



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: Ronald Hasty, Chairperson, Eagle Academy PCS Board of Trustees

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

- Enrollment Ceiling Increase
Program Replication of Grades Served
Grade Level Expansion (Single Grade)
Grade Level Expansion (Grade Band)
Additional Facility or New Location
Goals and Achievement Expectations
Mission or Education Philosophy
Curriculum, Standards or Assessments
Name Change - Campus or Facility
Campus Reconfiguration
LEA Status for Special Education
Special Education Enrollment Preference
Governance Structure
Graduation Requirements
Competency-Based Learning Application

SUBMISSION DATE: 12/9/2019

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) Campus name(s) and location(s): Eagle Academy PCS at Congress Heights, 3400 Wheeler Road SE; and Eagle Academy PCS Fairlawn at Capitol Riverfront, 1017 New Jersey Avenue SE.
b) Year opened: 2003
c) Grade levels served (Currently and at maturation of charter agreement, if applicable): PreK3 thru Grade 3
d) Date that charter will be eligible for possible renewal: 2033
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. By Middle States through December 1, 2024.

\*If the school has multiple campuses or varying PMFs, please describe the academic performance of each campus here: For the 2018-2019 SY, both campuses were rated Tier 1.

Disclaimer: While processing this application, DC PCSB staff may contact you later to request additional information for the Board's consideration. By submitting this application, you agree to cooperate with DC PCSB staff to ensure your application is processed in a timely manner. For questions, please contact DC PCSB staff person Laterica (Teri) Quinn at (202) 328-2660.

## PROPOSAL

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**Eagle Academy 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 February 1, 2020 (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.

**For the current 2019-2020 SY, Eagle Academy has two campuses: the Congress Heights campus in Ward 8 and the Fairlawn at Capitol Riverfront campus in Ward 6. Eagle Academy leases the property in Ward 6 through August 2020. Within the next few months, Eagle Academy expects to sell its Fairlawn property located at 2345 R Street SE to another public charter school. For the 2020-2021 school year, Eagle Academy will continue to have two campuses but will need to relocate and rename its Ward 6 campus. The new Ward 6 campus, Eagle Academy PCS at Capitol Riverfront, will be located at 1900 Half Street SW.**

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

**During Eagle Academy's strategically planned growth over the past 16 years, Eagle Academy has kept true to its mission, as outlined in its charter application, to serve students during their early childhood years (ages 3-8), and to serve the communities where it was first established as well as those from where many of its students come from. Eagle Academy seeks to continue to have a presence in both Ward 6 and Ward 8. Eagle Academy's mission is "to build the foundation for a promising future for all students in a rich, robust learning environment that fosters creativity, problem-solving abilities, emphasizing cognitive, social and emotional growth by engaging children as active learners, in an inclusive learning environment." The impact of high-quality early learning experiences is well established, particularly for children at-risk for underachievement (the majority of the students Eagle Academy serves). Eagle Academy's commitment to early childhood is based on the fact that the first eight years of life are crucial in setting children on a path to success. A comprehensive, high-quality PreK3 – Grade 3 approach is critical to ensuring that children develop a solid foundation in literacy, math, social-emotional skills, as well as strong engagement in learning. In fact, Eagle Academy has met the challenge to unite early childhood and special education in PreK3 – Grade 3 classrooms so the power to transform ALL young lives is fully realized. We project that a large number of the students enrolled at the current Ward 6 location will follow Eagle Academy to the new location at 1900 Half Street SW. For the 2020-2021 school year, Eagle Academy projects an enrollment of 890 students: 650 at the Congress Heights campus, and 250 at the new Capitol Riverfront campus at 1900 Half Street SW.**

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.

**Eagle Academy has had a number of parent complaints, primarily associated with the responsiveness of school administrators to parent concerns. All complaints were resolved to the satisfaction of the complainants. Some DC PCSB members expressed a desire to meet with Eagle Academy's Board members regarding the LEA's responsiveness to community concerns in the construction of the Fairlawn school. The meeting with PCSB members and staff was held on Tuesday, December 4 at 3:00 p.m. Eagle Academy staff presented evidentiary documentation that the LEA went beyond what was reasonable in response to community concerns in the development and construction of the Fairlawn school. Eagle Academy began by meeting with the ANC and receiving approval for the new school construction. When Eagle Academy began construction of the school building, the ANC chair was strongly supportive of Eagle Academy. She also had two grandchildren enrolled at Eagle Academy PCS at Congress Heights, and was excited to have an Eagle Academy school closer to her home. She retired from the ANC in December 2018. A new ANC chair was elected then and began serving in January 2019. Eagle Academy kept meeting with the ANC and Ward 8 Councilmember White for over the three years, as well as holding numerous, well-documented community meetings to address concerns. Eagle Academy worked closely with DCRA and DDOT in community meetings and resolved all reasonable complaints. The new ANC chair initially sided with a few complainants near the construction of the school. In August of 2019, he sent an email praising the school and how much the new building improved the community. He was pleased to have Eagle Academy there. Eagle Academy has also met with the ANC in Ward 6 regarding the establishment of the new school in their neighborhood. Attached to this application is a resolution from the entire group of ANCs representing the area in support of Eagle moving to the new Ward 6 location on 1900 Half Street SW.**

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](#).*

**Based on our lease, Eagle Academy will have to vacate the building at 1017 New Jersey Avenue SE no later than August 2020. Currently, this campus accounts for approximately 170 of Eagle Academy's student enrollment. For the 2020 – 2021 SY, Eagle Academy projects an enrollment of 250 at the proposed Ward 6 location, and 640 at its Ward 8 location, with a total enrollment of 890. Eagle Academy's proposal to relocate the Capitol Riverfront campus to 1900 Half Street SW would allow Eagle Academy to: (1) maintain its current level of finances; (2) keep approximately two thirds of its current population at the Ward 6 campus while only having to recruit one third; and (3) decrease the enrollment at its Ward 8 campus to facilitate academic instruction and social-emotional learning. The annual cost of the current lease at 1017**

**New Jersey Avenue SE plus the cost of maintenance and repairs is significantly less than the proposed cost. This is more than off-set by the number of new students Eagle expects to enroll by opening the school on Buzzards Point. The newly developed SE and SW waterfronts have a abundance of children and a c shortage of educational spaces for those children. Eagle also enjoys an excellent reputation with this neighborhood as evidences by the ANC 6's vote to keep Eagle. In the attached Five-Year Operating Budget, Eagle Academy keeps it enrollment ceiling cap at 920, with budgets developed using a conservative enrollment estimate of 890 for school years 2020-2021 and 2021-2022. For school years 2022-2023 and 2023-2024, we estimate reaching the 920 enrollment target. The revenue growth for per pupil is set at 2.7% per year and 2.2% for facilities increases based on a very conservative view of the District's recommendation for increases in education. The area around the proposed campus site at 1900 Half Street SW is void of public charter schools and has only two DCPS schools for young students, Van Ness Elementary School in the SE and Amidon on the SW side approximately 1 mile from Eagle's location. Van Ness currently serves PreK3 through 4<sup>th</sup> Grade and has an enrollment of approximately 270 students, with a long waitlist for the earlier grades. Amidon serves approximately 339 students. Eagle Academy will continue with the same staff and will continue to implement Eureka Math and American Reading Company curricula. With a reduction in operating costs, Eagle Academy will be in an excellent position to continue its high-quality programs and to have the additional resources needed to recruit students.**

5. How has the school informed its external stakeholders (e.g. local ANC commissioners, neighbors) and internal stakeholders (e.g. staff, parents) of the proposed amendment(s)? Please attach any written communication (e.g., 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.]*

**Parents, several of them residents of Ward 6, and members of the Ward 6 ANC6D, have asked Eagle Academy to remain in Ward 6 because Eagle has been a member of the Capitol Riverfront community since 2003, and because there are not enough public schools serving the area. Eagle Academy has also met with the ANC in Ward 6 regarding the establishment of the new school in their neighborhood. Attached to this application is a resolution from the entire group of ANCs representing the area in support of Eagle moving to the new Ward 6 location on 1900 Half Street SW. The ANC members have been active in helping Eagle find a new location.**

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

**Eagle Academy's Board of Trustees has been discussing the need to remain in Ward 6 since 2016. Eagle Academy learned in September 2016 that the building located at 1017 New Jersey Avenue SE was being sold, and that Eagle was expected to vacate the building by August 2017. As a result, Eagle Academy's Board of Trustees approved the relocation of the Eagle Academy PCS at Capitol Riverfront campus to a new location. Eagle's Board kept**



**approving extensions from the new owner to remain at the Ward 6 location while seeking a new location in Ward 6. We have now identified a new location in Ward 6 at 1900 Half Street SW. This relocation conforms with the direction the Board of Trustees approved at its September, 2019 meeting to seek a Ward 6 location that was more permanent.**

## **Section C1. New Campus Location or Additional Facility**

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**\*ONLY complete this section if applying to amend a Facility or New Location.**

*Any school that is planning to operate a new campus in an existing (or new) location or relocate an existing campus, whether temporarily or permanently, and even if it is taking over an existing campus of another public charter school, must notify DC PCSB of the change and amend its charter agreement to include the new address.*

*DC PCSB will generally approve a campus addition or relocation amendment, if the school has made documented and meaningful effort to engage the community, including the Advisory Neighborhood Commission (ANC), and has made an effort to address their concerns, if any. The school must show proof that it has taken into consideration the current families attending the school and their transportation needs, at least for the first year of operation in the new location.*

**1.** Please check the reason below that best describes your 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).
- School is creating a new campus being housed in a new facility (Note: Please complete [Section A2: Program Replication](#))

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

### **Current Facilities:**

**a) Eagle Academy PCS at Congress Heights, 3400 Wheeler Road SE.**

**b) Eagle Academy PCS Fairlawn at Capitol Riverfront, 1017 New Jersey Avenue SE. This is the facility that we are hereby proposing to relocate to 1900 Half Street SW and rename as Eagle Academy PCS at Capitol Riverfront.**

**3.** Is the proposed new facility a property that you plan to purchase or lease? How many square feet is this space? Which grade level(s) will be at this location? If you have already purchased or leased the property, provide specific dates of when the property was acquired.

**Eagle Academy will be leasing the property at 1900 Half Street SW. The space has 20,110 square feet and will be renovated to include 12 classrooms, 1 special education self-contained classroom, an all-purpose room, a nurse suite, and administrative offices. The time for renovation is approximately 7.5 months. The lease will be signed once approved by DCPCSB.**

**4.** If the school is planning to move a current campus into a new location, please answer the following:

- a. How will the change in location impact students who currently attend this campus, and how will you ensure that students will re-enroll?

**Based on conversations with current parents at the campus located at 1017 New Jersey Avenue SE, we project that a large number of them will follow Eagle Academy to the new location at 1900 Half Street SW. With a 250 enrollment, this will mean that Eagle Academy will have to recruit approximately 100 students.**

- b. Given that students are expected to move; how will you support families that need transportation?

**The new property at 1900 Half Street SW is only 1.1 miles from the current location at 1017 New Jersey Avenue SE. It is also served by the Navy Yard Metro (0.8 miles) and the P6 bus. We will continue to support destitute and homeless families who don't have means to take their kids to schools through Eagle Academy's small fund that provides parents money or gift cards depending on their needs.**

5. Describe the neighborhood of the proposed location (e.g. residential, commercial, metro-accessibility). What value will you bring to this community? In your response, list traditional and public charter schools in close proximity to the new location, identifying schools that serve the same grade span as you will serve at full capacity at this location. Describe how the academic performance, demographics, and mission of your school compare to these schools.

**1900 Half Street is ideally positioned in the Southwest Waterfront neighborhood of Buzzard Point located on the banks of the Potomac and Anacostia Rivers in Washington, D.C. The project involves the development of an eleven-story office building into a dynamic new mixed-use residential and retail destination offering more than 15,600 square feet of retail space, 419 luxury apartments and 236 parking spaces. The Property will also feature two elevated courtyards, a green penthouse roof, rooftop infinity pool and deck, state-of-the-art fitness center, club room and unsurpassed riverfront views and a Riverwalk Promenade, featuring walking and bike paths along the water. The only public school serving young students in the area is Van Ness Elementary School, currently serving PreK3 through 4<sup>th</sup> Grade and an enrollment of approximately 270 students, with a long waitlist for the earlier grades and Amidon-Bowen that serves Prek through Grade 5. Amidon-Bowen is also at capacity. There are no other elementary schools in the area. Van Ness is in the SE location while Eagle will be in the Southwest location.**

6. Describe how you have engaged your school's community in the decision to relocate, expand, or divide into this new location. Submit documentation of your communications with your staff and families regarding this new location. Please explain any potential concerns raised by the school's internal community, including students, teachers, etc.

**Eagle Academy's Board of Trustees has been discussing the need to remain in Ward**

**6 since 2016. Eagle Academy learned in September 2016 that the building located at 1017 New Jersey Avenue SE was being sold, and that Eagle was expected to vacate the building by August 2017. As a result, Eagle Academy's Board of Trustees approved the relocation of the Eagle Academy PCS at Capitol Riverfront campus to a new location. Eagle's Board kept approving extensions from the new owner to remain at the Ward 6 location while seeking a new location in Ward 6. Eagle Academy's leadership has discussed the move with the staff and they agree that Eagle Academy should continue to have a presence in Ward 6. The ANC in Ward 6 has unanimously approved the relocation of Eagle to 1900 Half Street SW. (See attached letter from the ANC.) We have shared information about the possible relocation within Ward 6 with the parent representative to Eagle's Board of Trustees. He has been enthusiastically supportive. However, until the relocation has been approved by DCPCSB, there would not be any benefit to officially notify the parent population. The relocation of the campus IS NOT optional. Working with a real estate agent, we have searched long and hard for another facility in Ward 6 where we could relocate the campus and we have finally found it. As soon as we are approved by DCPCSB to relocate the campus, we will officially inform the staff at a staff meeting, and will announce the move at a specially called parent meeting plus send a letter home to parents. This will be coordinated with the Board of Trustees' Parent Representative from the Capitol Riverfront campus.**

7. Describe all community outreach that has been done in the local community of the new school location. Submit documentation of communications with nearby principals, neighbors, ANC representatives, Councilmembers, and others, notifying them of your plans.

**Parents, several of them residents of Ward 6, and members of the Ward 6 ANC6D, have asked Eagle Academy to remain in Ward 6 because Eagle has been a member of the Capitol Riverfront community since 2003, and because there are not enough public schools serving the area. Eagle Academy has also met with the ANC in Ward 6 regarding the establishment of the new school in their neighborhood. Attached to this application is a resolution from the entire group of ANCs representing the area in support of Eagle moving to the new Ward 6 location on 1900 Half Street SW.**

8. Will there be newly-created slots for additional students? If so, discuss student recruitment efforts in the new school community.

**Yes. The new campus will accommodate up to 300 students (from the 150 students at the current location). Eagle intends to keep the student population between 250 and 275. This is in a new development area with three new high rises going up and Eagle will be in one of them. In addition, new housing is continuing to be erected in the SE quadrant of Ward 6. The need to for an additional early childhood school besides over the long term. We are fortunate to have several parents at our Ward 6 location that are pleased with our school leadership and the environment we provide for their children to learn. We feel extremely confident that many of these parents will continue to send their children to Eagle**

Academy and some of their neighbors/friends will also find our new location as convenient as the current one. Additionally, we have a strong connection to the Ward 6 community after having a presence there since 2003. Our current marketing efforts include our support of community events and meetings. We will expand upon our Ward 6 marketing efforts by reaching out to nearby neighborhoods. With a 250 enrollment, this will mean that Eagle Academy will have to recruit approximately 100 students for the new location. Our marketing efforts will include:

- “Doorknob” marketing announcing the school’s new location;
- Parent-to-Parent marketing: our current parents reaching out to parents in new campus’ location;
- Newspaper Ads (weekly/monthly papers serving Wards 6, 7 and 8) plus a feature story on new campus;
- Sponsorship and Hosting of Community Events; and
- Radio Ads (if needed).

9. What is the occupancy maximum at the new location? If the maximum occupancy load for staff and students is less than the total number of staff and students who will occupy the facility at any point in the future, please explain how you will address this issue.

The new location will accommodate up to 300 students and 30 staff members in 20,110 square feet. 1900 Half Street SW is being developed by Douglas Development into 462 apartments, 24,032 square feet of retail, a rooftop deck and infinity pool, and a huge second floor courtyard overlooking the Anacostia River. The project involves the adaptive reuse of a vacant nine-story office building constructed in 1976 for the General Services Administration. The renovated design removes density to provide an appropriate overall bulk and creates step-backs and height step-downs to maximize riverfront views and create an aesthetically-pleasing design. There are three new apartment/condominium buildings that will open in May of 2020. There are at least nine other housing building going up over the next 5 years. Moreover, the project includes continuous public open space along the waterfront through the extension of the Anacostia Riverwalk Trail.

10. In addition to providing a [5-year Operating Budget](#), please answer the following questions regarding the financial impact of the proposed new location:

- a. How much does the proposed new facility cost, and how many students will be served at the new site?

The new facility will be leased for a minimum of 11 years with a base rent of \$36/SF, triple net. The increase is 2.2% per year with 10 months of free rent the first year. The lease may be renegotiated for 13 years with 14 months of free rent. The school may serve up to 300 students. The intent is to keep the number at approximately 250 to 275 students. This does not include Level 4 SPED.

- b. What is the school’s per-pupil cost, and how does this compare with its

per-pupil allowance?

The cost of the lease plus operations will be slightly less than the per-pupil allocation for facilities.

- c. If you plan to operate multiple facilities, in addition to the proposed new location, what is the LEA's total facilities cost (e.g. lease, plus mortgage)? How does this expense compare with your per-pupil allowance?

Eagle will have two buildings in operation with this lease. The new building will cost slightly less than the facilities allocation. The current building at Wheeler road is under in the 7<sup>th</sup> year of a 75 year lease. The building lease cost is tied to the renovation cost. The building is essentially free of lease costs until the 26<sup>th</sup> year of the lease. The lease is then \$1,00,000/year minus any renovations or improvements that Eagle may do to the building. It will still be below DC's facility allowance as it is currently constructed.

- d. What additional sources of funding do you plan to use to pay for this new facility.

The owner of the building has provided Eagle with a \$100+/SF allowance for renovation of the facility. This will pay for approximately 80% of the cost of renovation. Eagle will use its own funds to supplement the renovation costs if necessary. The extension of the lease to 13 years may provide the full cost of renovation by the owner of the property, Douglas Development Corporation.

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

Eagle has already constructed one new school that Eagle will lease to another charter school. AS part of the lease, Eagle has the right to sell the building to a new owner at any time or to sell the building to the tenant at the end of four years of the lease. Current negotiations shows that the building will be leased at \$36/SF triple net. The building is 23,400 SF and will generate more revenue than the proposed lease at Half Street. Consequently, if enrollment drops to as low as 180 students, Eagle will still be able to break even relative to the lease cost of the facility. Eagle has demonstrated fiscal responsibility and prudent adjustments any time Eagle's enrollment has not matched its projection. Eagle always has a surplus at the end of the year.