

# **WASHINGTON LEADERSHIP ACADEMY**

**Washington Leadership Academy  
3015 4th Street NE  
240-580-3371**

*Annual Report for SY16-17 submitted in accordance with D.C. School Reform Act requirements and guidelines. The Board Chair of Washington Leadership Academy is Rachel Torres.*

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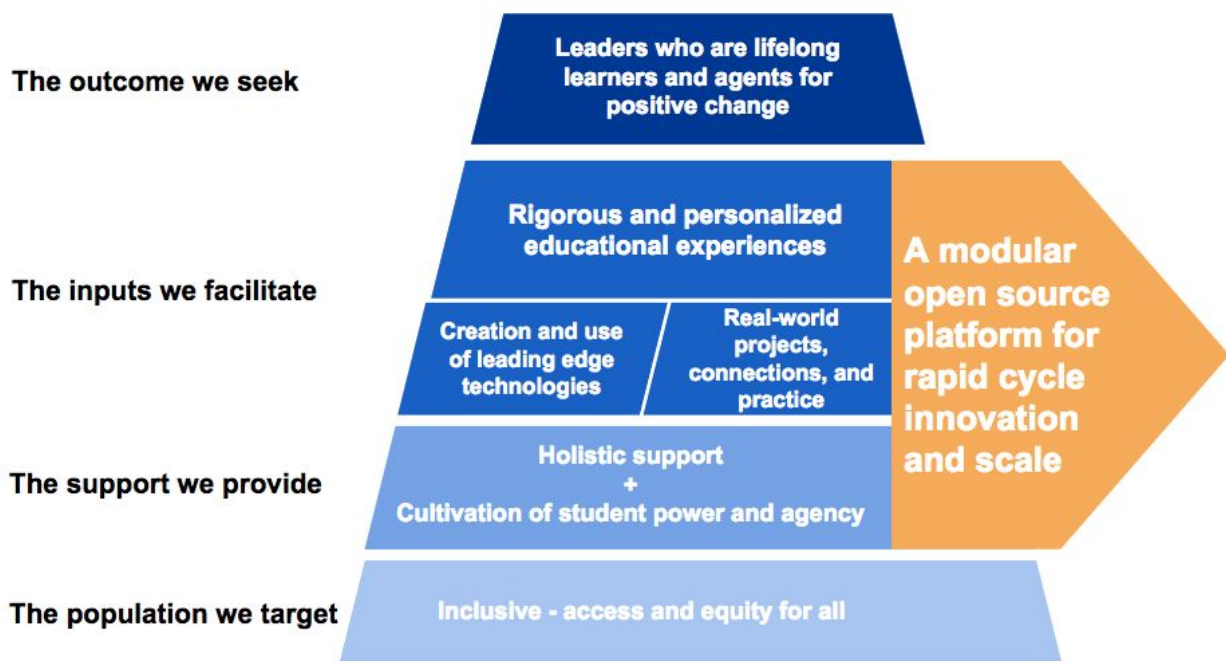
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## School Description

### Mission Statement

The mission of Washington Leadership Academy Public Charter School is to prepare Washington, D.C. scholars with the knowledge, skills, and habits required for success in college and lives of public leadership.

### School Program



### Rigorous and Personalized Academics

Today, even the best schools in the nation tend to “teach to the middle,” primarily using paper and pencil static multiple-choice assessments and *average* test scores to summarize performance. This model virtually ensures that most students are left with significant holes in knowledge and skills when they are promoted from grade to grade. This anachronistic approach to instruction and assessment allows students to advance to new content before truly mastering the prior fundamental building blocks. At WLA, dynamic mastery-based assessments, adaptive software tools, and tech-enabled instruction helps to ensure that our kids are able to demonstrate discrete common core knowledge and skills before moving on. Furthermore, WLA students are able to work at their own pace and select their own topics in many courses.

## **Creation and Use of Leading Edge Technologies**

Students at WLA do not just use technology to learn, they create technology that they can use to learn. Students take four years of computer science. As the 9th grade final exam, students take a web development certification test. In 10th grade, all students take AP Computer Science. In the 11th and 12 Grades, students will specialize in tracks that are aligned to their interests.

## **Real World Projects, Connections, and Practice**

WLA believes that mastering knowledge, skills, and habits requires active application and real practice. At WLA, scholars do not just learn that certain skills will help them to succeed in college, they practice those skills in venues that will cement their understanding. Throughout their junior year scholars will be matched with a government agency, non-profit organization, or social-enterprise that allows them to engage in meaningful service learning every week. In the 12th grade, scholars will create capstone technology projects that use the technological knowledge and skills they have developed to deploy real-world projects to improve their communities.

## **Family Involvement**

Family involvement is prioritized at WLA. Each student is assigned to an adult Advisor who has approximately 10 total students. These Advisors loop with the same students through all grades. Advisors stay closely connected with parents, updating them on weekly basis about student progress. Families are also regularly contacted by members of the administration for both positive and constructive phone calls.

WLA also engages families through routine whole-school emails and calls, as well as weekly conversations about academic performance and behavior with their student's advisor. WLA parents have access to their student's Canvas Account, WLA's learning management system where its gradebook and coursework is housed. WLA also hosts multiple educational and social events for families, including Family Orientation, Data Night (with a discussion around assessment at WLA), Family/Teacher Conferences, and celebration BBQs.

## **Community Involvement**

WLA has worked to foster extensive relationships with nonprofits, businesses, and volunteers in the greater community. WLA is lucky to be supported by a broad range of organizations across the country, including Stemly, which supports culturally relevant STEM curriculum and thinking, Odell Education, a leading ELA curriculum developer, Charter School Growth Fund, a large philanthropic network, and Timelooper, which is creating the world's first modular virtual reality education content for high school.

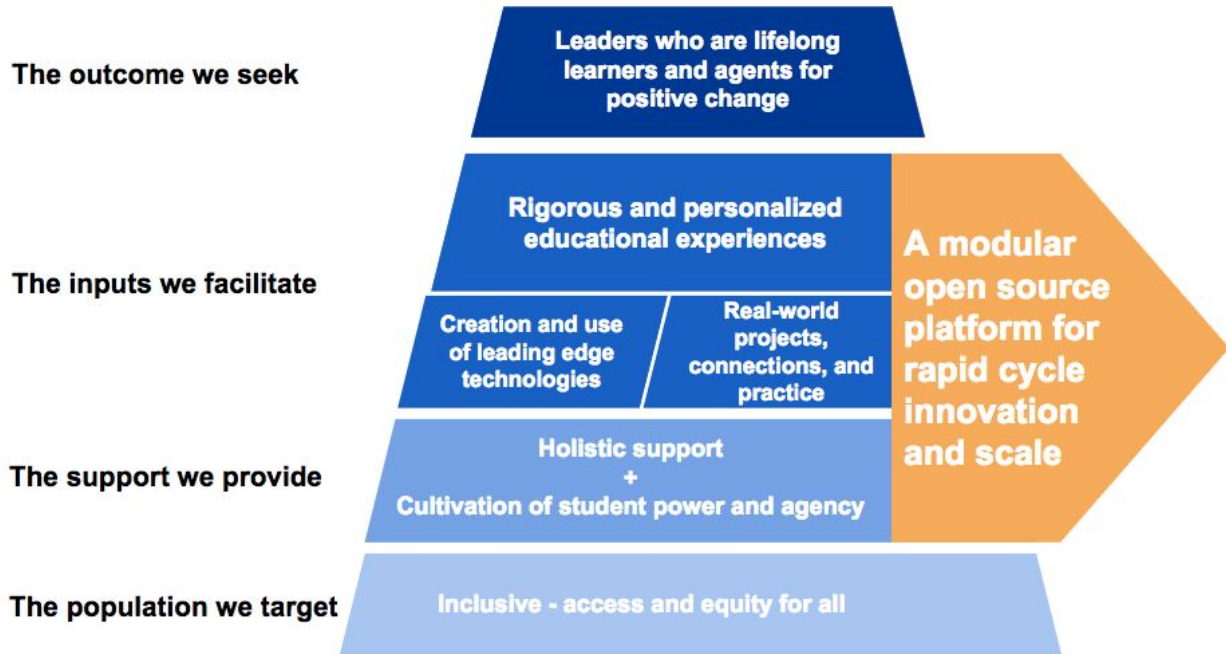
## **Location and Facilities**

Washington Leadership Academy is housed in St. Paul's College, a former seminary college turned school co-location site for both WLA and its neighbor, Lee Montessori Public Charter School. Originally built in 1913, the building's antique stone architecture and massive size helped WLA to be dubbed "high-tech Hogwarts." Its cafeteria is even called the Great Hall! Inside, WLA has a state-of-the-art Maker Space and the fastest wifi of any school in the city.

## School Performance

### Performance and Progress

Performance in each of the core areas of our model is described below this diagram.



Model	Activities	Results
Inclusive - access and equity for all	Strategically recruit kids who have been traditionally systematically disenfranchised	20% Special Education 85% FRPL
	Retain our kids	3/110 students left during the year
	Re-enroll our kids	98/110 came back in year 2
	Maintain inclusionary school culture policies and a restorative practice	10% Suspension rate 0% Expulsion rate
Cultivation of student power and agency	Enable student-led circles and restorative justice procedures	9% of students led a circle

	Provide opportunities for students to lead each other + their communities	5 student groups presented at Town Halls
	Provide opportunities for students to take ownership of the school and their learning and demonstrate self- and community-advocacy	100% of students participated in staff hiring/interviewing 67% recruited kids at middle schools 35% attended a public gathering or meeting and self-advocated
Holistic Support	Build strong relationships - students, staff and families - use circles and Houses/ Advisories	28 contacts per family per year
	Deliver social and emotional learning opportunities	Strong Panorama SEL data
	Provide individual and group therapy	Therapy for students
	Run a robust restorative justice program for community repairs	Restorative circles occur every week
	Provide robust special education support	Moving toward student-led IEPs
Creation and use of leading edge technologies	Provide foundations of CS and AP Computer Science Principles to all students; increasing equity of access	100% of 10th graders take AP Computer Science
	Provide access to Certification programs	100% of 9th graders are taking a web development certification test
	Empower teachers with the tech they need to personalize learning	100% of teachers use tech to personalize learning
	Provide access to a world-class MakerSpace	100% of students will built a production level app by graduation
Real world projects,	Provide interdisciplinary real-world project assignments with an emphasis	Projects every Friday for 3 hours in small groups

connections, and practice	on equity - Project Studio	
	Facilitate a professional work experience for every student	All students will do internships during the 11th grade 1 day / week
	Provide community service connections and opportunities for students	
	Deliver a world-class Leadership Education curriculum	
Rigorous and personalized educational experiences	PARCC testing	See below
	MAP testing	See below

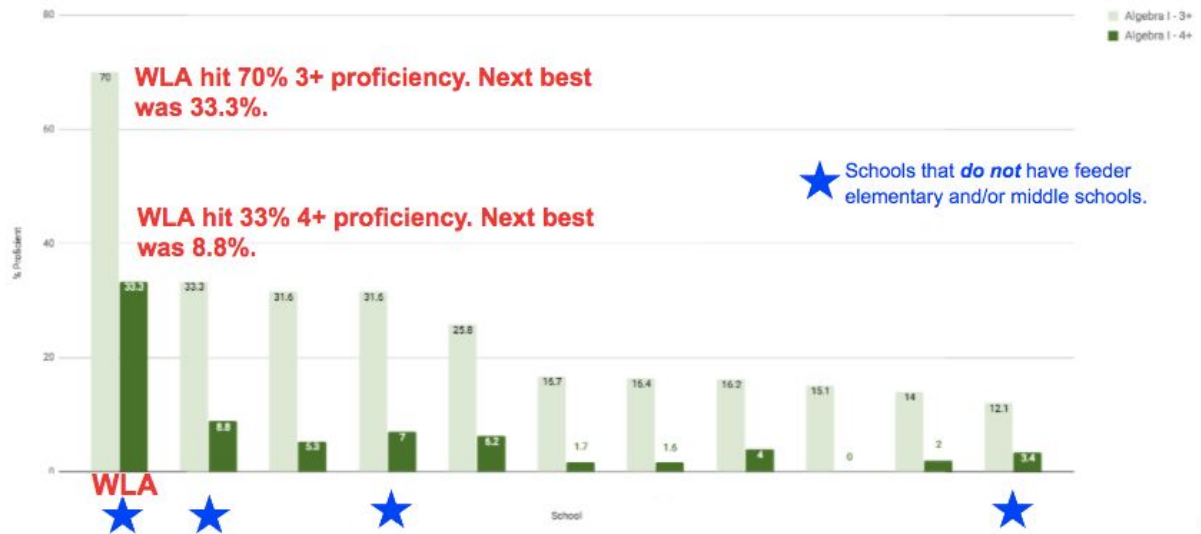


## WLA 9th Grade PARCC Performance

WLA students scored the best of all H.S.'s that reported Algebra I data by over 35%



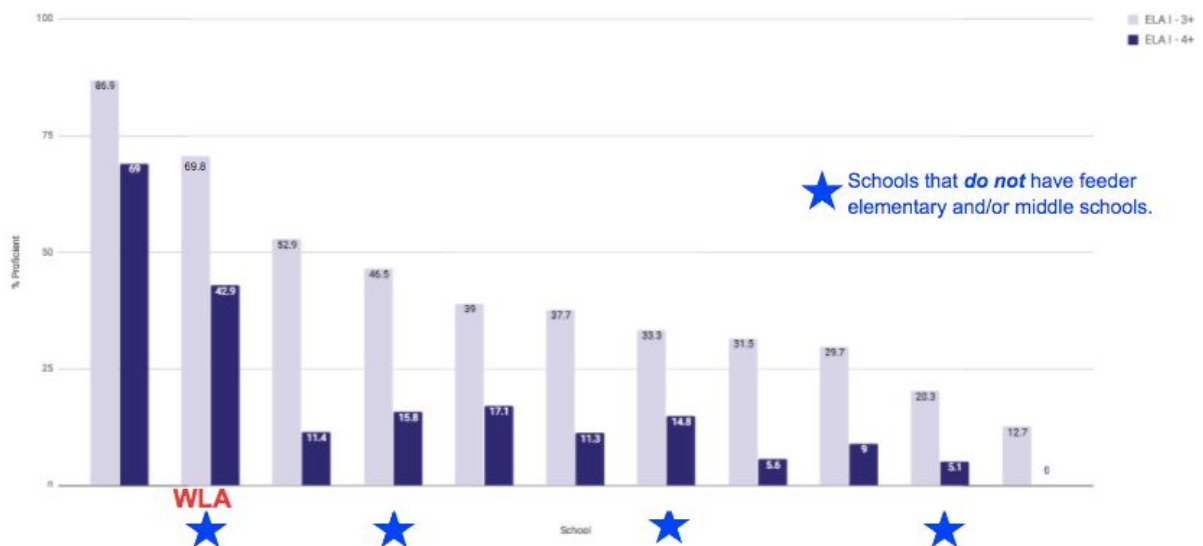
Algebra I 3+ and 4+ Proficiency By School



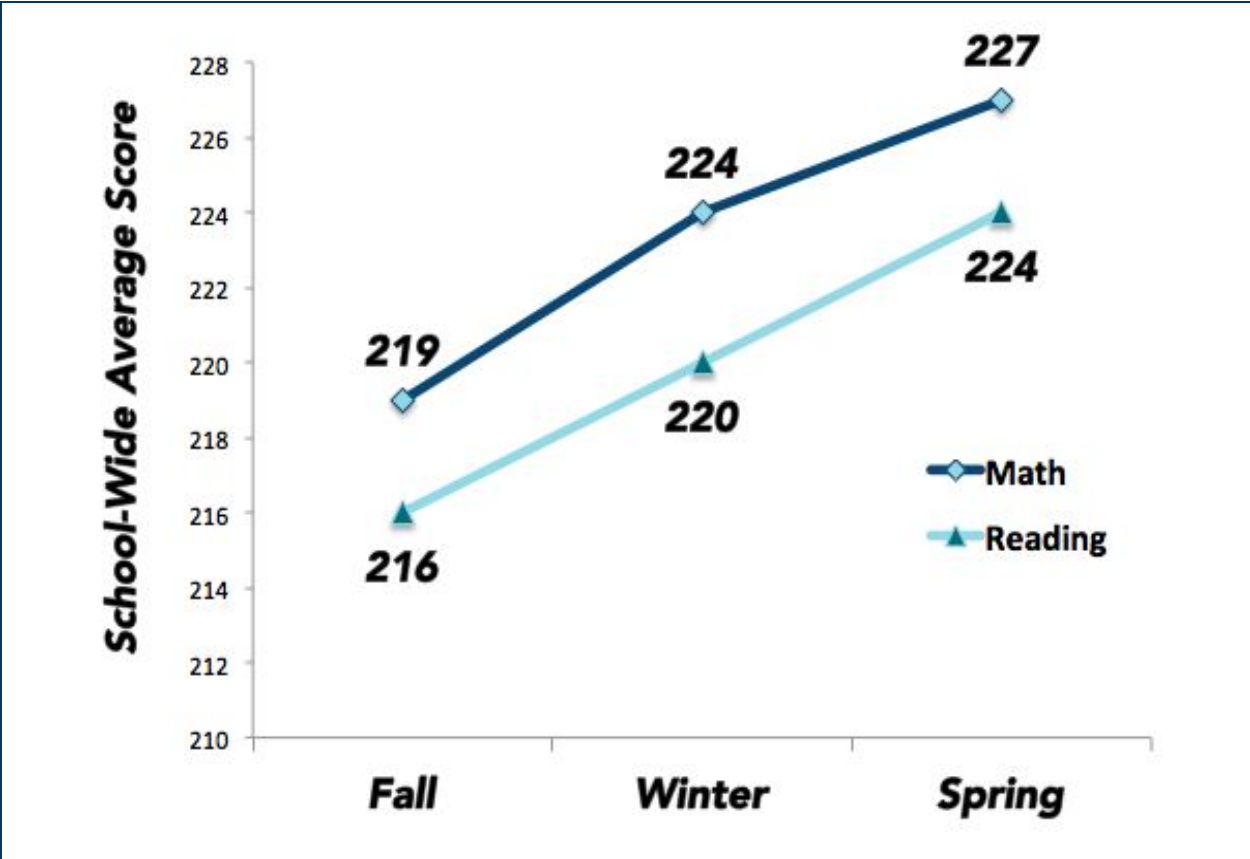
WLA rivaled one of the best high schools in the city in ELA scores, and beat all of the other reporting H.S.'s by at least 16% for 3+ **and beat the third best reporting H.S. by 25.8%**



ELA I 3+ and 4+ Proficiency by School



WLA NWEA MAP Test Results



In Math, WLA ranked in the 96th percentile for growth when compared to schools whose students scored similarly at the beginning of the year.

**96th**  
Percentile

In Reading, WLA ranked in the 99th percentile for growth when compared to schools whose students scored similarly at the beginning of the year.

**99th**  
Percentile

## Unique Accomplishments

- Featured on a national television show that had 8.5 million viewers called **XQ Super Schools Live**.
- 10% of our students are already building web sites for clients after one year of web development instruction.
- Chosen for a partnership with **Restorative Justice DC** to ensure that we are fully utilizing restorative practices in our culture.
- Partnership with **Capital Partners for Education** for long term tutoring and mentoring.
- Hosted a **United Negro College Fund** intern for the summer.
- Partnership with **Microsoft** as part of their TEALS program - they are helping with computer science.
- **Restorative Justice Community of Practice** partnership w/ Valor, Alpha, Brooklyn Lab and others, sponsored by the **Charter School Growth Fund** and hosted by Valor in Nashville.
- Our curriculum, lesson plans, school startup project plan, student handbook, and much more are available openly via Google Docs for other schools to use.
- We launched a blog where teachers and students have begun to post info.
- The **National Charter School Resource Center** will be highlighting our materials to its distribution list of thousands of charters across the country and is filming a case study about WLA.
- Over 50 charter networks and prospective charter school founders have visited WLA.

## List of Donors

The following donors and grantors have contributed monetary or in-kind donations having a value equal to or exceeding \$500 during the 2016-17 school year:

- The XQ SuperSchool Project - \$10,000,000 to a supporting entity of WLA
- Charter School Growth Fund - \$100,000, with \$100,000 additional expected
- Ed Forward DC - \$50,000, a follow-on from an additional \$50,000 the year prior
- Akin Gump - ~\$100,000 in pro bono legal support

## Data Report

### SY 2016-17 Annual Report Campus Data Report

Source	Data Point
PCSB	LEA Name: Washington Leadership Academy PCS
PCSB	Campus Name: Washington Leadership Academy PCS
PCSB	Grades served: 9
PCSB	Overall Audited Enrollment: 110

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

Grade	PK3	PK4	KG	1	2	3	4	5	6
Student Count	0	0	0	0	0	0	0	0	0
Grade	7	8	9	10	11	12	Altern -ative	Adult	SPED *
Student Count	0	0	110	0	0	0	0	0	0

### Student Data Points

School	<b>Total number of instructional days:</b> 185
PCSB	<b>Suspension Rate:</b> 10.0%
PCSB	<b>Expulsion Rate:</b> 0.0%
PCSB	<b>Instructional Time Lost to Out-of-School Suspension Rate:</b> 0.2%
PCSB	<b>In-Seat Attendance:</b> 93.0%
PCSB	<p><b>Average Daily Attendance:</b>                      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. <b>(No action necessary.)</b></p>

PCSB	<b>Midyear Withdrawals:</b> <i>Validated after the annual report deadline.</i>
PCSB	<b>Midyear Entries:</b> <i>Validated after the annual report deadline.</i>
PCSB	<b>Promotion Rate:</b> Not Applicable

**Faculty and Staff Data Points**

School	<b>Teacher Attrition Rate:</b> Not Applicable
School	<b>Number of Teachers:</b> 9
School	<b>Teacher Salary</b> 1. Average: \$72,777.78 2. Range -- Minimum: \$55,000      Maximum: \$88,000

## Appendix A: Staff Roster

Name	Title
Adam Browning	Math Teacher
Anthony Guyton	Dean of Students
Christina Moore	Director of Student Services
Enrique Ramos	Special Education Pathways Teacher & Literacy Studio Teacher
Jacklyn Doig-Keys	Literacy Studio Teacher
Jaishri Shankar	Math Teacher & 9th Grade Team Lead
Joey Webb	Principal
Jordan Budisantoso	Computer Science Teacher & Technology Coordinator
Julia Mackey	Operations Manager
Kalee Barbis	Vice Principal
Kevin Miller	LEAD Teacher
Natalie Gould	Director of Operations
Stacy Kane	Executive Director
Dr. Steve Robinson	Science Teacher & Coordinator
Shawn Embry*	Office Associate
Britney Wray	Math Teacher & 10th Grade Team Lead
Dwaine Carr	Dean of Culture
Rostam Williams	Tech Guru

\* Part Time Employee

Washington Leadership Academy recruited top talent for its inaugural year, with its teachers undergoing a nine-step vetting process in order to be selected. Teachers at WLA have an average of 8.5 years of teaching experience and 89% have a Master's degree or more.

Among the full 21-member staff, WLA faculty collectively have the following:

- 13 Master's Degrees
- 2 Doctorates
- 1 Juris doctor
- 3 Master's degrees in SpEd
- 6 TFA Alumni
- 3 Sue Lehman Award Nominees

## Appendix B: Board Roster

Name	Role	Committee Membership	DC Resident	Appointment Date	Term End Date
Rachel Torres	Board Chair	Ad-Hoc Executive Review Committee Chair		3/21/2017	
Lea Crusey	Board Vice Chair	Gov. Committee Chair	DC Resident	3/21/2017	
Alex Sanchez	Board Secretary		DC Resident	3/21/2017	
Suraj Patel	Board Treasurer	Finance Committee Chair	DC Resident	7/11/2017	
Rajeev Kaul	Board Member			3/21/2017	
Beatriz E. Ceja	Board Member	Academic Accountability Committee Chair		4/11/2016	
Courtney C. Wright	Board Member	Family & Community Engagement Committee Chair	DC Resident	4/11/2016	
Venus Valladares	Board Member + Parent		DC Resident	3/21/2017	
Daniele M. Schiffman	Board Member		DC Resident	4/11/2016	
Mario Sutton	Board Member + Parent		DC Resident	3/31/2017	
Duane M. Rollins	Board Member		DC Resident	4/11/2016	
Miles E. Taylor	Board Member		DC Resident	4/11/2016	
Seth A. Andrew	Board Member		DC Resident	4/11/2016	

## **Appendix C: Use of At-Risk Funding**

Washington Leadership Academy PCS is committed to serving the DC students who need a great high school the most, especially our at-risk students. WLA used its at-risk per-pupil funding (approximately \$172,000) to offer supplemental academic and behavioral support services to its student body, including a Dean of Students to provide additional support for students who need extra help and hiring a psychologist. WLA has also made considerable effort to dedicate resources specifically towards at-risk students, including providing uniforms and school supplies for students with demonstrated need.



## **Appendix D: Year-end Financial Statement**

# Income Statement

## Washington Leadership Academy

July 2016 through June 2017

Income Statement	Year-To-Date (YTD)			Annual
	Actual	Budget	Variance	Budget
<b>Revenue</b>				
A. Local Revenue				
01. Per Pupil Charter Payments	1,715,918	1,464,039	251,878	1,464,039
02. Per Pupil Facilities Allowance	328,020	312,400	15,620	312,400
04. Other Government Funding/Grants	2,559	3,819	(1,260)	3,819
Total A. Local Revenue	2,046,496	1,780,258	266,238	1,780,258
B. Federal Revenue				
03. Federal Entitlements	318,785	357,281	(38,496)	357,281
04. Other Government Funding/Grants	45,137	60,970	(15,833)	60,970
Total B. Federal Revenue	363,922	418,251	(54,329)	418,251
C. Other Revenue				
05. Private Grants and Donations	361,998	110,000	251,998	110,000
07. Other Income (please describe in footnote)	3,964	6,532	(2,568)	6,532
Total C. Other Revenue	365,962	116,533	249,430	116,533
Total Revenue	2,776,380	2,315,041	461,339	2,315,041
<b>Expenses</b>				
D. Personnel Salaries and Benefits				
08. Principal/Executive Salary	220,000	218,621	(1,379)	218,621
09. Teachers Salaries	727,082	767,000	39,918	767,000
12. Business/Operations Salaries	115,808	117,923	2,115	117,923
15. Other Staff Salaries	165,240	77,000	(88,240)	77,000
16. Employee Benefits	172,760	210,679	37,919	210,679
17. Contracted Staff	51,467	86,771	35,304	86,771
18. Staff Development Expense	44,062	33,400	(10,662)	33,400
Total D. Personnel Salaries and Benefits	1,496,419	1,511,394	14,974	1,511,394
E. Direct Student Expense				
19. Textbooks	24,872	17,800	(7,072)	17,800
20. Student Supplies and Materials	90,746	19,950	(70,796)	19,950
21. Library and Media Center Materials	0	5,000	5,000	5,000
22. Student Assessment Materials	3,698	5,000	1,302	5,000
23. Contracted Student Services	39,553	40,000	447	40,000
24. Miscellaneous Student Expense **	18,850	23,000	4,150	23,000
Total E. Direct Student Expense	177,718	110,750	(66,968)	110,750
F. Occupancy Expenses				
25. Rent	329,336	312,400	(16,936)	312,400
26. Building Maintenance and Repairs	1,527	0	(1,527)	0
29. Contracted Building Services	12,349	42,160	29,811	42,160
Total F. Occupancy Expenses	343,212	354,560	11,348	354,560
G. Office Expenses				
30. Office Supplies and Materials	56,591	5,000	(51,591)	5,000
31. Office Equipment Rental and Maintenance	0	10,800	10,800	10,800
32. Telephone/Telecommunications	29,698	53,840	24,142	53,840
33. Legal, Accounting and Payroll Services	73,285	62,819	(10,465)	62,819
34. Printing and Copying	2,167	1,500	(667)	1,500
35. Postage and Shipping	505	1,500	995	1,500
36. Other	21,095	8,132	(12,963)	8,132
Total G. Office Expenses	183,340	143,591	(39,749)	143,591
H. General Expenses				
36. Other	8,234	2,000	(6,234)	2,000
37. Insurance	11,769	15,000	3,231	15,000
38. Transportation	3,619	1,000	(2,619)	1,000
39. Food Service	60,772	72,230	11,458	72,230
40. Administration Fee (to PCSB)	24,135	22,050	(2,085)	22,050
42. Other General Expense	173,579	49,493	(124,086)	49,493

43. Unforeseen Expenses	0	0	0	0
Total H. General Expenses	282,108	161,774	(120,334)	161,774
Total Expenses	2,482,798	2,282,069	(200,729)	2,282,069
Operating Income	293,583	32,973	260,610	32,973
Extraordinary Expenses				
I. Other Expenses				
44. Depreciation Expense	57,651	32,355	(25,295)	32,355
Total I. Other Expenses	57,651	32,355	(25,295)	32,355
Total Extraordinary Expenses	57,651	32,355	(25,295)	32,355
Net Income	235,932	617	235,315	617
<b>Cash Flow Statement</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Budget</b>
Net Income	235,932	617	235,315	617
Cash Flow Adjustments				
Cash Flow Adjustments				
Investing Activities	(108,898)	(23,705)	(85,194)	(23,705)
Operating Activities	(8,379)	59,250	(67,629)	59,250
Total Cash Flow Adjustments	(117,277)	35,545	(152,823)	35,545
Total Cash Flow Adjustments	(117,277)	35,545	(152,823)	35,545
Change in Cash	118,654	36,163	82,492	36,163

## Balance Sheet

### Washington Leadership Academy

As of June 30, 2017

Balance Sheet		6/30/17
<b>Assets</b>		
Assets		
Current Assets		
Cash		566,435
Accounts Receivable		170,985
Other Current Assets		96,460
Total Current Assets		833,880
Noncurrent Assets		
Operating Fixed Asssets, Net		186,990
Facilities, Net		1,735
Total Noncurrent Assets		188,725
Total Assets		1,022,605
<b>Liabilities and Equity</b>		
Liabilities and Equity		
Current Liabilities		
Accounts Payable		72,990
Other Current Liabilities		86,405
Total Current Liabilities		159,395
Equity		
Unrestricted Net Assets		627,277
Net Income		235,932
Total Equity		863,209
Total Liabilities and Equity		1,022,605

**Appendix E: Approved 2017-2018 Budget**

# PCSB Financials (ISP), v2.1

## Washington Leadership Academy Public Charter School

<b>Income Statement</b>	<b>SY17-18</b>
<b>Revenue</b>	
Per Pupil Charter Payments	3,186,583
Per Pupil Facilities Allowance	638,546
Federal Entitlements	169,001
Other Government Funding/Grants	75,704
Private Grants and Donations	-
Activity Fees	18,831
Other Income	5,611
<b>Total Revenue</b>	<b>4,094,277</b>
<b>Operating Expense</b>	
Personnel Salaries and Benefits	
Principal/Executive Salary	351,000
Teachers Salaries	1,157,000
Special Education Salaries	232,000
Summer School Salaries	11,200
Teacher Aides/Assistants Salaries	-
Before/After Care Salaries	-
Other Education Professionals Salaries	213,000
Business/Operations Salaries	205,000
Clerical Salaries	-
Custodial Salaries	-
Other Staff Salaries	25,000
Employee Benefits	354,763
Contracted Staff	-
Staff Development Expense	91,000
<b>Total Personnel Salaries and Benefits</b>	<b>2,639,963</b>
Direct Student Expense	
Textbooks	29,000
Student Supplies and Materials	123,034
Library and Media Center Materials	-
Student Assessment Materials	3,000
Contracted Student Services	62,036
Miscellaneous Student Expense	22,339
<b>Total Direct Student Expense</b>	<b>239,410</b>
Occupancy Expenses	
Rent	638,547

Building Maintenance and Repairs	-
Utilities	-
Janitorial Supplies	-
Contracted Building Services	-
<b>Total Occupancy Expenses</b>	<b>638,547</b>
Office Expenses	
Office Supplies and Materials	50,000
Office Equipment Rental and Maintenance	-
Telephone/Telecommunications	37,998
Legal, Accounting and Payroll Services	101,075
Printing and Copying	4,725
Postage and Shipping	2,835
Other	-
<b>Total Office Expenses</b>	<b>196,632</b>
General Expenses	
Insurance	11,699
Transportation	45,697
Food Service	110,714
Administration Fee (to PCSB)	40,943
Management Fee	-
Interest Expense	-
Other General Expense	46,443
<b>Total General Expenses</b>	<b>255,496</b>
<b>Total Ordinary Expenses</b>	<b>3,970,047</b>
Depreciation	
Depreciation Expense	61,540
<b>Total Depreciation</b>	<b>61,540</b>
<b>Total Expenses</b>	<b>4,031,587</b>
<b>Net Income</b>	<b>62,689</b>