demonstrate that there will be sufficient demand to sustain the proposed expansion by responding to the data in the Sector Planning Supplement. To inform your case for demand, answer these questions.**

4900 Massachusetts Ave, NW is located in Ward 3 in DC's Spring Valley neighborhood, just northwest of American University and relatively close to

the Maryland state border. The area is heavily residential. Ward 3 has a population of 82,737 and is 71% white and 29% nonwhite. About 10% of the population is ages 0-9, meaning that there are approximately 1,655 children eligible to attend an AppleTree school.

Ward 3 is generally wealthier than the rest of DC. The median household income is \$128,670 (versus \$86,420 for all of DC) and the median value of an owner-occupied residence is \$929,200 (versus \$601,500 for all of DC). Still, not everyone is well off in Ward 3. For example, 7.6% of Ward 3's residents are below the poverty line. Moreover, while we expect that an early-education school will be popular with residents, it also will appeal to the many people who work at nearby retailers and offices and especially at American University, which employs 1800 non-faculty staff.

According to My School DC, there are eight public schools (DC Public Schools as well as charter) in Ward 3 that offer Pre-K4. However, there are none that offer Pre-K3. The closest school offering Pre-K3 – the Bancroft Elementary School – is outside of Ward 3 and is 3.15 miles from 4900 Massachusetts Ave., NW.

Ward 3 Pre-K4 Seats	
Eaton	39
Hearst	37
Janney	57
Key	39
Mann	39
Murch	58
Oyster-Adams	38
Stoddert	19
<b>Totals</b>	<b>326</b>
<a href="https://enrolldcps.dc.gov">https://enrolldcps.dc.gov</a>	

The schools offering Pre-K4 only have a total of 326 seats available (see table to the right). With an estimated 828 four-year-olds in Ward 3, that means there is a significant lack of capacity, with a shortfall of 502 seats. With its seven classrooms, a new AppleTree School at 4900 Massachusetts Ave., NW, would add another 77 Pre-K4 seats (assuming a 50/50 split in our classrooms between Pre-K3 and Pre-K4) – still well below the need for Pre-K4 seats.

Absent public offerings, parents who can afford it turn to private schools offering early education. These include schools such as:

- Spring Valley Montessori Academy (5144 Massachusetts Avenue, Bethesda, MD – 0.6 miles from 4900 Mass Ave., NW): morning-only program tuition of \$11,800/year.
- Crestview Montessori School (4728 Western Avenue, Bethesda, MD – 0.6 miles from 4900 Mass Ave., NW): full-day program tuition of \$19,365/year.
- St Columba's Nursery School (4201 Albemarle St., NW – 1.0 mile from 4900 Mass Ave., NW): full-day program tuition of \$19,125/year.
- Metropolitan Nursery School (3401 Nebraska Avenue, NW – 1.2 miles from 4900 Mass Ave., NW): full-day program tuition of \$14,800/year.

There are numerous other private programs as well. However, all are costly.

AppleTree Schools, on the other hand, are completely free and hence have a significant market advantage.

While there have been significant challenges enrolling three and four-year olds during the past three years throughout the public education sector, we believe the unique value proposition our school provides publicly funded, high-quality early learning for three- and four-year-olds with the possibility of matriculating into families' in-boundary DCPS elementary schools for kindergarten. This creates an opportunity for us to enroll without the kind of competitive pressure we would find in other neighborhoods. Based on the feedback we've received, there is potential for great synergy that will benefit families and publicly funded schools.

**a. How does the scope, pace, and need for the expansion reflect DC's current demographics and growth projections?**

Please see the discussion above.

**b. For schools serving grades PK3 – 12, discuss, at minimum, the waitlist-to-seats offered ratios and enrollment trends at all campuses.**

On average our waitlist-to-seat ratio is about 1-to-4, meaning for every four seats offered one student is on our waitlist. This ratio doesn't take into consideration two outliers in both directions; Lincoln Park with a ratio of 2 to 1 and Spring Valley with a ratio of 1-to-13. Spring Valley is a new campus and with additional marketing we have seen their enrollment numbers climb week by week; next school year this ratio will likely be 1-to-1 based on historical trends.

This year our match list and waitlist numbers experienced a slight increase, which combined with some internal process changes have afforded AppleTree with 18% more enrolled students than this time last year. Our enrollment numbers at many of the campuses are steady and trending upward. With that said, we have worked really hard to get the families who show interest in AppleTree and know the AppleTree name to make a commitment to AppleTree.

**5. Describe how the school has engaged its internal community in its decision to expand. Submit documentation of the school's communications with its staff and families regarding the proposed expansion. Identify the internal community's concerns and how the school is responding to their needs.**

Because this is a new market for AppleTree, there will be no impact on existing



students, parents, and other caregivers. AppleTree's senior staff has been engaged in the process of locating the site and designing the interior of the school. A new principal has been hired for the school and AppleTree is currently interviewing for teaching positions. AppleTree expects that some staff at the new campus will be transferred from its other six locations (to provide a degree of institutional memory) while others will be new hires.

**6. Describe how the school has engaged the surrounding external community. Submit documentation of communications with neighbors, Advisory Neighborhood Commission (ANC) Commissioners, Councilmembers, and other community groups, notifying them of the school's plans.**

As noted further below, AppleTree received unanimous support from ANC-3D for opening at 4900 Massachusetts Ave., NW.

In addition, AppleTree met on March 10, 2023 with Councilmember Matt Frumin, who toured the facility (which was then just about to begin construction) and expressed his strong support for its opening.

**a. When did the school inform the ANC of its proposed expansion? Has the school already presented its expansion plans during an ANC meeting? If not, when will it do so?**

In 2022, AppleTree reached out by email to all members of ANC 3-D and spoke with several. A copy of the email can be found in *Attachment B*. In addition, AppleTree reached out to several neighborhood associations: the Spring Valley Neighborhood Association, the Spring Valley - Wesley Heights Citizens Association, and the Spring Valley West Homes Corporation Board. The responses of all were uniformly positive.

AppleTree presented its plans at the October 12, 2022 meeting of ANC 3D. The ANC voted unanimously to support AppleTree's new school and subsequently sent a letter of support to the PCSB (*Attachment C*).

**b. Summarize the external community's concerns, if any, and describe the school's response with specificity.**

Several ANC members reflected that in cases like this parking and traffic would be of concern. However, AppleTree worked with its Landlord to put in place a drop-off/pick-up plan that allows parents to enter into the parking lot to the rear of 4900 Massachusetts Ave., NW, thereby essentially eliminating any traffic or parking concerns.

**7. Which, if any, of the 10 additional indicators did the school not meet? For each indicator missed, explain why. What evidence suggests that you are improving in these areas?**

In school year 22-23, AppleTree budgeted for 570 students. The final enrollment count was 491 (86%), less than the required indicator of 90%. Covid-19 had a tremendous impact on AppleTree's enrollment. One challenge AppleTree faced was fear; parents feared sending their children to school. A second challenge was availability. Public schools remained virtual for 1.5 years. Many families needed childcare and opted to place their children in daycare facilities that remained open throughout the pandemic, or they moved closer to a support system that could provide them with the necessary childcare. In school year 22-23, even though AppleTree did not meet our budgeted goal of 570, we saw a 4% increase from school year 21-22.

AppleTree's goal is to continue building on this upward trend by analyzing its enrollment/recruitment process, identifying gaps, and investing in additional talent and resources to address those gaps. For example, one area of growth is our recruitment timeline. In previous years, AppleTree's prime recruitment season ran from late January through July. This has proven to be too late. Recruitment must be year-round and not only align to the My School DC timeline but also align with the commitment timelines of private schools and daycares.

**8. Complete and submit DC PCSB's [Five-Year Operating Budget](#) template in accordance with its instructions. Explain the financial objectives supported in the attached Five-Year Budget.**

The five-year budget can be found in *Attachment D*. AppleTree anticipates that the school will generate a consistent surplus over the next five years.

**a. Describe contingencies if per-pupil funding is lower or outlays are higher, any planned fundraising efforts, and cash flow management.**

AppleTree Early Learning has a healthy balance sheet and cash reserves sufficient to manage through the start-up of this new site, even if initial enrollment is less than we currently project it to be. We have contingencies we can implement, including opening one or two fewer classrooms, thereby saving on personnel expenses, if we encounter unforeseen challenges in the first year.

**b. What impact will the proposed expansion have on facilities?**

There is no impact because we are not seeking to expand, we are only seeking to have this location designated as a stand-alone campus.

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## **PROGRAM REPLICATION**

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*Schools seeking to replicate or convert an existing program as a new campus must also complete this section.*

**9. How will the school ensure that the new campus maintains the same standards for equity and academic excellence as at its existing campuses? How will you ensure these standards are maintained across all campuses over time?**

The new campus will be operated by the same team that operates all of AELPCS's other campuses. There will be no anticipated changes to AELPCS's organizational structure. Recruiting for new positions at the new campus will be managed by AppleTree's in-house Human Resources Department. Staff at the new location will be offered the same supports – including professional development – as are offered to all employees of AppleTree.

In addition, as part of its agreement with the US Department of Education for its Replication Grant, AppleTree has engaged an outside firm, the American Institutes for Research – to conduct an assessment of all of its replicated locations and compare those locations to AppleTree's existing locations on a wide range of metrics. The cost of this assessment work is being paid for by the Replication Grant itself.

**10. Describe the staffing plan for the proposed expansion. Include the anticipated number of academic staff, non-academic, special education and English learner staff, and mission-specific staff needed at the new campus.**

There will be a total of 18 full-time staff members at the Spring Valley location, seven classroom teachers, one resident teacher, seven teaching assistants, one principal, one operations specialist, one school aide, and a social worker. There will also be a speech and language teacher, ELL teacher, special education teacher and related service providers assigned to the campus based upon students' needs.

**a. How will you attract and retain high-quality staff for the proposed program replication?**

AppleTree's recruitment team works year-round to fill campus vacancies. AppleTree also offers a competitive benefits package, scholarship

opportunities, and on-going professional development to support us in attracting and retaining high-quality staff. In particular for Spring Valley, AppleTree is offering founding teacher/leader bonuses for individuals hired to work there during its first year.

**b. What professional development will staff receive to implement the curriculum and meet the needs of all students, including students with disabilities, English learners, at-risk students, and students who may be academically struggling or advanced?**

All new staff members participate in new-hire training that includes: curriculum overview and how to differentiate instruction, inclusive classroom practices, itinerant consultation, and social-emotional learning in the classroom. In addition, ongoing training is provided during monthly Professional Learning Communities and at the five required professional development days throughout the school year.

**c. What impact will the program replication have on the LEA's leadership team and reporting structure? Provide an updated organizational chart. If already identified, describe the experience of the academic leader of the new campus.**

The new campus will be operated by the same team that operates all of AELPCS's other campuses. There will be no anticipated changes to AELPCS's organizational structure.

Shanee Johnson has been named principal of the Spring Valley location. Principal Johnson is the current principal at our LEARN DC campus and will fully transition to Principal at Spring Valley at the end of the current school year. Principal Johnson is a former AppleTree teacher, instructional coach, and resident principal. She has over 15 years of experience in education. Principal Johnson is knowledgeable, personable, and passionate, and goes above and beyond to serve.

**ATTACHMENTS**

- A. Board meeting minutes
- B. Emails to ANC
- C. Letter of support from ANC
- D. Five-Year Operating Budget

**ATTACHMENT A**  
**BOARD MEETING MINUTES**



**AppleTree Early Learning Public Charter School (AELPCS)**  
**Board of Directors Meeting**  
**Minutes**  
Held via Videoconference  
June 7, 2022

**Call to Order**

Board Chair Jack McCarthy called the meeting to order at 5:06 PM. Present via videoconference were board members Karen Davenport, Matt Downs, Bridget Bradley-Gray, Celia Martin, Jack McCarthy, Jennifer McKinney, and Emily Sylak-Glassman, constituting a quorum. Thomas Keane, General Counsel, acted as Secretary.

**Approval of the Minutes of the February 22, 2022, Regular Meeting and the Minutes of the April 21, 2022, Special Meeting**

M. McCarthy requested approval of the Minutes of the February 22, 2022, Regular Meeting and the Minutes of the April 21, 2022, Special Meeting. Upon a motion duly made and seconded, the Board voted on the following resolution:

*Resolved, that the Minutes of the February 22, 2022, Regular Meeting and the Minutes of the April 21, 2022, Special Meeting are hereby approved.*

Voting in the affirmative were directors Karen Davenport, Matt Downs, Bridget Bradley-Gray, Celia Martin, Jack McCarthy, Jennifer McKinney, and Emily Sylak-Glassman. There were no votes opposed. The motion passed, and the Minutes were approved.

**Schools Report**

Executive Director Jamie Miles delivered the Schools Report. The last day of school will be on June 22. She said that it had been an interesting and challenging year. She gave thanks for the dedication of the staff who supported AppleTree's children.

Ms. Miles said that, looking ahead to SY2023, we are ahead of where we were last year in enrollment (421 vs. 262). Good progress is being made but we are still not back to prepandemic levels. AppleTree continues to focus on finding additional leads, using social media, canvassing, regular engagement events, and referral/registration incentives.

Major exterior improvements to AELPCS campuses are scheduled this summer. The schools need a facelift to make them more appealing and more visible. Ms. Miles showed mockups of what the



completed improvements will look like.

She said that all but one of AELPCS's school leaders will be staying for SY2023. Year-end assessments of children are underway, and in June, summer school will be available to special-education students. In July, summer school will be available to all. In August, teachers will return for summer training and the first day of school is scheduled for August 21.

Ms. Bradley-Gray thanked Ms. Miles for the exterior improvement mockups.

### **Finance Committee Report**

**Financial update:** Finance Committee Chair Bridget Bradley-Gray reported that FY22 was expected to show a loss of \$101,000, which is better than had been originally budgeted. However, the organization did expect it would be able to meet its debt-service coverage ratio. She observed that stabilization funding from the District of Columbia did not benefit AELPCS as much as it should have because of the way the funding formula was calculated. Since AELPCS opened its Southwest campus during the pandemic, our net enrollment loss did not appear as great as it was.

**FY2023 and FY2024 budgets:** Ms. Bradley-Gray reviewed the proposed FY2023 budget as well as a newly required look-ahead budget for FY2024, walking through key assumptions underlying each budget. She characterized the FY2023 budget as an investment budget, with higher salaries and new positions to support excellence in learning. As a result, the organization was projecting a loss for FY2023, although its year-end cash position would remain strong. In FY2024, with the opening of a seventh campus at 4900 Massachusetts Ave., NW, the organization expected to be able to generate a surplus. After discussion and upon a motion duly made and seconded, the Board voted on the following resolution:

*Resolved, the proposed budget for FY2023 and look-ahead budget for FY2024 are hereby adopted.*

Voting in the affirmative were directors Karen Davenport, Matt Downs, Bridget Bradley-Gray, Celia Martin, Jack McCarthy, Jennifer McKinney, and Emily Sylak-Glassman. There were no votes opposed. The motion passed, and the resolution was approved.

**Lease of 330 21st St., NE:** Ms. Bradley-Gray discussed entering into a new lease for 330 21st St., NE (the location of the Oklahoma Avenue school) with AppleTree Institute for Education Innovation (ATI). ATI leases the building from the Archdiocese of Washington and in turn subleases it to AELPCS. Under the terms of the lease, AELPCS's lease rate would be exactly the lease amount ATI pays to the Archdiocese. After discussion and upon a motion duly made and seconded, the Board voted on the following resolution:

*Resolved, the proposed lease with AppleTree Institute for Education Innovation for 330 21st St., NE,*



*is hereby approved.*

Voting in the affirmative were directors Karen Davenport, Matt Downs, Bridget Bradley-Gray, Celia Martin, Jack McCarthy, Jennifer McKinney, and Emily Sylak-Glassman. There were no votes opposed. The motion passed, and the resolution was approved.

**Lease of 4900 Massachusetts Ave., NW:** Ms. Bradley-Gray discussed entering into a new lease for 4900 Massachusetts Ave., NW, with WC & AN Miller Development Company for a seventh school to be located at that address. She reviewed key terms of the lease and noted that, should the opening of the school not be approved by the DC Public Charter School Board by September 30, 2022, the lease would be void and AELPCS would have no further obligations. After discussion and upon a motion duly made and seconded, the Board voted on the following resolution:

*Whereas, on July 1, 2020, the District of Columbia Public Charter School Board (DC PCSB) renewed AppleTree Early Learning Public Charter School's charter for an additional 15-year term in recognition of AppleTree's success in serving the District's children, and*

*Whereas, with support from the staff of the DC PCSB, the US Department of Education awarded AppleTree a Replication Grant to encourage AppleTree to expand its network of early education schools in Washington, DC, and*

*Whereas, there is a significant need for high-quality early education in Ward 3, with an estimated 1,600 three- and four-year-old children and only 326 public school early education seats, and*

*Whereas, management has identified a location in Ward 3—at 4900 Massachusetts Ave., NW—that seems suitable for a seven-classroom early education school to be run by AppleTree Early Learning Public Charter School, and*

*Whereas, community leaders in the neighborhoods surrounding 4900 Massachusetts Ave., NW, have expressed strong support for a new AppleTree School, and*

*Whereas, management has negotiated a draft lease for 4900 Massachusetts Ave., NW, on terms that seem economically feasible and would allow for a new school to open in August 2023, and*

*Whereas, securing approval for a new school from DC PCSB requires that a school location be secured, and*

*Whereas, the draft lease provides that should all necessary approvals not be obtained by September 30, 2022, then the lease is null and void and there are no further obligations on AppleTree Early Learning Public Charter School,*





*It is therefore—*

*Resolved, that the Board of Directors of AppleTree Early Learning Public Charter School approves management proceeding forward with application to the DC PCSB for authorization to open a school at 4900 Massachusetts Ave., NW, and it is further*

*Resolved, that the Board of Directors of AppleTree Early Learning Public Charter School approves management executing the lease for such space at 4900 Massachusetts Ave., NW, provided such lease does not differ in any material respect from the lease presented to the Board at its meeting of June 7, 2022.*

Voting in the affirmative were directors Karen Davenport, Matt Downs, Bridget Bradley-Gray, Celia Martin, Jack McCarthy, Jennifer McKinney, and Emily Sylak-Glassman. There were no votes opposed. The motion passed, and the resolution was approved.

**Contract notifications and approvals:** Ms. Gray reviewed contract notifications and approvals:

- Post-execution notifications (zero to under \$10,000):
  - SB and Company to conduct the 403(b) audit for the 2021 calendar year. Total cost is \$9,270.
  - Noballoy for \$7,500 to resurface the rear patio at Douglas Knoll.
  - M&A Caulking for \$2,400 to repair ramp, stairway, and walkway at Douglas Knoll.
- Pre-execution notifications to Finance Committee (\$10,000 to less than \$25,000): None.
- Pre-execution approvals by the Board (\$25,000 and more):
  - EdOps for accounting, budgeting, and audit work for FY23. Total cost is \$9,625 per month or \$115,500 for the year, a 5.9% increase from the prior year.
  - Approval for up to \$33,000 to contract with My Painter to paint the interior of the Douglas Knoll and Oklahoma Avenue school buildings. AELPCS will provide the paint and AppleTree maintenance staff will handle the painting at the other campuses.
  - Kendall Prebola & Jones to conduct the FY22 financial audit and prepare the 990 tax return. The total cost is \$31,700 and includes the Single Audit for federal grants.

After discussion and upon a motion duly made and seconded, the Board voted on the following resolution:

*Resolved, the proposed contracts with EdOps, MyPainter, and Kendall Prebola & Jones are hereby approved.*



Voting in the affirmative were directors Karen Davenport, Matt Downs, Bridget Bradley-Gray, Celia Martin, Jack McCarthy, Jennifer McKinney, and Emily Sylak-Glassman. There were no votes opposed. The motion passed, and the resolution was approved.

### **Governance Committee Report**

**Election of directors and officers:** Mr. McCarthy noted that Emily Sylak Glassman would be cycling off the Board and expressed gratitude for her service. Matt Downs, Chair of the Committee, presented the Committee's recommended slate of directors and officers for FY2022. After discussion and upon a motion duly made and seconded, the Board voted on the following resolution:

*Resolved, the following people are nominated to serve as Trustees of the Corporation for the Fiscal Year beginning July 1, 2022, and ending on June 30, 2023:*

- *Karen Davenport (DC resident), Finance Committee*
- *Matt Downs (DC resident), Chair, Governance Committee*
- *Bridget Bradley-Gray, Chair, Finance Committee*
- *Sara Glenn (DC resident), Finance Committee*
- *Celia Martin, Finance Committee*
- *Jack McCarthy, Chair*
- *Jennifer McKinney, Governance Committee*
- *Skylé Pearson (DC resident), Governance Committee*
- *Paula Young Shelton (DC resident), Governance Committee*

*And further resolved, that the following people are nominated to serve as Officers of the Corporation for the Fiscal Year beginning July 1, 2022, and ending on June 30, 2023:*

- *Jack McCarthy, President*
- *Paula Young Shelton, Vice President*
- *Jamie Miles, Vice President*
- *Bridget Bradley-Gray, Treasurer*
- *Thomas Keane, Jr., Secretary*

Voting in the affirmative were directors Karen Davenport, Matt Downs, Bridget Bradley-Gray, Celia Martin, Jack McCarthy, Jennifer McKinney, and Emily Sylak-Glassman. There were no votes opposed. The motion passed, and the resolution was approved.

**Meeting dates:** Mr. Downs presented the Committee's recommendations for board meetings for



FY2023 as follows:

- Tuesday, September 20, 2022, 5:00 PM, via videoconference (look back at FY2022, kickoff to new year, succession plan review)
- Tuesday, December 6, 2022, 5:00 PM, via videoconference (audits, 990s, budget revisions, shared services agreement, review of Sarbanes-Oxley policies)
- Tuesday, February 28, 2023, 5:00 PM, via videoconference (planning, budget discussion)
- Tuesday, June 6, 2023, 5:00 PM, via videoconference (annual meeting, FY2024 budget, election of officers and directors)

**Other matters:** Mr. Downs further requested that all newly elected directors execute conflict of interest agreements and send them via email to the organization's General Counsel and further requested that all members who were directors in FY2022 participate in the Board self-evaluation survey.

#### **New Business**

There was no new business.

#### **Adjournment**

There being no further business, and upon a motion duly made and seconded, the Board voted on whether to adjourn. After a motion duly made and seconded, the Board voted on the following resolution:

*Resolved, that the June 7, 2022, Board Meeting of AELPCS is hereby adjourned.*

Voting in the affirmative were directors Karen Davenport, Matt Downs, Bridget Bradley-Gray, Celia Martin, Jack McCarthy, Jennifer McKinney, and Emily Sylak-Glassman. There were no votes opposed. The motion passed, and the meeting was adjourned.

**ATTACHMENT B**

**COPY OF EMAIL SENT TO COMMUNITY GROUPS AND ANC MEMBERS**



Tom Keane &lt;tom.keane@appletreeinstitute.org&gt;

## New school in Spring Valley

1 message

Tom Keane <tom.keane@appletreeinstitute.org>  
To: 3D10@anc.dc.gov

Tue, May 17, 2022 at 10:28 AM

Dear Mr. Del Moral:

I am general counsel and chief strategy officer for [AppleTree Schools](#). AppleTree presently runs 13 early education schools – serving three- and four-year-old children – across the District of Columbia. I am writing to you because we are exploring opening a new school in the Spring Valley neighborhood, at 4900 Massachusetts Ave., NW.

Founded in 1996, AppleTree is a registered 501(c)(3) nonprofit. We opened our first early-education school in 2001. Since then, we have grown to become the District's single largest provider of early education (aside from the DC Public Schools). All of our schools are charter schools, which is to say that they are publicly funded and are entirely free to District of Columbia residents. Our schools use our proprietary instructional model, called [Every Child Ready](#), which was developed over the last 12 years with grants from the US Department of Education as well as numerous foundations and individuals. *Every Child Ready* is used not only in our schools, but also in other non-AppleTree early-education schools in DC, New York, Texas, and Missouri.

AppleTree's schools typically get the highest ratings from the DC Public Charter School Board and offer a full-day education. Children can arrive as early as 7:00 AM, the school day itself runs from about 9:00 AM to 3:00 PM, and then children can stay for after-school programs as late as 6:00 PM. Our school days are engaging, playful, and intentional. To children, they don't feel like school; they feel like fun.

We are very excited about the proposed site at 4900 Massachusetts Avenue. We will have space enough for seven classrooms (with about 20-22 children per classroom) and a large outdoor playground. Pick-up and drop-off of children will be through the parking lot to the rear of the building, meaning cars won't impose any significant burden on the neighborhood's streets. If all goes according to plan, we would begin renovations this fall and open our doors in August 2023.

We would, of course, love to have your support for this opportunity. I am available by email or phone and would be delighted to take you through the site at your convenience.

I look forward to hearing from you.

**APPLETREE****Tom Keane**

General Counsel and Chief of Strategic Initiatives

AppleTree Institute for Education Innovation

o: (202) 813-3570 | m: (617) 388- 8600

1801 Mississippi Ave SE, 3rd Floor • Washington, DC 20020

[appletreeinstitute.org](http://appletreeinstitute.org)

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**ATTACHMENT C**  
**ANC LETTER OF SUPPORT**

# Advisory Neighborhood Commission 3D

## Government of the District of Columbia

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Ms Lea Crusey  
Chairman  
District of Columbia Public Charter School Board  
3333 Fourteenth Street, Northwest, #210  
Washington, DC 20010

12 October 2022

*By e-mail*

Dear Ms Crusey and Board Members:

ANC 3D writes in support of construction and traffic management plans submitted in the AppleTree Institute's application to open and operate an early childhood school in our ANC area at 4900 Massachusetts Avenue, N.W. A quorum of the commission considered this matter during its regular, and duly-noticed public meeting of 12 October 2022, and we respectfully assert the ANC's statutory grant of *great weight* in your deliberations.

The construction plans for this site portend minimal disruptions for both our residential and commercial constituents nearby. The applicant's plans involve no zoning changes or construction involving long-term impacts on public space. Most of the work will be on interior spaces, and construction-related vehicles will use the existing private lot on-site. No work outside of regular hours is expected, however the applicant has pledged to reach out should it be required, and has provided the ANC and public with contact information to report any construction-related issues. Lastly, the school's proposal to open the planned outdoor playground for community use outside school hours offers a benefit we strongly support.

The school's parking and traffic management plans direct school traffic to the private parking lot to which caregivers will receive access devices. This minimizes prospects both for lines around pick-up and drop-off times on neighborhood streets and heavy use of street parking. 15 staff spaces have been negotiated with the landlord, and the school commits to securing more, if necessary. AppleTree incentivizes employee use of transit, and the plans call for ample bicycle parking on-site.

The commission is pleased to support these elements of the application and thanks you for your consideration and service.

Sincerely,  
Ben Bergmann, Chairman

**ATTACHMENT D**  
**FIVE-YEAR OPERATING BUDGET**



<b>4900 MASS AVE</b>	<b>FY 24</b>	<b>FY 25</b>	<b>FY 26</b>	<b>FY 27</b>	<b>FY 28</b>
<b>ENROLLMENT</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>140</b>
<b><u>REVENUE</u></b>					
Per Pupil Allocation	2,627,858	2,680,415	2,734,023	2,788,704	2,844,478
Facilities Allocation	507,160	522,882	539,091	555,803	573,033
Other local revenue	3,662	3,754	3,829	3,906	3,984
<b>Local Revenue</b>	<b>3,138,680</b>	<b>3,207,051</b>	<b>3,276,944</b>	<b>3,348,413</b>	<b>3,421,495</b>
<b>Federal Revenue</b>	<b>232,924</b>	<b>272,440</b>	<b>277,889</b>	<b>283,447</b>	<b>289,116</b>
<b>Private Grants and Donations</b>	<b>5,526</b>	<b>5,664</b>	<b>5,778</b>	<b>5,893</b>	<b>6,011</b>
<b>Earned Fees</b>	<b>52,095</b>	<b>53,398</b>	<b>54,466</b>	<b>55,555</b>	<b>56,666</b>
<b>Total Revenue</b>	<b>3,429,226</b>	<b>3,538,553</b>	<b>3,615,076</b>	<b>3,693,307</b>	<b>3,773,287</b>
<b><u>EXPENSES</u></b>					
Salaries	1,576,785	1,613,683	1,651,485	1,690,216	1,729,898
Benefits and taxes	412,357	427,070	442,320	458,126	474,508
Shared Services	(23,438)	(23,438)	(23,438)	(23,438)	(23,438)
Other Staff related	12,709	13,027	13,287	13,553	13,824
Rent	313,064	320,890	327,308	333,854	340,531
Occupancy	211,151	216,430	220,758	225,173	229,677
Student Related	254,755	215,511	219,821	224,218	228,702
Office and Business	219,994	209,421	213,610	217,882	222,240
Contingency-first year	46,053	-	-	-	-
<b>Total Operating Expenses</b>	<b>3,023,428</b>	<b>2,992,594</b>	<b>3,065,152</b>	<b>3,139,583</b>	<b>3,215,941</b>
<b>Net Operating Income</b>	<b>405,798</b>	<b>545,959</b>	<b>549,924</b>	<b>553,724</b>	<b>557,346</b>
Depreciation	49,333	49,333	49,333	49,333	49,333
<b>Net Income</b>	<b>356,465</b>	<b>496,626</b>	<b>500,591</b>	<b>504,391</b>	<b>508,013</b>