



DISTRICT OF COLUMBIA
PUBLIC CHARTER SCHOOL BOARD

ANNUAL REPORT 2012



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DC PUBLIC CHARTER SCHOOL BOARD
2012 ANNUAL REPORT | AUGUST 1, 2011 - JULY 30, 2012

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DISTRICT OF COLUMBIA PUBLIC CHARTER SCHOOL BOARD



BRIAN W. JONES, J.D., Chair

Brian W. Jones is Senior Vice President and General Counsel of Strayer University, a provider of postsecondary education to working adults on 96 campuses in 26 states and through online learning programs. Before joining Strayer, he co-founded Latimer Education, Inc., an early stage venture-backed company partnering with historically black colleges and universities (HBCUs) to provide African-American students with high quality online postsecondary education opportunities. He served as General Counsel at the U.S. Department of Education from 2001 to 2005.



JOHN "SKIP" MCKOY, Vice Chair

John "Skip" McKoy is Director of Programmatic Initiatives at Fight for Children. He has a strong background in urban planning and community development and oversees Fight For Children's strategic focus on improving health and educational outcomes for DC children ages 3 and 4. He works closely with local community, business, education and government leaders to develop collaborative strategies aimed at improving the quality of life of underserved children in the National Capital Region. Prior to this role, he held executive positions at the Anacostia Waterfront Corporation, DC Agenda, Lockheed Martin and in the District Government. He is the Chair of the State Early Childhood Development Coordinating Council and an advisor to the DC Fiscal Policy Institute and The Community Partnership for the Prevention of Homelessness.



EMILY BLOOMFIELD, Member

Emily Bloomfield works as a consultant and is leading a start-up initiative to address the educational needs of pre-teens and teens in foster care. She also serves on the board of the DC College Success Foundation. Most recently, she was a Senior Policy Advisor at Stand for Children. Her previous education experience includes serving as an elected member of the Board of Education in California's Santa-Monica-Malibu Unified School District, where she was Vice-President and Board President. She has worked as a product manager for CitySearch, a Senior Associate in Marketing and Strategic Planning at the Los Angeles Times and as a Senior Economist at LMC International.



SARA MEAD, Member

Sara Mead is a Principal at Bellwether Education Partners, where she focuses on thought leadership as well as strategic advising. Her work on federal education policy, charter schools, preschool and gender in education has been featured in numerous media outlets including *The Washington Post*, *New York Times* and *USA Today*, and she has made television and radio appearances on CBS, ABC News and National Public Radio. Before joining Bellwether, she directed the New America Foundation's Early Education Initiative. She has also worked for Education Sector, the Progressive Policy Institute and the U.S. Department of Education.



DON SOIFER, Member

Don Soifer is a co-founder and Executive Vice President of the Lexington Institute, where he directs domestic policy research programs on education, energy and other topics for the Arlington, VA-based nonpartisan think tank. His education policy work, including research on higher education finance, special education and closing the achievement gap for English language learners, has been published in numerous media outlets including the *New York Times*, *Washington Post*, *USA Today* and *New York Daily News*. He has testified before Congress on his research and makes radio and television appearances on Fox News and Fox Business and Wisconsin Public Radio. He serves on several advisory and governing boards for government and nonprofit organizations.



DARREN WOODRUFF, Ph.D., Member

Darren Woodruff is a Principal Research Analyst at the American Institutes for Research, where he works in a variety of research and consulting capacities on issues related to school improvement, supports for at-risk youth and eliminating disproportionality in special education. Before joining AIR, he evaluated schools implementing the Comer School Development Program, and he has also served as a teacher and counselor at the elementary, high school and college levels. He received his Ph.D. in educational psychology from Howard University, and has written and presented on culturally responsive instructional practices, co-authored a chapter in the Harvard report, *Racial Inequity in Special Education*, and also co-authored *Using School Leadership Teams to Meet the Needs of English Language Learners*.



MESSAGE FROM THE CHAIR BRIAN W. JONES

As dozens of happy and hopeful graduates and loved-ones from some 72 countries filled the auditorium of Carlos Rosario International to celebrate the 2012 graduates of the adult education public charter school, I could not help but reflect on how far the DC charter school sector has come in the five years that I've been privileged to be a part of it.

We are the sole authorizer within a charter sector that now has 53 schools and school districts, educating 41 percent of city schoolchildren. The PCSB has met the challenge of serving diverse student needs while demanding higher academic results — all in the service of educational excellence and choice for families.

To accomplish these goals, our board this year confronted an essential question of charter authorizing: how do we know how well our charter schools are performing? Now we have the Performance Management Framework [see page 4], which provides a yardstick by which parents and the wider community can judge and compare the performance of our charter schools.

To lead our efforts on the ground, the board hired a talented new executive director, Scott Pearson, who brings a successful record of business and education sector leadership.

Finally, interest in charters remains unabated. We reviewed 11 applications in the 2012 cycle and approved four applicants with innovative education approaches [see page 8]. And we learned recently, that at the end of June nearly 15,000 student names were on wait lists.

Our charter school sector continues to grow, diversify and improve, and the PCSB remains committed to ensuring the availability of high-quality school options for every District family. With a firm foundation beneath us, the future for DC charter schools continues to be bright.

BRIAN W. JONES



MESSAGE FROM EXECUTIVE DIRECTOR SCOTT PEARSON

When I joined the PCSB in January, I outlined my priorities around three principles: The first is *fidelity* to the principle that charter schools are public schools that are open to all students. This includes having transparent application and lottery procedures and fully serving children with special needs or discipline issues.

The second is *autonomy* and *accountability*. The strength of charter schools is their freedom to manage their programs and budgets as they see fit — and we should guard against even well-meaning actions that encroach on that. But with greater autonomy comes even greater accountability: charter schools must be held to an even higher standard of achievement than traditional public schools.

And the third is *quality*. We will only fulfill the promise of charter schools if they deliver a quality education for all students who choose them. Schools

that cannot deliver need to improve or close.

DC charter schoolteachers and leaders have, on the whole, much to be proud of. Each year more and more DC families choose charter schools. And yet, despite this growth, charter schools' academic performance has improved each year [see graphs on page 3].

The PCSB's success and national reputation as a model authorizer of charter schools is thanks to the quality of individuals who have been appointed to our board, and the result of the Board's autonomy as an independent agency. We consider ourselves accountable to the public, and, as always, extend ourselves as a partner in the citywide effort to transform public education in Washington, DC.

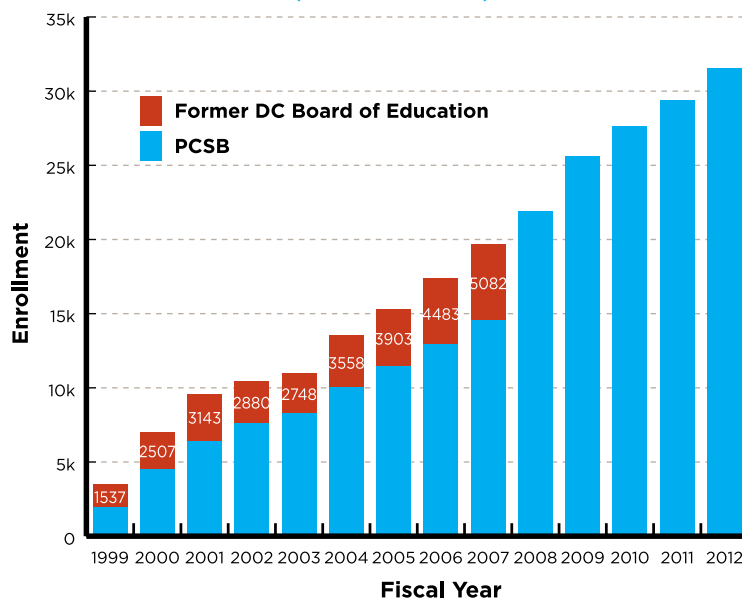
SCOTT PEARSON

2011-2012 CHARTER SCHOOL UPDATE

BY THE NUMBERS

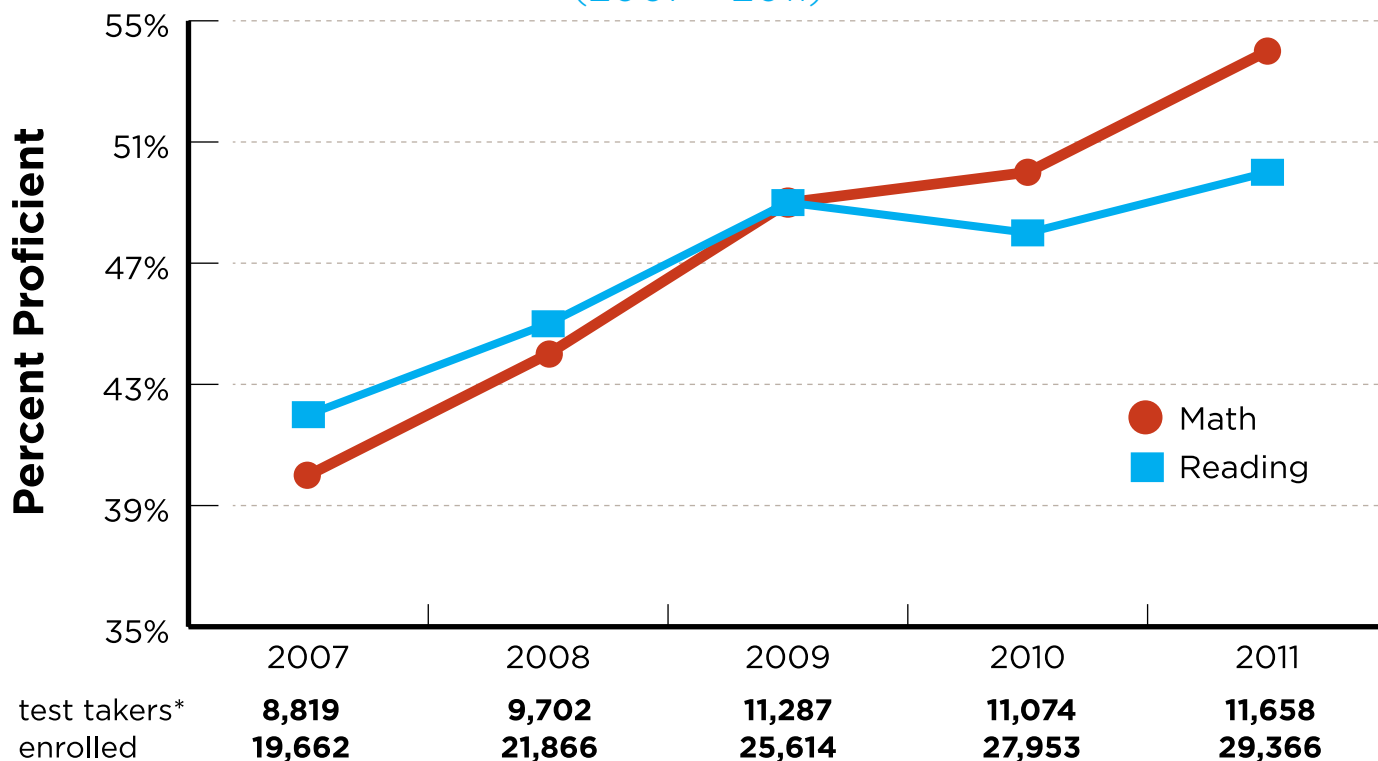
- 53** Schools
- 98** Campuses
- 31,562** Total Students
- 72** Percent Low-Income
- 11** Percent Special Education
- 8** Percent English Language Learners
- 83** Percent African American
- 12** Percent Latino or Hispanic
- 3** Percent Caucasian
- 2** Percent other Race/Ethnicity

CHARTER SCHOOL STUDENT ENROLLMENT (1999 - 2012)



DC-COMPREHENSIVE ASSESSMENT SYSTEM (DC-CAS) PROFICIENCY TREND OF CHARTER SCHOOL SECTOR

(2007 - 2011)



*(Students in grades 3-8 and 10)

CHARTER SCHOOL OVERSIGHT

PERFORMANCE MANAGEMENT FRAMEWORK

In December 2011, the PCSB issued the results of its first-ever Performance Management Framework (PMF), its annual accountability system for charter school performance. Based on academic and leading indicators such as attendance, re-enrollment and college acceptance, schools earn points that are calculated into a percentage score that places the school into one of three tiers:

TIER 1 65-100% High performance

TIER 2 35-64% Falls short of high performance but meets minimum overall performance

TIER 3 0-34% Falls short of high performance standards and shows inadequate performance

THE 2011 PMF IDENTIFIED*

22 Tier 1 schools

34 Tier 2 schools

15 Tier 3 schools

Full PMF results and individual school report cards available at www.dcpsb.org.

**38 schools did not have a PMF score because they do not have students in tested grades*

LIST OF TIER 1 SCHOOLS

| PUBLIC CHARTER SCHOOL (PCS) | GRADES | OVERALL PERCENTAGE (65-100%) | WARD |
|--|---------|------------------------------|------|
| ELEMENTARY/MIDDLE SCHOOLS | | | |
| Achievement Preparatory Academy | 4-8 | 81.5% | 8 |
| Capital City - Lower | Pre-K-8 | 73.1% | 1 |
| Capital City - Upper | 6-8 | 75.2% | 1 |
| Center City - Trinidad Campus | Pre-K-8 | 69.0% | 5 |
| Center City - Petworth Campus | Pre-K-8 | 70.0% | 4 |
| Cesar Chavez - Chavez Prep | 6-9 | 73.6% | 1 |
| Community Academy - Butler Campus | Pre-K-5 | 76.2% | 1 |
| D.C. Preparatory - Edgewood Middle | 4-8 | 92.3% | 5 |
| E.L. Haynes - Upper Elementary & Middle School | Pre-K-8 | 78.9% | 1 |
| Elsie Whitlow Stokes Community Freedom | Pre-K-6 | 67.2% | 5 |
| Howard University Middle School | 6-8 | 71.0% | 1 |
| KIPP DC: AIM Academy | 5-8 | 85.2% | 8 |
| KIPP DC: KEY Academy | 4-8 | 86.4% | 7 |
| KIPP DC: WILL Academy | 5-8 | 85.5% | 2 |
| Latin American Montessori Bilingual (LAMB) | Pre-K-5 | 84.4% | 4 |
| Paul | 6-9 | 70.9% | 4 |
| SEED School of Washington, DC | 6-8 | 73.1% | 7 |
| Two Rivers | Pre-K-8 | 75.0% | 6 |
| Washington Latin - Middle School | 5-8 | 79.3% | 4 |
| HIGH SCHOOLS | | | |
| KIPP DC: College Preparatory | 9-11 | 81.2% | 8 |
| Thurgood Marshall Academy | 9-12 | 80.2% | 8 |
| Washington Latin - Upper | 9-11 | 76.1% | 4 |

(For schools that serve several grade levels, the scores in the school listings only reflect results from the corresponding grade levels - either elementary/middle or high school)

CHARTER SCHOOL REVIEWS

The PCSB reviews the overall performance of a charter school every five years to determine whether it should continue to stay open. Sixteen schools underwent charter review in 2011-2012*.

THE BOARD GRANTED FULL CONTINUANCE TO THE FOLLOWING SCHOOLS:

- | Booker T. Washington
- | Education Strengthens Families
- | Elsie Whitlow Stokes Community Freedom
- | Howard Road Academy
- | KIPP DC
- | Latin American Montessori Bilingual
- | Mary McLeod Bethune
- | Options
- | Perry Street Prep**
- | Roots
- | St. Coletta Special Education
- | Septima Clark
- | Thurgood Marshall Academy
- | Washington Latin

**PCSB has the right to close a school at anytime.*

***Perry Street Prep was evaluated after one year from its changeover from Hyde Leadership Academy*

THE BOARD APPROVED FULL CONTINUANCE — WITH A TURNAROUND PLAN — TO:

- | Integrated Design and Electronic Academy (IDEA)

THE BOARD PROPOSED CHARTER REVOCATION FOR:

- | Community Academy, based on the performance of the Rand Campus. The Community Academy charter covers five campuses. Rather than risk losing its charter for all campuses, the Community Academy Board of Trustees voted to close the Rand campus as of June 30, 2012.

THE PCSB ALSO CONDUCTED THE FOLLOWING REVIEWS:

- | High School Transcripts **14**
- | Self Study Reviews for First Year Schools **9**
- | Program Development **25**
- | Compliance **98**

SCHOOL OPENINGS

FOUR NEW PUBLIC CHARTER SCHOOLS OPENED IN AUGUST 2011

Inspired Teaching Demonstration

Pre-kindergarten through 3rd grade
4401 8th Street NE (Ward 5)

Mundo Verde Bilingual

Pre-kindergarten through kindergarten
2001 S Street NW (Ward 2)

Shining Stars Montessori Academy

Pre-kindergarten through kindergarten
733 Euclid Street NW (Ward 1)

Richard Wright for Journalism and Media Arts

Grades 8 and 9
100 41st St NE (Ward 7)

ONE NEW PUBLIC CHARTER SCHOOL CAMPUS OPENED IN AUGUST 2011

KIPP DC: Heights

Pre-kindergarten
2600 Douglas Road SE (Ward 8)

2011-2012 BOARD ACTIONS

All policies and related documents are available at
www.dcpsb.org

AUGUST 15, 2011

- I Approved:
 - Accountability Plan for Community Academy
 - Latin American Montessori Bilingual (LAMB) request to operate in a new location
 - AppleTree Early Learning request to operate in a temporary location
 - Full approval for two schools proposed to open in fall 2012: Latin American Youth Center Career Academy and BASIS DC

SEPTEMBER 19, 2011

- I Approved:
 - Shining Stars Montessori Academy request to change special education status
 - 2012 PCSB Charter Application Guidelines
 - Charter Review Criteria for evaluating a school's performance management framework (PMF) and/or accountability plan performance

NOVEMBER 21, 2011

- I Approved:
 - Charter Amendment request for Ideal Academy
 - Granted full approval to Creative Minds International
 - Accountability Plans for: AppleTree Early Learning; Community Academy; DC Prep; Excel Academy; Inspired Teaching Demonstration; Septima Clark
- I Issued Notice of Concern to Community Academy
- I Lifted Board Action for Attendance and Truancy for: Excel Academy; Hope Community - Lamond Campus; Integrated Design Electronics

Academy (IDEA); Ideal Academy; Imagine Southeast; Perry Street Prep (formerly Hyde Leadership Academy); Two Rivers; William E. Doar, Jr. for the Performing Arts – Upper and Lower Campuses

DECEMBER 19, 2011

- I Approved:
 - Two Rivers Accountability Plan
 - Capital City request to operate in a new location
 - Charter continuance to Booker T. Washington
 - Capital City request to operate in a new location and raise enrollment ceiling
 - Charter continuance for KIPP DC; Elsie Whitlow Stokes Community Freedom; Options; Septima Clark; Thurgood Marshall Academy
- I Proposed revocation for: Integrated Design Electronics Academy (IDEA) and Community Academy

JANUARY 23, 2012

- I Approved:
 - Charter continuance for: Education Strengthens Families; Howard Road Academy; Mary McLeod Bethune Day Academy; Perry Street Prep; Roots; St. Coletta Special Education; Washington Latin

FEBRUARY 27, 2012

- I Approved:
 - Latin American Montessori Bilingual (LAMB) request for charter continuance; grade expansion and an enrollment ceiling increase
 - Community Academy (CAPCS) decision to close the Rand Campus;

postponed vote to revoke the charter of CAPCS pending an agreement between the PCSB and CAPCS regarding the campus closure process

- Charter continuance to Integrated Design Electronics (IDEA) based on its turnaround plan
- Eagle Academy request to increase enrollment ceiling
- School requests to relocate or operate in a new location: Meridian; Mundo Verde; The Next Step/El Próximo Paso

- I Notice of concern for invalid certificates of occupancy: Maya Angelou; Washington Mathematics Science and Technology (WMST)

MARCH 12, 2012 Special Meeting

- I Voted against proposal to revoke the charter of Community Academy (CAPCS); accepted CAPCS transition plan regarding the closure of their Rand campus

MARCH 19, 2012* Public Meeting and Public Hearing for New Charter Applicants

- I Approved:
 - DC Prep request to increase its enrollment ceiling; operate an additional campus and delay opening an elementary school campus
- I Opened public comment period for proposed board policy; Clarifying the Requirements for Filing a Charter Amendment

2011-2012 BOARD ACTIONS (CONT.)

All policies and related documents are available at
www.dcpsb.org

MARCH 20, 2012*

Public Meeting and Public Hearing for New Charter Applicants

- Approved:
 - Bridges request for charter amendment and enrollment ceiling increase

APRIL 23, 2012*

- Approved:
 - Board policies: Charter Amendment; Data Submission; Revision to PMF Guidelines
 - Excel Academy charter amendment request to change curriculum
 - KIPP DC request to replicate
 - The adoption of a statement on Maya Angelou and Options
- Opened public comment period for proposed board policies: Oversight Fee Increase; Model Charter Amendment to Permit PCSB to Close Individual Campuses of Multi-Campus Charter Schools
- Conditional Approval to 2012 Charter Applications: Community College; Ingenuity Prep; Sela; Somerset
- Denials to 2012 Applications:
 - DC Flex; FLOW; Lee Montessori; MaiAngel Leadership; SPACE; Washington Day; Washington DC Clean Energy

MAY 21, 2012

- Approved:
 - Revised and new Accountability Plans for: Center City; Elsie Whitlow Stokes Community Freedom; Ideal Academy; Latin American Montessori Bilingual (LAMB); Perry Street Prep; Roots; William E. Doar, Jr. for the Performing Arts; Friendship; Hope Community; Imagine Southeast; Howard Road Academy; Bridges; DC Bilingual; Washington Yu Ying; KIPP DC; E.L. Haynes; Booker T. Washington; YouthBuild; Shining Stars Montessori Academy; Mundo Verde
 - Enrollment Ceiling Increase requests for: Education Strengthens Families; Hospitality; Washington Yu Ying
- Lifted Notice of Conditional Continuance for William E. Doar, Jr. for the Performing Arts
- Opened public comment period for proposed board policies: Family Educational Rights and Privacy Act (FERPA); Modification to Enrollment Ceiling Increase

JUNE 18, 2012

- Approved:
 - Granted full approval to DC Scholars
 - Revised Accountability Plan for Eagle Academy
 - Board policies: Oversight Fee Increase; Model Charter Amendment to Permit PCSB to Close Individual Campuses of Multi-Campus Charter Schools

- Read into the record:
 - Shining Stars Montessori Academy relocation
 - Report of Special Education Review Findings for Roots
- Granted Notice of Concern regarding Data Submissions to: Paul; Inspired Teaching Demonstration; YouthBuild
- Opened public comment period for proposed board policies: Pre-Kindergarten Language Adoption; 2012 PMF Floors (revision); 2013 Application Guidelines for Experienced Operators; Revised 2013 Application Guidelines for Startup Schools

JULY 16, 2012

- Approved:
 - Enrollment Ceiling Increase for: Appletree Early Learning and Inspired Teaching Demonstration
 - Board Policies: Family Educational Rights and Privacy Act (FERPA) and Enrollment Ceiling Increase
- Lifted Notices of Concern on Data Submission for: Paul; Inspired Teaching Demonstration
- Opened public comment period for proposed board policies:
 - Definition of School, Campus, Facility
 - Update the Language and Terms Used for Data Collection

*Meeting took place at Carlos Rosario International Public Charter School

AUTHORIZING NEW CHARTERS



The PCSB's work each year to authorize new charter schools is an extensive review process that takes the joint effort of the PCSB staff and the voting Board members — who ultimately decide which charters to grant. Applicants are screened on whether their proposal features strong and visionary leadership, community support and well-developed programs — creating the greatest likelihood of success.

ELEVEN APPLICATIONS REVIEWED

In February 2012, the PCSB received 11 applications. PCSB staff reviewed the academic operational and financial aspects of each proposal, and interviewed members of each school's founding group. Then the public weighed in at two Board public hearings in March. At the April board meeting, the voting Board members announced all of the 2012 application cycle decisions.

FOUR APPLICATIONS APPROVED

- **Community College Preparatory Academy** – an adult education school focused on preparing under-credited adults for postsecondary education, employment and lifelong learning.
- **Ingenuity Prep** – a blended learning model that will use traditional classroom instruction and online and digital content.
- **Sela** – an elementary school offering Hebrew-English language immersion.
- **Somerset Preparatory Academy** – a middle school college preparatory program successful in other states.

These conditionally-approved schools will undergo a 15-month planning period and, if they satisfy the conditions outlined by the Board, will receive full charter approval and open in the fall of 2013.

SEVEN APPLICATIONS DENIED

The Board voted to deny the following applications:

- **SPACE** – Arabic immersion/Bilingual
- **Washington Day School** – Elementary and middle program
- **Washington DC Clean Energy Adult** – Adult Education
- **DC Flex Academy** – Combined traditional and online K-12 instruction
- **FLOW** – Virtual Adult Education
- **Lee Montessori** – Montessori program
- **MaiAngel Leadership Academy** – Alternative education for at-risk youth ages 16-21

These applicant groups were offered extensive feedback about the strengths and weaknesses of their applications and encouraged to reapply next year.

2011-2012 CHARTER SCHOOLS FINANCIAL UPDATE

Under the School Reform Act, the PCSB is responsible for reviewing the fiscal management of a charter school. As a result each charter school must submit an annual financial audit by November 1. The numeric results of the audits are entered into the PCSB's audit evaluation tool known as the General Performance Assessment (GPA) to ascertain the financial health of each charter school.

PCSB identified ten public charter

schools that had low or inadequate financial performance based on PCSB's evaluation. PCSB made follow-up visits in the summer 2011. In some cases, the site visits clarified the unique financial structure of the public charter school and no further follow-up was necessary. In other cases, PCSB implemented long-term monitoring procedures to observe charter schools' financial performance and remediate audit deficiencies.

FY 2011 CHARTER SCHOOL AUDIT REPORTS

NON-TIMELY CHARTER SCHOOL AUDIT SUBMISSIONS TO PCSB

FY 2011: 4 FY 2010: 6

SCHOOLS WITH REPORTABLE FINDINGS

FY 2011: 18 FY 2010: 28

SCHOOLS WITH UNRESOLVED REPORTABLE FINDINGS

FY 2011: 15 FY 2010: 9

SCHOOLS WITH QUALIFIED OPINIONS

FY 2011: 2 FY 2010: 5

SCHOOLS WITH INCIDENTS OF NONCOMPLIANCE

FY 2011: 6 FY 2010: 10

SCHOOLS WITH MATERIAL WEAKNESSES

FY 2011: 5 FY 2010: 7

STAFF ORGANIZATION

EXECUTIVE DEPARTMENT

Scott Pearson, Executive Director
Directs PCSB's operations; interacts with key stakeholders on DC charter sector issues; develops strategic partnerships with DC agencies; represents the PCSB with local agency directors, including the Deputy Mayor for Education and the State Superintendent for Education; consults with the seven-member voting Board on charter school policy and other strategic issues.

Naomi Rubin DeVaux, Deputy Director
Leads the School Performance Department's four teams – School Quality and Accountability; Charter Agreement; Equity and Fidelity; and Data – that are responsible for the development and implementation of qualitative and quantitative tools to evaluate DC's public charter schools.

Isoken Igodan, Assistant
Assistant to the executive director, Board liaison (keeps monthly minutes) and supervises handling of FOIA requests.

SCHOOL PERFORMANCE DEPARTMENT

Rashida Tyler, Manager,
School Quality and Accountability
Leads the School Quality and Accountability Team, which is responsible for public charter school accountability plans, the Performance Management Framework (PMF) for standard, early childhood and adult education public charter schools and qualitative assessments of academic performance. Her team also ensures public charter school adherence to federal and state academic requirements.

Jacquelyn L. Boddie, Ed.D., Specialist,
School Quality and Accountability
Manages projects related to adult education, secondary school accountability system and Common Core goals of college success and career preparation.

Rashida Kennedy, Specialist, School Quality and Accountability
Manages projects related to public charter school early childhood education accountability plans, early childhood site visits and Elementary and Secondary Act (ESEA) requirements.

Carolyn Trice, Specialist,
School Quality and Accountability
Manages projects relating to special education and alternative programs, and also works with stakeholders on English Language Learners, language immersion and dual language programs.

Monique Miller,
Senior Manager, Charter Agreement Team
Leads the charter agreement team, which focuses on all aspects of the public charter school life-cycle: applications, approvals/denials, opening, amendments, renewals, replication and closure. She serves as the point of contact on topics such as English Language Learners, Common Core State Standards and the PARCC Assessment.

Theresa Garcia,
Specialist, Charter Agreement
Manages PCSB pre-opening site reviews for public charter schools when they open for the first time and when they move to a new location. She helps plan the PCSB training series for approved public charter schools in their pre-opening planning year. She is also the point of contact for public charter school Montessori programs.

Kimberly Worthington,
Manager, Equity and Fidelity Team
Leads the Equity and Fidelity Team, which focuses on all non-academic indicators of school quality such as attendance, discipline and issues of public safety. She manages projects relating to data dashboards, accreditation and annual report guidelines for public charter schools. She also researches virtual schooling models and practices to develop application guidelines that support bringing quality blended learning school options to the District.

Charlotte Cureton,
Specialist, Equity and Fidelity
Manages projects on public charter schools records reviews, stakeholder complaints, discipline policies and compliance reviews. She is also the point of contact on health and public safety issues and the liaison to the Metropolitan Police Department.

Timothy Harwood,
Data Analyst, Equity and Fidelity
Analyzes non-academic public charter school performance data such as suspensions, withdrawals and attendance in order to analyze a school's approach to providing a fair and equitable education to all students. He helps develop the PCSB's school equity reports and qualitative metrics to be used on comprehensive public charter school site visits.

Linda Hamilton, Data Analyst
Leads direct support to public charter schools on ProActive, the attendance system, and the PCSB's relationship with data teams from the Office of the State Superintendent of Education. She also trains public charter school staff to use data systems while ensuring that PCSB data is of the highest quality and is complete.

Ashok Oli, Data Analyst
Manages the data and research related to the PCSB's school performance accountability system, the Performance Management Framework (PMF) and supports SharePoint.

Mustafa Nusraty, Coordinator
Works with the Deputy Director across the department's four teams – School Quality and Accountability; Charter Agreement; Equity and Fidelity; and Data – to coordinate and manage projects and to facilitate communication and workflow.

COMMUNICATIONS DEPARTMENT

Theola Labbé-DeBose,
Director of Communications
Leads the Communications department, which is responsible for the PCSB's external communications, government relations and philanthropic relations. Her team also handles parent, school and community outreach and special events such as the annual DC Public Charter School Recruitment Expo.

Audrey Williams,
Government and Public Affairs Manager
Manages the PCSB's government relations, interacting with the Office of the Mayor, DC Council, U.S. Congress and other entities. She serves as the PCSB spokesperson to the media and writes PCSB press releases.

Shenneth Dove-Morse,
Senior Associate, Web and Social Media
Manages the content and design of the PCSB website, www.dcpsb.org, and its social media presence on Facebook and Twitter (@dcpsb). She is the chief point of contact for the PCSB's Community Advisory Group, the volunteer group of parents and residents that give feedback on PCSB policies and practices. She also reaches out to schools and other DC groups to coordinate the weekly PCSB Tuesday Bulletin.

FINANCE AND OPERATIONS

Jeremy Williams, Chief Financial Officer
Leads the PCSB's Finance and Operations Department, which is responsible for PCSB procedures related to accounting, contracts and procurement, human resources and office management. As the PCSB's Chief Financial Officer, he is responsible for monitoring and evaluating the financial activities of all public charter schools, which includes their financial reporting, contracts and procurement, enrollment and the DC Teacher Retirement plan.

Ino Okoawo, Operations Manager
Manages the PCSB's information technology plans and administrative staff. She also monitors the contracts and procurement process and technology plans of public charter schools.

Janell Davis, Receptionist
Assists office visitors and manages incoming calls from the public. She manages projects related to office operations and provides administrative support to PCSB staff members.

STAFF ORGANIZATION (CONT.)

Richard Fowler, Project Administrator
Coordinates special projects and liaisons with DC government agencies on citywide projects.

Charlene Haigler-Mickles,
Operations Assistant
Assists with meeting planning and provides other administrative support to PCSB staff members.

Tammy Williams, Part-time Receptionist
Assists office visitors and answers incoming calls from the public. She assists with projects related to office operations.

HUMAN CAPITAL & STRATEGIC INITIATIVES DEPARTMENT

Clara Hess, Ph.D., Director,
Human Capital and Strategic Initiatives
Leads all of the PCSB's human resources and other strategic initiatives. She works with DC government agencies to support public charter schools on issues such as facilities.

Patricia Cisneros,
Human Capital Associate
Coordinates PCSB's payroll and benefits administration, recruitment and selection, professional development programs and maintains records for the department. She also manages projects that include wellness, performance management and organizational culture.

NEW STAFF MEMBERS

The board welcomed ten new staff members during the 2011-2012 fiscal year.



JANELL DAVIS joined the Finance & Operations Department in December 2011 as a Receptionist.



THEOLA LABBÉ-DEBOSE joined the Communications Department in May 2012 as Director of Communications.



CHARLENE HAIGLER-MICKLES joined the Finance & Operations Department in December 2011 as an Administrative Coordinator in support of the School Performance Department.



SCOTT PEARSON joined PCSB in January 2012 as Executive Director.



LINDA HAMILTON joined the School Performance Department's Data Team in June 2012 as a Data Analyst.



NAOMI RUBIN DEVEAUX joined PCSB in January 2012 as Deputy Director.



TIMOTHY HARWOOD joined the School Performance Department's Equity and Fidelity Team in June 2012 as a Data Analyst.



RASHIDA TYLER joined the School Performance Department in June 2012 as Manager of the School Quality and Accountability Team.



ISOKEN IGODAN, assistant to Executive Director Scott Pearson, joined the Finance & Operations Department in December 2011.



TAMMY WILLIAMS joined the PCSB as a volunteer receptionist in 2011 and started in June 2012 as a part-time staff member.

PUBLIC CHARTER SCHOOLS IN OPERATION 2011-2012

| PUBLIC CHARTER SCHOOL (PCS) | ADDRESS | WARD | GRADES (SY2011-2012) | PMF TIER |
|--|---------------------------------------|------|-------------------------|-------------|
| Achievement Preparatory Academy | 908 Wahler Place SE 2nd Floor | 8 | 4th-8th | 1 |
| AppleTree Early Learning - Amidon | 401 I Street SW | 6 | Pre-K* | none^ |
| AppleTree Early Learning - Columbia Heights | 2750 14th Street NW | 1 | Pre-K* | none^ |
| AppleTree Early Learning - Riverside | 680 I Street SW | 6 | Pre-K* | none^ |
| Appletree Early Learning - Douglas Knoll | 2017 Savannah Terrace SE | 8 | Pre-K* | none^ |
| Appletree Early Learning - Lincoln Park | 138 12th Street NE | 6 | Pre-K* | none^ |
| Appletree Early Learning - Oklahoma Ave (East Capitol) | 330 21st Street NE | 7 | Pre-K* | none^ |
| Appletree Early Learning - Parkland | 2011 Savannah Street SE | 8 | Pre-K* | none^ |
| Arts and Technology Academy | 5300 Blaine Street NE | 7 | Pre-K* - 5th | 2 |
| Booker T. Washington | 1346 Florida Avenue NW | 1 | 9th-12th/Adult Ed/GED | 2 |
| Bridges | 1250 Taylor Street NW | 4 | Pre-K* | none^ |
| Capital City - Lower School | 3047 15th Street NW | 1 | Pre-K* - 8th | 1 |
| Capital City - Upper School | 3220 16th Street NW | 1 | 6th - 8th | 1 |
| Capital City - Upper School | 3220 16th Street NW | 1 | 9th - 12th | 2 |
| Carlos Rosario International | 1100 Harvard Street NW | 1 | Adult Ed/GED | none^ |
| Center City - Brightwood Campus | 6008 Georgia Avenue NW | 4 | Pre-K* - 8th | 2 |
| Center City - Capitol Hill Campus | 1503 East Capitol Street SE | 6 | Pre-K* - 8th | none^ |
| Center City - Congress Heights Campus | 220 Highview Place SE | 8 | Pre-K* - 8th | 3 |
| Center City - Shaw Campus | 711 N Street NW | 2 | Pre-K* - 8th | 2 |
| Center City - Trinidad Campus | 1217 West Virginia Avenue NE | 5 | Pre-K* - 8th | 1 |
| Center City - Petworth Campus | 510 Webster Street NW | 4 | Pre-K* - 8th | 1 |
| Cesar Chavez - Bruce Prep | 770 Kenyon Street NW | 1 | 6th - 9th | 1 |
| Cesar Chavez - Capitol Hill | 709 12th Street SE | 6 | 9th - 12th | 2 |
| Cesar Chavez - Parkside Middle | 3701 Hayes Street NE | 7 | 6th - 8th | 2 |
| Cesar Chavez - Parkside Upper | 3701 Hayes Street NE | 7 | 9th - 12th | 2 |
| Community Academy - Butler Bilingual Campus | 5 Thomas Circle NW | 1 | Pre-K* - 5th | 1 |
| Community Academy - Amos I | 1300 Allison Street NW | 4 | Pre-K* - 5th | none^ |
| Community Academy - Amos II | 1351 Nicholson Street NW | 4 | Pre-K* | none^ |
| Community Academy - Amos III | 1400 First Street NW | 5 | Pre-K* - 8th | 3 |
| Community Academy - Online | 1351 Nicholson Street NW | 4 | K - 8th | none^ |
| Community Academy - RAND Technology Campus | 33 Riggs Road NE | 5 | Pre-K* - 5th | 3 |
| D.C. Bilingual | 1420 Columbia Road NW | 1 | Pre-K* - 5th | 2 |
| D.C. Preparatory - Benning Academy Campus | 100 41st Street NE | 7 | Pre-K* - 3rd | none^ |
| D.C. Preparatory - Edgewood Elementary | 707 Edgewood Street NE | 5 | Pre-K* - 3rd | none^ |
| D.C. Preparatory - Edgewood Middle | 701 Edgewood Street NE | 5 | 4th - 8th | 1 |
| E.L. Haynes - Georgia Avenue | 3600 Georgia Avenue NW | 1 | Pre-K* - 9th | 1 |
| E.L. Haynes - High School | 4501 Kansas Ave NW | 4 | 9th | none^ |
| E.L. Haynes - Kansas Avenue | 4501 Kansas Ave NW | 4 | Pre-K* - 2nd | none^ |
| Eagle Academy - Southeast | 770 M Street SE | 6 | Pre-K* | none^ |
| Eagle Academy - New Jersey Avenue | 3400 Wheeler Road SE | 6 | 1st - 3rd | none^ |
| Early Childhood Academy | 4025 9th Street SE WDC | 8 | Pre-K* - 3rd | none^ |
| Education Strengthens Families | 2333 Ontario Road NW | 1 | Pre-K* - Adult Ed/GED | none^ |
| Elsie Whitlow Stokes Community Freedom | 3700 Oakview Terrace NE | 5 | Pre-K* - 6th | 1 |
| Excel Academy | 2501 Martin Luther King Jr. Avenue SE | 8 | Pre-K* - 3rd | none^ |
| Friendship - Chamberlain | 1345 Potomac Avenue SE | 6 | Pre-K* - 8th | 2 |
| Friendship - Southeast Elementary Academy | 645 Milwaukee Place SE | 8 | Pre-K* - 5th | 2 |
| Friendship - Technology Preparatory Academy | 620 Milwaukee Place SE | 8 | 6th - 8th | 2 |
| Friendship - Woodridge Elementary | 2959 Carlton Avenue NE | 5 | Pre-K* - 8th | 2 |
| Friendship - Collegiate - Woodson | 4095 Minnesota Avenue NE | 7 | 9th - 12th | 2 |
| Friendship Blow - Pierce Elementary & Middle | 725 19th Street NE | 7 | Pre-K* - 8th | 2 |
| Hope Community - Lamond | 6200 Kansas Ave NW | 4 | Pre-K* - 8th | 2 |

| PUBLIC CHARTER SCHOOL (PCS) | ADDRESS | WARD | GRADES (SY2011-2012) | PMF TIER |
|--|---------------------------------------|------|-------------------------|-------------|
| Hope Community - Tolson | 2917 8th Street NE | 5 | Pre-K* - 8th | 2 |
| Hospitality | 4301 13th Street NW Third Floor | 4 | 9th - 12th | 2 |
| Howard Road Academy - Main Campus | 701 Howard Road SE | 8 | Pre-K* - 6th | 3 |
| Howard Road Academy - MLK Ave | 2405 Martin Luther King Jr. Avenue SE | 8 | 7th - 8th | 2 |
| Howard Road Academy - Penn Ave | 3000 Pennsylvania Avenue SE | 8 | Pre-K* | none^ |
| Howard University Middle School | 405 Howard Place NW | 1 | 6th - 8th | 1 |
| IDEA- Integrated Design and Electronic Academy | 1027 45th Street NE | 7 | 7th - 12th | 3 |
| Ideal Academy PCS | 6130 North Capitol St NW | 4 | Pre-K* - 8th | 2 |
| Imagine Southeast | 3100 Martin Luther King Jr. Avenue SE | 8 | Pre-K* - 6th | |
| Inspired Teaching Demonstration | 4401 8th Street NE Ground Level | 5 | Pre-K* - 3rd | none^ |
| KIPP DC: AIM Academy | 2600 Douglass Road SE | 8 | 5th - 8th | 1 |
| KIPP DC: College Preparatory | 2600 Douglass Road SE | 8 | 9th - 11th | 1 |
| KIPP DC: Discover Academy | 2600 Douglass Road SE | 7 | Pre-K* - K | none^ |
| KIPP DC: Grow Academy | 421 P Street NW | 2 | Pre-K* - K | none^ |
| KIPP DC: Heights Academy | 2600 Douglass Road SE | 8 | 1st | none^ |
| KIPP DC: KEY Academy | 4801 Benning Road SE | 7 | 4th - 8th | 1 |
| KIPP DC: LEAP Academy | 4801 Benning Road SE | 7 | Pre-K* - K | none^ |
| KIPP DC: Promise Academy | 4801 Benning Road SE | 7 | 1st - 3rd | none^ |
| KIPP DC: WILL Academy | 421 P Street NW | 2 | 5th - 8th | 1 |
| Latin American Montessori Bilingual (LAMB) Michigan Park Campus | 1600 Taylor Street NE | 5 | Pre-K* | none^ |
| Latin American Montessori Bilingual (LAMB) Missouri Ave | 1375 Missouri Avenue NW | 4 | Pre-K* - 6th | 1 |
| Mary McLeod Bethune Day Academy | 1404 Jackson Street NE | 5 | Pre-K* - 8th | 2 |
| Maya Angelou - Lower School | 5600 East Capitol Street NE | 7 | 6th - 8th | 3 |
| Maya Angelou - Upper School | 5600 East Capitol Street NE | 7 | 9th - Adult Ed/GED | 3 |
| Meridian | 2120 13th Street NW | 1 | Pre-K* - 8th | 2 |
| Mundo Verde | 2001 S Street NW | 2 | Pre-K* | none^ |
| National Collegiate Prep | 908 Wahler Place SE | 8 | 9th - 11th | 2 |
| The Next Step/El Proximo Paso | 1419 Columbia Road NW | 1 | Adult Ed/GED | none^ |
| Options Academy | 1501 11th St NW | 2 | 6th - 12th | 3 |
| Options | 1375 E Street NE | 6 | 6th - 12th | none^ |
| Paul | 5800 8th Street NW | 4 | 6th - 9th | 1 |
| Perry Street Prep - Lower School (formerly Hyde) | 1800 Perry Street NE | 5 | Pre-K* - 12th | 2 |
| Potomac Lighthouse | 4401 8th Street NE | 5 | Pre-K* - 6th | 2 |
| Richard Wright Journalism and Media Arts | 770 M Street SE 2nd Floor | 7 | 8th - 9th | none^ |
| Roots | 15 Kennedy Street NW | 4 | Pre-K* - 8th | 2 |
| SEED School of Washington, DC | 4300 C Street SE | 7 | 6th - 8th | 1 |
| SEED School of Washington, DC | 4300 C Street SE | 7 | 9th - 12th | 2 |
| Septima Clark | 2501 Martin Luther King Jr. Avenue SE | 8 | Pre-K* - 5th | 3 |
| Shining Stars Montessori Academy | 733 Euclid Street NW | 1 | Pre-K* | none^ |
| St. Coletta Special Education | 1901 Independence Avenue SE | 7 | Pre-K* - Adult Ed/GED | none^ |
| Thurgood Marshall Academy | 2427 Martin Luther King Jr. Avenue SE | 8 | 9th - 12th | 1 |
| Tree of Life | 2315 18th Place NE | 5 | Pre-K* - 8th | 3 |
| Two Rivers - Lower School | 1227 4th Street NE | 6 | Pre-K* - 5th | 1 |
| Two Rivers - Upper School | 1234 4th Street NE | 6 | 6th - 8th | 1 |
| Washington Latin - Middle School Campus | 4115 16th Street NW | 4 | 5th - 8th | 1 |
| Washington Latin - Upper School Campus | 4715 16th Street NW | 4 | 9th - 11th | 1 |
| Washington Math Science and Technology (WMST) | 1920 Bladensburg Road NE | 5 | 9th - 12th | 2 |
| Washington Yu Ying | 220 Taylor Street NE | 5 | Pre-K* - 3rd | none^ |
| William E. Doar - Edgewood | 705 Edgewood Street NE | 5 | Pre-K* - 8th | 2 |
| William E. Doar - Soldier's Home | 3700 North Capitol Street NW | 4 | Pre-K* | none^ |
| YouthBuild | 3014 14th Street NW | 1 | Adult Ed/GED | none^ |

*The term Pre-K is used to describe all early childhood programs

^ There is no Tier available either because the school is an early childhood or adult education program, which do not have a PMF score, or there were no students in the grade who took the standardized test, or the school was not open in previous year (2010-2011), the time period upon which the scores are based.

The DC Public Charter School Board's **MISSION** is to provide quality public school options for DC students, families and communities through:

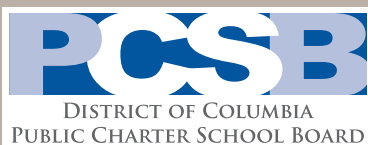
A comprehensive application review process;

Effective oversight;

Meaningful support; and,

Active engagement of its stakeholders.

The Board's **VISION** is to lead the transformation of public education in Washington, DC and serve as a national role model for charter school authorizing and accountability.



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