

Adult Public Charter School

Excellence in Adult Education Since 1985

Academy of Hope Adult Public Charter School

www.aohdc.org

Ward 5 Site: 2315 18th Place, NE, Washington, DC 20018, 202.269.6623

Ward 8 Site: 421 Alabama Ave. SE, Washington, DC 20032, 202.373.0246

Board Chair: Patrina M. Clark, President

Pivotal Practices Consulting LLC

Annual Report

School Year 2017-2018

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SCHOOL MISSION

Academy of Hope's mission is to provide high quality adult education and services that change lives and improve our communities. During the 2017- 2018 school year, Academy of Hope provided educational programming integrated with career development and supportive services. We delivered high quality instruction for adults 18 to 70+ years old across all skill levels – from beginning-to-read to preparing individuals for college. We provided adults with case management and career services and, as a result, learners not only gained academic skills, high school credentials, and employment – they also gained confidence, increased self-esteem, and improved the quality of their own lives and those of their families.

SCHOOL PROGRAM

According to Georgetown University's Center on Education and the Workforce, in the near future, entering the middle-class will require at least some education beyond high school. In the District of Columbia, 71% of all jobs will require education beyond a high school credential. Yet, more than 60,000 D.C. residents lack a high school diploma.

Low literacy and low educational attainment are root causes of poverty, unemployment, homelessness, and poor health. Adults without a high school diploma are over seven times more likely to live in poverty than those with a credential. Without the necessary skills, many remain unemployed or underemployed, trapped in a cycle of poverty that can span generations. District residents need the opportunity to build their skills and achieve their educational goals, while also addressing their full spectrum of needs, so they are empowered to break out of that cycle and move forward with their lives.

Hundreds of District of Columbia residents find that opportunity at Academy of Hope Adult Public Charter School.

Academy of Hope Adult Public Charter School (AoH) helps District of Columbia residents gain the foundational skills they need to meet their goals and connect to the next step of their career pathway – whether that means post-secondary education, training, or a self- and family-sustaining job.

Since 1985, Academy of Hope has helped over 700 low-income District of Columbia residents to obtain a high school credential and more than 7,000 to improve basic reading, writing, math, and computer skills. In 2014, Academy of Hope became an adult public charter school. As a leader in adult education for over 30 years, AoH is dedicated to serving all adult learners including individuals who are low-income or who have disabilities. Our experiential Common Core aligned curriculum engages students at all literacy levels in complex academic tasks and critical thinking.

Quality Programming for Adult Learners at All Levels

Academy of Hope's sites in Ward 5 and Ward 8 serve adult learners from all eight wards in the District of Columbia. Ninety-six percent (96%) of learners come from households that classify as low income, and 24% identify themselves as having a disability. The average adult learner entering Academy of Hope has reading, math, and digital literacy skills at the 6th-grade level or below.

Small, dynamic classes reach learners at a range of levels – from beginning literacy to college – and cover reading, social studies, writing, math, science, technology, and career awareness and preparation. Acknowledging the multifaceted dimensions of adult learners' lives, Academy of Hope offers these classes during the day as well as in the evening over three terms.

Academy of Hope offers two high school credentialing options: the General Education Development (GED) exam and the National External Diploma Program (NEDP). These different options – one a timed exam and the other a competency-based model – allow our learners more choice in deciding how they want to demonstrate their academic skills and abilities, thus empowering them to be life-long learners. In addition, learners can earn stackable credentials through technology and career training certification courses, helping them to build the skills needed for high wage, competitive careers.

Academy of Hope learners also have the opportunity to dual enroll at UDC Community College. Through our on-site College Prep and Success and our Internet Core Competency Certification (IC3) courses, AoH learners can earn up to ten credit hours before graduating AoH.

Continuing to Fulfill Our Mission for SY 2018-2019

As we move into the fifth year as a charter school, we continue to work towards fulfilling our mission of providing high-quality adult education and supportive services that change lives and improve communities.

In the coming year, we are focused on further developing and expanding our Career Pathways Program for all learners. Our program-wide integrated education and training model provides learners – especially those who face the most significant barriers to employment and economic success – with contextualized academic and workforce training. Also, in addition to our Hospitality Career Pathway, we are working with our industry partners to launch two new pathways: an Office Administrative and a Healthcare Pathway, enabling our learners to actively prepare for and advance in the District's high-demand employment sectors.

Providing Essential Support for Academic and Career Success

While pursuing their education, Academy of Hope learners often face significant challenges, including lack of access to affordable childcare, housing, and transportation, as well as health issues impacting learners and/or their family members. Our Student Support Services team, including Student Support Specialists, Job Development Specialists, and a Vocational Evaluator, works closely with students to identify critical solutions to reduce the impact of these barriers and help them achieve self-sufficiency.

Academy of Hope's Career Development services address the challenges that learners face in finding, retaining, or advancing in employment. These services include:

- Career assessments and exploration
- Job search preparation – from assistance with developing a resume and interview skills to help getting an interview and finding gainful employment

Vocational evaluation services help match adult learners, especially those with low literacy, with appropriate occupations and careers. At Academy of Hope's Vocational Evaluation Center, launched in 2015, learners go beyond traditional paper-and-pencil assessments and try out real and simulated work tasks for in-demand careers in a safe and supportive environment.

CURRICULUM DESIGN

Meeting students where they are – and preparing them for 21st century opportunities

In order to meet the educational goals of all our learners, Academy of Hope ensures that our curriculum is informed by research and best practices. To meet the needs of beginning readers, we partner with Literacy Volunteers & Advocates (LVA) to teach our Reading Essentials courses. Using the Orton Gillingham method from the Institute for Multisensory Education (IMSE), Reading Essentials focuses on basic decoding skills. Orton Gillingham, a research-and phonics-based reading instruction program, is intensive, explicit, and systematic. Explicit phonics instruction is also supported with reading comprehension and fluency instruction. Unlike other, more scripted phonics-based programs, the flexible nature of the IMSE model allows us to add new learners into the course throughout the year.

For learners who need additional support with reading comprehension, we offer Reading Apprenticeship classes. Reading Apprenticeship classes value reading as a complex process and emphasize teaching strategies that help to develop engaged, strategic, and independent readers. Together these classes are designed to move adults from beginning literacy skills to fourth-grade level skills within a year.

Academy of Hope bases its Adult Basic Education (ABE) curricula (reading/social studies, writing, math and science) on the National College and Career Readiness Standards (CCRS) that inform both the GED exam and the National External Diploma Program. Our curricula are designed to engage our learners in complex academic tasks and critical thinking, affording them greater access to deep participation in and rich contribution to our democracy and the knowledge economy.

During the 2017-18 school year, Academy of Hope launched its first career academy which was designed using an Integrated Education and Training model. Through this approach, students participating in our Hospitality Career Academy received simultaneous instruction in core content as well as industry training and development in a meaningful, contextualized approach. Successful completion of the academy prepared students to sit for the American Hotel and Lodging industry certification exam.

As one of the few adult charter schools serving adults at all levels, from beginning readers to college-level readers, Academy of Hope is committed to continuing to develop multi-level curricula that encourage all adult learners to understand their worlds in new ways, helping us to meet our mission of changing lives and improving communities through education.

INSTRUCTIONAL APPROACH

Encouraging learners across disciplines

Academy of Hope uses a range of instructional approaches that include project-based learning, explicit instruction, critical pedagogy, technology integration, and cross-curricular approaches.

Academy of Hope views teaching as a dialogue, where teachers are learners and learners are teachers. In addition, we plan project-based learning activities, allowing students to actively explore real-world issues.

Instructors also design instructional units of study incorporating 21st Century Worker Competencies. This approach creates a student-driven environment by providing more opportunities for students to construct knowledge and collaborate with peers. Key competencies in areas of critical thinking, problem-solving, communication, collaboration, creativity and innovation prepare students for increasingly complex life and work environments.

Explicit instructional approaches are also used, ensuring that teachers break down skills into specific steps when needed and that learners have access to models and scaffolds.

PARENTAL INVOLVEMENT EFFORTS

Many of Academy of Hope's adult learners are parents or guardians of school-age children. During the 2017-2018 school year, 182 learners reported having children or dependents. Many more are grandparents, aunts, uncles, or otherwise significantly involved in a child's life.

Research consistently demonstrates the close correlation between parents' educational attainment, reduction in childhood poverty, and children's success with literacy and school. As Academy of Hope students build their skills and confidence, their families and children benefit as well. Many adult learners report becoming more involved in their children's homework or school after attending classes at Academy of Hope.



Cassandra, AoH Graduate,
with her daughter at AoH's
January 2018 graduation

SCHOOL PERFORMANCE

Academy of Hope PCS - Goals and Academic Achievement Expectations

Beginning in SY 2017-18, Academy of Hope Adult PCS will achieve a weighted range score of 65% on at least three out of four Adult Ed PMF indicators with no indicator having a weighted range score below 35% in years 2 through 4 (SY 2015-16, 2016-17, and 2017-18), no indicator having a weighted range score below 40% in years 5 through 7 (SY 2018-19, 2019-20, and 2020-21), and no indicator having a weighted range score below 45% in year 8 (SY 2021-2022) and beyond).

Goal met or unmet

Goal met.

Progress toward goals

For SY 2016-17, Academy of Hope Adult PCS set a goal of achieving a weighted range score of 65% on at least three out of four Adult Ed PMF indicators with no indicator having a weighted range score below 35%. In its fourth year as an adult public charter school, Academy of Hope made great strides toward meeting this goal. Academy of Hope is proud to report that we met the charter goal of 65% on three indicators and no indicator fell below 35%, resulting in an overall strong Tier 1 ranking for SY 2017- 2018.

Indicator 1 – Student Progress: 68.4%

Indicator 2 – Student Achievement 73%

Indicator 3 – College and Career Readiness: 70.4%

Indicator 4 – Leading Indicators: 87.6%

UNIQUE ACCOMPLISHMENTS:

Celebrating the Class of 2018

For the first time since the GED and National External Diploma Program (NEDP) underwent significant overhauls in 2014, AoH celebrated more than 50 graduates. The overhaul, which moved both the GED and NEDP fully online and aligned them with the Common Core standards, resulted in a 90% drop in nationwide passage rates in the first year. Since then, AoH learners and teachers have been working overtime to meet the new tests' demands, and that dedication is clearly paying off.

During his keynote remarks, Chris, one of our graduate speakers, noted the rough road many of the graduates – himself included – traveled before reaching this point. He also looked ahead at the future saying that “it doesn’t stop here. It goes beyond this point – hopefully to college, or a great career – but most importantly it starts a new era for our kids, our peers and our friends who are watching us and wanting this for themselves.”

A number of the graduates have already started that new era by enrolling in college, gaining employment and becoming more involved in their child’s education.

Fast Facts About AoH’s 53 Graduates

- **38 graduates** earned their High School Diploma through GED
- **15 graduates** earned their High School Diploma through the NEDP
- **33 graduates** are female, 20 graduates are male
- **At least half** of the graduates are parents
- Their ages range from **19-52 year old**
- **3 graduates** earned College Ready Scores on the GED exam – 2 are in the 95th percentile and 1 graduate is in the 99th percentile



AoH Graduates, June 2018



AoH Graduates, January 2018

STUDENT PROFILES



Shauntese, AoH Graduate,
January 2018

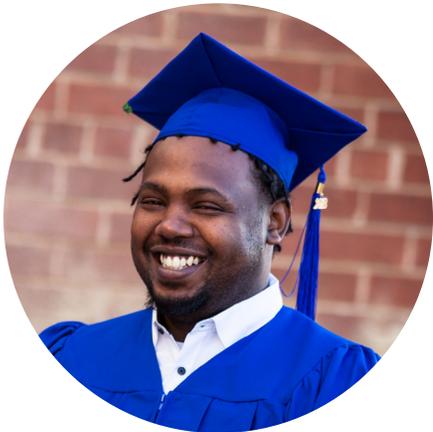
Shauntese Y., a native Washingtonian, originally left school at the age of 16 to become the main caregiver to her grandmother, who had been diagnosed with cancer, and her sister.

Many years and short-term jobs later, Shauntese enrolled in classes at AoH in September 2015. Roughly a year later, she completed the requirements to enter the National External Diploma Program (NEDP). Though she was juggling a number of responsibilities outside of school, Shauntese says that AoH encouraged and motivated her, provided emotional support, and pushed her to do better. Shauntese loved collaborating with other students and learning. “AoH makes you feel good, they motivate you to keep going. What I loved about this school was that you could find anything you needed, and I’ve never heard a ‘no’ since I’ve been here.” Even when she had stopped coming, AoH staff called and told her: “Focus on yourself, you can do it!”

In January 2018, Shauntese completed the requirements for the NEDP and earned her high school diploma. Shauntese says that she “cried like a baby” at graduation, as it meant so much to be able to show her kids that she’d obtained her diploma. She takes pride in the fact her sons and nephew are all doing exceptionally well in school, and that her youngest daughter is a college freshman with plans to become a lawyer.

Since graduation, Shauntese enrolled and completed Academy of Hope’s new hospitality course. She looks forward to pursuing a career in the hotel industry!

Antonio, AoH Graduate,
January 2018



Antonio B. enrolled at Academy of Hope’s Southeast location in 2017, along with his brother, Marquis. He wanted to come back to school to increase his employment options, but he did not anticipate making progress so quickly. Teachers selected him as one of the most improved students because his engagement and tenacity placed him on an accelerated track. Within six weeks, he was doing advanced level math, and just a few months into classes, he started sitting for his GED exams. In January 2018, Antonio passed his math exam, the last of the GED exams standing between him and his high school diploma!

Immediately following graduation, Antonio enrolled in the DC Water Green Infrastructure Program held at UDC. Following the course, Antonio sat for and passed his National Green Infrastructure Certification Exam. His score on the exam earned him a spot in DC Water’s Direct Hire Program and in July 2018, he was hired as a DC Water Contractor with Rock Creek Conservancy and earned the title of Green Infrastructure Supervisor.

Hospitality Career Academy

Last summer, Academy of Hope was one of only ten recipients of a highly competitive Career Pathways Grant offered through the Office of the State Superintendent for Education's division of Adult and Family Education and the Workforce Investment Council (WIC). Successful applicants for this grant were not singular programs but rather a consortium of providers, employers and other relevant partners that could demonstrate an ability to work together to develop clear pathways for learners to advance from education to self- and family-sustaining jobs. AoH was awarded the grant with a number of partners, including Literacy Volunteers and Advocates, Edgewood Brookland Family Support Collaborative, SUNY Empire State College, Center for Leadership in Credentialing Learning (CL2), Education Design Lab, Hyatt Place, and Hilton.

Learners have long expressed the desire to seamlessly connect what they are learning in the classroom to employment. With the support of this grant, AoH has the opportunity to fulfill learners' requests by developing three high-demand workforce training tracks in hospitality, healthcare and office administration.

Our first track in hospitality launched in early April and consists of four parts. Part one focuses exclusively on students by helping them to identify their career passions, as well as their strengths as learners and employees. Part two focuses on the hospitality industry by allowing students to engage with our hospitality employer partners and hear directly from hospitality staff about their pathways – discovering what it takes to move up the ranks in that industry from those who did it, like moving from housekeeper to general manager or from dishwasher to regional hiring manager. Part three is the heart of the program: a curriculum designed with the expertise of SUNY Empire State College and Education Design Lab and heavily influenced by our employer partners, Hilton, and Hyatt Place – two of the largest hotel companies in the Washington, DC metropolitan area. This allows students to continue working towards their high school diploma, gain 21st century workplace skills, prepare for industry certifications, and assemble a robust career portfolio. And lastly, part four consists of job shadowing and externship experience over the summer and eventually successful job placement. Once placed, AoH will continue to be a resource to support students as they journey from the initial job to the next steps on their career pathway.

In the coming school year, AoH looks forward to launching the remaining career pathways in healthcare and office administration.



Students and staff from our first Hospitality Career Academy pilot program pose after making a site visit to our partners at Hyatt Place.

Nourishing the Whole Student

Recognizing that access to fresh, healthy and affordable food is extremely limited for many learners, Academy of Hope has partnered with three organizations over the last year to expand food access in our community:

Mobile Market

Beginning in October 2017, Academy of Hope teamed up with the Capital Area Food Bank to host a monthly mobile market at our Ward 5 site. The market has provided over 5000 members of households with fresh fruits and vegetables and food staples like milk and cereal at no cost. Learners at both AoH sites can benefit from the market, and the market is open to members of our broader community, as well.

School Garden

Academy of Hope partnered with Love and Carrots to plant a community garden at our Ward 5 site. In addition to being able to harvest fresh vegetables, AoH learners have the opportunity to attend gardening classes and benefit from a nutrition-focused curriculum in several core subjects, including math and science.

Plenty to Eat

An AoH Alumna, Connie Williams, returned to AoH this year as the founder and CEO of Plenty to Eat, a food pantry offering AoH learners weekly access to groceries and essential toiletries at no cost.



AoH staff plants the first seeds in our school garden



Tom, AoH Volunteer, lends a hand at our monthly mobile market

Earning a credit of our own

Reflecting our commitment to high standards, Academy of Hope underwent the intensive application process for a 7 year accreditation through the Middle States Association (MSA). As part of the accreditation process, AoH completed a comprehensive self-study. A planning committee of AoH stakeholders (including staff, teachers, board members and students) administered the survey, collected and analyzed data and charted a course for our future. Following this years-long process, and a site review from a Middle States visiting team, AoH's application was moved forward with a recommendation for full accreditation. Our application is subject to a final review, but we are confident we'll receive an Official Notice of Accreditation in fall 2018.

Raising Awareness

This year, Academy of Hope raised awareness about adult education and AoH's unique accomplishments in the field through a variety of channels, including:

- A September 27, 2017 segment on WHUR's Daily Drum regarding adult literacy in the District
- A June 22, 2018 segment on NBC4 focused on the Adult Learner Transit Subsidy Program
- A June 23, 2018 segment on USA9 featuring AoH's graduation ceremony

Students taking the lead

"Empowerment" is one of Academy of Hope's core values. Academy of Hope strives to center student voices and encourages learners to take an active role as advocates within the school and beyond.

With the goal of formalizing students' roles in high-level decision making, AoH's senior staff hosted multiple town halls during the 2017-2018 school year to hear directly from learners. Student feedback during those conversations resulted in direct changes to AoH programming and future plans. In the spring, AoH held student elections across programs and sites to elect members to the AoH Board of Directors and the Student Leadership Association (SLA). Board members and SLA representatives will be responsible for serving as AoH ambassadors to external stakeholders (media, resource fairs, speaking opportunities, etc.), highlighting student concerns, and liaising between the Board and the student body they represent.

Budget Advocacy

As the DC Council debated the District's budget, AoH staff and learners visited the Wilson Building to testify in support of adult education. This advocacy resulted in a number of victories, including:

- Securing \$1.98 million in FY19 to support the Adult Learner Transit Subsidy Program
- Restoring \$1.5 million to the budget for the Career Pathways Innovation Fund, which supports AoH and nine other subgrantees
- Securing \$500,000 in new funding to support adult education programs serving learners at the lowest literacy levels



AoH students and staff at the John A. Wilson Building after testifying in support of adult education.

Academy of Hope Goes South by Southwest

Leicester, AoH's Chief Executive Officer, was honored to join leaders from the Alliance for Language Learners' Integration, Education, and Success (ALLIES) and the Texas Workforce Commission for a panel discussion at the prestigious South by Southwest Education conference in Austin, Texas. The conversation, titled "Equity Innovations for Low-Skill Adults" focused on ways to expand opportunities for adult learners, especially those with the lowest skills, to reach their goals!

DONORS (\$500+)

Patty Abramson	Lawrence Meyer	American Institutes for Research	SEB Charitable Fund
Julia Arner	Kate Moore	Americas Charities	The Greater Washington Community Foundation
Kenton Campbell	Patricia Murphy	Anonymous Family Foundation (inquire with school for details)	The Herb Block Foundation
Susan Chapin	Daniel Norton	Capital One	Local Independent Charities
Nadine Cohodas	Laurence Platt & Clare Herington	D.C. Local Initiatives Support Collaboration	The MARPAT Foundation, Inc.
Franklin Burgess & Diana Martin	Michael Mundaca & Gina Polidoro	E*Trade	The Morris & Gwendolyn Cafritz Foundation
Diana Folckemmer	Oliver Quinn	Eugene & Agnes E. Meyer Foundation	New Columbia Solar
Evan & Leman Fotos	Anand Radhakrishnan	Jerry Taylor & Nancy Bryant Foundation	The Philip L Graham Fund
Noel Gunther	Deborah Rose	Office of the State Superintendent of Education	The J. Willard And Alice S. Marriott Foundation
Scott Hallworth	Duane & Kathryn Rosenberg	PEW Charitable Trust	The Share Fund
Jennifer Hillman	Neal & Sarah Rothleder	PNC Foundation	The Teaching Company-Great Courses
William & Deborah Iwig	Terry Salinger	Schwab Charitable Fund	
Barbara Jumper	Amy Sawyer	Scheidel Foundation	
Andrew & Elizabeth Knox	Scott Taylor		
Rachel Kronowitz	William & Virginia Wells		
Mark & Gail Kutner	Rachel Zinn		

APPENDIX 1: SCHOOL YEAR 2017-2018 DATA REPORT

SY 2017-18 Annual Report Campus Data Report

Source	Data Point
PCSB	LEA Name: Academy of Hope Adult PCS
PCSB	Campus Name: Academy of Hope Adult PCS
PCSB	Grades served: Adult
PCSB	Overall Audited Enrollment: 386

Enrollment by grade level according to OSSE's Audited Enrollment Report

Grade	PK3	PK4	KG	1	2	3	4	5	6
Student Count	0	0	0	0	0	0	0	0	0
Grade	7	8	9	10	11	12	Alternative	Adult	SPED*
Student Count	0	0	0	0	0	0	0	386	0

*Note: This field is only filled in for St. Coletta Special Education PCS as it is the only charter LEA that exclusively serves students with disabilities.

Student Data Points

School	Total number of instructional days: 222
PCSB	Suspension Rate: 1.6%
PCSB	Expulsion Rate: 0.26%
PCSB	Instructional Time Lost to Out-of-School Suspension Rate: 0.04%
PCSB	In-Seat Attendance: 70.4%
PCSB	<p>Average Daily Attendance: Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership. To meet this requirement, PCSB will provide following verified data points: (1) audited enrollment; (2) mid-year withdrawals; and (3) mid-year entries. (No action necessary.)</p>
PCSB	Midyear Withdrawals: Not Applicable*
PCSB	Midyear Entries: Not Applicable*
PCSB	Promotion Rate (LEA): Not Applicable
PCSB (SY16-17)	College Acceptance Rates: Not Applicable
PCSB (SY16-17)	College Admission Test Scores: Not Applicable
PCSB (SY16-17)	Graduation Rates: Not Applicable

Faculty and Staff Data Points

School	Teacher Attrition Rate: 33.51%
School	Number of Teachers: 41
School	Teacher Salary 1. Average: \$60,123.63 2. Range – Minimum: \$50,367.00 Maximum: \$74,300.00

APPENDIX 2: STAFF ROSTER FOR 2017-2018

Shazma Aftab Adjunct Teacher	Sandra Brown Teacher	Jamie Fragale Director of Advocacy & Communications	Christie Joesbury Data Support Specialist
Lesia Alleyne-Lamorell Office Manager and Assistant to CEO	Jenaine Butler GED Services and Testing Coordinator	Lakeyia Gollman Teacher	Lecester Johnson Chief Executive Officer
Derrick Anderson Adjunct Teacher	Mary Cabriele Volunteer Coordinator	Lionel Gore Facilities Attendant	Matthew Layton Chief Academic Officer
Shaquierra Baker Case Manager	Hazel Cherry Teacher	Cheryl Harrison Adjunct Teacher	Alexandra Lotas Research Coordinator
Annette Banks NEDP Advisor/Assessor	Julia Conte Data Support Specialist	Melissa Hensel Vocational Evaluator	Kyle Mackey Adjunct Teacher
Tajala Battle-Lockhart Adjunct Teacher	November DuBose Job Development Specialist	Dianna Hicks Adjunct Teacher	Jevaughn Mark Intern
Joy Bentley Phillips Chief Development Officer	Danielle Durham Adjunct Teacher	Denise Hill Teacher	Terence Mayo Associate Campus Principal
Kenae Black Adjunct Teacher	Summer Ellis Associate Campus Principal	Sheila Izlar HR Specialist	JoVon McCalester Adjunct Teacher
Deborah Bloch Adjunct Teacher	Patrice Felton Adjunct Teacher	Jo-Anna Jackson Teacher	Kargsia McDuffie Lead Teacher
Na'Quesha Booker Front Desk Assistant	Krista Ford Student Recruitment Manager	Megan Janicki Teacher	Chy McGhee Teacher
Traci Branch Director of Student Support Services	Yolanda Fortune Adjunct Teacher	Dorothy Jenkins Lead Teacher	Niketha McKenzie Adjunct Teacher

Brian McNamee Chief Operations Officer	Krystal Ramseur Director of Finance & Operations	Kwelli Sneed Adjunct Teacher	Trakela Wright Adjunct Teacher
Traci Milton-Porter Program Manager	Lisa Rascoe Adjunct Teacher	Daniel Turk Adjunct Teacher	Sade Young Program Manager
Lateefah Montague Teacher	Audrey Reese Director of NEDP	AdrianTurner Office Administrator and Assistant to CEO	Hira Zeb Lead Teacher
Rustin Moore Adjunct Teacher	Ira Richardson Intern	Monique Vaughn Registrar	63% of instructional staff for SY17–18 have Master’s Degrees.
Sharon Myers Teacher	Daniel Robinson Front Desk Assistant	William Walker Teacher	
Sean Nix Senior Program Manager	Adi Salinas-Ferreira NEDP Advisor/Assessor	Jaiyi Wang Intern	
Richmond Onokpite Lead Teacher	Siby Samuel Adjunct Teacher	Thomas Webb Case Manager	
Marcos Pantelis Director of Accountability	Antonio Scott Front Desk Assistant	Dana Westgren Job Developer	
Marisha Pennington Adjunct Teacher	Jordan Scott Teacher	Ronald Whipple Front Desk Assistant	
Graciano Petersen Teacher	Katherine Shrout Supplemental Instruction and Alumni Coordinator	Dawn Williams NEDP Advisor/Assessor	
Deborah Prence Teacher	Jamala Smith Lead Registrar	Hope Witherspoon Adjunct Teacher	

APPENDIX 3: BOARD ROSTER FOR 2017-2018

Patrina Clark, Board Chair
President, Pivotal Practices Consulting LLC
Term: 2/2011 - 8/2018

Terry Salinger,* Vice Chair and Chair of
Programs Committee*
Senior Fellow, American Institutes for
Research
Term: 4/2012 - 4/2018

Thomasenia (Tommie) Duncan,* 2nd
Vice Chair
Panel Executive, United States Judicial
Panel on Multi-District Litigation
Term: 9/2015 - 8/2018

Mark Kutner, Treasurer
Term: 12/2014 - 8/2020

Rachel Zinn,* Secretary
Budget Management Analyst, City of
Baltimore
Term: 7/2016 – 6/2019

Michael Gross*
Academy of Hope Learner
Term: 7/2016 - 1/2018

Barbara Jumper*
Senior Financial Management Specialist, US Department of
Transportation
Term: 3/2017- 6/2020

M. K. Karen Leung
Neighborhood & Community Investment Specialist, US Department
of Housing
Term: 7/2016 – 6/2019

Beverly Mangum*
Academy of Hope Learner
Term: 7/2016 - 1/2018

Lawrence Meyer,* Chair of Development Committee
Self Employed
Term: 7/2016 – 6/2019

John Zoltner*
Director, TechLab FHI 360
Term: 7/2016 – 6/2019

Leicester Johnson
Chief Executive Officer, Academy of Hope

* Indicates DC resident

APPENDIX 4: UNAUDITED YEAR-END FINANCIAL STATEMENT

Unaudited Year-end 2017-18 Financial Statement

Income Statement	Actual
Revenue	
State and Local Revenue	4,832,682
Federal Revenue	540,279
Private Grants and Donations	498,869
Earned Fees	60,956
Donated Revenue	120,000
Total Revenue	6,052,787
Expenses	
Salaries	2,793,805
Benefits and Taxes	671,805
Contracted Staff	454,465
Staff-Related Costs	48,557
Rent	303,074
Occupancy Service	339,292
Direct Student Expense	322,369
Office & Business Expense	528,636
Total Expenses	5,462,003
Operating Income	590,784
Extraordinary Expenses	
Interest	177,395
Depreciation and Amortization	210,202
Total Extraordinary Expenses	387,597
Net Income	203,187

Balance Sheet		6/30/2018
Assets		
Assets		
Current Assets		
Cash		775,551
Accounts Receivable		343,785
Other Current Assets		33,299
Total Current Assets		1,152,635
Noncurrent Assets		
Facilities, Net		4,919,664
Operating Fixed Assets, Net		325,606
Rental Deductions		130
Total Noncurrent Assets		5,245,399
Total Assets		6,398,034
Liabilities and Equity		
Liabilities and Equity		
Current Liabilities		
Accounts Payable		149,227
Other Current Liabilities		176,416
Accrued Salaries and Benefits		201,676
Total Current Liabilities		527,319
Long-Term Liabilities		
Senior Debt		3,939,336
Other Long-Term Liabilities		(46,863)
Total Long-Term Liabilities		3,892,473
Equity		
Unrestricted Net Assets		1,680,055
Net Income		203,187
Temporarily Restricted Net Assets		95,000
Total Equity		1,978,242
Total Liabilities and Equity		6,398,034

APPENDIX 5: APPROVED 2018-2019 BUDGET

	SY18-19
Revenue	
State and Local Revenue	5,762,362
Federal Revenue	504,926
Private Grants and Donations	618,500
Earned Fees	29,855
Revenue Total	6,915,643
Expenses	
Salaries	3,542,682
Benefits and Taxes	840,349
Contracted Staff	346,000
Staff-Related Costs	32,220
Rent	391,837
Occupancy Service	289,541
Direct Student Expense	334,107
Office & Business Expense	622,842
Expenses Total	6,399,578
NET ORDINARY INCOME	516,065
Extraordinary Expenses	
Depreciation and Amortization	241,438
Interest	186,883
Extraordinary Expenses Total	428,321
TOTAL EXPENSES	6,827,899
NET INCOME	87,743