



Center City Public Charter Schools

Character, Excellence, Service

2015-2016 Annual Report

Center City Public Charter Schools
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II. ANNUAL REPORT NARRATIVE

I. School Description

A. Mission and Vision

Mission

Center City Public Charter Schools empower our students for lifelong success by building strong character, promoting academic excellence, and generating public service throughout Washington, D.C.

Vision

Driven by character, excellence, and service, Center City Public Charter Schools seeks to:

- Foster a community of lifelong learners;
- Graduate students ready to go to and through college; and
- Prepare our alumni to serve and lead others in the 21st century

Core Values

Character: Achieve with heart

Excellence: Achieve with greatness

Service: Achieve with others in mind

B. School Program

During the 2015-16 school year, Center City PCS educated 1438 students at our six campuses which are named after the neighborhoods they are located in: Brightwood, Capitol Hill, Congress Heights, Petworth, Shaw, and Trinidad. Each campus served students in PreK through 8th grade, ages four to fifteen. The school year started August 31, 2015 and ended June 17th, 2016 and our students attended school for an extended school day from 8:30 AM to 4:00PM Monday, Tuesday, Thursday and Friday and from 8:30 AM to 2:30 PM on Wednesdays.

Academic Program at Center City PCS

Center City's academic program is designed to prepare students for high school, college and career. We fully subscribe to the Common Core State Standards for English Language Arts and Mathematics, the Next Generation Standards for Science as well as a comprehensive Social Studies program which is designed using the Common Core ELA standards and the C3 Framework. Additionally, we believe in providing the most comprehensive education possible while maintaining the integrity of a small school program. Our students not only participate in the core academic programs of English Language Arts (ELA), Social Studies, Math and Science, they also engage in Physical Education and Health education. Other enrichment offerings vary from campus-to-campus, but include Visual Art, Music, Dance, Spanish, and Drama as a regular part of a student's schedule. Specific programmatic offerings are as follows:

English Language Arts (ELA)

Our ELA curriculum is deeply rooted in two simple beliefs: first, that scholars need significant "time in text" and second, that a true love of reading must be at the core of each and every classroom. Driven by these beliefs, we designed a curriculum that prioritizes the major shifts in instruction driven by the adaptation of the Common Core State Standards – scholars will spend a significant amount of time reading the right texts closely and analytically, as well as identifying the most effective evidence from texts to form strong analyses and arguments. In grades K-3, scholars are securing foundational skills and engaging in text-based discussions through the Core Knowledge Language Arts program (CKLA), while scholars in grades 4-8 will meet the demands of the Common Core by engaging with authentic, high-interest

literature that increases in complexity across the year. Foundational skill development in reading extends in 4th and 5th grade as well.

Mathematics

Our Math curriculum prioritizes the major work of each grade level, as designated by the PARCC Model Content Framework, thus allowing significant time for scholars to engage in higher levels of mathematical performance – to persevere in problem solving, reason using various strategies, and to reflect on mistakes, processes and solutions. Each unit is designed around a culminating performance task, which requires scholars to apply critical thinking skills to discern which new content knowledge or strategies are applicable to tackle a challenging mathematical task in an unfamiliar context. With a deep conceptual understanding of the content and daily opportunities to apply the Mathematical Practices, scholars are empowered to justify their reasoning and critique the reasoning of others. The Center City curriculum has been created using Engage NY as a primary resource and My Math as a supplementary resource.

Science

We designed a Science curriculum that is aligned with the Next Generation Science Standards that embodies the dual nature of science: a body of deep content knowledge and the processes and practices used to add to that body of knowledge. Scholars learn the key components of Earth, Life, and Physical sciences while being challenged to solve real world problems, analyze data in context and share their findings with their peers. These particular areas of focus are sufficiently rich to allow scholars to understand systems and subsystems, the nature of interactions, and how humans interact with the living and nonliving world for positive and negative outcomes, while also building their literacy, mathematical reasoning and problem-solving skills. Scholars learn early about the scientific process and are asked to apply this process of disciplined inquiry and experimentation to a science project of their choosing. All students in Pre-K through 2nd grade will work on whole class projects and students in 3rd through 8th grade will work on group or individual projects. These projects are showcased for parents and visitors at the annual Center City PCS Science Fair.

Social Studies

Our Social Studies curriculum is built around the Core Knowledge Sequence in grades K-5, which describes the content students should know at each grade level throughout the course of their education. In middle school, the curriculum is designed with the focus on complex primary and secondary sources that require accurate citation of visual and textual evidence. Our curriculum emphasizes the determination of central ideas, summarization, citation, inferencing, and analysis in order to build the critical thinking skills necessary for scholars to develop and defend historically accurate arguments in both written and oral response format.

Student Support Services

At Center City Public Charter Schools, we ensure a Free Appropriate Public Education to our students with disabilities by providing high-quality, meaningful educational opportunities. Our special education program educates students, to the extent possible, under inclusive, co-teaching models, ensuring all students are integrated into the school-wide culture. Students' needs are met through varying levels of services as indicated on their IEP. Special Education is defined as a specially designed set of services in combination with best practices/methodologies created to meet students' needs related to their disability. Services may include: specialized instruction in reading, written expression, mathematics, adaptive physical education, vision, hearing, orientation/mobility; related services in speech/language therapy, occupational therapy, counseling, behavior support and physical therapy and any of these on a consultative basis.

The foundation of our English as a Second Language program is our conviction that our English Language Learners (ELL) can be successful, given a supportive educational environment, research-based programs, and comprehensive instruction. At Center City PCS, we work to address our students' needs in a manner consistent with our educational philosophy and with the English Language Acquisition, Language Enhancement, and Academic Achievement Act under Title III. In the SY15-16, 144 language minority students qualified for direct ESL services at Center City PCS. Center City PCS utilizes a Content-Based ESL Program, in which teachers use English as the medium for providing content area

instruction, adapting their language to the proficiency level of the students. This approach allows teachers to accommodate students from different language backgrounds in the same class and to provide instruction without being proficient in the students' own languages.

Interventions

At Center City PCS we have a myriad of interventions that are infused into the core content blocks for our K-5 students. Our Middle School students have a dedicated intervention/advisory block in which we've allocated 45 minutes per day toward academic interventions. All of our schools have access to Ten Marks, Achieve 3000, Lexia, Wilson, Foundations, Just for Words and LLI. Each campus assesses the needs of their students by analyzing MAP, Dibels, and AIMs Web progress monitoring data and provides resources that may exceed the district offerings such as IXL, ST MATH, Mastery Connect, and Curriculet.

Enrichment

Center City believes in nurturing the whole child. Therefore students at Center City have access to a wide variety of enrichment opportunities both during and after the school day. The Enrichment Department teaches scholars how to integrate communication, body awareness, teamwork, and creativity to develop lifelong skills. The department uses fine arts, languages, and physical education as a catalyst for community and global development. In addition to classroom instruction, students have various opportunities to demonstrate their mastery of arts content through campus and district-based performances and showcases of talent.

Professional Development

Part of Center City's vision is to foster a community of lifelong learners, which includes both students and staff. Therefore, we have a strong emphasis on professional development and coaching, including district-wide professional development, campus-level professional development, and observation, feedback and coaching. Each school year we begin the year with pre-service professional development that focuses on team-building initiatives as well as school culture, curriculum and instruction aligned to the Common Core. In the 2015-16 school year, we had three weeks of pre-service professional development for all staff. We also had seven additional, district-wide, professional development days that enabled us to focus on district-wide initiatives and enabled our staff to collaborate across campuses.

Campus-based professional development allows campus leaders to extend the organizational priorities to the campus-level with a specific focus on meeting the needs of all students at that particular campus. Campuses also hold weekly professional learning communities in grade-bands (PK-1st, 2nd-5th grade, and 6th-8th grade). The grade-band PLCs are the primary way of ensuring consistency, communication, and problem-solving between all members of a grade-band team. Consistency across the district is ensured by the use of standard meeting protocols. PLCs address specific student issues, review student work, plan together, review PBIS systems, and strengthen instructional practice. The grade-band meetings are facilitated by a school leader and/or a teacher-leader. Additionally, campus level professional learning communities spend time addressing the data cycle of benchmark assessments. Teachers review individual and class-level data and analyze incorrect responses. Teachers then work in teams to determine instructional takeaways and to create a plan for targeted re-teaching and interventions.

Finally, observation, feedback, and coaching is a critical component of our professional development model. The goal of observations is to provide immediate and actionable feedback to teachers on their instructional practice, including differentiation, student engagement, assessment and classroom culture. Our Principals, Assistant Principals, and Deans provide teachers with ongoing observations, feedback and coaching throughout the school year. All teachers within Center City have at least 10 informal observations as well as at least two formal observations across the school year.

Assessment

Center City utilizes a comprehensive battery of assessments to measure student growth and achievement. AppleTree's Every Child Ready (ECR) Language & Literacy and Math assessments, and the Phonological Awareness Literacy Screening (PALS), are administered to all PreKindergarten students five times per year. These early literacy and numeracy assessments are administered in September to develop a baseline of students' levels of proficiency and reading and math readiness. Students' growth is monitored in October, December, and March and final growth and achievement outcome data are gathered from the May administration.

The Dynamic Indicators of Basic Early Literacy Skills (DIBELS) and Text Reading and Comprehension (TRC) assessments are administered to all Kindergarten through 3rd grade students three times per year (Sept, Jan, and May). These literacy screening assessments are used to determine students' reading readiness by assessing Phonemic Awareness, Phonics, Reading Fluency, Comprehension, and Vocabulary skills, and helping teachers to identify students' instructional reading levels. For students with disabilities, we administer the Aimsweb curriculum-based measurements in math and reading to assess and progress monitor students on foundational reading and math skills.

NWEA's Measures of Academic Progress (MAP) is a computer-based assessment that is administered three times per year (Sept, Dec, and June) to Kindergarten through 8th grade students for math and reading and to 6th through 8th grade students for science. MAP adapts to students' responses, becoming more complex as students answer questions correctly and easier as they answer questions incorrectly. This adaptive format allows teachers to determine accurate levels of students' learning readiness and adjust instruction accordingly. In addition, MAP determines the projected growth for each student after the baseline assessment, and teachers and students are able to track student progress toward those goals throughout the year. After taking each MAP assessment, teachers and leaders analyze the data and create student-specific goals for growth. Center City has developed in-house district-wide assessments in science and social studies.

Center City PCS also administers internally-developed, end-of-unit assessments to students in grades 2 through 8 for Math and students in grades 3 through 8 for Reading to assess students' mastery of curriculum content. End-of-unit assessments are given at the end of each curriculum unit and used by the Curriculum team to inform improvements and modifications of the curriculum to best meet our students' needs.

Mission-Related Programs

In addition to our broad liberal arts curriculum that ensures excellence through a rigorous academic program, Center City PCS believes in the importance of character education and service to others. These aspects of our mission are fulfilled in a number of ways and are framed by the competencies of character education and service learning, and the annual Capstone project.

Center City PCS emphasizes character education throughout all six campuses. Our morning meetings and morning gatherings allow the students and the school to gather as a community and engage and reflect upon our core values. Each month our students hear and learn about the core value, define it as a community, practice the value through a service and/or leadership activity, and then reflect upon the relationship between the value and their role. Core values are celebrated school-wide through common practices, ongoing dialogue, and a culminating student-centered activity.

All students in Pre-K through 8th grade complete a yearly Capstone Project. The Capstone Project is a core component of the Center City PCS curriculum. These classroom-based, student-centered projects are designed to bring together academic rigor and the elements of our mission - character, excellence, and service - through an in-depth study of a particular local or global issue. Through a project-based learning (PBL) approach, the Capstone Project allows students to access the elements of an interdisciplinary curriculum: core content, authentic experiences, character education, service learning, and community exploration.

For SY15-16, Capstone enabled students to continue to build their knowledge in current events topics that impact their lives. Students investigated the following topics:

- Pre-K students learned about personal habits to keep their bodies healthy.
- Kindergarten students learned about community gardens.
- First grade students learned about the effects of water pollution on their communities.
- Second and third grade students studied gender and racial inequalities.
- Fourth and fifth grade students learned about holistic living for families across the globe.
- Middle school students explored the school to prison pipeline.

The Capstone study culminated in a Celebration of Learning in which students presented to their peers from other grades and family members in attendance. Presentations ranged from whole class presentations to powerpoint presentations, student-created videos, and short policy recommendations.

Family Engagement at Center City PCS

At Center City PCS, we believe that families are integral to student success and that effective family engagement will increase parent satisfaction as well as support the culture of the school community. For the 2015-16 school year, Center City continued a partnership with the Flamboyant Foundation to strengthen our academic partnership with families. Family engagement at our campuses experienced continued growth in the 2015-2016 school year.

Center City PCS seeks to engage families for the specific purpose of advancing student achievement, as well as supporting social and emotional development. In order for educators to effectively partner with families, they must have positive, trusting relationships with them. Concretely this means engaging parents by (1) visiting them in their homes to build trusting relationships and to solicit them as partners in their child's education, and (2) equipping them to monitor and support their child's progress through Academic Partnering. These two practices are cornerstones of Center City's family engagement efforts.

Community Events

Center City PCS offers students multiple opportunities to explore their passions and the diversity of our world, including annual Center City Community Events. Students participate in classroom and campus competitions in a variety of content areas, including Math, Spelling, Science and Enrichment. Winners of the campus competitions advance to the district competitions. Many district winners have the opportunity to advance to city-wide competitions. Our campuses host several sports competitions, family fun days, arts showcases and performances, back-to-school nights, and informational sessions for parents.

At the end of the school year our 8th Grade Luncheon brought all of our 8th grader students together to receive awards, recognition and well wishes from Center City staff. Our keynote speaker for this event was Fox 5 News Anchor, Allison Seymour.

II. School Performance

A. Evidence of Performance and Progress

1. Progress in Achieving the Mission

Center City Public Charter Schools' mission is to empower our students for lifelong success by building strong character, promoting academic excellence, and generating public service throughout Washington, D.C. We have made significant progress in achieving the mission by implementing a rigorous academic program, engaging in character education, and ensuring that all campuses participate in community service projects.

Center City's academic program is designed to prepare students for high school, college and career. Our curriculum is in its fourth year of implementation and is aligned to the Common Core State Standards for English Language Arts and Mathematics, and the Next Generation Standards for Science. We also have a comprehensive Social Studies program which is designed using the Common Core ELA standards and the C3 Framework. In addition to providing a broad liberal arts curriculum that is aligned to Common Core Standards, Center City provides students with character education, service learning activities, and a Capstone project.

Center City PCS provides students with character education through morning meetings and morning gatherings that enable students to gather as a community and reflect upon our core values. Each month our students hear and learn about the core value, define it as a community, practice the value through a service and/or leadership activity, and then reflect upon the relationship between the value and their role. Core values are celebrated school-wide through common practices, ongoing dialogue, and a culminating student-centered activity.

All students in Pre-K through 8th grade complete a yearly Capstone Project. The Capstone Project is a core component of the Center City PCS curriculum. These classroom-based, student-centered projects are designed to bring together academic rigor and the elements of our mission - character, excellence, and service - through an in-depth study of a particular local or global issue. Through a project-based learning (PBL) approach, the Capstone Project allows students to access the elements of an interdisciplinary curriculum: core content, authentic experiences, character education, service learning, and community exploration.

To fulfill our mission of generating public service, all students participate in community service activities. In the 2015-16 school year, students participated in activities with Martha's Table, Pennies for Patients, and Bread for the City. The table below provides an overview of students' community service participation in the 2015-16 school year.

SY 2015-16 Community Service Participation

	Organization	Activity	Date	Students Participating
Brightwood	Emory Beacon of Light	Walk for the Homeless	30-minute walk	All students
	AYUDA	Raised money for Diabetes	11/2-11/20	All students
	Emory Beacon of Light	Thanksgiving Food Drive	11/16-11/20	All students
	Emory Beacon of Light	Christmas Toy Drive	12/7-12/18	All students
	Leukemia and Lymphoma Society	Pennies for Patients-Students collected money for students with childhood cancers.	2/8-/226	All students
Capitol Hill		Canned food drive for local food pantry	November	All students participated, middle school students helped with distribution
		Day of Service-8th graders provided two hours of service for an adult in the building	February	8th grade students
		Day of Service-middle school students provided two hours of service for an adult in the building	March	6 th -8 th grade students
		Raised funds for Red Nose Day to donate to Comic Relief	May	Boys in 1 st through 8 th grades
		Students planted a vegetable garden	June	K, 4 th and 5 th grade students
Congress Heights	Martha's Table	Students volunteered for Joyful Market (farmer's market at the school)	Monthly throughout the school year	6 th -8 th grade students
	American Heart Association	Jump Rope for Heart	May	All students
	Two Sisters Halfway House	Landscaping and beautification of property	June	4 th and 5 th grade students
Petworth	Martha's Table	Separated clothes and prepared food for the homeless	Several times throughout the year	8th grade students
	Washington Area Rescue League	Volunteered at the shelter	Several times throughout the year	5th grade students

		Thanksgiving food drive	November 2015	All students
	Leukemia and Lymphoma Society	Pennies for Patients—Students collected money for students with childhood cancers	February-March 2016	All students
Shaw	Martha's Table	Separated clothes and prepared food for the homeless	November 2015	All students
	Martha's Table	Thanksgiving Basket Drive	November 2015	All students
	Leukemia and Lymphoma Society	Pennies for Patients—Students collected money for students with childhood cancers	February-March 2016	All students
	Flint Lives Matter	Collected bottles of water	February-March 2016	All students
		Shoes and clothes drive for orphanage in Nassau, Bahamas	April-May 2016	All students
Trinidad	Howard University Hospital	Students raised money to give towards cancer research	October 2015	All students
		Winter coat/mitten drive	November 2015	All students
		Thanksgiving food drive	November 2015	All students
	Washington Youth Garden	Students planted and grew vegetables and flowers	Throughout the school year	All students

In addition, we also ensure that students are exposed to career options through career awareness activities and we provide them with guidance through the high school application process.

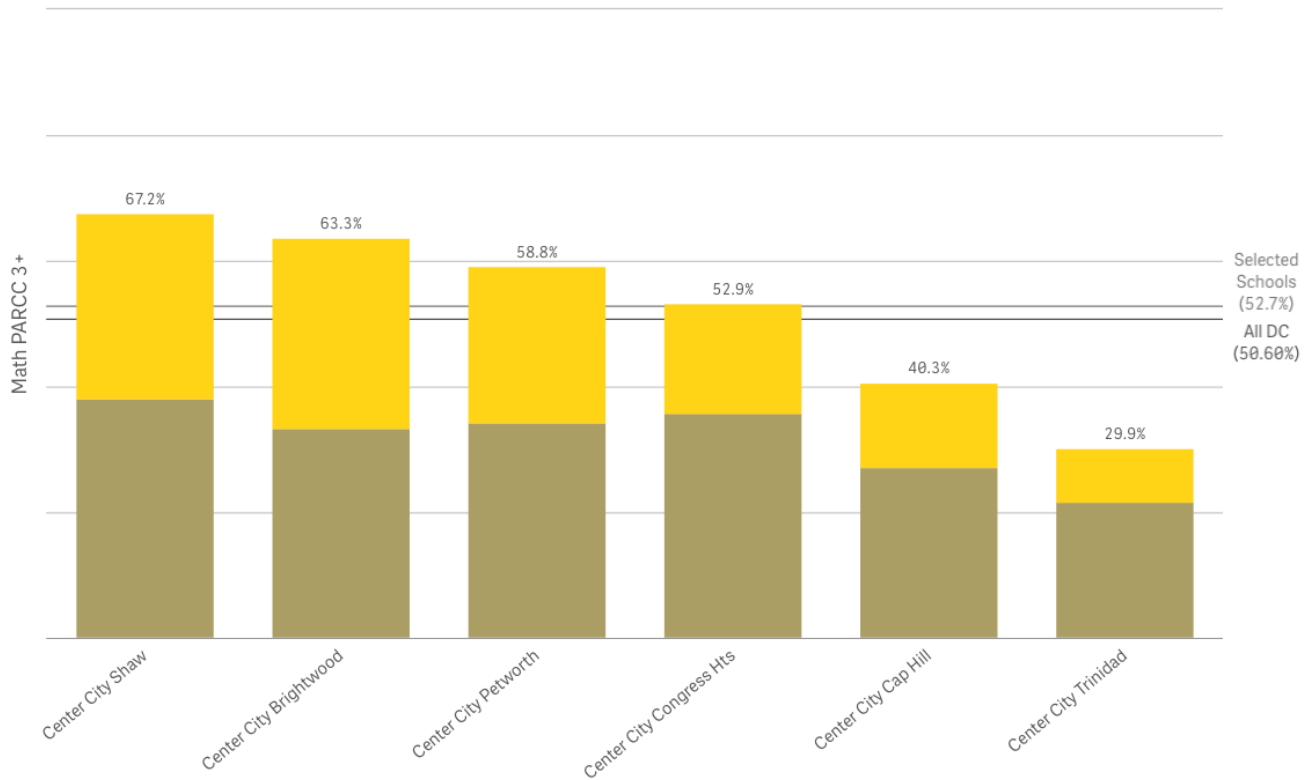
2. Progress in Achieving Goals and Achievement Expectations

Center City Charter Goals			
Goal	Notes/Explanation	Met/Not Met	Evidence
Center City PCS proposes that at least 70% of all students in grades K-8 will achieve at or above the 40th percentile or meet/exceed their spring growth target in math and reading based on NWEA MAP national norms by June of each year.	All Center City PCS academic growth and achievement goals will be measured by the Northwest Evaluation Association Measures of Academic Progress ("NWEA MAP") national assessment that is aligned to the Common Core State Standards in kindergarten through eighth grade.	Met	<p>70% of our K-8 students performed at or above the 40th percentile or met/exceeded their spring growth targets in math.</p> <p>73% of our K-8 students performed at or above the 40th percentile or met/exceeded their spring growth targets in reading.</p>
Students will read and comprehend grade-level appropriate text in the core content areas.	This goal will be measured using the state assessment, based on each campus' proficiency rates in core content areas as compared to the charter sector average.	Partially Met	<p>Charter average = 54.9% of students approached, met or exceeded grade level standards (3+)</p> <p>Charter average = 28.5% of students met or exceeded grade level standards (4+)</p> <p>Center City PCS=53% (3+); 22% (4+)</p> <p>BRI=57.6% (3+); 24.5% (4+)</p> <p>CAP=45.5% (3+); 9.7% (4+)</p> <p>CON=56.1% (3+); 24.5% (4+)</p> <p>PET=60.3% (3+); 31.9% (4+)</p> <p>SHA=58.7% (3+); 25.2% (4+)</p> <p>TRI=35.9% (3+); 13.7% (4+)</p>
Students will master and apply grade-level appropriate computation skills and concepts; they will use mathematical reasoning to solve problems.	This goal will be measured using the state assessment, based on each campus' proficiency rates in mathematics as compared to charter sector averages.	Partially Met	<p>Charter average = 52.7% of students approached, met or exceeded grade level standards (3+)</p> <p>Charter average = 26.4% of students met or exceeded grade level standards (4+)</p> <p>Center City PCS=53% (3+); 21% (4+)</p> <p>BRI=63.3% (3+); 30.2 (4+)</p> <p>CAP=40.3% (3+); 13.4% (4+)</p> <p>CON=52.9% (3+); 17.4% (4+)</p> <p>PET=58.9% (3+); 24.8% (4+)</p> <p>SHA=67.1% (3+); 29.4% (4+)</p> <p>TRI=29.9% (3+); 8.5% (4+)</p>
All Center City PCS campuses will	The Center City PCS metric for attendance	Met	Campus attendance rates:

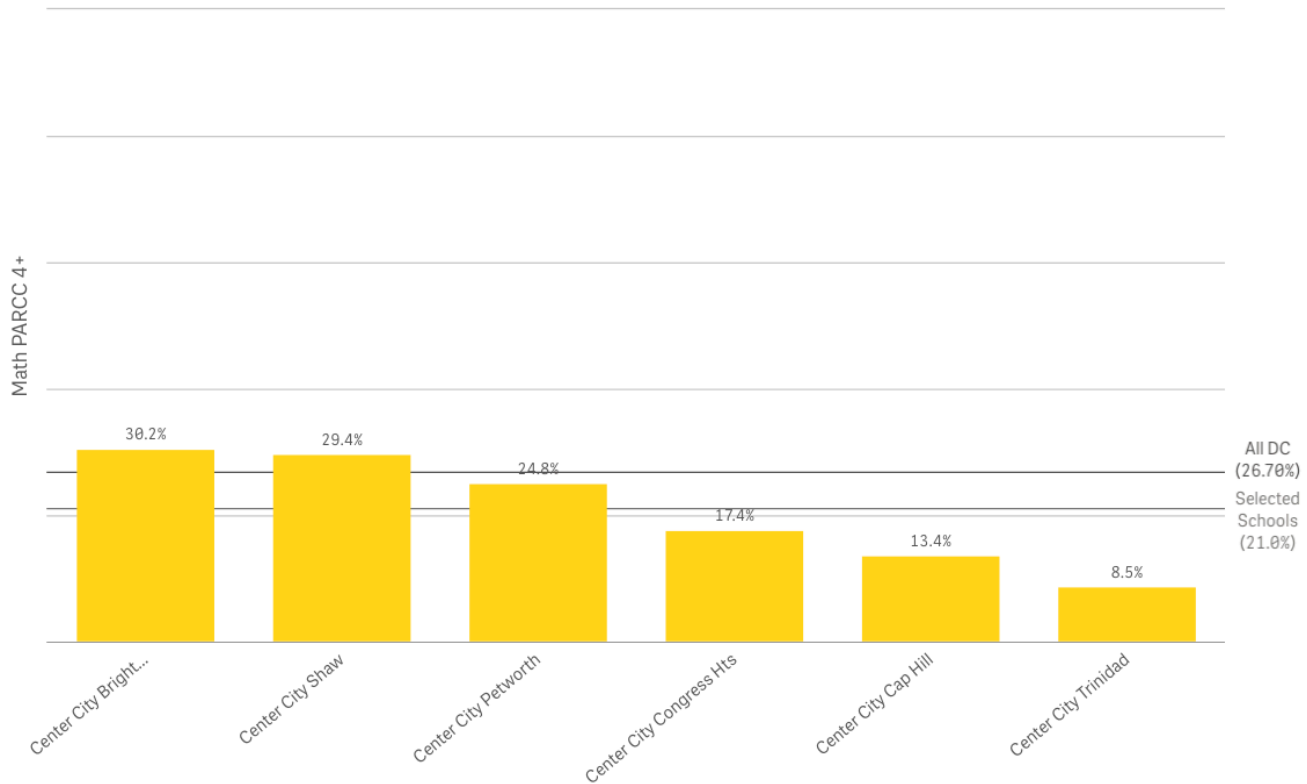
achieve an average of at least 90% attendance each year.	will be the in-seat attendance rate.		BRI = 97.5% CAP = 90.3% CON = 92.5% PET = 93.9% SHA = 92.6% TRI = 90.1%
All Center City PCS campuses should achieve an average of at least 75% re-enrollment each year.	The PCSB re-enrollment target for the PMF is 90% and the floor is 60.7%. To earn 50% of the points for this goal on the PMF, campuses need a re-enrollment rate of 75%.	Partially met	80.87% of all Center City PCS students re-enrolled from 2014-15 to 2015-16. Campus rates: BRI = 89.7% CAP = 67.5% CON = 80.2% PET = 89.6% SHA = 83.1% TRI = 72.8%
Center City PCS students will build character by performing community service. Our goal is for at least 75% of students in grades 4-8 to participate in a minimum of two community service activities annually as measured by student exit tickets and tracked through PowerSchool.	According to the school's amendment application, "All activities must conclude with a processing activity in which students complete an exit ticket describing their experience and what they learned. Campus leaders will then collect exit tickets and submit them to central office as physical evidence of participation in a sanctioned community service project. Each community service activity will also be logged into PowerSchool so Center City can track student participation." Therefore, PCSB will be able to request this evidence.	Met	See chart of community service participation by campus.

The following graphs provide an overview of Center City campuses' performance on the 2016 PARCC in ELA and Mathematics.

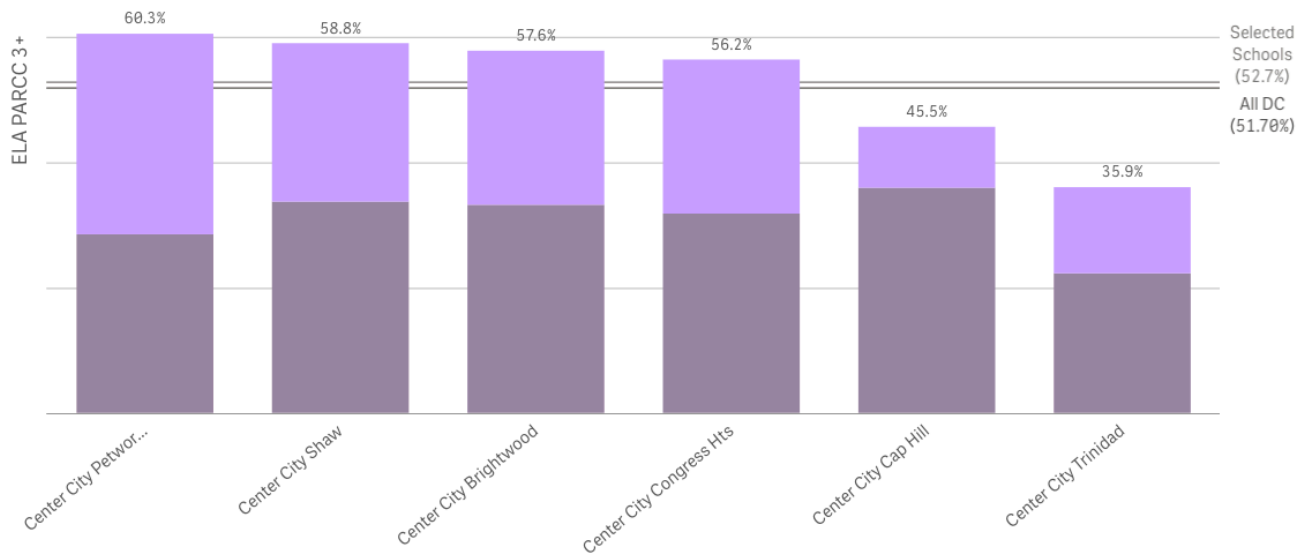
Math PARCC Level 3+



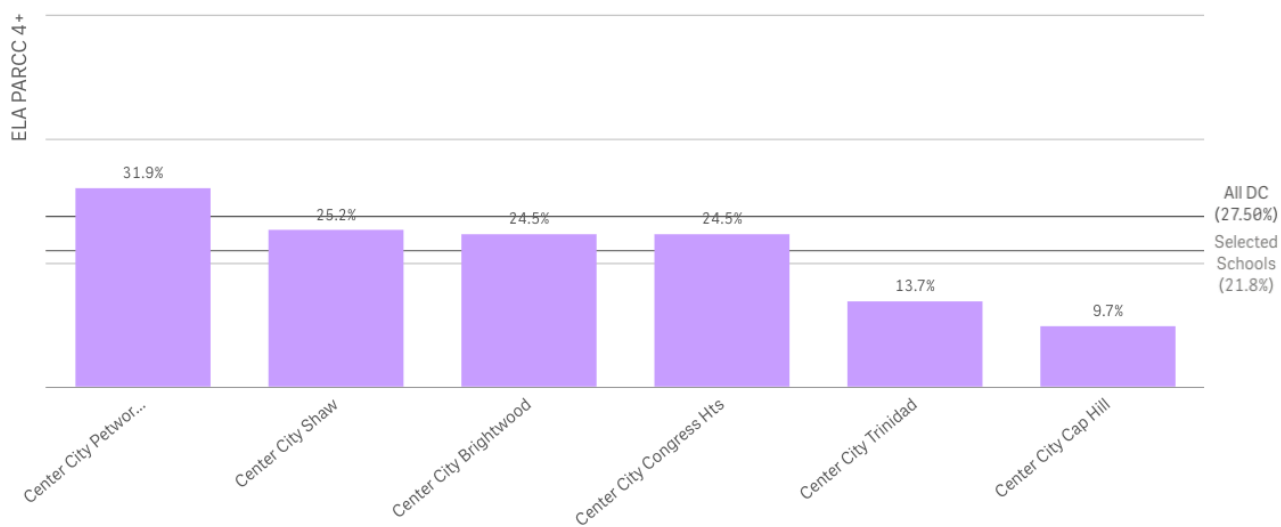
Math PARCC Level 4+



ELA PARCC Level 3+



ELA PARCC Level 4+



B. Lessons Learned and Actions Taken

Center City is pleased with the overall growth and improvement in moving students from 2+ to 3+ on the PARCC assessment. This seemed to be a relative area of growth for our network. We attribute some of that success to a robust launch of ELA interventions from Kindergarten through 8th grade with an emphasis on closing the achievement gaps from 3rd to 4th grade. We also believe that the intentional emphasis on the format of the PARCC test and explicitly teaching students how to navigate the technological aspects of the test (tech enhanced questions, multiple correct answers, dragging and dropping text, etc) proved successful in students' test taking.

Some challenges that we plan to address are the quality and rigor of tasks and problems placed before students. In order to be successful in this endeavor, we recognize that there is also significant adaptive work to do with teachers around their efficacy related to students. Despite having rigorous curricular materials, we still see teachers using other materials and/or not allowing students to persevere through the challenge because they do not believe that our students can do this alone. Also, as part of ongoing curriculum revision, we have completely aligned the middle school social studies curriculum with the shifts of Common Core in English/Language Arts, particularly in the areas of text complexity and performance tasks that require students to draw evidence from the texts.

Another area that will be addressed in the 2016-17 school year is that of building a data driven culture. With support from the central office academic team, school leaders will be trained on how to develop, implement, and sustain data meetings in response to informal assessment data. Through regular intervals, teachers will spend more time responding to what students have yet to master and crafting re-teaching plans to address these needs.

We will address low student performance in 3rd grade English Language Arts by investigating the CKLA listening and learning component and finding additional ways to support developing readers by spending additional time with text and more opportunities to respond to texts in writing. Also, since these students will be sitting for PARCC for the first time, we will build in additional opportunities for these students to gain technological fluency.

Finally, to address a slight uptick in suspensions, Center City will invest resources in training staff around restorative practices. We recognize the importance of fostering positive, healthy school climates and helping students learn from their mistakes. By implementing restorative practices in our schools we will shift our thinking from a punishment-oriented focus to a solutions-oriented focus. It is our goal that students will learn to value and regularly use pro-active, positive ways to build and maintain a peaceful classroom community. We also want teachers to understand effective communication and experience how it supports classroom discipline and community building. Restorative practices will be coupled with a refined morning meeting and middle school advisory approach in which teachers will be provided a research-based scope and sequence that address the developmental needs of our students with an emphasis on specific skill building geared towards our core values of character, excellence, and service.

C. Unique Accomplishments

Three Center City campuses were recognized for strong academic growth in 2015. The Brightwood Campus was named a 2015 Title I Distinguished School. Since 1996, The Title I Association has been selecting school programs for national recognition. Schools must qualify under one of the following areas--1) exceptional student performance for two or more consecutive years and 2) closing the achievement gap between student groups. Technically, Brightwood met both criteria and was the only school from the District of Columbia honored in the 2016 celebration in Houston, Texas. Congress Heights and Shaw were recognized by OSSE as Rewards Schools for demonstrating strong academic growth in the 2014-15 school year.

Two other campuses were recognized for innovative programming. The Congress Heights Campus won a \$100,000. Fight for Children 2015 Quality Schools Initiative Grant. As part of its application to Fight For Children, Center City Congress

Heights developed a strategic plan to incorporate technology into daily instruction, with a goal of improving students' familiarity with and expertise in new technologies in an effort to close the achievement gap. With its Quality Schools Initiative Award, the school aims to not only improve overall performance on standardized assessments, but also to develop 21st century skills among its students so that they are better prepared for school and in life.

Center City's ESL After the Bell program, which provides targeted academic support to English Language Learners in an after-school program, has received external recognition for its success. In addition, New America, a policy think tank, featured the program in a white paper in October 2015, highlighting innovative instructional programs for Dual Language Learners. Shortly after publication, New America convened a group of leading experts on DLLs in Minnesota to spotlight instructional programs that could impact policies to improve outcomes for DLLs. Alicia Passante, the ESL Program Manager for Center City, presented on this panel and shortly thereafter, Center City hosted a joint event with New America at its Petworth campus showcasing the ESL After the Bell program. The national and regional exposure through this collaboration has increased the public's awareness of Center City by highlighting its innovative and intentional programming for this growing demographic of students.

Several staff members were recognized for their work through fellowships or awards in 2015. Adrienne Williams, first grade teacher at the Brightwood Campus, was given an honor roll accolade in the TNTP Fishman Prize competition--a national competition to celebrate and honor teaching excellence. Three Center City staff members were awarded fellowships through the CityBridge Foundation. Rachel Tommelleo, principal at our Brightwood Campus, was named a 2016 School Retool Fellow. The School Retool: DC program grants school leaders a professional development opportunity to use research-based practices to redesign school culture. Hannah Jacobson (Brightwood) and Kayla Larkin (Shaw) were named 2016 Education Innovation Fellows. The Education Innovation Fellowship exposes teacher leaders to effective practices in personalized learning and allows them to develop strategies for implementation in the 2016-2017 school year.

C. List of Donors

Center City Public Charter Schools, Inc. List of Donors-Contributed >\$500

From 7/1/2015 to 6/30/2016

Deposit #	Date	Amount	Note
2261	7/1/15	1,000.00	Check from DirecTV
2281	8/28/15	500.00	Check from Rust Insurance Inc
2287	9/9/15	1,000.00	Check from Washington Financial Group
2295	11/5/15	500.00	Check from Rust Insurance Inc
2295	11/5/15	1,000.00	Check from Lydia and Marco Adelfio
2298	11/4/15	500.00	Check from John Duncan
2316	12/9/15	500.00	Check from James A McGreevy III
2336	1/29/16	500.00	Check from Hanlon Charitable
2334	2/3/16	3,754.10	Check from Prudential Financial Inc
2373	5/1/16	500.00	Check from Alexander and Kristy Sternhell
2373	5/1/16	500.00	Check from John and Margaret Snyder
TOTAL		<u>10,254.10</u>	

SY 2015-16 Annual Report Campus Data Report

Source	Data Point
PCSB	LEA Name: Center City PCS
PCSB	Campus Name: Center City PCS - Brightwood
PCSB	Grades served: PK3-8
PCSB	Overall Audited Enrollment: 252

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

Grade	PK3	PK4	KG	1	2	3	4	5	6
Student Count	0	25	25	28	28	28	27	24	26
Grade	7	8	9	10	11	12	Alternative	Adult	SPED*
Student Count	21	20	0	0	0	0	0	0	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: 181 Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it.
PCSB	Suspension Rate: 0.8%
PCSB	Expulsion Rate: 0.0%
PCSB	Instructional Time Lost to Out-of-School Suspension Rate: 0.0%

PCSB	<p>Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership.</p> <p>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	<p>Midyear Withdrawals: <i>Validated in mid-August</i></p>
PCSB	<p>Midyear Entries: <i>Validated in mid-August</i></p>
PCSB	<p>Promotion Rate: 98.8%</p>
PCSB (SY14-15)	<p>College Acceptance Rates: <i>Not applicable</i></p>
PCSB (SY14-15)	<p>College Admission Test Scores: <i>Not applicable</i></p>
PCSB (SY14-15)	<p>Graduation Rates: <i>Not applicable</i></p>
<p>FACULTY AND STAFF DATA POINTS</p>	

School	Teacher Attrition Rate: 30.8%
School	Number of Teachers: 28 “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 fellows.
School	Teacher Salary 1. Average: \$54,739. 2. Range -- Minimum: \$29,100. Maximum: \$73,608.

SY 2015-16 Annual Report Campus Data Report

Source	Data Point
PCSB	LEA Name: Center City PCS
PCSB	Campus Name: Center City PCS - Capitol Hill
PCSB	Grades served: PK4-8
PCSB	Overall Audited Enrollment: 244

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

Grade	PK3	PK4	KG	1	2	3	4	5	6
Student Count	0	25	22	24	25	23	27	20	26
Grade	7	8	9	10	11	12	Alternative	Adult	SPED*
Student Count	24	28	0	0	0	0	0	0	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: 181 Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it.
PCSB	Suspension Rate: 16.4%
PCSB	Expulsion Rate: 0.8%
PCSB	Instructional Time Lost to Out-of-School Suspension Rate: 0.3%

PCSB	<p>Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership.</p> <p>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	<p>Midyear Withdrawals: <i>Validated in mid-August</i></p>
PCSB	<p>Midyear Entries: <i>Validated in mid-August</i></p>
PCSB	<p>Promotion Rate: 98.8%</p>
PCSB (SY14-15)	<p>College Acceptance Rates: <i>Not applicable</i></p>
PCSB (SY14-15)	<p>College Admission Test Scores: <i>Not applicable</i></p>
PCSB (SY14-15)	<p>Graduation Rates: <i>Not applicable</i></p>
<p>FACULTY AND STAFF DATA POINTS</p>	

School	Teacher Attrition Rate: 42.9%
School	Number of Teachers: 23 “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 fellows.
School	Teacher Salary 1. Average: \$60,078 2. Range -- Minimum: \$38,880. Maximum: \$79,680.

SY 2015-16 Annual Report Campus Data Report

Source	Data Point
PCSB	LEA Name: Center City PCS
PCSB	Campus Name: Center City PCS - Congress Heights
PCSB	Grades served: PK3-8
PCSB	Overall Audited Enrollment: 243

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

Grade	PK3	PK4	KG	1	2	3	4	5	6
Student Count	0	23	23	27	26	25	27	23	26
Grade	7	8	9	10	11	12	Alternative	Adult	SPED*
Student Count	20	23	0	0	0	0	0	0	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: 181 Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it.
PCSB	Suspension Rate: 8.6%
PCSB	Expulsion Rate: 0.4%
PCSB	Instructional Time Lost to Out-of-School Suspension Rate: 0.1%

PCSB	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.)
PCSB	Midyear Withdrawals: <i>Validated in mid-August</i>
PCSB	Midyear Entries: <i>Validated in mid-August</i>
PCSB	Promotion Rate: 98.8%
PCSB (SY14-15)	College Acceptance Rates: <i>Not applicable</i>
PCSB (SY14-15)	College Admission Test Scores: <i>Not applicable</i>
PCSB (SY14-15)	Graduation Rates: <i>Not applicable</i>
FACULTY AND STAFF DATA POINTS	

School	Teacher Attrition Rate: 31.6%
School	Number of Teachers: 18 “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 fellows.
School	Teacher Salary 1. Average: \$58,244. 2. Range -- Minimum: \$35,760. Maximum: \$75,084.

SY 2015-16 Annual Report Campus Data Report

Source	Data Point
PCSB	LEA Name: Center City PCS
PCSB	Campus Name: Center City PCS - Petworth
PCSB	Grades served: PK3-8
PCSB	Overall Audited Enrollment: 251

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

Grade	PK3	PK4	KG	1	2	3	4	5	6
Student Count	0	20	22	28	29	27	25	27	27
Grade	7	8	9	10	11	12	Alternative	Adult	SPED*
Student Count	23	23	0	0	0	0	0	0	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: 181 Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it.
PCSB	Suspension Rate: 7.6%
PCSB	Expulsion Rate: 0.0%
PCSB	Instructional Time Lost to Out-of-School Suspension Rate: 0.1%

PCSB	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.)
PCSB	Midyear Withdrawals: <i>Validated in mid-August</i>
PCSB	Midyear Entries: <i>Validated in mid-August</i>
PCSB	Promotion Rate: 98.8%
PCSB (SY14-15)	College Acceptance Rates: <i>Not applicable</i>
PCSB (SY14-15)	College Admission Test Scores: <i>Not applicable</i>
PCSB (SY14-15)	Graduation Rates: <i>Not applicable</i>
FACULTY AND STAFF DATA POINTS	

School	Teacher Attrition Rate: 13.6%
School	Number of Teachers: 26 “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 fellows.
School	Teacher Salary 1. Average: \$55,872. 2. Range -- Minimum: \$32,136. Maximum: \$82,070.

SY 2015-16 Annual Report Campus Data Report

Source	Data Point
PCSB	LEA Name: Center City PCS
PCSB	Campus Name: Center City PCS - Shaw
PCSB	Grades served: PK4-8
PCSB	Overall Audited Enrollment: 237

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

Grade	PK3	PK4	KG	1	2	3	4	5	6
Student Count	0	20	20	27	21	25	25	20	26
Grade	7	8	9	10	11	12	Alternative	Adult	SPED*
Student Count	25	28	0	0	0	0	0	0	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: 181 Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it.
PCSB	Suspension Rate: 7.6%
PCSB	Expulsion Rate: 0.0%
PCSB	Instructional Time Lost to Out-of-School Suspension Rate: 0.1%

PCSB	<p>Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership.</p> <p>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	<p>Midyear Withdrawals: <i>Validated in mid-August</i></p>
PCSB	<p>Midyear Entries: <i>Validated in mid-August</i></p>
PCSB	<p>Promotion Rate: 98.8%</p>
PCSB (SY14-15)	<p>College Acceptance Rates: <i>Not applicable</i></p>
PCSB (SY14-15)	<p>College Admission Test Scores: <i>Not applicable</i></p>
PCSB (SY14-15)	<p>Graduation Rates: <i>Not applicable</i></p>

FACULTY AND STAFF DATA POINTS

School	Teacher Attrition Rate: 12.5
School	Number of Teachers: 23 “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 fellows.
School	Teacher Salary 1. Average: \$58,170. 2. Range -- Minimum: \$40,248. Maximum: \$78,108.

SY 2015-16 Annual Report Campus Data Report

Source	Data Point
PCSB	LEA Name: Center City PCS
PCSB	Campus Name: Center City PCS - Trinidad
PCSB	Grades served: PK4-8
PCSB	Overall Audited Enrollment: 211

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

Grade	PK3	PK4	KG	1	2	3	4	5	6
Student Count	0	20	22	23	13	24	19	21	18
Grade	7	8	9	10	11	12	Alternative	Adult	SPED*
Student Count	25	26	0	0	0	0	0	0	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: 181 Number of instructional days, not including holidays or professional development days, for the majority of the school. If your school has certain grades with different calendars, please note it.
PCSB	Suspension Rate: 8.5%
PCSB	Expulsion Rate: 3.3%
PCSB	Instructional Time Lost to Out-of-School Suspension Rate: 0.2%

PCSB	<p>Average Daily Attendance: The SRA requires annual reports to include a school's average daily membership.</p> <p>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	<p>Midyear Withdrawals: <i>Validated in mid-August</i></p>
PCSB	<p>Midyear Entries: <i>Validated in mid-August</i></p>
PCSB	<p>Promotion Rate: 98.8%</p>
PCSB (SY14-15)	<p>College Acceptance Rates: <i>Not applicable</i></p>
PCSB (SY14-15)	<p>College Admission Test Scores: <i>Not applicable</i></p>
PCSB (SY14-15)	<p>Graduation Rates: <i>Not applicable</i></p>
<p>FACULTY AND STAFF DATA POINTS</p>	

School	Teacher Attrition Rate: 44.4%
School	Number of Teachers: 22 “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 fellows.
School	Teacher Salary 1. Average: \$60,089. 2. Range -- Minimum: \$30,144 Maximum: \$82,070.

IV. APPENDIX A –Staff Roster

Last Name	First Name	Job Title	Campus	Qualification
Abbit	Samantha	First Grade Instructional Assistant	Brightwood	BA
Costello	Emily	4/5 Math/Science Teacher	Brightwood	MA
Cromer-Snow	Amanda	Pre-K Instructional Assistant	Brightwood	AA
Ellerbeck	Samantha	MS ELA Teacher	Brightwood	MA
Fleg	Michael	ESL Teacher	Brightwood	MA
Flores	Estefania	PE Teacher	Brightwood	BA
Gardner	Danielle	K Instructional Assistant	Brightwood	AA
Jacobson	Hannah	Inclusion Teacher	Brightwood	MA
Laguna	Lourdes	Dean of Instruction	Brightwood	MA
Lamade	Kathryn	MS Social Studies Teacher	Brightwood	MA
Mamo	Selamawit	MS Math Teacher	Brightwood	MA
Martin	Nicole	Art Teacher	Brightwood	BA
Masi	Elizabeth	Kindergarten Teacher	Brightwood	BA
Mays-Fields	Alexis	Inclusion Teacher	Brightwood	MA
McCray	Tremayne	ESL Teacher	Brightwood	BA
Mendoza-Sejas	Maria	ESL Teacher	Brightwood	MA
Mukira	Cecilia	2/3 ELA/Social Studies Teacher	Brightwood	MA
O'Brien	Anna	4/5 ELA/Social Studies Teacher	Brightwood	BA
Pimentel	Sarah	Inclusion Teacher	Brightwood	MA
Rojas	Gretchen	Spanish Teacher	Brightwood	BA
Spruill	Daniel	Music Teacher	Brightwood	MA
Stewart	Elizabeth	Dedicated Aide	Brightwood	BA
Thompson	Abigail	Counselor	Brightwood	MA
Tommelleo	Rachel	Principal	Brightwood	MA
Valera	Joanna	Pre-K Teacher	Brightwood	BA
Vitello	Lauren	MS Science Teacher	Brightwood	BA
Walton	Ashley	2/3 Math/Science Teacher	Brightwood	MA
Westerman	Micah	Assistant Principal	Brightwood	MA
Williams	Adrienne	1 st Grade Teacher	Brightwood	MA
Anderson	Diamond	1 st Grade Instructional Assistant	Capitol Hill	BA
Ballard	Dewayne	P.E. Teacher	Capitol Hill	BA
Brown	Charles	4/5 Math Science Teacher	Capitol Hill	BA
Carter	Quiana	Counselor	Capitol Hill	MA
Clark	Erin	1st Grade Teacher	Capitol Hill	BA
Cooper	Kimberly	Assistant Principal	Capitol Hill	MA
Crittendon	Rhonda	Inclusion Teacher	Capitol Hill	MA
Donawa-Johnkins	Shandrika	Kindergarten Teacher	Capitol Hill	MA
Dragon	Valery	Principal	Capitol Hill	BA
Fairfax	Alisha	4/5 ELA Social Studies Teacher	Capitol Hill	BA

Gebremedhin	Fanuel	MS Math Teacher	Capitol Hill	MA
Guse	Anna	Inclusion Teacher	Capitol Hill	BA
Hansen	Charlotte	Dean of Instruction	Capitol Hill	MA
Johnson	Apryle	Pre-K Teacher	Capitol Hill	BA
Lee	Kamishia	Art Teacher	Capitol Hill	BA
McClaron	Maisha	MS Science Teacher	Capitol Hill	BA
Olson	Tracy	MS Social Studies	Capitol Hill	MA
Propst	Carl	Music Teacher	Capitol Hill	BA
Rosenberg	Abigail	2/3 Math/Science Teacher	Capitol Hill	MA
Scott	Ciera	2/3 ELA/Social Studies Teacher	Capitol Hill	MA
Solomon	Lapeta	MS ELA Teacher	Capitol Hill	MA
Washington	Wanda	Pre-K Instructional Assistant	Capitol Hill	HS Diploma +college credits
Williams	Karl	Inclusion Teacher	Capitol Hill	MA
Barge	Nia	Drama Teacher	Congress Heights	MA
DeTurris	Christopher	MS Social Studies Teacher	Congress Heights	BA
Fernandez	Tamika	4/5 Math Science Teacher	Congress Heights	BA
Gilmore	Brittany	Pre-K Instructional Assistant	Congress Heights	HS Diploma+college credits
Ivy	Shemeka	4/5 ELA/Social Studies Teacher	Congress Heights	BA
Johnson-Fleming	Quiana	Dean of Instruction	Congress Heights	BA
Kim	Linda	1st Grade Teacher	Congress Heights	BA
Martin	Leonard	2/3 ELA/Social Studies Teacher	Congress Heights	BA
Oftedahl	Wendy	MS ELA Teacher	Congress Heights	MA
Patterson	Megan	Inclusion Teacher	Congress Heights	MA
Pierce	Derek	Inclusion Teacher	Congress Heights	MA
Reid	Quintin	P.E. Teacher	Congress Heights	BA
Scott	Mychelle	Dean of Interventions	Congress Heights	BA
Smith	Racquel	MS Science Teacher	Congress Heights	MA
Snowden	Aaron	1st Grade Instructional Assistant	Congress Heights	AA
Thompson	Shervon	Pre-K Teacher	Congress Heights	BA
Washabaugh	Michael	2/3 Math/Science Teacher	Congress Heights	BA
Wayne	Paul	K Instructional Assistant	Congress Heights	AA
White	William	Inclusion Teacher	Congress Heights	MA
White	Niya	Principal	Congress Heights	MA
Winters	Brittany	K Teacher	Congress Heights	BA
Adams	Sarah	2/3 Math/Science Teacher	Petworth	MA
Adeola	Rashidat	4/5 Math/Science Teacher	Petworth	BA
Bowles	Latia	Pre-K Teacher	Petworth	BA
Brathwaite	KuWanda	Counselor	Petworth	MA
Burgy	Nazo	Principal	Petworth	MA
Chavez	Melanie	Inclusion Teacher	Petworth	MA
Daniel	Samantha	P.E. Teacher	Petworth	BA

Feldtmose	Emily	MS Math Teacher	Petworth	MA
Felix	June	K Instructional Assistant	Petworth	MA
Greenwell	Chantya	Pre-K Instructional Assistant	Petworth	MA
Groff	Hannah	ESL Teacher	Petworth	BA
Jackson	Brianna	Inclusion Teacher	Petworth	BA
Jacobs	Mike	K Teacher	Petworth	BA
Joyner	Mark	MS Science Teacher	Petworth	BA
Luke	Monica	Assistant Principal	Petworth	MA
Massaro	Stephanie	Inclusion Teacher	Petworth	MA
Nuzzelillo	Shannon	4/5 ELA/Social Studies Teacher	Petworth	MA
O'Malley	Tara	2/3 ELA/Social Studies Teacher	Petworth	BA
Ramsey-Macomber	Trevor	ESL Teacher	Petworth	BA
Reed	Kaitlin	1 st Grade Teacher	Petworth	MA
Waters	Katie	MS ELA Teacher	Petworth	MA
Yoerger	Ashley	MS Social Studies Teacher	Petworth	MA
Yost	Jonella	ESL Teacher	Petworth	BA
Adams	Emily	K Teacher	Shaw	BA
Barcelli	Nina	MS Science Teacher	Shaw	BA
Brown	Connie	1 st Grade Instructional Assistant	Shaw	HS Diploma
Campbell	Audrey	2/3 Math Science Teacher	Shaw	MA
Colo	Jerry	Spanish Teacher	Shaw	BA
Davis	Nia	1 st Grade Teacher	Shaw	BA
Edmonds	Malcom	Dedicated Aide	Shaw	HS Diploma
Fleming	Bethany	4/5 ELA/Social Studies Teacher	Shaw	MA
Fuller	Kimberly	4/5 Math/Science Teacher	Shaw	BA
Gentile	David	MS ELA Teacher	Shaw	MA
Gillmeister	Alison	ESL Teacher	Shaw	BA
Graves	Frances	Dedicated Aide	Shaw	HS Diploma
Jones	Patrice	Inclusion Teacher	Shaw	MA
Larkin	Kayla	2/3 ELA/Social Studies	Shaw	MA
McCloud	Alicia	Assistant Principal	Shaw	MA
McColl-Batie	Melanie	Counselor	Shaw	MA
Moulta-Ali	Nadine	MS Math Teacher	Shaw	MA
Oyelakin	Jamie	MS Social Studies Teacher	Shaw	MA
Petrov	Elizabeth	Inclusion Teacher	Shaw	BA
Rutledge	Kathy	Pre-K Instructional Assistant	Shaw	HS Diploma+College Credits
Shaw	Nedra	Pre-K Teacher	Shaw	BA
Strawbridge	Monica	Music Teacher	Shaw	MA
Taylor	Natasha	Dean of Instruction	Shaw	BA
Thompson	Natasia	ESL Teacher	Shaw	BA
Tyson	Brandy	Principal	Shaw	BA
Bailey	Sidney	Assistant Principal	Trinidad	BA
Boyd	Zaneta	Dean of Instruction	Trinidad	MA

Brown	Courtney	Inclusion	Trinidad	MA
Brown	Malik	K Instructional Assistant	Trinidad	BA
Chisley	Michael	Intervention Coach	Trinidad	BA
Christian	Vernetta	Principal	Trinidad	MA
Crowe	Sean	MS Science Teacher	Trinidad	BA
Davis	Julian	P.E. Teacher	Trinidad	BA
Fernandez	Avanti	2/3 ELA/Social Studies Teacher	Trinidad	MA
Harris	Danielle	Inclusion Teacher	Trinidad	MA
Harris	Whitney	Pre-K Instructional Assistant	Trinidad	BA
Harris	Teresa	2/3 Math/Science Teacher	Trinidad	MA
Hill	Tori	1 st Grade Teacher	Trinidad	MA
Holmes	Bruce	Counselor	Trinidad	MA
Jones	Jamille	Art Teacher	Trinidad	BA
Knatt	Yasmine	Pre-K Teacher	Trinidad	BA
May	Rachel	K Teacher	Trinidad	BA
Prophet	Aisha	1 st Grade Instructional Assistant	Trinidad	BA
Ralph	Patricia	MS Social Studies Teacher	Trinidad	MA
Robertson	Jonathan	4/5 Math/Science Teacher	Trinidad	MA
Wagstaffe	Tanya	4/5 ELA/Social Studies	Trinidad	MA
Williams	Shonta	MS ELA Teacher	Trinidad	MA
Zaid	Khaatima	Inclusion Teacher	Trinidad	BA

V. APPENDIX B – Board Roster

<p>Thomas O'Hara, Chair 900 2nd Street NE, Suite 221 Washington, DC 20002 E: tgohara@earthlink.net DC resident Term Date: 03/15/2012 Term Expiration: 06/30/2018</p>	<p>Margaret Horn, Member 900 2nd Street NE, Suite 221 Washington, DC 20002 E: mhorn@parcc.org DC resident Term Date: 06/30/2012 Term Expiration: 06/30/2018</p>
<p>George W. Brown, Vice-Chair 900 2nd Street NE, Suite 221 Washington, DC 20002 E: gwb@rcn.com DC resident Term Date: 08/01/2010 Term Expiration: 06/30/2016</p>	<p>Jessica Sutter, Member 900 2nd Street NE, Suite 221 Washington, DC 20002 E: jessica.g.sutter@gmail.com DC resident Term Date: 03/15/2013 Term Expiration: 06/30/2019</p>
<p>Betsy Hanlon, Treasurer 900 2nd Street NE, Suite 221 Washington, DC 20002 E: betsy.hanlon2@verizon.net DC resident Term Date: 03/15/2013 Term Expiration: 06/30/2019</p>	<p>F. John Duncan 900 2nd Street NE, Suite 221 Washington, DC 20002 E: fjduncan@gmail.com DC resident Term Date: 06/30/2014 Term Expiration: 06/30/2017</p>
<p>Lydia Adelfio, Secretary 900 2nd Street NE, Suite 221 Washington, DC 20002 E: adelfiol@gmail.com Term Date: 03/15/2013 Term Expiration: 06/30/2019</p>	<p>Nasir Qadree 900 2nd Street NE, Suite 221 Washington, DC 20002 E: nasir@vilcap.com DC resident Term Date: 03/16/2016 Term Expiration: 06/30/2019</p>
<p>Jack Griffin, Member 900 2nd Street NE, Suite 221 Washington, DC 20002 E: jackgrfn@aol.com Term Date: 08/01/2008 Term Expiration: 06/30/2017</p>	<p>Diedra Henry-Spires, Member Parent (Congress Heights Campus) 900 2nd Street NE, Suite 221 Washington, DC 20002 E: dhenryspires@gmail.com DC resident Term Date: 06/30/2013 Term Expiration: 06/30/2017</p>
<p>Ralph Boyd, Member 900 2nd Street NE, Suite 221 Washington, DC 20002 E: ralphboyd7@gmail.com Term Date: 03/15/2009 Term Expiration: 06/30/2018</p>	<p>Tiffany Tabb Parent (Brightwood Campus) 900 2nd Street NE, Suite 221 Washington, DC 20002 E: tiffany.tabb@uspto.gov DC resident Term Date: 03/15/2016 Term Expiration: 06/30/2018</p>

<p>Joe Bruno, Member 900 2nd Street NE, Suite 221 Washington, DC 20002 E: jbruno@buildinghope.org Term Date: 08/01/2008 Term Expiration: 06/30/2016</p>	<p>Russ Williams, Member <i>ex officio</i> 900 2nd Street NE, Suite 221 Washington, DC 20002 E: rwilliams@centercitypcs.org DC resident</p>
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VI. APPENDIX C – Unaudited Year End Financial Statement

Financial Row	Amount
Total - 55000 - Labor - Salaries & Wages, & FTE Contractors	\$16,359,323.48
60000 - Operations	
61000 - Educational Operations	
61110 - Textbooks, Workbooks	\$90,644.09
61115 - Enrichment	\$13,800.54
61120 - Educational Supplies	\$278,561.95
61130 - Library and General Media	\$104,266.87
61135 - Online Learning Subscriptions	\$41,714.40
61140 - Assessment & Student data	\$84,700.68
61145 - Contracted Student Services	
55154 - Contracted Program Staff ETES	\$180,456.91
55155 - Con't Program Staff PAS	\$68,170.00
55156 - Contracted Program Staff MACS	\$3,713.00
55171 - Contracted Program Staff Gen'l Acad CAMPUS	\$71,591.16
55172 - Contracted Program Staff Gen'l SPED	\$11,575.00
Total - 61145 - Contracted Student Services	\$335,506.07
61160 - Field Trip, Extracurricular & Student Activities	
61150 - Student Transportation & Lodging	\$38,998.60
61161 - Field Trip	\$101,695.57
61162 - Extracurricular & Student Activities	
61162 - Extracurricular & Student Activities	\$42,346.37
61175 - Extracurricular & Student Activities - Summer School	\$1,864.50
61176 - Extracurricular & Student Activities - Ext Learn	\$13,407.65
Total - 61162 - Extracurricular & Student Activities	\$57,618.52
Total - 61160 - Field Trip, Extracurricular & Student Activities	\$198,312.69
61180 - Student Meals & Snacks	\$990,931.81
61190 - Other Direct Student Expense	\$77,682.89
Total - 61000 - Educational Operations	\$2,216,121.99
70000 - Occupancy Costs	
70110 - Rent & Parking	
70111 - Rent	\$2,415,403.33
70112 - Parking	\$23,725.00
Total - 70110 - Rent & Parking	\$2,439,128.33
70120 - Utilities (gas, electric, water)	\$277,614.44
70150 - Building Maintenance & Repairs	\$144,341.30
70160 - Janitorial Service	\$509,474.16
70165 - Contracted Building Services	\$124,770.81
70170 - Janitorial Supplies	\$98,400.00
70180 - Depreciation Expense - LHI	\$314,633.25
70220 - Depreciation Expense - FF&E	\$230,269.68
Total - 70000 - Occupancy Costs	\$4,138,631.97
80000 - General & Administrative	
81000 - Office Expenses	
70158 - Computers and Peripherals (<\$1000)	\$244,661.14
81111 - Office Supplies & Materials	\$16,937.28
81120 - Software & IT Services	
81120 - Software & IT Services	\$120,641.43
55163 - Contracted Program Staff CITI	\$15,666.50
Total - 81120 - Software & IT Services	\$136,307.93
81130 - Office Equip Rent & Maint	\$108,218.24
81140 - Telecomm & Internet	\$42,931.83
81170 - Printing & Copying	\$16,866.57
81180 - Postage, Shipping, Mailing	\$14,799.79
81190 - Other Misc Office Expense	\$44,297.59
Total - 81000 - Office Expenses	\$625,020.37
83000 - Administrative & HR	
83320 - Insurance - General Liability	\$80,800.28
83330 - Dues & Memberships	\$18,364.47
83340 - PCSB Admin Fee	\$275,055.20
83360 - Advertising & Recruitment	
83610 - Teacher Recruiting	\$40,523.10
83612 - Background chks / Interviews	\$14,137.53
83620 - Student Recruiting Advertising	\$51,195.24

Financial Row	Amount
Total - 40000 - REVENUE	\$26,825,165.18
44905 - Miscellaneous Income	\$36,632.01
Total - Income	\$26,861,797.19
Gross Profit	\$26,861,797.19
Expense	
55000 - Labor - Salaries & Wages, & FTE Contractors	
55100 - Salaries & Wages, & Fringe	
55101 - Salaries and Wages	
55110 - Salary - Executives & Principals	
55111 - Salary - Executives	\$244,502.44
55112 - Salary - Principals / Campus Leadership	\$1,098,480.21
Total - 55110 - Salary - Executives & Principals	\$1,342,982.65
55115 - Salary - Non-Exec	
55120 - Salary - Teachers	\$6,996,245.54
55122 - Salary - Substitute Teachers	\$86,871.88
55125 - Salary - Special Education Staff Account	\$658,956.27
55127 - Salary - Summer Program Teachers	\$114,683.76
55130 - Salary - Instr Assistants	\$414,217.77
55140 - Salary - Other Ed Professionals	\$834,457.43
55220 - Salary - Business, OPS, Custodial	\$1,642,650.00
55230 - Salary - Admin, Cafeteria & Clerical	\$316,964.17
55250 - S & W Part-time & Other Ext Learning.	
55250 - S & W Part-time & Other Ext Learning.	\$270,279.86
55261 - S & W Part-time & Other Acad CAMPUS	\$8,590.00
55267 - S & W Part-time & Other Curriculum Writting	\$36,000.00
Total - 55250 - S & W Part-time & Other Ext Learning.	\$314,869.86
Total - 55115 - Salary - Non-Exec	\$11,379,916.68
55270 - PTO / Vacation Expense	\$28,580.23
Total - 55101 - Salaries and Wages	\$12,751,479.56
55300 - Fringe	
55310 - Employee Benefits	
55311 - Employer Paid Health Insurance	\$1,143,995.19
55312 - Dental Insurance	\$72,524.15
55313 - Vision Insurance	\$14,774.06
55314 - STD / LTD	\$41,690.55
55315 - Life Insurance	\$7,221.00
55317 - Benefit Administrative Fees	\$1,334.85
55320 - Employer 401K Match	\$477,514.59
Total - 55310 - Employee Benefits	\$1,759,054.39
55330 - Payroll Tax Expense	
55331 - Employer FICA Taxes	\$951,467.39
55332 - Employer SUI	\$133,688.58
Total - 55330 - Payroll Tax Expense	\$1,085,155.97
55340 - Workers Comp Insurance	\$67,373.00
Total - 55300 - Fringe	\$2,911,583.36
Total - 55100 - Salaries & Wages, & Fringe	\$15,663,062.92
55150 - FTE Contractors	
55151 - Contracted Program Staff (1)	
55152 - Contracted Program Staff Gen'l	\$290,529.90
55182 - Grad Student Interns	\$6,700.00
Total - 55151 - Contracted Program Staff (1)	\$297,229.90
Total - 55150 - FTE Contractors	\$297,229.90
55400 - Employee Dev & Motivation	
55350 - Staff Appreciation	\$130,570.71
55360 - Professional Development	
55362 - Professional Development - Gen'l	\$251,711.44
83100 - Travel	
83110 - Air Travel	\$8,849.38
83120 - Ground (Taxi, park, etc.)	\$1,497.12
83140 - Meals / Food for Events	\$6,402.01
Total - 83100 - Travel	\$16,748.51
Total - 55360 - Professional Development	\$268,459.95
Total - 55400 - Employee Dev & Motivation	\$399,030.66

Financial Row	Amount
Total - 55000 - Labor - Salaries & Wages, & FTE Contractors	\$16,359,323.48
60000 - Operations	
61000 - Educational Operations	
61110 - Textbooks, Workbooks	\$90,644.09
61115 - Enrichment	\$13,800.54
61120 - Educational Supplies	\$278,561.95
61130 - Library and General Media	\$104,266.87
61135 - Online Learning Subscriptions	\$41,714.40
61140 - Assessment & Student data	\$84,700.68
61145 - Contracted Student Services	
55154 - Contracted Program Staff ETES	\$180,456.91
55155 - Con't Program Staff PAS	\$68,170.00
55156 - Contracted Program Staff MACS	\$3,713.00
55171 - Contracted Program Staff Gen'l Acad CAMPUS	\$71,591.16
55172 - Contracted Program Staff Gen'l SPED	\$11,575.00
Total - 61145 - Contracted Student Services	\$335,506.07
61160 - Field Trip, Extracurricular & Student Activities	
61150 - Student Transportation & Lodging	\$38,998.60
61161 - Field Trip	\$101,695.57
61162 - Extracurricular & Student Activities	
61162 - Extracurricular & Student Activities	\$42,346.37
61175 - Extracurricular & Student Activities - Summer School	\$1,864.50
61176 - Extracurricular & Student Activities - Ext Learn	\$13,407.65
Total - 61162 - Extracurricular & Student Activities	\$57,618.52
Total - 61160 - Field Trip, Extracurricular & Student Activities	\$198,312.69
61180 - Student Meals & Snacks	\$990,931.81
61190 - Other Direct Student Expense	\$77,682.89
Total - 61000 - Educational Operations	\$2,216,121.99
70000 - Occupancy Costs	
70110 - Rent & Parking	
70111 - Rent	\$2,415,403.33
70112 - Parking	\$23,725.00
Total - 70110 - Rent & Parking	\$2,439,128.33
70120 - Utilities (gas, electric, water)	\$277,614.44
70150 - Building Maintenance & Repairs	\$144,341.30
70160 - Janitorial Service	\$509,474.16
70165 - Contracted Building Services	\$124,770.81
70170 - Janitorial Supplies	\$98,400.00
70180 - Depreciation Expense - LHI	\$314,633.25
70220 - Depreciation Expense - FF&E	\$230,269.68
Total - 70000 - Occupancy Costs	\$4,138,631.97
80000 - General & Administrative	
81000 - Office Expenses	
70158 - Computers and Peripherals (<\$1000)	\$244,661.14
81111 - Office Supplies & Materials	\$16,937.28
81120 - Software & IT Services	
81120 - Software & IT Services	\$120,641.43
55163 - Contracted Program Staff CITI	\$15,666.50
Total - 81120 - Software & IT Services	\$136,307.93
81130 - Office Equip Rent & Maint	\$108,218.24
81140 - Telecomm & Internet	\$42,931.83
81170 - Printing & Copying	\$16,866.57
81180 - Postage, Shipping, Mailing	\$14,799.79
81190 - Other Misc Office Expense	\$44,297.59
Total - 81000 - Office Expenses	\$625,020.37
83000 - Administrative & HR	
83320 - Insurance - General Liability	\$80,800.28
83330 - Dues & Memberships	\$18,364.47
83340 - PCSB Admin Fee	\$275,055.20
83360 - Advertising & Recruitment	
83610 - Teacher Recruiting	\$40,523.10
83612 - Background chks / Interviews	\$14,137.53
83620 - Student Recruiting Advertising	\$51,195.24

Financial Row	Amount
83622 - Student Recruiting Events	\$5,824.09
83630 - Professional Recruiting Other	\$4,972.04
Total - 83360 - Advertising & Recruitment	\$116,652.00
Total - 83000 - Administrative & HR	\$490,871.95
85000 - Acc't, Finance & Legal	
85160 - Acctg, Audit & Payroll Fees	
85150 - Legal Fees	
85150 - Legal Fees	\$48,373.51
Total - 85150 - Legal Fees	\$48,373.51
85161 - Payroll & 401(k) Admin Fees	\$55,758.52
85163 - Acc't Fees	\$87,394.47
85165 - Audit fees	\$40,312.33
Total - 85160 - Acctg, Audit & Payroll Fees	\$231,838.83
85410 - Bank Fees, Fines & Bad Debt Expense	
85411 - Bank Fees	\$10,912.95
Total - 85410 - Bank Fees, Fines & Bad Debt Expense	\$10,912.95
Total - 85000 - Acc't, Finance & Legal	\$242,751.78
Total - 80000 - General & Administrative	\$1,358,644.10
Total - 60000 - Operations	\$7,713,398.06
Total - Expense	\$24,072,721.54
Net Ordinary Income	\$2,789,075.65
Net Income	\$2,789,075.65

Center City Public Charter Schools, Inc.

Balance Sheet
End of Jun 2016

Financial Row	Amount
ASSETS	
Current Assets	
Bank	
10120 - M&T Consolidated Account	
10202 - M&T Operating Acct x9028	\$7,313,193.80
10207 - M&T Operating Deposit Acc't x1505	\$158,440.13
Total - 10120 - M&T Consolidated Account	\$7,471,633.93
Total Bank	\$7,471,633.93
Accounts Receivable	
11100 - A/R	
11100 - A/R	\$252,237.85
11200 - PCSB per Pupil & Grants Receivable	
11210 - G/R PCSB Per Pupil	
11215 - SPED Blackman Jones	\$65,977.00
11217 - G/R - Summer School	\$9,958.46
Total - 11210 - G/R PCSB Per Pupil	\$75,935.46
11220 - DC OSSE G/R	
11223 - G/R Food Service - HSA	\$6,310.55
11224 - G/R - Food Program	\$125,915.16
11227 - IDEA 611	\$22,957.76
Total - 11220 - DC OSSE G/R	\$155,183.47
11300 - G/R Federal Grants	
11302 - G/R - Federal eRate	\$9,713.76
Total - 11300 - G/R Federal Grants	\$9,713.76
Total - 11200 - PCSB per Pupil & Grants Receivable	\$240,832.69
11370 - A/R Other Income	\$47,375.22
Total - 11100 - A/R	\$540,445.76
Total Accounts Receivable	\$540,445.76
Other Current Asset	
11400 - Other Current Assets	
11410 - Prepaid Expenses	
11410 - Prepaid Expenses	\$36,700.25
11411 - Prepaid Rent	\$179,856.23
11412 - Prepaid Insurance	\$190,474.13
11415 - Prepaid IT / Telecom	\$15,601.50
11418 - Prepaid Other	\$80,731.95
Total - 11410 - Prepaid Expenses	\$503,364.06
11420 - Security Deposits	
11422 - Security Deposits - Gen'l	\$148,323.09
11424 - Security Deposits - Acc't & HR Services	\$50,000.00
Total - 11420 - Security Deposits	\$198,323.09
Total - 11400 - Other Current Assets	\$701,687.15
Total Other Current Asset	\$701,687.15
Total Current Assets	\$8,713,766.84
Fixed Assets	
16100 - Fixed Assets	
16130 - Leasehold Improvements (LHI)	\$3,848,705.86
16140 - Furniture, Fixtures & Equipment (FF&E)	
16141 - Furniture and Fixtures	\$606,149.37
16142 - Computers and Equipments	\$1,286,517.68
Total - 16140 - Furniture, Fixtures & Equipment (FF&E)	\$1,892,667.05
16160 - Construction In Progress (CIP)	\$51,890.75
17100 - Accumulated Depreciation	
17130 - Accum Deprec - LHI	(\$2,768,025.74)
17141 - Accum Deprec - FF&E	(\$304,461.87)
17142 - Accum Deprec - Computers and Equip	(\$901,983.16)

Financial Row	Amount
Total - 17100 - Accumulated Depreciation	(\$3,974,470.77)
Total - 16100 - Fixed Assets	\$1,818,792.89
Total Fixed Assets	\$1,818,792.89
Total ASSETS	\$10,532,559.73
LIABILITIES & EQUITY	
Current Liabilities	
Accounts Payable	
20100 - Accounts Payable	
20110 - A/P	\$286,036.10
Total - 20100 - Accounts Payable	\$286,036.10
Total Accounts Payable	\$286,036.10
Other Current Liability	
22100 - Accrued Expenses	
22106 - Accrued Expense	\$210,051.58
22110 - Accrued Payroll	
22112 - Payroll Accrual (Salaries Payable)	\$199,821.41
22114 - Payroll Accrual Summer	\$717,423.86
Total - 22110 - Accrued Payroll	\$917,245.27
Total - 22100 - Accrued Expenses	\$1,127,296.85
23000 - Payroll Liabilities	
23000 - Payroll Liabilities	(\$2,674.10)
23120 - Leave Payable	\$193,745.99
Total - 23000 - Payroll Liabilities	\$191,071.89
24100 - Short Term Liabilities	
24300 - Deferred Revenue	
24300 - Deferred Revenue	\$5,149.09
Total - 24300 - Deferred Revenue	\$5,149.09
24390 - Deferred Rent Expense	\$239,326.74
24400 - Security Deposits (Liability)	\$150.00
Total - 24100 - Short Term Liabilities	\$244,625.83
Total Other Current Liability	\$1,562,994.57
Total Current Liabilities	\$1,849,030.67
Equity	
Retained Earnings	\$5,894,453.41
Net Income	\$2,789,075.65
Total Equity	\$8,683,529.06
Total LIABILITIES & EQUITY	\$10,532,559.73

VII. APPENDIX D – Approved 2016-17 Budget

FY17 Budget Final

Center City PCS

Income Statement	SY15-16	SY16-17
Account	Current	Future
Students	1,438	1,430
Revenue		
04 - State and Local Revenue		
400 - Per-Pupil Operating Revenue		
4000 - Per-pupil alloc	14,740,127	15,080,628
4010 - Per-pupil SpEd alloc	1,664,156	1,687,996
4020 - Per-pupil LEP/NEP alloc	655,803	665,197
4030 - Per-pupil summer alloc	19,184	-
4040 - Per-pupil At Risk	1,494,801	1,516,031
Total 400 - Per-Pupil Operating Revenue	18,574,071	18,949,852
410 - Per-Pupil Facility Revenue		
4100 - Per-pupil facility alloc	4,492,312	4,467,320
Total 410 - Per-Pupil Facility Revenue	4,492,312	4,467,320
420 - Other Local Revenue		
4200 - Local grants	160,213	70,000
4210 - Local programs	51,880	53,139
Total 420 - Other Local Revenue	212,093	123,139
Total 04 - State and Local Revenue	23,278,477	23,540,311
05 - Federal Revenue		
500 - Federal Grants		
5000 - NCLB Title 1	787,773	801,975
5001 - NCLB Title 2	201,159	207,105
5002 - NCLB Title 3	16,710	15,768
5003 - IDEA 611	279,685	243,009
5004 - IDEA 619	1,504	1,504
5030 - Competitive federal grants	299,000	192,953
Total 500 - Federal Grants	1,585,832	1,462,313
510 - Federal Programs		
5100 - National school lunch prog	789,494	808,654
5120 - Medicaid program	24,562	25,000
Total 510 - Federal Programs	814,055	833,654
Total 05 - Federal Revenue	2,399,887	2,295,968
06 - Private Revenue		
600 - Private Grants		
6020 - Foundation grants	190,400	90,400
Total 600 - Private Grants	190,400	90,400
620 - Private Contributions		
6200 - Individual contributions	100,000	100,000
Total 620 - Private Contributions	100,000	100,000
630 - Activity Fees		
6300 - Before care after care fees	239,149	237,818
6301 - Supplemental summer fees	45,000	44,750
6320 - Club & other fees	5,777	5,745
Total 630 - Activity Fees	289,926	288,313
650 - Additional Revenue		
6560 - Miscellaneous revenue	64,746	-
Total 650 - Additional Revenue	64,746	-
Total 06 - Private Revenue	645,072	478,713
Total Revenue	26,323,435	26,314,992
Operating Expense		
07 - Staff-Related Expense		
700 - Curricular Salaries		
7000 - Leadership salaries	1,333,120	1,412,255

7010 · Teacher salaries	6,065,029	6,043,591
7011 · SpEd salaries	1,172,101	1,439,382
7014 · Substitute salaries	77,250	77,250
7020 · Teacher aides salaries	564,218	692,419
7090 · Curricular bonuses	85,000	31,000
Total 700 · Curricular Salaries	9,296,718	9,764,397
710 · Supplemental Service Salaries		
7100 · Student support salaries	1,398,986	1,724,807
7120 · Clerical salaries	391,116	405,353
7130 · Business, operations salaries	1,580,525	1,557,532
7160 · Other service salaries	275,000	85,000
Total 710 · Supplemental Service Salaries	3,645,626	3,772,692
720 · Supplemental Program Salaries		
7211 · Before care after care salaries	299,730	299,730
7212 · Summer school salaries	132,500	132,500
Total 720 · Supplemental Program Salaries	432,230	432,230
740 · Employee Benefits		
7410 · Health insurance	1,554,679	1,858,140
7460 · Workers' comp insurance	68,840	76,831
Total 740 · Employee Benefits	1,623,519	1,934,971
750 · Payroll Taxes		
7500 · Social security & medicare	1,033,789	1,068,653
7510 · State unemployment tax	119,925	132,210
Total 750 · Payroll Taxes	1,153,714	1,200,863
760 · Professional Development		
7600 · Staff development (non-travel)	257,420	264,916
Total 760 · Professional Development	257,420	264,916
770 · Contracted Staff		
7711 · Curricular contract staff	303,850	189,350
7713 · Sup prog contract staff	54,000	30,300
Total 770 · Contracted Staff	357,850	219,650
780 · Other Staff Expense		
7800 · Staff recruiting	35,000	39,170
7810 · Staff background checks	22,000	24,621
7820 · Staff meals, events, & awards	20,000	22,383
7830 · Staff travel (non-development)	12,500	13,989
Total 780 · Other Staff Expense	89,500	100,163
Total 07 · Staff-Related Expense	16,856,577	17,689,882
08 · Occupancy Expense		
800 · Occupancy Rent Expense		
8000 · Rent	2,430,411	2,503,822
Total 800 · Occupancy Rent Expense	2,430,411	2,503,822
810 · Occupancy Service Expense		
8100 · Utilities & garbage removal	346,000	356,380
8110 · Contracted building services	622,394	641,066
8120 · Maintenance and repairs	153,000	157,590
8130 · Janitorial supplies	98,400	101,352
Total 810 · Occupancy Service Expense	1,219,795	1,256,388
Total 08 · Occupancy Expense	3,650,206	3,760,211
09 · Additional Expense		
900 · Direct Student Expense		
9000 · Student supplies, snacks	253,940	253,940
9010 · Student assessment materials	123,000	123,000
9020 · Student textbooks	180,000	240,000
9040 · Library & media materials	10,000	10,243
9050 · Contracted instruction fees	135,000	90,000
9051 · Contracted SpEd instruction	332,240	247,240
9060 · Food service fees	1,078,418	1,104,591
9070 · Student field trips	60,000	72,000
9080 · Student recruiting	35,000	50,000

9085 · Student events	143,000	219,000
9090 · Other student expenses	52,310	51,000
9092 · After care	16,300	16,696
Total 900 · Direct Student Expense	2,419,208	2,477,709
910 · Office Expense		
9100 · Office supplies	206,000	169,809
9110 · Copier rental & services	94,600	103,000
9120 · Telephone & telecommunications	43,600	51,000
9130 · Postage, shipping, delivery	14,830	15,190
9140 · External printing	44,490	45,570
Total 910 · Office Expense	403,520	384,569
920 · Business Expense		
9200 · Business insurance	149,300	95,000
9210 · Authorizer fees	261,868	263,150
9230 · Accounting, auditing, payroll	231,443	238,386
9240 · Legal fees	74,000	76,220
9260 · Computer support fees	129,000	132,870
9280 · Other professional fees	25,000	25,607
9290 · Other expenses	50,245	51,464
Total 920 · Business Expense	920,856	882,697
930 · Dues, Fees, & Losses		
9300 · Dues, fees, and fines	45,000	46,092
Total 930 · Dues, Fees, & Losses	45,000	46,092
Total 09 · Additional Expense	3,788,585	3,791,068
Total Operating Expense	24,295,367	25,241,161
Net Operating Income	2,028,068	1,073,831
Interest, Depreciation		
11000 · Operating asset depreciation	223,355	292,111
11010 · Facility amort & depr	367,920	662,671
Total Interest, Depreciation	591,275	954,782
Total Expenses	24,886,642	26,195,943
Net Income	1,436,793	119,049
Adjustments To Cash Flow		
Operating Activities		
Net Income	1,436,793	119,049
110 · Accounts Receivable	80,000	-
1400 · Prepaid expenses	(36,000)	-
2200 · Accrued salaries	21,537	(53,577)
2240 · Other accrued expenses	0	-
Net Cash Provided by Op Activities, less NI	1,502,330	65,472
Investing Activities		
1600 · FF&E	(77,250)	(79,125)
1620 · Computers	(129,649)	(199,309)
1700 · Accum depr FF&E	76,995	46,855
1720 · Accum depr computers	146,360	245,257
1830 · Leasehold improvements	(397,000)	(525,000)
1910 · Accum amort lease imp	367,920	662,671
Net cash provided by investing activities	(12,624)	151,349
Net cash increase for year	1,489,706	216,821
Cash Flow		
Beginning Cash Balance	4,955,995	6,445,702
Ending Cash Balance	6,445,702	6,662,522
Monthly Expense	2,024,614	2,103,430
Months of Cash	3.18	3.17