

DISTRICT OF COLUMBIA PUBLIC CHARTER SCHOOL BOARD

<p>Charter Actions Requiring a Vote</p> <ul style="list-style-type: none"><input type="checkbox"/> Approve a Charter Application<input type="checkbox"/> Approve a Charter Renewal (15 yrs.)<input type="checkbox"/> Approve Charter Continuance (5 or 10 yrs.)<input checked="" type="checkbox"/> Approve a Charter Amendment Request<input type="checkbox"/> Approve a Charter Agreement<input type="checkbox"/> Give a Charter Notice of Concern<input type="checkbox"/> Lift the Charter Notice of Concern<input type="checkbox"/> Commence Charter Revocation Proceedings<input type="checkbox"/> Revoke a Charter<input type="checkbox"/> Board Action, Other _____	<p>Non-Voting Board Items</p> <ul style="list-style-type: none"><input type="checkbox"/> Public Hearing Item<input type="checkbox"/> Discussion Item<input type="checkbox"/> Read into Record
<p>Policies</p> <ul style="list-style-type: none"><input type="checkbox"/> Open a New Policy or Changes to a Policy for Public Comment<input type="checkbox"/> Approve a New Policy<input type="checkbox"/> Approve Revisions to an Existing Policy	

PREPARED BY: Teri Quinn, Senior Manager, School Quality and Accountability

SUBJECT: Charter Amendment: DC Preparatory Academy Public Charter School Charter
▪ New Location

DATE: November 18, 2019

The following proposal was open for public comment from August 16, 2019 to October 28, 2019, and the DC Public Charter School Board (DC PCSB) conducted a public hearing on October 28, 2019. While several community members attended the public hearing to provide comments about DC Preparatory Academy Public Charter School's (DC Prep PCS) potential future location plans, DC PCSB received no comments in opposition to the amendment request at hand for DC Prep PCS to locate its sixth campus at the Birney School location at 2501 Martin Luther King Jr. Avenue SE, and DC PCSB received fifteen comments in support of the school's proposed Birney location. Attachment B contains a summary of all the public comments received, which may be found in their entirety here:

<https://dcpcsb.egnyte.com/fl/3lHsfvfJnj>.

Recommendation

DC PCSB staff recommends that the Board approve DC Prep PCS's charter amendment request to operate its sixth campus at 2501 Martin Luther King Jr. Avenue SE, in Ward 8, and approve DC PCSB Board Chair Rick Cruz to sign the amendment on behalf of the Board.

Proposal

DC Prep PCS submitted written notification to DC PCSB on August 14, 2019, stating its intent to open its previously authorized sixth campus, DC Prep PCS – Anacostia Middle School (DC Prep PCS - Anacostia MS), at 2501 Martin Luther King Jr. Avenue SE in Ward 8, effective for school year (SY) 2020-21 and beyond. This location is on the first floor of the Birney School building, a Building Pathways charter school incubator site that currently also houses DC Public Schools’ Excel Academy and, in SY 2019-20, added Lee Montessori PCS.

Per the school’s charter agreement amendment application, effective July 1, 2020, to June 30, 2022, DC Prep PCS will lease directly from Building Pathways as part of the organization’s Incubator Program to operate its Anacostia Middle School campus on the first floor of the facility, which is approximately 13,350 square feet. In its first year of operation in SY 2020-21, DC Prep PCS - Anacostia MS will educate about 81 students in fourth grade, and, in 2021-22 the school will educate about 150 students in 4th and 5th grade. After that, the school will continue to add a grade each year until it reaches maturation in SY 2024-25 with approximately 330 students in grades 4-8. It is unclear whether the school will be able to stay at the Birney site after SY 2021-22.

DC Prep PCS already operates five other campuses and was approved in April 2017 to open two additional campuses, pending inclusion of the campus locations in the school’s charter agreement. If this location amendment is approved, the school’s configuration will be as follows:

Location	Elementary Campus (Grades PK3 – 3rd)	Middle School Campus (Grades 4-8)
Edgewood (Ward 5)	DC Prep PCS - Edgewood Elementary School 707 Edgewood Street NE Washington, DC 20017 Opened: 2007 Current grades: PK3-3	DC Prep PCS - Edgewood Middle School 701 Edgewood Street NE Washington, DC 20017 Opened: 2003 Current grades: 4-8
Benning (Ward 7)	DC Prep PCS - Benning Elementary School 100 41 ST Street NE Washington, DC 20019 Opened: 2008 Current grades: PK3-3	DC Prep PCS - Benning Middle School 100 41 ST Street NE Washington, DC 20019 Opened: 2013 Current grades: 4-8

Anacostia (Ward 8)	DC Prep PCS - Anacostia Elementary School 1409 V Street SE Washington, DC 20020 Opened: 2015 Current grades: PK3-3	DC Prep PCS - Anacostia Middle School 2501 Martin Luther King Jr. Ave SE Washington, DC 20020 Planned Opening: 2020 Grades: Open with 4 and add one grade per year until serving 4-8
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The school also holds an approved amendment for an additional elementary school site at a location to be determined.

Rationale

DC Prep PCS is currently in its seventeenth year of operation. The school achieves among the highest academic results in the city, particularly with low-income students, and is in high demand by parents. Its program is to educate students from PK3 through the 8th grades, with all PK3-3rd elementary schools paired with a 4th-8th middle school. Consequently, in 2017, anticipating Anacostia Elementary graduating its first 3rd grade class in June 2020, the school petitioned DC PCSB to add the Anacostia Middle campus for SY 2020-21. The DC PCSB board approved this on June 19, 2017.¹

Financial Implications

The school is budgeting to serve 75 students in SY 2020-21 and 150 in SY 2021-22, with respective rent expenses of \$350k and \$536k. With consideration for all other facilities assumptions (e.g., maintenance, infrastructure), the total occupancy costs are expected to exceed UPSFF facilities funding in SY 2020-21 by \$1,000 to \$1,500 per pupil, resulting in potential adjustments to other areas of school’s budget. By SY 2021-22, occupancy costs per pupil decline, but are still several hundreds of dollars above the facilities allowance on a per-pupil basis.

The school's overall financial position was healthy in FY 2018, with strong financial metrics as the result of a recent pay down of an outstanding payment of \$6.0M related to renovation of the school's Anacostia Elementary School campus that completed in fiscal year (FY) 2018. The school had a healthy 142 days of cash on hand at the end of FY 2018, which indicates that it had adequate cash to cover the overage in UPSFF facilities funding in the short-term.

¹ DC Prep PCS Fully Executed Charter Amendment for Enrollment Ceiling Increase, Program Replication and New Location, June 19, 2017, <https://dcpcsb.egnyte.com/dl/qNOCgrEdV7>.

Notification and Community Engagement

Per the school's charter agreement amendment application, on January 22, 2019, DC Prep PCS's board approved the school to pursue the proposed new location. The school also states that it has engaged the Ward 8 community by presenting to the Ward 8C executive committee, presenting at a Ward 8C07 single-member community meeting, and presenting to the Ward 8C Advisory Neighborhood Commission (ANC) meeting.

Further, DC Prep PCS's leadership states the school is committed to becoming more fully part of the Ward 8C community by offering quarterly check-ins with neighbors to address any issues that arise as a result of DC Prep PCS locating at the proposed site. Additionally, as the LEA did with its previous campus opening for its Anacostia Elementary School, DC Prep PCS will conduct school tours of the proposed site for local community members, once the LEA has access to the building in 2020.

On August 14, 2019, DC Prep PCS submitted its charter agreement amendment application to DC PCSB, and on August 19, 2019, DC PCSB staff notified ANC Commissioner Rhonda L. Edwards-Hines (8C06) of the school's proposed new location. DC PCSB also posted a notice on its website on August 16, 2019, stating it would entertain public comment until October 28, 2019.

On October 9, 2019, DC Prep PCS obtained a letter of support from Chairman Mike Austin of the Ward 8C01 ANC to open its Anacostia Middle School campus at 2501 Martin Luther King Jr. Avenue SE, in SY 2020-21.

Copies of all public notices and the school's letter of support from the ANC may be found here: <https://dcpcsb.egnyte.com/fl/Cqsosfaoab>.

Community Response

In response to the school's proposal to open its sixth campus at 2501 Martin Luther King Jr. Avenue SE in Ward 8, DC Prep PCS received fifteen public comments all in support of the school's proposal. These comments mostly came from parents and staff of existing DC Prep PCS campuses who expressed support for the school's new location, citing the LEA's high performance and dedication to providing quality education to students.

While DC PCSB received no public comments in opposition to the amendment request at hand, the Birney location, DC PCSB received numerous comments in opposition to DC Prep PCS locating at a site on Frankford Street in Ward 8, which the LEA is presently exploring as a potential future option if DC Prep PCS is unable to extend its lease to remain at the Birney location beyond SY 2021-22.

It is important to note that DC Prep PCS has not yet applied to DC PCSB for approval to operate at the location at Frankford Street in Ward 8, and the community members who spoke out against the school during the public hearing on October 28, 2019 acknowledged this fact. While the Frankford Street residents are aware that DC Prep PCS has not yet applied for the site in their community, these individuals stated they wanted to preempt any possibility that DC PCSB may consider this location for a potential vote in the future. Opponents expressed concern that the school would finalize the purchase of the land within upcoming months, thereby locking the school into that location.

DC PCSB Response

During the public hearing on October 28, 2019, the Board asked the school whether it intends to permanently locate Anacostia Middle at the Frankford Street site or the Birney location. DC Prep PCS confirmed that its first choice would be to permanently locate the school at the Birney location, given its proximity to Anacostia Elementary, and the fact that most community members expressed support for DC Prep PCS permanently locating there. However, the school is awaiting confirmation from the city regarding whether DC Prep PCS will be granted a longer lease at the Birney site beyond SY 2021-22, hence its exploration into the property on Frankford Street in case the Birney location is not a viable long term option.

DC PCSB Board Member Naomi Shelton directly addressed the representatives from DC Prep PCS and the Frankford Street residents to encourage both parties to work collaboratively to advocate before the mayor and other DC officials to open up more vacant school buildings to charter schools, so there is no longer a need for charter schools to purchase land in communities where residents have not expressed support. The DC PCSB Board also urged DC Prep PCS to continue to engage transparently with the community before proceeding with its pursuit of the Frankford Street site, to ensure DC Prep PCS can address the community's concerns before potentially operating a school in their community. Should the school seek approval from the Board in the future to operate at the Frankford Street site, the Board will consider, as part of its decision, the school's engagement with the community, and the extent to which the school has worked collaboratively with the community to address concerns.

Copies of the public comments in opposition to the school's interest in the Frankford Street location may be found here: <https://dcpcsb.egnyte.com/fl/gkGq9MbaWb>. Also, the public testimony from the October 28th public hearing can be accessed in its entirety here: <https://livestream.com/accounts/6219837/events/8870859>.

Attachments to this Proposal:

Attachment A: Charter Agreement Amendment Application (Enclosed)

Attachment B: Public Comment

Attachment C: DC Prep PCS 5-Year Budget

Attachment D: DC Prep PCS Board Meeting Minutes

Attachment E: DC Prep PCS Amended Agreement

Date: _____

PCSB Action: _____Approved _____Approved with Changes _____Rejected

Changes to the Original Proposal:

Signature_____

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: **Michela English – DC Preparatory Academy PCS**

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

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

SUBMISSION DATE: **8/13/2019**

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): **Anacostia Middle Campus, Anacostia Elementary Campus, Benning Elementary Campus, Benning Elementary Campus, Edgewood Elementary Campus, Edgewood Middle Campus** [Click here to enter text.](#)
 - b) Year opened: **2002**
 - c) Grade levels served (Currently and at maturation of charter agreement, if applicable): **PS-8**
 - d) Date that charter will be eligible for possible renewal: **2032**
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. **June 20, 2021**

*If the school has multiple campuses or varying PMFs, please describe the academic performance of each campus here: All Campuses are Tier 1

PROPOSAL

DC Preparatory 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 July 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.

Anacostia Middle Campus: DC Prep began planning for AEC during the 2017-2018 school year. DC Prep plans to sublease the ground floor of the Birney School for the 2020-2021 and 2021-2022 school years. The Campus will open with a fourth grade for the fall of 2020. Over the past year, DC Prep has worked with neighbors, the school community for the current elementary school at 1409 V St. SE. DC Prep plans to continue collaborating with its new neighbors, the landlord Building Pathways, Excel School, and various neighbors. Building Pathways is an experienced property management contractor and has supported several projects throughout the city.

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

DC Prep's mission is to bridge the educational divide in the nation's capital by increasing the number of students from underserved communities with the academic preparation and personal character to succeed in competitive high schools and colleges. DC Prep currently operates five tuition-free public charter schools that are open to any child in Washington, enrolling over 1,700 students in grades Preschool – 8th grade. Historically, 98% of DC Prep students are African-American, and 2% are Hispanic; over 80% of students live in poverty, as measured by eligibility for free/reduced-price meals. DC Prep is the highest-performing network of public charter schools in Washington, DC.

Anacostia Middle Campus: Because of our "grow up" enrollment process at our Anacostia Elementary Campus, we plan to open a middle school for this school community for our rising 4th-grade students in the fall of 2020. We anticipate the full capacity of 330 students by 2024, when our current AEC 3rd grade students will be in 8th grade.

Every DC Prep 8th grade graduate (over 290) has been accepted by a college-prep high school, with over two-thirds admitted to selective schools including Benjamin Banneker, Choate Rosemary Hall, Sidwell Friends School, and School Without Walls, among others. Moreover, 96% of DC Prep's first six graduating classes have earned their high school diplomas. Also, 80% have matriculated to college, enrolling in schools such as George Mason, Georgetown, Gettysburg, Hampton, Vanderbilt, University of Maryland, and Howard.

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. **N/A**
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](#).

DC Prep has executed a sub-lease for the facility that will house the Anacostia Middle Campus. The sub-lease will commence from July 2020. With the proposed amendment, DC Prep will begin operating AMC at the beginning of SY20-21. In addition to occupancy costs for the new location, DC Prep will also invest in program and operations staff each year as we continue to grow and add grades at AMC. We expect a financial model similar to our existing elementary and middle school programs, which are sustainable on per pupil local funds along with federal support and private fundraising. Our 5-year consolidated budget is included as Attachment A.

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.]

DC Prep has been part of the Ward 8 community since 2015; we now serve more than 560 Ward 8 students across our 5 schools. Since 2015, we have worked to engage members of the Ward 8 community, including the ANCs in 8A, the previous and current Ward 8 Councilmember, our immediate neighbors on V Street (including both the parishioners of St. Terresa and those who live in the single-family homes on our block). We have been involved in efforts to raise awareness of (and push for solutions to!) the very real threat of gun violence in Ward 8, including attending the Ward 8 Education Council, supporting the Ward 8 Safe Passage initiatives, and hosting a community walk with city and local leaders. In the spirit of reflection and refinement (one of our core values), we will continue these efforts and identify if there are other ways we can support the needs of the Ward 8 community.

More specifically, we have worked to engage the Ward 8C community by presenting to the Ward 8C executive committee, presenting at a Ward 8C07 single member community meeting, and presenting to the Ward 8C ANC meeting. We have obtained a letter of support from the 8C ANC to open AMC at 2501 MLK Jr St SE.

We are committed to becoming more fully part of the 8C community. We will have an ongoing presence at 8C ANC meetings, and (once we are located at Birney) offer to hold quarterly check-ins with neighbors to address any issues that arise. In addition, as we did at AEC's opening, we will offer school tours of AMC once we have access to the building and hold a community block party during the summer of 2020.

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

The DC Prep Board approved the sublease for the AMC temporary location in January 2019. The vote was unanimous.

Section C1.

New Campus Location or Additional Facility

***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.
 - Edgewood Elementary Campus, 707 Edgewood St NE, Washington DC 20017
 - Edgewood Middle Campus, 701 Edgewood St NE, Washington DC 20017
 - Benning Elementary Campus, 100 41st St NE, Washington DC 20019
 - Benning Middle Campus, 100 41st St NE, Washington DC 20019
 - Anacostia Elementary Campus, 1409 V St SE, Washington, DC 20020
 - ****PROPOSED**** Anacostia Middle Campus, 2501 Martin Luther King Jr Ave SE, Washington DC 20020

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.

DC Prep will lease 13,350 SQ Feet on the first floor of Birney Elementary located at 2501 Martin Luther King Jr. Ave SE Washington, DC 20020. DC Prep signed a lease with Building Pathways on March 27, 2019. The school will house fourth grade in starting in the summer of 2020 and fourth and fifth grades starting the summer of 2021.

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?

The families of our current 2nd-grade students have known about the school search since we arrived in the permanent location for our Anacostia Elementary school in July 2017. Since then, we have provided regular communication about the facility search and hiring of staff. We announced the lease for the temporary location during the spring of 2019.

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

The new facility is in the same community as our Anacostia Elementary Campus. Families who need transportation will be provided travel assistance, as with all our campuses.

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.

Birney is located in the Barry Farm community, on the northeastern side of Martin Luther King Jr Ave and Sumner Road SE. DC Prep will co-locate with Excel Academy, a newly converted DCPS school for girls. There is currently no academic data available for Excel, but apart from gender, the demographics of the students will be similar. Both schools have a higher than average rate of at-risk student (more than 60%).

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.

DC Prep's model is to start middle school at 4th grade. We have communicated to our families and staff the plan to continue this model at our Anacostia 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.

During the last three years, DC Prep has worked with the neighboring ANC 8A to help mitigate the gun violence which has plagued the area. The network has also met with CM Trayon White, Representative Markus Batchelor, the Ward 8 Education Council and other elected and community leaders related to schools and community issues. In the next few months, DC Prep will follow up with current

efforts to meet with the new AN, specifically the commissioner of 8C06 and the 8C chairperson.

This spring DC Prep has also met with the Executive Director of Lee Montessori PCS, who will be located in the current space and DCPS officials. During the summer and fall of 2019, DC Prep plans to continue its engagement with the immediate Barry Farm neighborhood as we listen to hear how our transition could impact the area.

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

DC Prep will likely have spaces available for raising 4th grade students in SY20-21. This will depend on the reenrollment rate of our current students. The LEA has an active recruitment strategy in the Barry Farm, Anacostia and greater Ward 8 footprint. We will continue to use this strategy to fill any seats which are vacant.

- 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.

We will have more space than we require to operate our program in SY20-21, as we will only serve 4th graders. In SY21-22, we will serve 4th & 5th graders, and fully occupy the space we are subleasing.

- 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 lease for the proposed new facility cost \$350,000 in Year 1, and \$536,000 in Year 2.

We anticipate serving 150 students in SY21-22 (i.e., once we have a 4th & 5th grade).

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

Per-pupil facilities cost will be \$4,321 in Year 1 and \$3,371 in Year 2, compared to an expected per pupil facilities allowance of \$3,408. These costs are solely for the lease and do not include other facilities expenses such as internet service, infrastructure, etc.

- 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?

Similar to DC Prep's other campuses, we plan to have the local per pupil facilities allowance cover most of the facilities expenditures at AMC. For SY20-21, we expect

DC Prep's total facilities revenue and expenditures to be \$7.14m and \$7.42m, respectively.

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

DC Prep will use per pupil revenue (non-facilities) and private contributions as the source of funding.

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

We have sufficient cash on hand to operate under full enrollment, and we build a contingency expense into our annual operating budget.