




Adult Public Charter School

2315

Annual Report

School Year 2020–2021



Academy of Hope

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: Karen Leung, U.S. Department of Housing and Urban Development

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■ School Mission

Academy of Hope Adult Public Charter School's mission is to provide high quality adult education and services that change lives and improve communities. Academy of Hope (AoH) serves adults ages 18 and older from throughout the District of Columbia, providing a quality education and preparation for a high school diploma through the GED exam or the National External Diploma Program (NEDP). AoH integrates these programs with computer literacy, career counseling, college preparation, and career pathways programs with job training in Healthcare and Informational Technology. We also provide wraparound services, as well as college navigation and job placement.

■ 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 21 percent of the District of Columbia's working-age adults—over 60,000 individuals—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.

“District residents need
the opportunity to build
their skills and achieve their
educational goals ...”



Hundreds of District of Columbia Residents Find Opportunity at Academy of Hope Adult Public Charter School

Academy of Hope Adult Public Charter School helps District of Columbia residents gain both the foundational and intermediary 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, AoH has helped over 800 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, AoH transitioned from a community-based organization to an adult public charter school, serving more than 300 adults in our first year of operations under charter status. In SY 2020-21—our seventh year of operations under charter status—we more than doubled that number, serving close to 650 students both in-person as well as virtually due to the National Health Pandemic.

While the COVID-19 pandemic impacted all schools, it disproportionately affected AoH learners and made this year particularly challenging. Yet, it also made AoH even more dedicated to addressing the critical academic and career development needs of DC adult residents. Catalyzed by the immediate need to quickly provide virtual learning, AoH employed 36-years of adult learning insights to build an innovative distance learning infrastructure. This infrastructure now allows AoH to provide DC adult learners with greater educational access and opportunities than in the past and makes it possible to better meet the school's mission in the present, as well as into the future.

We know that students need a post-secondary credential or advanced training to achieve economic success. We know that increasing parents' skills can improve the long-term success of their children and help break the intergenerational cycle of poverty. We are preparing students to complete and enter career training in high demand industries and occupations, secure living-wage jobs, enter post-secondary education, and achieve self-sufficiency for themselves and their families.

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 of 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 AoH 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, AoH offers classes during the day, as well as in the evening, over three terms; we also now provide both in-person and virtual classes.

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 learners more choice in deciding how they want to demonstrate their academic skills and abilities, thus empowering them to be life-long learners.

AoH also offers multi-level career training programs, with a specific focus on two in-demand industries: Healthcare and Information Technology. Our program-wide integrated education and training model provides learners—especially

“Small, dynamic classes reach learners at a range of levels—from beginning literacy to college ...”

those who face the most significant barriers to employment and economic success—with contextualized academic and workforce training. Through these programs, learners can earn stackable industry-recognized credentials, helping them to build the skills needed for high wage, competitive careers.

In addition, AoH learners also have the opportunity to pursue dual enrollment with the University of the District of Columbia 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 from AoH.

Over the last year, AoH has become adept at adapting to changing based on the public health requirements by developing the infrastructure needed to seamlessly convert classes from in-person to virtual. We provide all AoH learners with laptops, internet access, email addresses, Zoom accounts, and digital literacy support. Instructors save recorded lessons on Schoology, our Learning Management System, and our customized Salesforce-based SIS syncs with the Clever learning platform, allowing learners easy access to numerous learning applications, which are monitored by instructors to assess learning progress.

Providing Essential Support for Academic and Career Success

While pursuing their education, AoH learners often face significant challenges, including lack of access to affordable childcare, housing, and transportation, as well as health issues impacting themselves and/or their family members. Our Student Support Services team works closely with learners to identify critical solutions, reduce the impact of these barriers and ensure that learners can stay in school and successfully continue on their educational and career pathways. In the midst of the global health pandemic this year, AoH's Student Support team was particularly essential, providing intense virtual support to learners and their families most affected by the COVID-19 crisis.

Additionally, our Career Development team addresses the challenges that learners—especially those with low literacy skills—face in finding, retaining, or advancing in employment. Finally, our Job Development Specialists assist all learners with discovering viable career pathways, developing career portfolios, and finding gainful employment.

As we continue to work within a national health pandemic, we are determined to ensure that all our learners can meaningfully participate within our new teaching and learning environments. In addition to continuing to incorporate the Universal Design for Learning Framework, assistive technology, and access to sign language interpreters, we hired both an IT Specialist and an Adult Learner Support Specialist, ensuring that all learners - as well as all teachers - have the resources and extra support needed to educationally thrive.

“AoH views teaching as a dialogue, where teachers are learners and learners are teachers.”

■ Instructional Approach

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

AoH 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 situations and apply learned skills to solve real-world problems.

Teachers 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.

Through the years, AoH has developed adult literacy curricula based on best practices derived from scientifically valid research and effective educational practices. Despite SY 20-21's new teaching and learning environments, AoH's best-practices mandate has not changed: ensuring that all learners — regardless of their in-classroom or online learning environments — have equal instructional access. All instructional planning is guided by the Danielson's Framework for Teaching, helping to ensure that each lesson—at every level—attends to essential teaching components such as preparation, classroom environment, learner engagement, and formative assessments.

All English Language Arts (ELA) classes value reading as a complex process and emphasize teaching strategies to help develop engaged, strategic, and independent readers. To meet the needs of beginning readers, we utilize the Wilson Reading System, which research proves to be highly effective at teaching beginning adult readers the decoding skills needed to develop fluency and comprehension; in addition, we use a Reading Apprenticeship model in order to help students build high-level comprehension strategies. Our higher-level Reading classes are based on the National College and Career Readiness Standards (CCRS), which inform both the GED exam and the National External Diploma Program. These classes focus on helping learners develop and hone reading comprehension and higher order reasoning skills.

Like our ELA instruction, AoH's mathematical instruction is also based on National College and Career Readiness Standards (CCRS), focusing on operations and the number system, algebra, geometry, measurement and data, and statistics and probability. All levels of mathematical instruction—from beginning numeracy to advanced algebra—are designed to promote both conceptual understandings, as well as computational fluency.

Academy of Hope's career training programs are designed with our employer partners and based on an Integrated Education and Training model. Through this approach, Career Pathway learners receive simultaneous instruction in core content, as well as industry training in a meaningful, contextualized approach. In addition, undergirding all classes is the Northeast Resiliency Competency Model, which stresses five competencies critical to college and workplace success: critical thinking, adaptability, self-awareness, reflective learning, and collaboration. By incorporating these competencies into all our classes, at all levels, learners are able to develop and practice key college and career success skills.

As one of the few adult charter schools serving adults at all levels, from beginning readers to college-level readers, AoH 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.



■ Parental Involvement Efforts

Many of Academy of Hope's adult learners are parents or guardians of school-age children. 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 and the reduction in childhood poverty and with children's success with literacy and school. As AoH 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 AoH.



“As AoH students build their skills and confidence, their families and children benefit as well.”

■ School Performance

Academy of Hope PCS Goals and Academic Achievement Expectations	Goal Met or Unmet	Evidence
<p>Academy of Hope adopted the adult PMF framework as goals.</p> <p>At its ten-year review, obtains an average PMF score for school years 2018-19, 2019-20, 2020-21, 2021-22, 2022-23</p>	<p>Academy of Hope's Charter Goals were not officially evaluated due to DC PCSB Board's approved COVID-19 Impact Policy.</p>	<p>Self-Reporting Evidence of Goal Completion:</p> <p>Student Progress Indicator: 55% of ABE 1 learners made EFL gains; 56% of ABE 4 learners made EFL gains.</p> <p>Student Achievement Indicator: 88% of learners attempting to pass the GED or NEDP passed. In total, AoH graduated 26 learners.</p> <p>College and Career Indicator: 62% of learners surveyed entered employment; 86% of those surveyed retained employment.</p> <p>High-Credential Indicator: 91% of Certified Nursing Assistant learners passed high-level credentialing exam.</p>

**Academy of Hope Adult Public Charter School acknowledges that DC PCSB's review and publication of this annual report does not imply concurrence or disagreement with the content herein*

**** Pending final approval by DC PCSB**



■ Unique Accomplishments

Media

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 December 16, 2020 piece in *The 74* about adult learners persevering through the pandemic
- A May 4, 2021 piece co-written by AoH staff members Jamie Fragale and Dwayne Smith for DC Policy Center analyzing results of a city-wide adult learner survey
- A June 2021 piece written by AoH's Director of Research and Evaluation, Sasha Lotas, for *ProLiteracy* entitled, "The COVID-19 Pandemic from an Adult Literacy Practitioner-Scholar Perspective: Where We Were, Where We Are, and Where We Should Be Going"
- A two year partnership with Washington Women in Public Relations

Building a More Inclusive and Equitable Community

Academy of Hope expressly embraces people of all races, ethnicities, gender identities, ages, sexual orientations, religions/spirituality, and backgrounds. We strive to create an inclusive environment where race and other identifiers do not pre-determine one's future but rather where everyone is valued and adds value. In SY 2020-21, AoH continued our partnership with Building for Mission to take a closer look at our processes, structures and practices that may contribute—directly and indirectly, intentionally and unintentionally—to a lack of diversity, equity and inclusion (DEI). Throughout the year, staff had the opportunity to participate in trainings, focus groups, and a Race Equity Task Force. AoH looks forward to continuing this process of self-reflection and dismantling any of our structures and processes that prevent an inclusive and equitable community for all.

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 including student voices in high-level decision making, AoH's staff hosted multiple town halls during the 2020-2021 school year via Zoom to hear directly from learners. Student feedback during those conversations resulted in direct changes to AoH programming and future plans. Two AoH students—elected by their peers—serve on the AoH Board of Directors and continue to ensure learners' voices, concerns and needs are always part of the decision-making process.



“Empowerment’ is one of
Academy of Hope’s core values.”

Reinforcing our technological infrastructure

Academy of Hope rolled out new, highly sophisticated student information and learning management systems during the 2020-2021 school year. These tools are crucial to making sure we are collecting, reporting and operationalizing student data in real time. Mindful of the barrier presented by low digital literacy skills, our new learning management system allows students to easily unlock a one-stop dashboard that gives them access to the ten applications they use for classes.

Creating a more inviting and equitable space in Ward 8

In December 2020, with the support of generous donors and grants, Academy of Hope broke ground on an ambitious renovation of our Ward 8 site at 421 Alabama Ave, SE. Councilmember Trayon White joined AoH for the event. Through a six month process, AoH transformed the space to establish a more inviting entrance and lobby; build additional restrooms to accommodate our growing community; install an elevator to allow students to easily access all of our spaces; and create a modern and fully functioning kitchen. We are looking forward to the new school year in the fresh and welcoming space!



Celebrating the Class of 2021

As the 2021 school year came to a close, AoH staff were busy preparing for one of the best days of the year: graduation. Of course, this year's graduation looked very different than years past. Graduates from the classes of 2020 and 2021 gathered at our Ward 5 site donning their caps, gowns and face masks. Diplomas were awarded while graduates' friends and family watched proudly via live stream from nearby classrooms, across the District and beyond. DC Public Charter School Board Executive Director Dr. Michelle Walker-Davis welcomed everyone to the ceremony, and Ward 5 State Board of Education member Zachary Parker delivered keynote remarks.



■ Unique Accomplishments (continued)

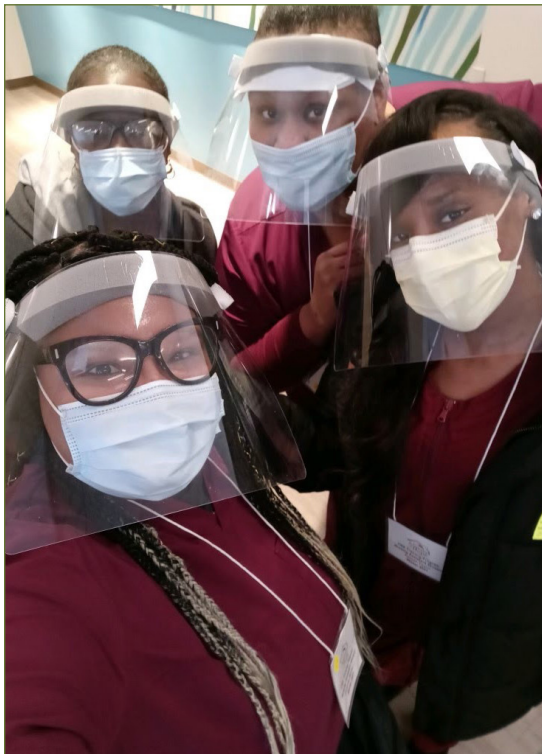
Pinning Certified Nursing Assistants

AoH first launched its Certified Nursing Assistants (CNA) program in the spring of 2018.

It was an innovative and ambitious program—one in which an adult learner can enter one place, complete their high school credential, and prepare for a career at the same time.

After significant work with our partners through the pandemic, AoH's CNA students began their clinicals at Sibley Memorial Hospital, learners completed their licensing exams in the spring of 2021! What's more, six CNA graduates earned their high school diploma at Academy of Hope and three of those learners earned it at the same time as their CNA license.

AoH continues to receive significant interest in the CNA program, and in the spring of 2021, began offering a new healthcare certification program in Phlebotomy.



■ Student Profiles



Maggie, AoH Graduate, June 2021

Maggie, 60, is a native of North Carolina, and she came to Academy of Hope as a part of the first class of students at 421 Alabama Avenue when Ward 8 relocated. And she enrolled with a vision for herself. In her words, “I got tired of just existing, I wanted to live. At Academy of Hope, I got a second chance.” There were moments of doubt and bouts of “I don’t know if I can do this,” Soon she surpassed her own abilities and was able to qualify for the National External Diploma Program’s Diagnostic phase with a 230 in math in November 2017. Another year of hard work passed before she made the qualifying writing score, and she entered the Assessment phase in May 2019 with a reading score of 242. Maggie accomplished her dream of becoming a high school graduate in 2020.

Maggie has always loved helping older people. Even as a teenager, she frequently made trips to the grocery store to ease the burden for her elderly neighbors. So, after earning her high school diploma at Academy of Hope, Maggie was excited to join our Certified Nursing Assistant program. She saw it as a second chance for career success and she couldn’t wait to get started. In the Spring of 2021, she completed her clinical training at Sibley Memorial Hospital—even as COVID-19 cases soared—and then passed her CNA licensing exam on the first try! With her license in hand, Maggie was soon hired by Bridgeport Facility and is bringing her warmth and care to patients every day!



Faheem, AoH Graduate, June 2021

Faheem, 40, hails from Newark, New Jersey. Determined and resilient, he came to Academy of Hope with a vision that with or without a high school diploma, he was going to survive. However, as he grew and matured, he wanted to have more options. He says, “People were always surprised to find out I didn’t have a high school diploma because of the way that I present.” He realized a high school diploma would help in building a solid career.

While he excelled in reading, math became a real barrier for him. Working closely with AoH teachers, Faheem finally unlocked some answers about his challenges. Looking back, he says “Annette Banks changed the trajectory of my educational experience. She pulled

me aside one day and told me that there was no way in the world that I could be at my reading level and have difficulty with the math section unless there was something else going on.” Ms. Banks referred Faheem to seek testing accommodations through DC’s Office of the State Superintendent of Education’s Assess for Success programs. After his evaluations, he received the support he deserved and allowed him to accurately showcase his skills. “I was able to use a calculator and was given more time...but you still have to know how to solve the problems.”

Since completing his high school diploma, Faheem plans “to keep moving forward” by pursuing a new goal of earning a college degree.

■ Fast Facts about AoH's 2020-21 Graduates

12

*graduates earned their
High School Diploma
through GED*

15

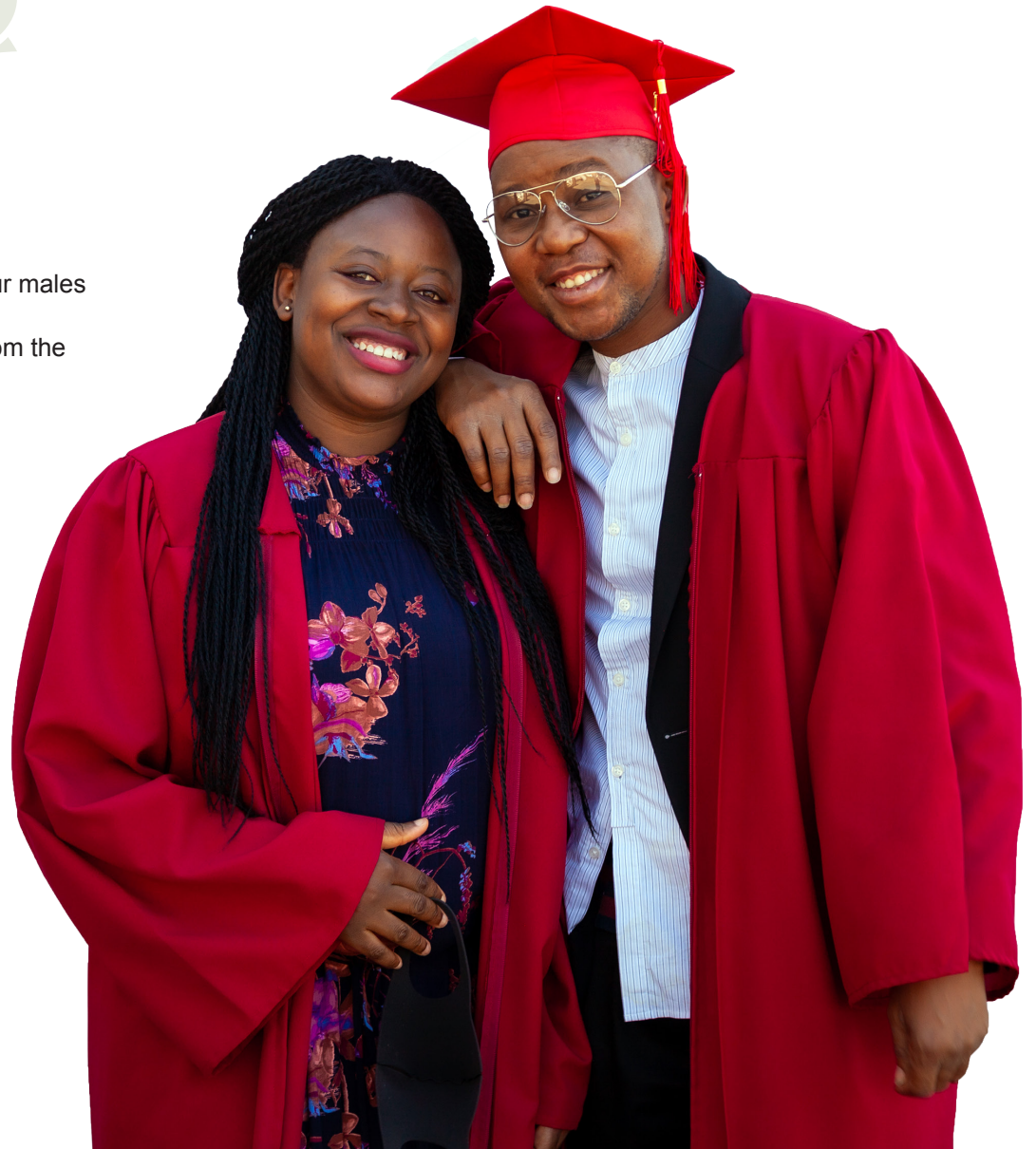
*graduates earned their
High School Diploma
through the NEDP*

■ Graduates

- GED graduates' ages ranged from 18-49 with eight females and four males
- Eight graduates were from the Northeast campus, and four were from the Southeast campus
- Three graduates earned College Ready Scores on the four GED exams
- NEDP graduates' ages ranged from 27-66 with 13 females and two males
- Nine graduates were from the Northeast campus, and six were from the Southeast campus
- NEDP graduates completed the assessment phase in as few as six months and as much as five years and nine months (including time away from school). The average completion time was two years.

■ Certifications

- 52 students earned microcredentials (including CPR, Customer Service Gold and ServSafe Food Handlers)



■ List of Donors \$500+

The Alfred Street Baptist Church

Michelle Althuis

The Bank of America Charitable Gift Fund

Ellen Barrosse

Laura Barrosse-Antle

Susan Basile

The Bozzuto Group

Lillian Burke

The Morris and Gwendolyn Cafritz Foundation

Kenton Campbell

The Capital One Bank

Patrina Clark

Mary Clark

The A. James and Alice B. Clark Foundation

Nadine Cohodas

Sara Cormeny

The DC Education Equity Fund

The DeLaski Family Foundation

Yesim Eksioglu

The Family Office Research LLC

The Fidelity Charitable Gift Fund

The Fidelity Giving Marketplace

Fidelity National Title, National Commercial
Services D.C.

Diane Folckemmer

The George Washington University

Noel Gunther

Lynne Israel

William Iwig

Kerry-Ann Hamilton and Leicester Johnson

Kermit Kaleba

Annie Karabell

Kenneth Keller

Angela Kim

Monica Knorr

Timothy J. Koegel

Karen Leung

Mark Lewis

Stephen Lilienthal

The Lincoln Property Company

Frank Burgess and Diana Martin

Keith Martin

Felecia McCauley

Julie Meyer

Lawrence Meyer

The MGM Resorts International

Kate Moore

Rashad Moore

Patricia Murphy

Ken Neeper

Donna Nichols

The Nineteenth Street Baptist Church

Office of the State Superintendent of Education

Carol and David Pensky

D'Andre and Joy Bentley Phillips

The PNC Charitable Trust

Bahar Pollock

Anand Radhakrishnan

Leman Fotos Revocable Trust

William Reynolds

The Jane Bancroft Robinson Foundation

David Rosenberg

Duane H. Rosenberg

Anne Sa'Adah

Terry Salinger

Jeff Satre

Anne Savage

Susan Schaefer

The SEB Charitable Fund

The Share Fund

The Sibley Memorial Hospital

Les Silverman

The Smigel Foundation

Paul Suijk

Miriam Tavens

The Teaching Company — Great Courses

Idil Ulgen

The United Way of the National Capital Area

William and Virginia Wells

Tamara Wilds Lawson

Rachel Zinn

Academy of Hope would also like to thank our generous gala sponsors for helping us celebrate 35 years of excellence in adult education. While our original gala date was postponed in 2020, we look forward to celebrating together on October 8, 2021:

Host Committee Members:

Nora Abramson and Dave Nathan
John Begert, MRP Realty
Sara Cormeny and Peter Miller
Michael Ford
David Grosso, Arent Fox
Daniel Ford Lewis
Ken Lore and Julia Schmidt,
Katten Law Firm
Dr. Natalie and Rashad Moore
John Reed, Berkadia
Susan Schaefer, Resource Partners
Paul Suijk, Wondrium

Learner Partners:

Alice and Eugene Ford Foundation
PNC Bank

Career Partners:

Edgewood Management Vantage
Management
Galena-Yorktown Foundation
Sibley Memorial Hospital

Transformation Partners:

Arent Fox LLP
Ballard Spahr
Bozzuto
Family Office Research
Fidelity National Title, National
Commercial Services D.C.
Horning Brothers
LF Jennings
MGM
New Columbia Solar
Reed Smith LLP



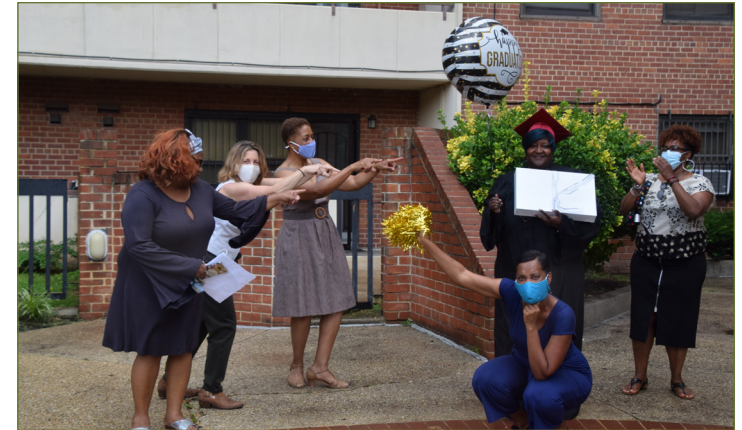
■ Appendix 1

School Year 2020-2021 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: 360

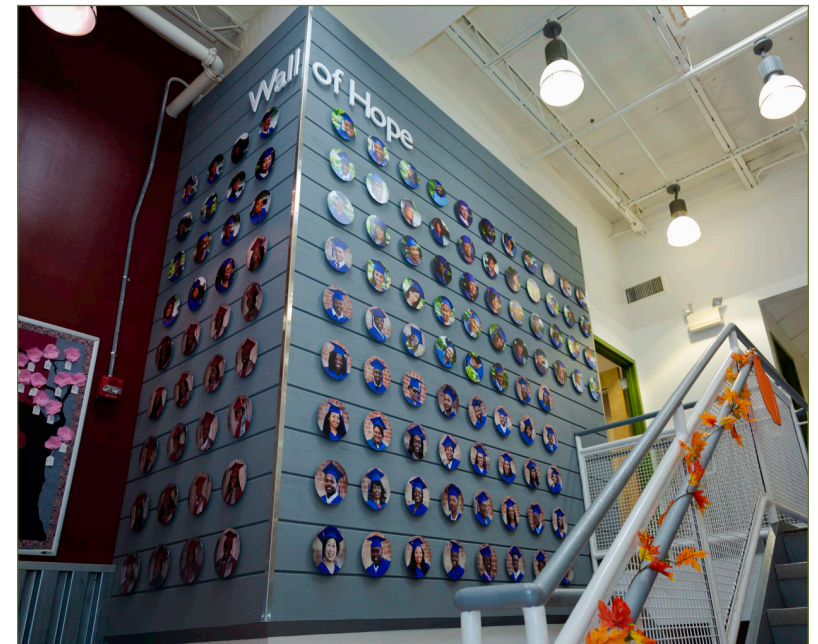
Student Data Points

School	Total number of instructional days: 186
PCSB	Suspension Rate: .8%
PCSB	Expulsion Rate: 0%
PCSB	Instructional Time Lost to Discipline: 2%
PCSB	In-Seat Attendance: 57.2%*
PCSB	Average Daily Attendance: Not Applicable
PCSB	Midyear Withdrawals: Not Applicable
PCSB	Mid-year Entries: Not Applicable
PCSB	Promotion Rate (LEA): Not Applicable
PCSB (SY19–20)	College Acceptance Rates: Not Applicable
PCSB (SY19–20)	College Admission Test Scores: Not Applicable
PCSB (SY19–20)	Graduation Rates: Not Applicable



Teacher Data Points

Teacher Attrition Rate Number of teachers retired/resigned/outplaced between October 5, 2020 and the first day of school in 2021 <hr/> (number of teachers employed as of October 5, 2019)	10.52
Number of Teachers “Teacher” is defined as any adult responsible for the instruction of students at least 50% of the time, including, but not limited to, lead teachers, teacher residents, special education teachers, and teacher	20
Teacher Salary Average: Minimum: Maximum:	\$67,479 \$53,600 \$81,000
Executive Compensation Salaries (including bonuses) of the five most highly-compensated individuals in the organization, if over \$100,000, for SY 2020-2021	\$125,375.00 \$125,750.20 \$145,299.60 \$176,635.40



■ Appendix 2

Staff Roster 2020-2021

Lesia Alleyne-Lamorell Office Manager	Candice Caldwell Adjunct Teacher — ELA	Christian Fretty School Administrative Assistant	Christie Joesbury Data Support Specialist
Koya Bakare Co-Campus Interim Principal	Felicia Cave Adjunct Teacher — Math	Traci German Director of Student Support Services	Lecester Johnson Chief Executive Officer
Shaquierra Baker Student Support Specialist	Hazel Cherry Recruitment Manager	Tiffany Godbout Chief Operations Officer	Jamal Jones Teacher — NEDP Assessor/Advisor
Annette Banks Teacher — NEDP Assessor/Advisor	Jaclyn Claiborn Adjunct Teacher — Math	Kamila Goldin Teacher — Math	Jennifer Jordan Teacher — NEDP Assessor/Advisor
Florenda Bates Teacher — ELA	Carl Clemons Executive Assistant to CEO	Lakeyia Gollman Instructional Manager	Eun Ah Kim Director Finance and Operations
Ezell Battle Adjunct Teacher — ELA	DaNelle Cook Teacher — Math	Kiesha Graham Registrar	Sue Jin Kim Adjunct Teacher — Reading
Joy Bentley-Phillips Chief Advancement Officer	Isabel Cortez Registrar	Cheryl Harrison Adjunct Teacher — Mathematics	Charise Kitchen Certified Nursing Assistant — Adjunct Instructor
Kenae Black Adjunct Teacher — Writing	Vanessa Dorsey Adjunct Teacher	Shatyra Henry Student Support Specialist	Jamie Lee School Administrative Assistant
Na'Quesha Booker Operations Assistant	Michael Durant Chief Academic Officer	Dianna Hicks Teacher — Reading	Tonisha Lewis Student Recruitment Manager
Michael Braeuninger Director of Development	Elizabeth Early Teacher — Math	Isaac Hudson Information Technology Specialist	Troy Lewis Adjunct Teacher — Math
Mirvlyne Brice Senior Individual Giving Officer	Summer Ellis Principal	Jermia Huff Teacher — Math	Alexandra Lotas Director of Research and Evaluation
Sandra Brown Teacher — Reading	Jocelyn Elmore School Administrative Assistant	Sheila Izlar Director of Human Resources	Jamela Love GED Services and Testing Coordinator
Jenaine Butler Director of GED Services and Testing	Olette Fortune Teacher	Porsha James Student Support Specialist	Donald Martin Senior Facilities Manager
Mary Cabriele Director of Career and Workforce Services	Jamie Fragale Director of Advocacy and Communications	Dorothy Jenkins Lead Teacher — Technology	Julius Martin Director of Admissions

Toni McGhie
Teacher — Math

Tim McLaurin
Adjunct Teacher — Math

Maria McLean
Marketing Associate

Brian McNamee
Chief Operations Officer

Mary Mickey
CNA Instructor

Deneen Miller
Senior Employment Specialist

Lateefah Montague
Teacher — Reading

Darren Murray
Teacher — Math

Nicole Nelson
Adjunct Teacher — NEDP

Oladapo Olalude
Adjunct Instructor

Sean O'Loughlin
Teacher — Math

Richmond Onokpite
Principal

Flora Opara
Adjunct Teacher — Math

Tracy Pearyer
Finance and Accounting Analyst

Graciano Petersen
Co-Campus Interim Principal

Jerry Peterson
Adjunct Teacher — ELA

Deborah Prence
Lead Math Teacher

Audrey Reese
Managing Director of Student
Services

Ira Richardson
Front Desk Assistant

Daniel Robinson
Grants and Operations Manager

Marisabel Santiago
Student Support Specialist

Antonio Scott
Front Desk Assistant

Nicole Short
Adjunct Teacher — ELA

Ayaba Sedjro
Student Support Specialist

Katherine Shrout
Teacher — Reading

Charisse Smith
Donor Relations and Special Events
Coordinator

Dwayne Smith
School Information Systems
Specialist

Jamala Smith
Manager of Enrollment and
Registration

Kwelli Sneed
Adjunct Teacher — Math

Ayinde Spradley
Adjunct Teacher — Reading

Charles Thomas
Teacher

Monique Vaughn
Employment Specialist

William Walker
Teacher — Math

Thomas Webb
Student Support Specialist

Ayanna Welsh
HR Assistant

Everette White
Adult Learning Support Specialist

G. Vernon White
Adjunct Teacher — ELA

Dawn Williams
Teacher — NEDP Assessor/Advisor

Fredrick Willis
Adjunct Teacher — Math

51% of all staff hold **masters degrees**

32% **Bachelors Degrees**

11% **N/A**

4% **PHDs**

2% **Associates Degrees**

■ Appendix 3

Board of Directors 2020-2021

Y.K. Karen Young
President

Barbara L. Jumper*
Vice President

Mark Kutner
Treasurer

Kermit Kaleba*
Secretary

Members

Cynthia R. (Cindy) Condyles

Madi Ford

Veronica Jackson*

Tamara Wilds Lawson, Ph.D.*

Mark Lewis*

Julie Meyer*

Lawrence Meyer*

Rashad L. Moore

Catherine Smith*

Eddie Trujillo*

Rachel Zinn

Staff

Leicester Johnson, Ex Officio*

**Indicates DC residency*

■ Appendix 4

Unaudited Year-end 2021-22 Financial Statement

Income Statement	Forecast	Annual Budget
Revenue		
State and Local Revenue		
4000 · Per-pupil alloc	5,183,939	5,183,664
4100 · Per-pupil facility alloc	1,755,120	1,755,311
Total State and Local Revenue	6,939,059	6,938,974
Federal Revenue		
5030 · Competitive federal grants	620,559	757,364
5037 · Other Competitive Government Grants	571,649	357,400
Total Federal Revenue	1,192,209	1,114,764
Private Grants and Donations		
6010 · Corporate/business grants	0	107,500
6020 · Foundation grants	39,500	979,060
6030 · Temp restricted private grants	745,097	0
6200 · Individual contributions	241,572	50,000
6210 · Corporate contributions	11,705	3,770
6215 · Designated Campaign Contributions	1,533	4,352
6220 · Foundation Contributions	4,692	6,670
6221 · Religious Contributions	22,000	2,180
6230 · Special event contributions	9,949	150,000
6235 · Board Contributions	9,700	18,500
6240 · Temp Restricted Private contrib	16,390	0
Total Private Grants and Donations	1,102,137	1,322,031
Earned Fees		
6305 · Other program fees	351	0
6500 · Short-term investments	74	1,163
6530 · Realized gains/losses	1,336	0

Income Statement	Forecast	Annual Budget
6560 · Miscellaneous revenue	1,362	5,000
Total Earned Fees	3,122	6,163
Donated Revenue		
6710 · Donated tangibles revenue	310	0
Total Donated Revenue	310	0
Total Revenue	9,236,837	9,381,933
Expenses		
Salaries		
7000 · Leadership salaries	339,784	274,050
7010 · Teacher salaries	1,104,146	1,207,322
7013 · Specials salaries	262,818	321,830
7030 · Other curricular salaries	205,853	237,936
7090 · Curricular bonuses	99,026	162,411
7100 · Student support salaries	325,813	392,755
7130 · Business, operations salaries	342,103	376,354
7131 · IT staff salaries	139,811	174,295
7160 · Other service salaries	271,975	235,097
7210 · Program staff salaries	299,104	345,279
7300 · Executive salaries	470,657	539,100
7310 · Development salaries	277,565	311,204
Total Salaries	4,138,654	4,577,634
Benefits and Taxes		
7400 · Retirement plan contrib	91,956	91,553
7410 · Health insurance	399,795	427,263
7420 · Life and disability insurance	24,827	23,018
7460 · Workers' comp insurance	16,955	20,217

Unaudited Year-end 2020–21 Financial Statement (continued)

Income Statement	Forecast	Annual Budget
7500 · Social security and medicare	302,398	350,189
7510 · State unemployment tax	26,303	26,891
7520 · Universal Paid Leave tax	25,542	28,381
7600 · Staff development (non-travel)	41,898	77,575
7610 · Staff development travel	0	10,047
Total Benefits and Taxes	929,673	1,055,132
Contracted Staff		
7700 · Substitute contract staff	1,256	10,000
7711 · Curricular contract staff	342,553	378,875
Total Contracted Staff	343,809	388,875
Staff-Related Costs		
7800 · Staff recruiting	8,294	4,288
7810 · Staff background checks	2,845	333
7820 · Staff meals, events and awards	31,281	19,099
7830 · Staff travel (non-development)	78	1,563
Total Staff-Related Costs	42,498	25,283
Rent		
8000 · Rent	129,147	129,147
Total Rent	129,147	129,147
Occupancy Service		
8100 · Utilities and garbage removal	81,634	123,094
8110 · Contracted building services	202,764	309,605
8120 · Maintenance and repairs	49,614	48,000
8130 · Janitorial supplies	2,013	3,177
Total Occupancy Service	336,025	483,876

Income Statement	Forecast	Annual Budget
Direct Student Expense		
9000 · Student supplies, snacks	22,313	12,500
9010 · Student assessment materials	4,524	7,750
9020 · Student textbooks	19,996	110,000
9050 · Contracted instruction fees	11,120	13,310
9051 · Contracted SpEd instruction	34,223	90,000
9070 · Student field trips	0	3,560
9074 · Student buses	3,094	27,523
9080 · Student recruiting	25,688	36,000
9085 · Student events	15,023	55,025
9090 · Other student expenses	15,564	9,137
9094 · COVID19	25,261	0
Total Direct Student Expense	176,806	364,805
Office and Business Expense		
9100 · Office supplies	30,913	62,928
9110 · Copier rental and services	11,110	70,839
9120 · Telephone and telecommunications	93,360	99,250
9130 · Postage, shipping, delivery	4,029	12,000
9140 · External printing	4,553	1,000
9200 · Business insurance	22,440	25,000
9210 · Authorizer fees	64,796	72,539
9230 · Accounting, auditing, payroll	139,944	132,629
9240 · Legal fees	49,297	18,330
9260 · Computer support fees	291,504	223,864
9270 · Fundraising fees	77,453	129,293
9280 · Other professional fees	77,704	190,970

Unaudited Year-end 2020–21 Financial Statement (continued)

Income Statement	Forecast	Annual Budget
9290 · Other expenses	4,299	3,500
9300 · Dues, fees, and fines	27,512	14,994
9320 · Bad debts, pledges	0	0
Total Office & Business Expense	898,914	1,057,136
Donated Expense		
9410 · Donated tangibles expense	310	0
Total Donated Expense	310	0
Total Expenses	6,995,836	8,081,888
Operating Income	2,241,002	1,300,045
Extraordinary Expenses		
Interest		
12000 · Interest payments	165,344	193,321
12020 · Amortization of deferred financing	19,119	22,971
Total Interest	184,463	216,292
Depreciation and Amortization		
11000 · Operating asset depreciation	231,747	285,178
11010 · Facility asset amortization & depreciation	84,380	177,989
Total Depreciation and Amortization	316,127	463,166
Total Extraordinary Expenses	500,590	679,458
Net Income	1,740,412	620,587

Cash Flow Statement	Actual	Budget
Net Income	1,740,412	620,587
Cash Flow Adjustments		
Add Depreciation		
1700 · Accum Depr FF&E	43,781	49,545
1720 · Accum Depr Computers	166,802	155,877
1740 · Accum Depr Vehicles	8,009	9,004
1750 · Accum Amort Capital Leases	(521)	14,351
1760 · Accum depr other oper assets	(110)	56,400
1900 · Accum Depr Buildings	82,227	90,217
1910 · Accum Amort Lease Imp	2,153	87,772
Total Add Depreciation	302,341	463,166
Operating Fixed Assets		
1600 · FF&E	(11,581)	(24,978)
1620 · Computers	(322,608)	(247,000)
1640 · Vehicles	0	0
1650 · Capital Leases	74,596	0
1660 · Other operating assets	(82,875)	(105,000)
Total Operating Fixed Assets	(342,469)	(376,978)
Buildings		
1800 · Land	0	0
1810 · Buildings, building improvement	0	(10,000)
Total Buildings	0	(10,000)
Other Operating Activities		
1100 · Accounts Receivable	303,157	0
1400 · Prepaid Expenses	(12,666)	0
1410 · Deposits	0	0
1598 · Remove from operations	0	0

Unaudited Year-end 2020–21 Financial Statement (continued)

Cash Flow Statement	Actual	Budget
2000 · Current payable	298,776	0
2121 · Capital One Spark Business 0085	0	0
2138 · Corporate Card	(149)	0
2200 · Accrued Salaries	(90,724)	6,344
2210 · Accrued vacations	0	0
2215 · Payroll Tax Liabilities	(7,390)	0
2231 · Health Savings Account	383	0
2232 · Aflac	2,837	0
2234 · SmartBenefits	254	0
2235 · 403b Liability	(0)	0
2240 · Other Accrued Expenses	(10,484)	0
2350 · Payable for Scholarships	0	0
2390 · Manual Checks	0	0
2510 · Line of Credit	(82,809)	650,000
2520 · Current portion, long term debt	(3,762,471)	0
Total Other Operating Activities	(3,361,285)	656,344
Restricted Equity		
3100 · Use Restricted	(45,486)	0
Total Restricted Equity	(45,486)	0
Unrestricted Equity		
3010 · Unrestricted net asset	(1,899,230)	0
Total Unrestricted Equity	(1,899,230)	0
Facilities Project Adjustments		
1599 · Add to facilities	0	0
1820 · Construction in progress	(1,284,557)	140,150
1830 · Leasehold Improvements	(6,678)	(1,286,430)
2600 · Senior Debt	3,822,403	(57,077)

Cash Flow Statement	Actual	Budget
2601 · ^Paycheck Protection Program Loan	0	(30,547)
2610 · Sub Debt	(13,964)	(12,748)
2620 · Capital lease lia-facility	(93,211)	0
2650 · Capital lease lia-oper. asset	31,874	(14,304)
2700 · Senior debt cost	(25,668)	22,971
Total Facilities Project Adjustments	2,430,199	(1,237,985)
Total Cash Flow Adjustments	(2,915,930)	(505,453)
Change in Cash	(1,175,519)	115,134

Balance Sheet — As of June 30, 2021

Balance Sheet	6/30/20	6/30/21
Assets	Last Year	Current
Assets		
Current Assets		
Cash		
1000 · Operating	(163,401)	619,741
1001 · Capital One - Operating 3279	11,846	10,547
1004 · Capital One - Savings 3287	2,662	2,662
1005 · Morgan Stanley Wealth Mgmt	905,845	937,546
1006 · Capital One - Savings 3699	1,142	1,144
1010 · Federal Grants	7,601	10,029
1099 · AnyBill Transfer	0	50,000
Total Cash	765,694	1,631,669
Accounts Receivable		
1100 · Accounts Receivable	163,906	291,394
1399 · Undeposited Funds	0	0
Total Accounts Receivable	163,906	291,394
Other Current Assets		
1400 · Prepaid Expenses	58,386	59,779
1410 · Deposits	169,108	169,108
Total Other Current Assets	227,494	228,887
Intercompany Transfers		
1598 · Remove from operations	0	0
1599 · Add to facilities	0	0
Total Intercompany Transfers	0	0
Total Current Assets	1,157,094	2,151,950

Balance Sheet	6/30/20	6/30/21
Assets	Last Year	Current
Noncurrent Assets		
Facilities, Net		
1800 · Land	1,660,000	1,660,000
1810 · Buildings, building improvement	3,480,373	3,498,380
1820 · Construction in progress	33,825	167,785
1830 · Leasehold Improvements	220,378	220,378
1900 · Accum Depr Buildings	(276,000)	(365,558)
1910 · Accum Amort Lease Imp	(189,061)	(191,064)
Total Facilities, Net	4,929,515	4,989,920
Operating Fixed Assets, Net		
1600 · FF&E	323,546	354,755
1620 · Computers	259,396	385,928
1640 · Vehicles	68,031	63,162
1650 · Capital Leases	82,273	82,273
1660 · Other operating assets	0	116,550
1700 · Accum Depr FF&E	(165,262)	(214,513)
1720 · Accum Depr Computers	(129,518)	(231,330)
1740 · Accum Depr Vehicles	(7,622)	(16,296)
1750 · Accum Amort Capital Leases	(21,777)	(36,829)
Total Operating Fixed Assets, Net	409,068	503,701
Total Noncurrent Assets	5,338,583	5,493,621
Total Assets	6,495,677	7,645,571

Balance Sheet — As of June 30, 2020 (continued)

Balance Sheet Assets	6/30/20 Last Year	6/30/21 Current
Liabilities and Equity		
Current Liabilities		
Accounts Payable		
2000 · Current payable	206,588	135,822
2138 · Corporate Card	7,908	0
Total Accounts Payable	214,496	135,822
Other Current Liabilities		
2231 · Health Savings Account	167	167
2232 · Aflac	86	(491)
2234 · SmartBenefits	(596)	(699)
2235 · 403b Liability	0	0
2240 · Other Accrued Expenses	867	867
2350 · Payable for Scholarships	7,987	7,987
2390 · Manual Checks	0	0
2440 · Unearned Private Revenue	273	0
2450 · Deposits Held	2,260	0
2510 · Line of Credit	82,809	82,809
2520 · Current portion, long term debt	81,434	0
2900 · Suspense	0	(223)
Total Other Current Liabilities	175,288	90,418
Accrued Salaries and Benefits		
2200 · Accrued Salaries	77,628	89,353
2210 · Accrued vacations	100,204	134,137
2215 · Payroll Tax Liabilities	6,420	7,390
Total Accrued Salaries and Benefits	184,252	230,880
Total Current Liabilities	574,035	457,120

Balance Sheet Assets	6/30/20 Last Year	6/30/21 Current
Equity		
Unrestricted Net Assets		
3010 · Unrestricted net asset	1,893,077	1,980,424
Total Unrestricted Net Assets	1,893,077	1,980,424
Net Income		
Net Income	87,347	1,241,654
Total Net Income	87,347	1,241,654
Total Equity	1,980,424	3,222,077
Long-Term Liabilities		
Senior Debt		
2600 · Senior Debt	3,889,689	3,889,534
2601 · Paycheck Protection Program Loan	0	0
Total Senior Debt	3,889,689	3,889,534
Subdebt		
2610 · Sub Debt	46,509	46,509
Total Subdebt	46,509	46,509
Other Long-Term Liabilities		
2620 · Capital lease lia-facility	46,178	48,517
2630 · Other long term liabilities	0	0
2700 · Senior debt cost	(41,157)	(18,186)
Total Other Long-Term Liabilities	5,021	30,331
Total Long-Term Liabilities	3,941,219	3,966,374
Total Liabilities and Equity	6,495,677	7,645,571

■ Appendix 5

Approved SY 2021-22 Budget

Income Statement, Reconciliation to Cash, and Quick Analysis		
Income Statement Event	SY20-21	SY21-22
Students	515	415
Employees		
Teachers	20	20
Other Curricular	14	13
General and Admin	33	31
Total Employees	67	64
Revenue		
State and Local Revenue	6,939,058	5,742,053
Federal Revenue	1,150,755	1,148,660
Private Grants and Donations	1,238,311	1,030,000
Earned Fees	7,187	—
Donated Revenue	310	—
Total Revenue	9,335,620	7,920,713
Operating Expense		
Salaries	4,250,296	4,172,903
Benefits and Taxes	964,385	935,955
Contracted Staff	335,875	268,590
Staff-Related Costs	32,450	26,720
Rent	129,147	307,324
Occupancy Service	469,370	493,208
Direct Student Expense	330,929	278,575
Office and Business Expense	1,074,743	734,918
Donated Expense	310	-
Contingency	-	-
Total Operating Expense	7,587,506	7,218,193
Net Operating Income	1,748,114	702,520

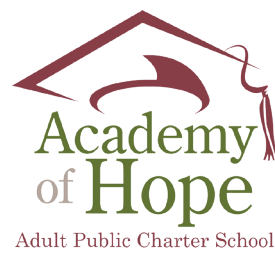
Interest, Depreciation		
Depreciation and Amortization	341,310	510,869
Interest	187,751	155,334
Total Expenses	8,116,567	7,884,396
Net Income	1,219,053	36,317
Adjustments To Cash Flow	SY20-21	SY21-22
Net Income	1,219,053	36,317
Add Depreciation	327,634	510,869
Operating Fixed Assets	(367,993)	(255,530)
Buildings	(10,000)	(10,000)
Other Operating Activities	(3,579,172)	(11,639)
Financing Activities	—	—
Per-Pupil Adjustments	—	—
Suspense	0	—
Facilities Project Adjustments	2,625,273	(163,148)
Equity	0	—
Total Cash Flow Adjustments	(1,004,258)	70,552
Net cash increase for year	214,795	106,869
Analysis	SY20-21	SY21-22
Beginning Cash Balance	2,364,019	2,578,814
Net cash increase	214,795	106,869
Ending Cash Balance	2,578,814	2,685,683
Available for Debt Service		
Net Income	1,219,053	36,317
+ Depreciation and Amortization	341,310	510,869
+ Interest	187,751	155,334
Total Available for Debt Service	1,748,114	702,520
Debt Service		
Interest	187,751	155,334
Principal	(35,422)	166,832

Approved SY 2021-22 Budget (continued)

Analysis (con't)		
Total Debt Service	152,329	322,165
Debt Service Coverage Ratio (DSCR)	11.48	2.18
Daily Expense	21,302	20,201
Days of Cash	121	133
Gross Margin	13%	0%
Restricted Cash Balance	934,000	200,000
Unrestricted Cash Balance	1,644,814	2,485,683
Days of Cash (Unrestricted)	77	123
Balance Sheet	SY20-21	SY21-22
ASSETS		
Current Assets		
Cash and Cash Equivalents	2,578,814	2,685,683
Restricted Cash	—	—
Accounts Receivable	612,505	612,505
Other Current Assets	241,414	241,414
Intercompany Transfers	—	—
Current Assets Total	3,432,734	3,539,603
Noncurrent Assets		
Facilities, Net	6,024,040	5,849,488
Operating Fixed Assets, Net	710,369	639,583
Rental Deductions	—	—
Noncurrent Assets Total	6,734,409	6,489,070
Total Assets	10,167,143	10,028,673
LIABILITIES		
Current Liabilities		
Accounts Payable	165,243	165,243
Accrued Salaries and Benefits	256,688	257,694
Deferred Revenue	—	—
Short-Term Debt	410,442	397,798
Other Current Liabilities	17,599	17,599
Current Liabilities Total	849,971	838,333

Long-Term Liabilities		
Long-Term Debt	3,859,959	3,705,772
Other Long-Term Liabilities	31,874	17,314
Loan costs, Net	(53,687)	(48,088)
Long-Term Liabilities Total	3,838,146	3,674,998
TOTAL LIABILITIES	4,688,117	4,513,330
NET ASSETS		
Unrestricted Net Assets	4,509,303	4,545,620
Temporarily Restricted Net Assets	969,723	969,723
Permanently Restricted Net Assets	—	—
TOTAL NET ASSETS	5,479,025	5,515,342
TOTAL LIABILITIES AND EQUITY	10,167,143	10,028,673





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