

# **WASHINGTON LEADERSHIP ACADEMY**

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

*Annual Report for SY17-18 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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## School Description

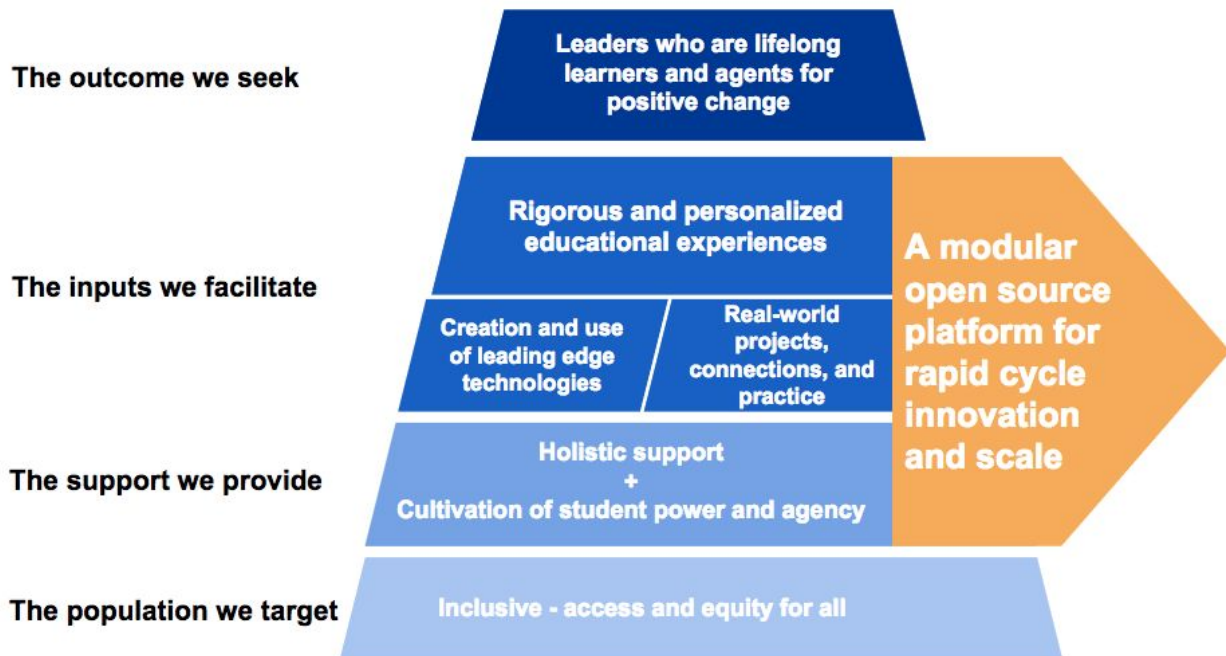
### Mission Statement

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

WLA envisions its future graduates as leaders who are lifelong leaders and agents for positive change. Its programs meet its mission by coupling rigorous personalized academics with holistic support, enabling students to build a strong foundation that will help them to thrive in post-secondary life. Students at WLA take AP courses (including the entire 10th grade taking the AP Computer Science Principles exam) and intensive, PARCC-aligned English, Algebra and Geometry courses. Students also learn about ways they can take ownership over their own wellness, including coping mechanisms and meditation.

Additionally, by exposing students to real-world and personalized experiences and teaching them to harness the power of cutting-edge technology, WLA prepares its students to tackle the challenges of today and tomorrow.



### 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.

## **Curriculum Design**

WLA delivers an academic experience that provides all its students with rigorous personalized learning, access to college prep academic coursework, meaningful projects and experiential learning, and a comprehensive computer science education. Additionally, WLA's instructional model intentionally interweaves social emotional learning and social justice themes throughout all coursework.

## **Instructional Approach**

WLA's instructional approach has four essential pillars:

### *Personalization*

An approach to teaching that provides students with one of the 4 following learning experiences:

1. Self-paced or self-directed learning
2. Leveled learning experiences
3. Choice-based learning
4. Individualized, Unique, and Frequent Feedback

### *Rigorous College Prep Work*

Access to the most rigorous learning opportunities available to the students for their ability level including AP coursework and materials that prepare students for success on PARCC and the SAT.

### *Project-Based Learning*

During the 9th and 10th-grade students participate in Project Studios - a dedicated 3-hour block of learning on Fridays where students explore projects that reflect topics aligned with social justice and leadership.

In 11th and 12th-grade, students complete internships, AP Seminar, and AP Research courses to complete the Capstone program.

### *Computer Science Education*

Students are offered 4 different computer sciences courses starting in the 9th-grade with exploring computer science, followed by AP Computer Science Principles, a CS Art class, and then a choice between AP CS A (the hardest AP exam there is) or Web Design.

## **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

### School Goals: PMF as Goals

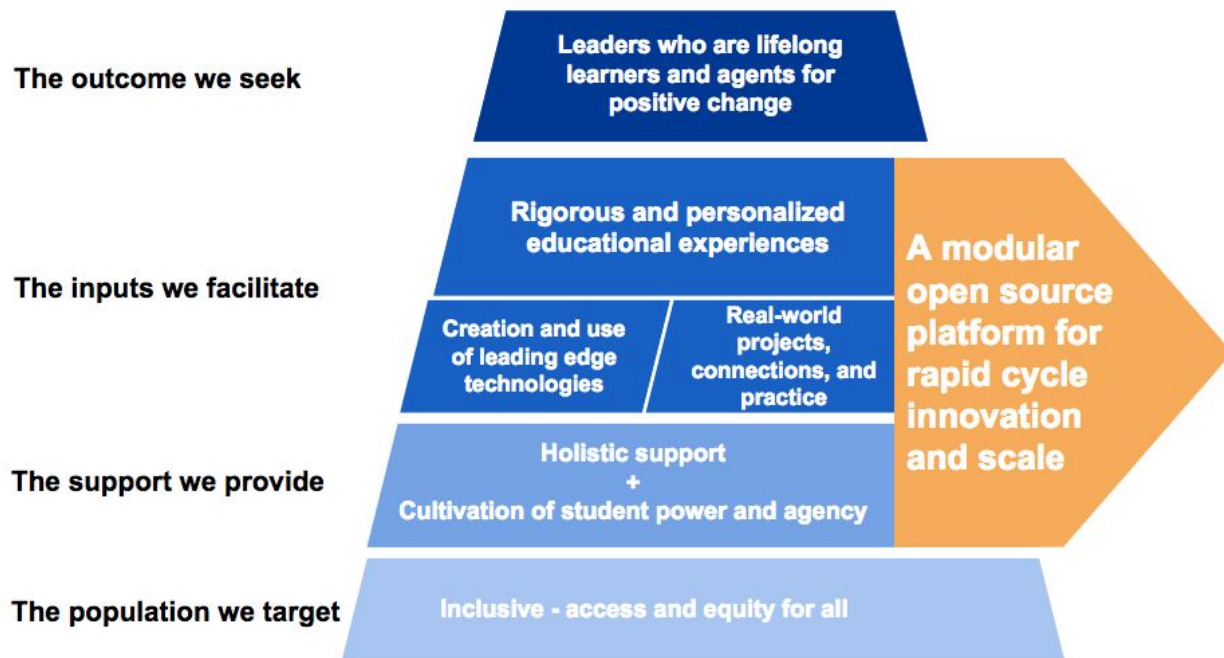
Washington Leadership Academy has selected as its measure of academic achievement expectations for its programming the High School Performance Management Framework.

### Performance and Progress towards PMF

<b>SY17-18 PMF Tracker</b>					<b>Overall Score</b>	
<a href="#">PMF Technical Guide</a>					Date Last Updated	9/11/2018
<b>Tier Guide</b>					WLA Score	45.50
Tier 1	65%	100%			Points Possible	55
Tier 2	35%	64.99%			Overall Percentage	82.74%
Tier 3	0	34.99%			Tier	Tier 1
<b>Student Progress</b>						
	Weight:		15			
Measure	Floor	Target	Possible Points	WLA Input	Percent of Points Possible	
MGP ELA	30	65	7.5	52.0	62.9%	
MGP Math	30	65	7.5		0.0%	
<b>Student Achievement</b>						
	Weight:		20			
Measure	Floor	Target	Possible Points	WLA Input	Percent of Points Possible	
3+ ELA	23.3	100	5	69.7	60.5%	
3+ Math	11.4	100	5	72.9	69.4%	
4+ ELA	7.7	39.2	5	38.4	97.5%	
4+ Math	0	12.6	5	32.2	100.0%	
<b>Gateway</b>						
	Weight:		42.5			
Measure	Floor	Target	Possible Points	WLA Input	Percent of Points Possible	
9th Grade on Track	67	90	5	83.2	70.4%	
4 yr AGR	67	90	4		0.0%	
5 yr AGR	67	100	6		0.0%	
PSAT Performance (Grade 11)	5.3	50	5		0.0%	
SAT/ACT (Grade 12)	15.9	75	5		0.0%	
SAT/ACT College Ready ERW (Grade 12)	17.9	47	2.5		0.0%	
SAT/ACT College Ready Math (Grade 12)	4.2	24.4	2.5		0.0%	
College Acceptance Rate	88.2	100	5		0.0%	
AP	3.3	33.6	7.5		0.0%	
<b>School Environment</b>						
	Weight:		22.5			
Measure	Floor	Target	Possible Points	WLA Input	Percent of Points Possible	
Attendance	82	92	12.5	94.0	100.0%	
Re-Enrollment	74	91.5	10	88.7	84.0%	

## Additional Information on Performance

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	18.91% Special Education 82.35% FRPL
	Retain our kids	3/204 students left during the year
	Re-enroll our kids	88.7% came back in year 2
	Maintain inclusionary school culture policies and a restorative practice	14.7% Suspension rate 0.49% Expulsion rate
Cultivation of student power and agency	Provide opportunities for students to lead each other + their communities	14 students created Black Lives Matter hoodies to distribute as uniforms.
	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

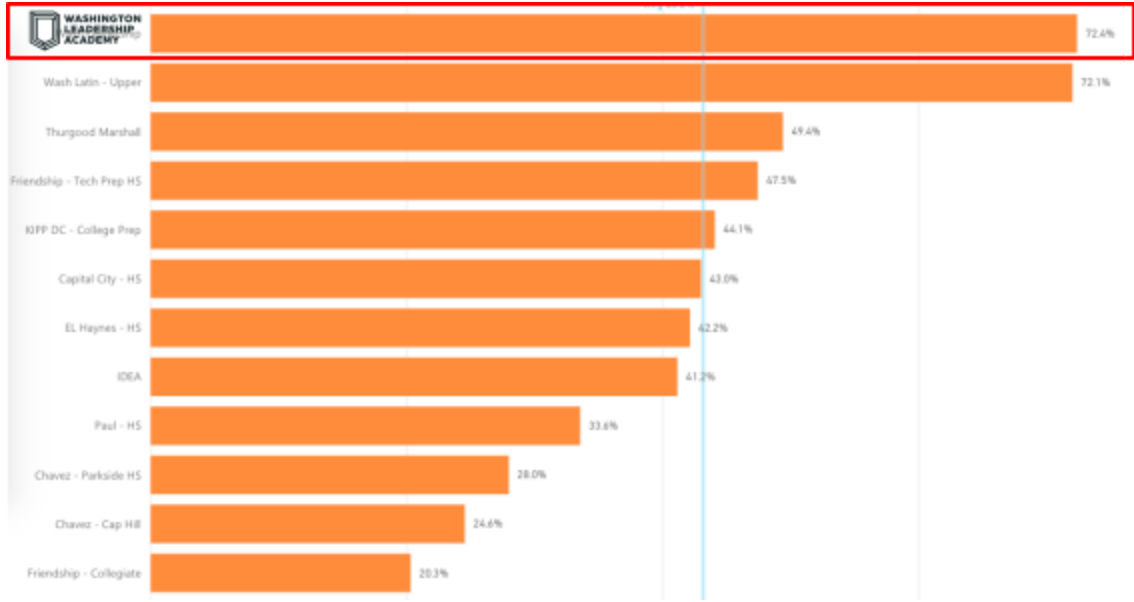
Holistic Support	Build strong relationships - students, staff and families - use circles and Houses/ Advisories	100% of families contacted every other week about behavior and academics.
	Deliver social and emotional learning opportunities	Strong Panorama SEL data
	Provide individual and group therapy	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, connections, and practice	Provide interdisciplinary real-world project assignments with an emphasis on equity - Project Studio	Projects every Friday for 3 hours in small groups
	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	All students had the opportunity to participate in protests and marches around the city.
Rigorous and	PARCC testing	See below



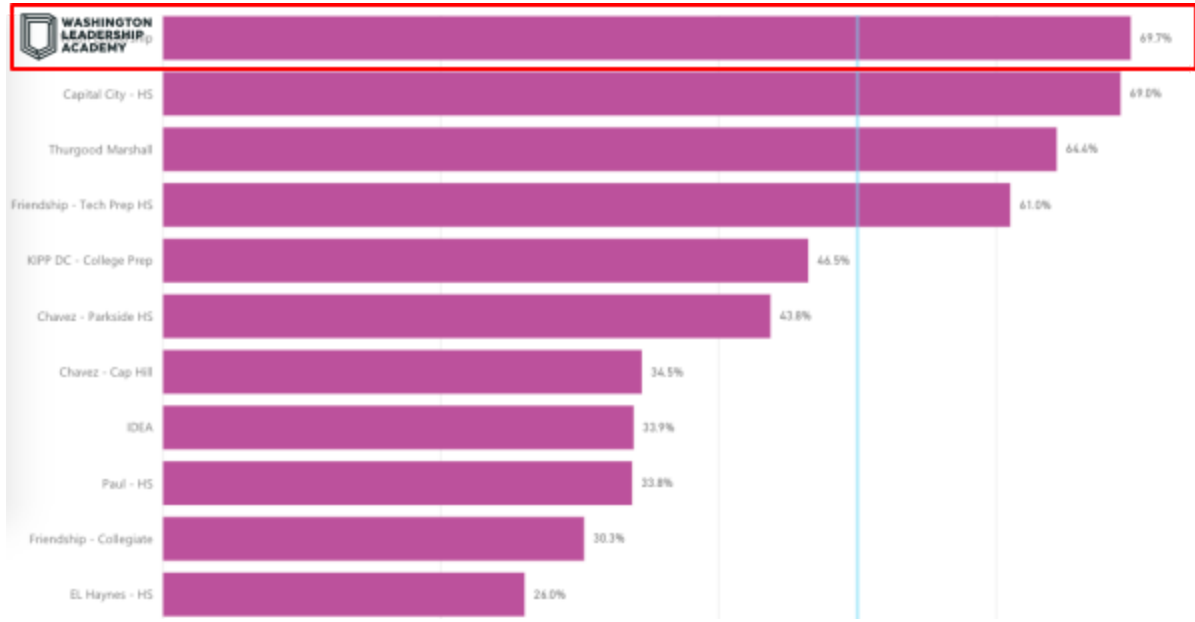
personalized educational experiences		
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**WLA PARCC Performance**

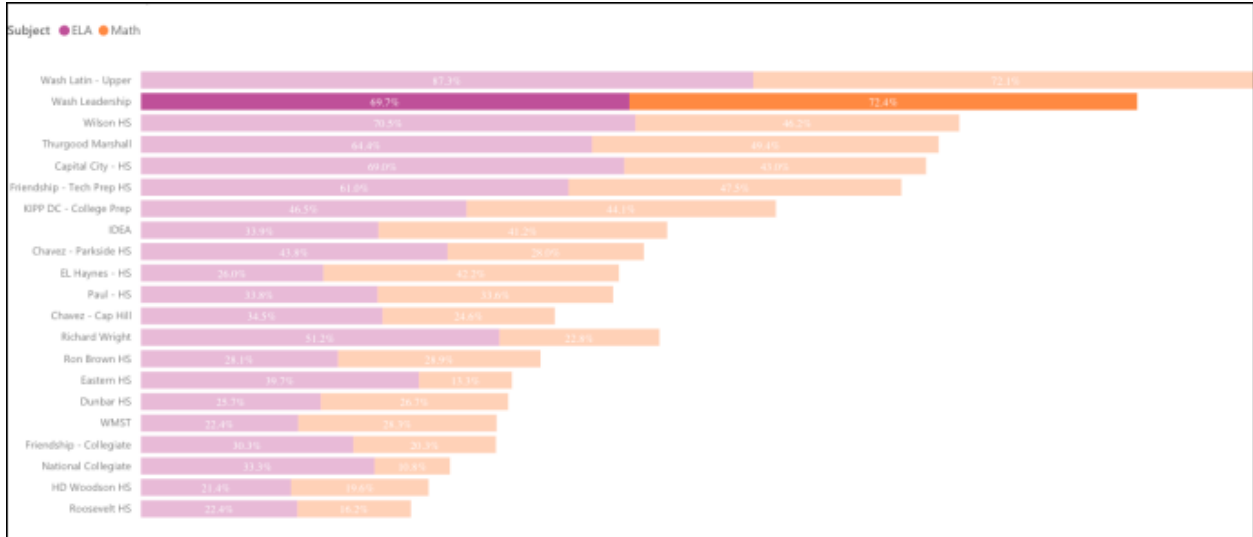
WLA is the highest performing charter HS on the Geometry PARCC (3+)



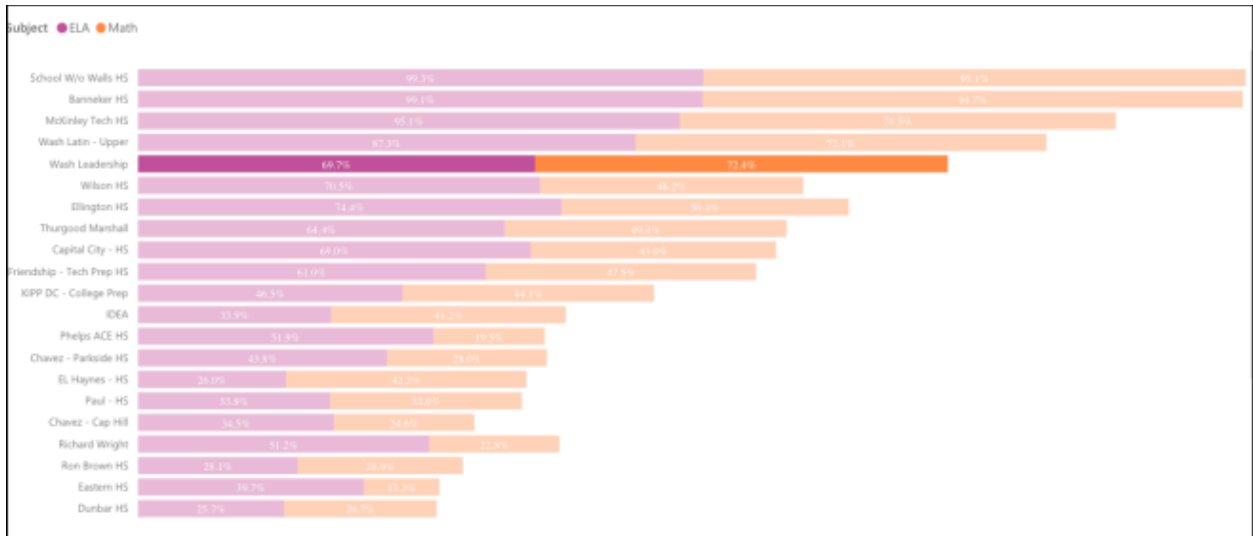
WLA is the #2 highest performing charter HS on the ELA PARCC (3+)



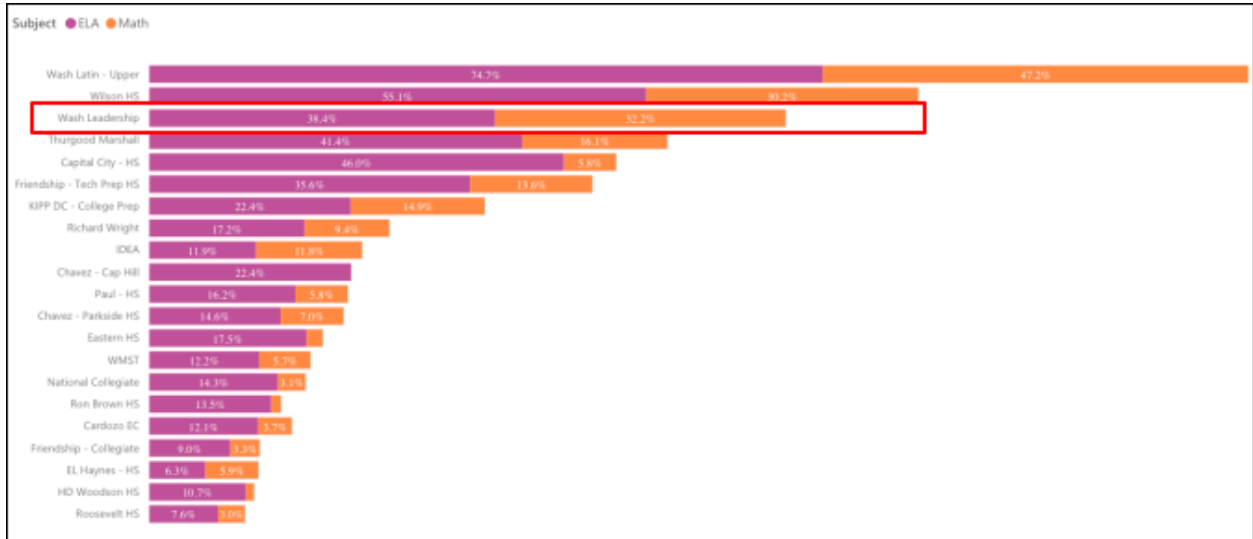
City-wide, Washington Leadership Academy is the 2nd-highest performing open enrollment high school



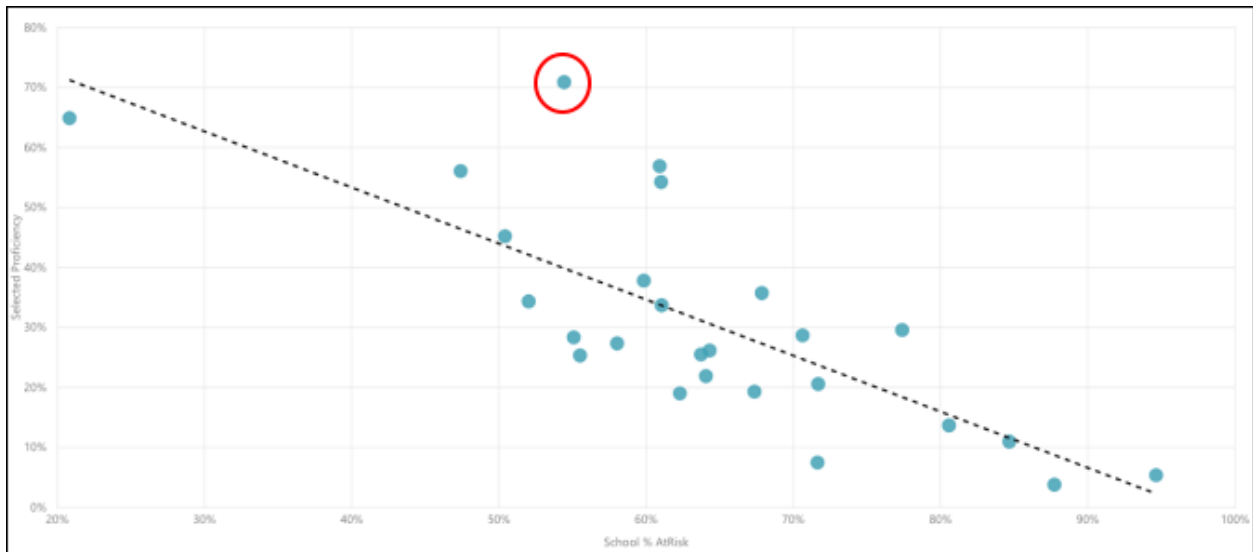
Among all 30 D.C. high schools, even selective ones, WLA is the 5th-highest performing school despite having a significantly larger at-risk population



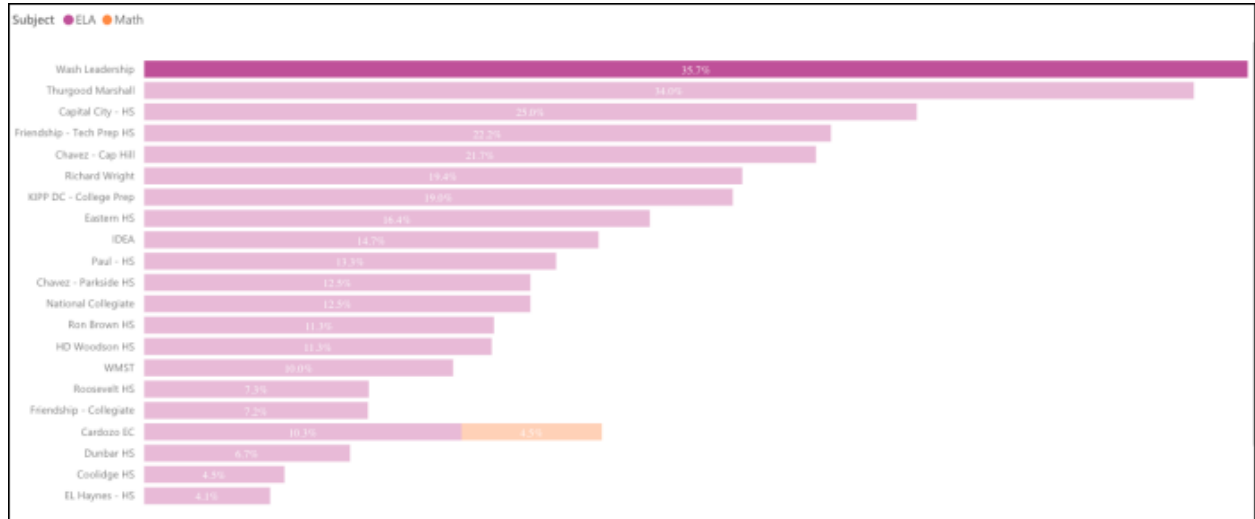
WLA Ranks 3rd in the city for College Readiness (4+ PARCC) among open enrollment schools



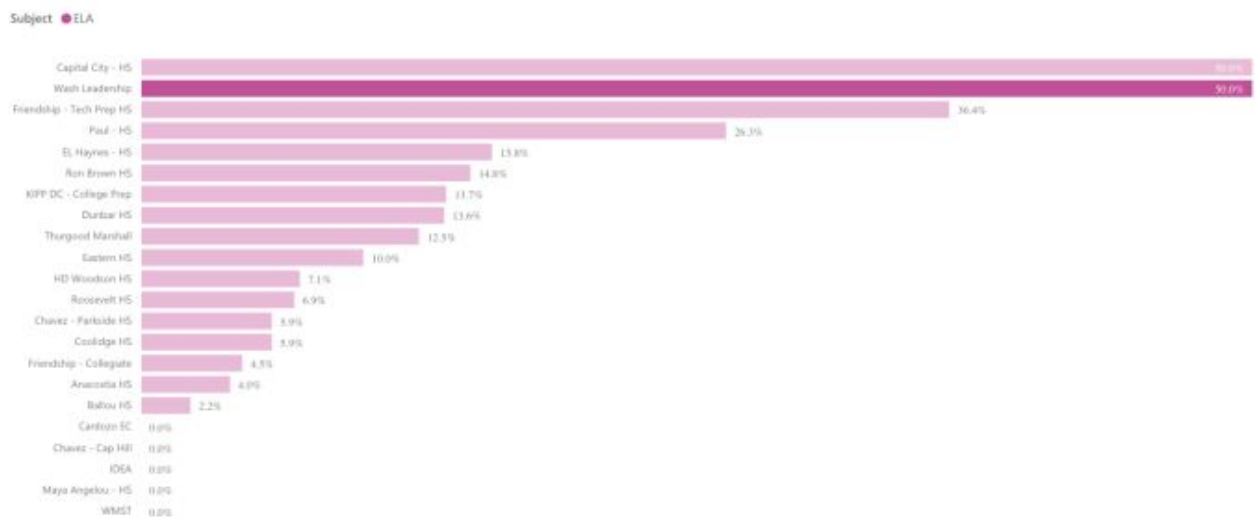
WLA is the highest performing high school in the city for serving at-risk students



In ELA, WLA is the best school for preparing at-risk students to be college ready in Reading and Writing

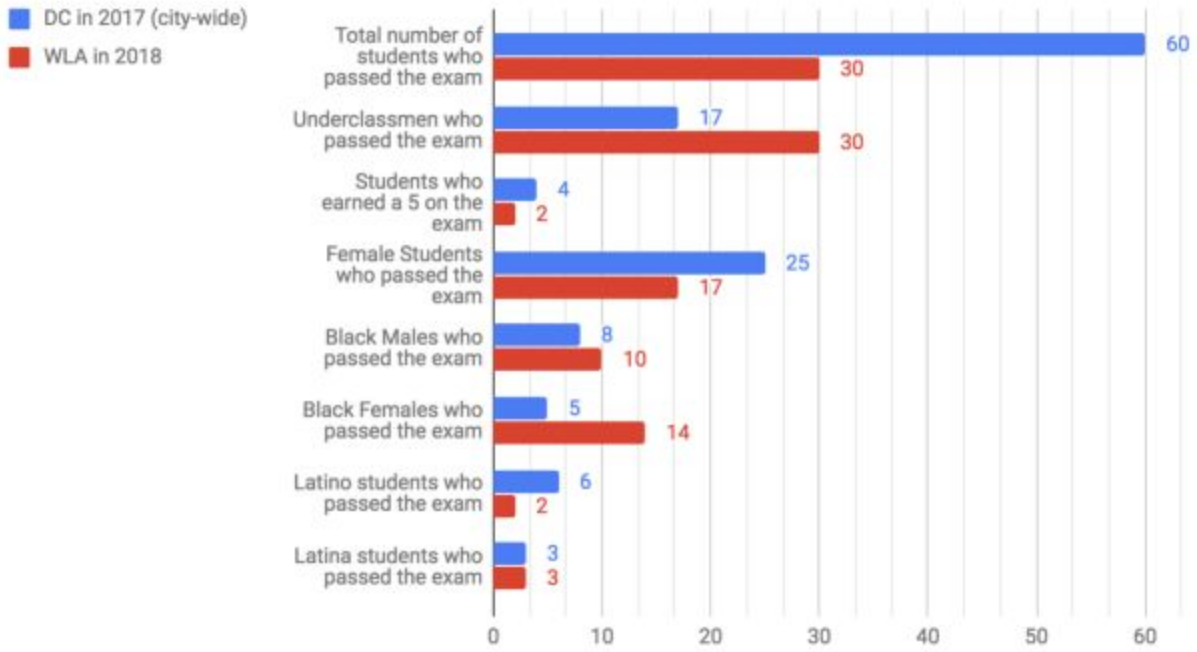


WLA is the best school in the city for serving students with Special Needs



## AP Computer Science Test Results

### Performance Data for AP Computer Science Principles



## Unique Accomplishments

- Featured on a national television show that had 8.5 million viewers called **XQ Super Schools Live**.
- 99% of our 10th grade students took the AP Computer Science Principles exam, dramatically increasing access to AP Computer Science for DC students of color and girls.
- 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.
- **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, school startup project plan, student handbook, and much more are available openly via Google Docs for other schools to use.
- Teachers and students continue to post on the WLA blog.
- The **National Charter School Resource Center** highlighted our materials to its distribution list of thousands of charters across the country and filmed a case study about 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 2017-18 school year:

- The XQ SuperSchool Project - \$2,000,000
- Akin Gump - ~\$156,922.50 in pro bono legal support

## Data Report

### SY 2017-18 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: 9-10
PCSB	Overall Audited Enrollment: 204

### 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	104	100	0	0	0	0	0

### Student Data Points

School	<b>Total number of instructional days:</b> 182
PCSB	<b>Suspension Rate:</b> 14.7%
PCSB	<b>Expulsion Rate:</b> 0.49%
PCSB	<b>Instructional Time Lost to Out-of-School Suspension Rate:</b> 0.3%
PCSB	<b>In-Seat Attendance:</b> 94.0%
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> 1.5% (3 students)*
PCSB	<b>Midyear Entries:</b> 0.0% (0 students)*
PCSB	<b>Promotion Rate:</b> 96.8%

**Faculty and Staff Data Points**

School	<b>Teacher Attrition Rate:</b> 77.78%
School	<b>Number of Teachers:</b> 19
School	<b>Teacher Salary</b> 1. Average: \$70,266.67 2. Range -- Minimum: \$55,000      Maximum: \$85,000



**Appendix A: Staff Roster**

Name	Title
Adam Browning	Math Teacher
Anthony Guyton	Dean of Students
Ashley Brown	ELA Teacher
Britney Wray	Math Teacher & 10th Grade Team Lead
Christina Moore	Director of Student Services
Chrystal Miller	ELA Teacher
Dwayne Carr	Director of Social and Emotional Learning
Elisabeth Forde	Special Education Teacher
Enrique Ramos	Special Education Teacher
Jacklyn Doig-Keys	Literacy Studio Teacher
Jaishri Shankar	Math Teacher & 9th Grade Team Lead
Jamila Buchanan	English Teacher
Jason Riley	History Teacher
Joseph Webb	Principal
Jordan Budisantoso	Computer Science Teacher & Technology Coordinator
Julia Mackey	Operations Manager
Kalee Barbis	Assistant Principal
Kevin Miller	Teacher
Lauren Horton	Athletic Director, Teacher
Michael Voll	Physics Teacher
Molly Graham	School Counselor
Natalie Gould	Director of Operations
Rostam Williams	Technology Director
Russell Lee	Math Teacher
Sarah Hartzell	ELA Teacher
Shawn Embry	Office Associate
Stacy Kane	Co-Founder & Executive Director
Steven Cottington	Computer Science Teacher

Dr. Steve Robinson	Science Teacher
Tarneil Miller	Counselor

Washington Leadership Academy recruits, with its teachers undergoing a nine-step vetting process in order to be selected. Teachers at WLA have an average of 4.88 years of teaching experience and 58% have a Master's degree or more.

Among the full 30-member staff, WLA faculty collectively have the following:

- 17 Master's Degrees
- 1 Doctorates
- 1 Juris Doctorates

## Appendix B: Board Roster

<b>Name</b>	<b>Role(s) and Committee Assignments</b>	<b>DC Residency</b>	<b>Beginning of Term</b>	<b>End of Term</b>
Rachel Torres	Board Chair	N	3/21/2017	3/21/2020
Venus Valladares	Board Member, Ad Hoc Retreat Chair, Parent	Y	3/21/2017	3/21/2020
Mario Sutton	Board Member, Governance Committee Chair, Parent	Y	3/31/2017	3/31/2020
Khalil Thompson	Board Member	Y	5/1/2018	5/1/2021
Andrea Sparks-Brown	Board Member	N	9/11/2018	9/11/2021
Marvette Cofield	Board Member	N	9/11/2018	9/11/2021
Simon Rodberg	Board Member	Y	9/11/2018	9/11/2021

### **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 \$267,308) 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, as well as hiring a school counselor. WLA has also made considerable effort to dedicate resources specifically towards at-risk students, including providing uniforms, jackets, and school supplies for students with demonstrated need. As WLA double the size of its student population from SY16-17 to SY17-18, the additional at-risk funds in SY17-18 were used to support a larger student population with similar supports as the previous year.

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

**Appendix E: Approved 2018-2019 Budget**

**Washington Leadership Academy Public Charter School**  
**Statement of Financial Position**  
As of June 30, 2018

Jul 2017 - Jun 2018

ASSETS		Jul 2017 - Jun 2018
<b>Current Assets</b>		
<b>Bank Accounts</b>		
100 Cash		0.00
1000 Operating (TDB x2089)		326,545.49
1001 Operating (CapitalOne x1035)		2,528,998.47
1002 PayPal		5,802.54
1020 Savings (CapitalOne x0146)		101,532.06
1099 Anybill Transfer		20,000.00
<b>Total 100 Cash</b>	\$	<b>2,982,878.56</b>
<b>Total Bank Accounts</b>	\$	<b>2,982,878.56</b>
<b>Accounts Receivable</b>		
110 Accounts Receivable (A/R)		0.00
1100 Accounts receivable		74,122.97
<b>Total 110 Accounts Receivable (A/R)</b>	\$	<b>74,122.97</b>
<b>Total Accounts Receivable</b>	\$	<b>74,122.97</b>
<b>Other Current Assets</b>		
140 Other Current Assets		0.00
1400 Prepaid Expenses		72,135.77
1410 Deposits		5,000.00
<b>Total 140 Other Current Assets</b>	\$	<b>77,135.77</b>
<b>Total Other Current Assets</b>	\$	<b>77,135.77</b>
<b>Total Current Assets</b>	\$	<b>3,134,137.30</b>
<b>Fixed Assets</b>		
160 Operating Fixed Assets		0.00
1600 FF&E		83,631.66
1620 Computers		159,675.22
1660 Other operating assets		85,400.00
<b>Total 160 Operating Fixed Assets</b>	\$	<b>328,706.88</b>
170 Accum Depr of Op Fixed Assets		0.00
1700 Accum depr FF&E		-18,405.49
1720 Accum depr computers		-61,852.96
1760 Accum depr other oper assets		-60,633.38
<b>Total 170 Accum Depr of Op Fixed Assets</b>	-\$	<b>140,891.83</b>
180 Facilities		0.00
1830 Leasehold improvements		2,132.61
<b>Total 180 Facilities</b>	\$	<b>2,132.61</b>
190 Accum Depr of Facilities		0.00
1910 Accum amort lease imp		-831.45
<b>Total 190 Accum Depr of Facilities</b>	-\$	<b>831.45</b>

Total Fixed Assets	\$	189,116.21
<b>TOTAL ASSETS</b>	<b>\$</b>	<b>3,323,253.51</b>
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Current Payable		68,494.29
2001 Anybill payable		0.00
Total 2000 Current Payable	\$	68,494.29
Total Accounts Payable	\$	68,494.29
<b>Credit Cards</b>		
210 Credit Accounts		0.00
2100 Credit Card (CapitalOne MasterCard)		19,069.56
2101 Credit Card (TDB VISA)		0.00
Total 210 Credit Accounts	\$	19,069.56
Total Credit Cards	\$	19,069.56
<b>Other Current Liabilities</b>		
220 Accrued Expenses		0.00
2200 Accrued salaries		122,936.32
2240 Other accrued expenses		2,313.36
Total 220 Accrued Expenses	\$	125,249.68
230 Payroll Liabilities		0.00
2360 EE pension payable		4,113.59
2361 EE pension payable - DCPS		0.00
2370 ER pension payable		2,335.90
2371 ER pension payable - DCPS		0.00
2380 FSA & Transit		0.00
2390 Manual Checks		0.00
Total 230 Payroll Liabilities	\$	6,449.49
240 Unearned Revenue		0.00
2400 Unearned per-pupil revenue		0.00
2410 Unearned local revenue		2,460.93
2430 Unearned federal revenue		0.00
Total 240 Unearned Revenue	\$	2,460.93
250 Short-Term Debt		0.00
2500 Trustee or employee loan		0.00
2530 Other short-term liabilities		0.00
Total 250 Short-Term Debt	\$	0.00
Total Other Current Liabilities	\$	134,160.10
Total Current Liabilities	\$	221,723.95
Total Liabilities	\$	221,723.95
<b>Equity</b>		
3900 Retained Earnings		863,209.34
Net Revenue		2,238,320.22
Total Equity	\$	3,101,529.56



TOTAL LIABILITIES AND EQUITY

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\$ 3,323,253.51

Tuesday, Sep 11, 2018 09:24:51 AM GMT-7 - Accrual Basis

**Washington Leadership Academy Public Charter School**  
**Statement of Activity**  
 July 2016 - June 2018

	<b>Jul 2017 - Jun 2018</b>
<b>Revenue</b>	
<b>04 State and Local Revenue</b>	
<b>400 Per-Pupil Operating Revenue</b>	
4000 Per-pupil alloc	2,552,760.83
4010 Per-pupil SpEd alloc	523,640.07
4011 Per-pupil SpEd ESY	5,495.35
4020 Per-pupil LEP/NEP alloc	30,155.53
4040 Per-pupil At Risk	267,307.56
4050 Per-pupil adjustment	64,920.00
<b>Total 400 Per-Pupil Operating Revenue</b>	<b>\$ 3,444,279.34</b>
<b>410 Per-Pupil Facility Revenue</b>	
4100 Per-pupil facility alloc	651,316.53
<b>Total 410 Per-Pupil Facility Revenue</b>	<b>\$ 651,316.53</b>
<b>420 Other Local Revenue</b>	
4210 Local programs	5,140.73
<b>Total 420 Other Local Revenue</b>	<b>\$ 5,140.73</b>
<b>Total 04 State and Local Revenue</b>	<b>\$ 4,100,736.60</b>
<b>05 Federal Revenue</b>	
<b>500 Federal Grants Revenue</b>	
5000 ESSA Title 1	103,567.14
5001 ESSA Title 2	34,843.89
5003 IDEA 611	47,943.42
5005 ESSA Title 4	4,000.00
5010 Title Vb grants	16,315.85
<b>Total 500 Federal Grants Revenue</b>	<b>\$ 206,670.30</b>
<b>510 Federal Program Revenue</b>	
5100 National school lunch prog	57,798.30
5110 E-rate program	19,676.10
<b>Total 510 Federal Program Revenue</b>	<b>\$ 77,474.40</b>
<b>Total 05 Federal Revenue</b>	<b>\$ 284,144.70</b>
<b>06 Private Revenue</b>	
<b>600 Private Grants</b>	
6020 Foundation grants	2,000,000.00
<b>Total 600 Private Grants</b>	<b>\$ 2,000,000.00</b>
<b>620 Private Contributions</b>	
6200 Individual contributions	13,081.70
6210 Corporate contributions	1,006.60
6220 Foundation contributions	100.00
<b>Total 620 Private Contributions</b>	<b>\$ 14,188.30</b>
<b>640 School Sales</b>	

6400 Paid meal sales	4,600.60
6430 Student uniform sales	795.24
<b>Total 640 School Sales</b>	<b>\$ 5,395.84</b>
<b>650 Additional Revenue</b>	
6500 Short-term investments	270.54
6560 Miscellaneous revenue	2,480.04
<b>Total 650 Additional Revenue</b>	<b>\$ 2,750.58</b>
<b>670 Donated Revenue</b>	
6700 Donated services revenue	156,922.50
6710 Donated tangibles revenue	21,279.55
<b>Total 670 Donated Revenue</b>	<b>\$ 178,202.05</b>
<b>Total 06 Private Revenue</b>	<b>\$ 2,200,536.77</b>
<b>Total Revenue</b>	<b>\$ 6,585,418.07</b>
<b>Gross Profit</b>	<b>\$ 6,585,418.07</b>
<b>Expenditures</b>	
<b>07 Staff-Related Expense</b>	
<b>700 Curricular Salaries</b>	
7000 Leadership salaries	213,165.53
7010 Teacher salaries	1,076,032.57
7011 SpEd teacher salaries	259,706.43
7080 Curricular stipends	48,050.00
7081 Stipends for extra-curricular duties	39,000.00
7090 Curricular bonuses	18,000.00
<b>Total 700 Curricular Salaries</b>	<b>\$ 1,653,954.53</b>
<b>710 Supplemental Service Salaries</b>	
7100 Student support salaries	187,319.45
7130 Business, operations salaries	205,416.74
7160 Other service salaries	25,202.93
7190 Supplemental service bonuses	
<b>Total 710 Supplemental Service Salaries</b>	<b>\$ 417,939.12</b>
<b>720 Supplemental Program Salaries</b>	
7200 Program leadership salaries	14,000.00
7212 Summer school salaries	18,985.53
7220 Staff program stipends	
<b>Total 720 Supplemental Program Salaries</b>	<b>\$ 32,985.53</b>
<b>730 Management/Development Salaries</b>	
7300 Executive salaries	124,999.92
<b>Total 730 Management/Development Salaries</b>	<b>\$ 124,999.92</b>
<b>740 Employee Benefits</b>	
7400 Retirement plan contrib	44,160.86
7405 DCPS retirement plan contrib	8,038.93
7410 Health insurance	90,669.09
7420 Life and disability insurance	7,769.49
7460 Workers' comp insurance	10,606.33
<b>Total 740 Employee Benefits</b>	<b>\$ 161,244.70</b>

<b>750 Payroll Taxes</b>		
7500 Social security & medicare		163,685.55
7510 State unemployment tax		11,746.31
<b>Total 750 Payroll Taxes</b>	<b>\$</b>	<b>175,431.86</b>
<b>760 Professional Development</b>		
7600 Staff development (non-travel)		54,706.01
7610 Staff development travel		15,716.25
<b>Total 760 Professional Development</b>	<b>\$</b>	<b>70,422.26</b>
<b>770 Contracted Staff</b>		
7700 Substitute contract staff		32,173.19
7710 Temporary contract help		
7711 Curricular contract staff		
7712 Sup service contract staff		4,687.72
7713 Sup prog contract staff		
<b>Total 770 Contracted Staff</b>	<b>\$</b>	<b>36,860.91</b>
<b>780 Other Staff Expense</b>		
7800 Staff recruiting		4,686.21
7810 Staff background checks		546.00
7820 Staff meals, events & awards		24,747.21
7830 Staff travel (non-development)		4,412.43
<b>Total 780 Other Staff Expense</b>	<b>\$</b>	<b>34,391.85</b>
<b>Total 07 Staff-Related Expense</b>	<b>\$</b>	<b>2,708,230.68</b>
<b>08 Occupancy Expense</b>		
<b>800 Occupancy Rent Expense</b>		
8000 Rent		651,316.49
8010 Supplemental rent		
<b>Total 800 Occupancy Rent Expense</b>	<b>\$</b>	<b>651,316.49</b>
<b>810 Occupancy Service Expense</b>		
8110 Contracted building services		200.00
8120 Maintenance and repairs		
<b>Total 810 Occupancy Service Expense</b>	<b>\$</b>	<b>200.00</b>
<b>Total 08 Occupancy Expense</b>	<b>\$</b>	<b>651,516.49</b>
<b>09 Additional Expense</b>		
<b>900 Direct Student Expense</b>		
9000 Student supplies, snacks		46,251.38
9010 Student assessment materials		16,900.07
9020 Student textbooks		46,888.26
9030 Student uniforms		12,656.73
9050 Contracted instruction fees		44,501.00
9051 Contracted SpEd instruction		85,089.22
9060 Food service fees		120,232.43
9070 Student field trips		31,175.65
9074 Student buses		3,702.95
9080 Student recruiting		7,986.42
9085 Student events		13,381.41

9090 Other student expenses	5,984.22
9091 Translation services	2,261.80
9093 Student scholarships	395.79
<b>Total 900 Direct Student Expense</b>	<b>\$ 437,407.33</b>
<b>910 Office Expense</b>	
9100 Office supplies	31,782.17
9120 Telephone & telecommunications	42,888.40
9130 Postage, shipping, delivery	1,096.15
9140 External printing	3.34
9150 Non-capitalized technology	14,790.63
9151 Non-capitalized FF&E	17,438.78
<b>Total 910 Office Expense</b>	<b>\$ 107,999.47</b>
<b>920 Business Expense</b>	
9200 Business insurance	18,549.74
9210 Authorizer fees	39,725.78
9230 Accounting, auditing, payroll	107,929.34
9240 Legal fees	11,923.74
9260 Computer support fees	1,418.30
9280 Other professional fees	2,935.46
9290 Other expenses	34.09
<b>Total 920 Business Expense</b>	<b>\$ 182,516.45</b>
<b>930 Dues, Fees &amp; Losses</b>	
9300 Dues, fees, and fines	4,601.91
9900 Uncategorized Expenses	17,919.18
9901 Amazon purchases	144.57
<b>Total 9900 Uncategorized Expenses</b>	<b>\$ 18,063.75</b>
<b>Total 930 Dues, Fees &amp; Losses</b>	<b>\$ 22,665.66</b>
<b>940 Donated Expense</b>	
9400 Donated services expense	156,922.50
9410 Donated tangibles expense	400.00
<b>Total 940 Donated Expense</b>	<b>\$ 157,322.50</b>
<b>Total 09 Additional Expense</b>	<b>\$ 907,911.41</b>
<b>11 Depreciation</b>	
11000 Operating asset depreciation	79,005.47
11010 Facility asset amortization & depreciation	433.80
<b>Total 11 Depreciation</b>	<b>\$ 79,439.27</b>
<b>Total Expenditures</b>	<b>\$ 4,347,097.85</b>
<b>Net Operating Revenue</b>	<b>\$ 2,238,320.22</b>
<b>Net Revenue</b>	<b>\$ 2,238,320.22</b>

**Appendix E: Approved 2018-2019 Budget**

## SY 18-19

Revenue	
State and Local Revenue	6,104,386
Federal Revenue	438,674
Private Grants and Donations	2,101,730
Earned Fees	9,677
Donated Revenue	-
Revenue Total	8,654,467
Expenses	
Salaries	3,737,510
Benefits and Taxes	772,192
Contracted Staff	50,000
Staff-Related Costs	69,562
Rent	978,890
Occupancy Service	200
Direct Student Expense	802,116
Office & Business Expense	1,572,761
Contingency	86,545
Donated Expense	-
Expenses Total	8,069,777
<b>NET ORDINARY INCOME</b>	<b>584,690</b>
Extraordinary Expenses	
Depreciation and Amortization	118,636
Extraordinary Expenses Total	118,636
<b>TOTAL EXPENSES</b>	<b>8,188,413</b>
<b>NET INCOME</b>	<b>466,054</b>
Cash Flow Adjustments	
Add Depreciation	118,636
Operating Fixed Assets	(328,000)
Other Operating Activities	57,130
Per-Pupil Adjustments	-
Facilities Project Adjustments	(20,000)
Cash Flow Adjustments Total	(172,234)
<b>CHANGE IN CASH</b>	<b>293,820</b>
Starting Cash Balance	904,638
Change In Cash	293,820
<b>ENDING CASH BALANCE</b>	<b>1,198,458</b>