2018 ANNUAL REPORT

CRESSENT CITY SCHOOLS
INSPIRING WORK INSPIRING PEOPLE
For every organization, there are watershed moments, and we have experienced a number of those since we founded Crescent City Schools in 2010.

2011, 2012, and 2013 each marked the addition of a new school to our network, and two of those schools, Harriet Tubman and Paul Habans, were full school turnarounds. 2017 marked two major milestones for Crescent City Schools. First, it was the first year there were no failing schools in our network – a significant milestone for a network dedicated to turning around failing schools. Second, each of our three schools earned a grade of “A” for student academic growth in 2017.

In 2018, we continued our upward trajectory. For the second year in a row, all of our schools received a grade of “A” for student academic growth, an accomplishment met by only 11 other open enrollment schools in New Orleans. Crescent City Schools is one of only two networks in New Orleans with all of its schools in the “A” growth category. Second, all three schools in our network received an overall grade of “C”, marking the first time our network has not had any “D” or “F” schools. This is a significant milestone in light of our commitment to turning around failing schools.

In the last five years, Crescent City Schools has been the only charter management organization in New Orleans to take two PreK-8th grade schools from F’s to C’s. These academic accomplishments are all the more impressive in light of the revised, and more rigorous, state accountability standards.

We know our work is not done yet. However, we are proud to be one of the most successful organizations in New Orleans at school turnaround work. We will continue to do the hardest work to support the most vulnerable students in the city.

Our student population is nearly 94 percent economically disadvantaged, and we serve a growing number of students with special education needs or limited English proficiency. Our students continue to make significant gains due to the presence of committed and caring educators who believe in our students’ ability to learn and who continuously raise the bar for excellence.

For each person reading these pages, we thank you for your support and belief in our students and staff. Thank you for your partnership as we work to improve the educational outcomes for New Orleans students.

Sincerely,

[Signatures]

Kate Mohok (right)  
Co-Founder  
Chief Executive Officer, Crescent City Schools

Julie Lause (left)  
Co-Founder  
Principal, Harriet Tubman Charter School
OUR MISSION

The mission of Crescent City Schools is to support and develop open enrollment charter schools that raise student achievement and prepare students for college.

Established in 2010, Crescent City Schools was founded on the belief that all students deserve great schools. Crescent City Schools is a Charter Management Organization (CMO) founded by two veteran educators, Kate Mehok and Julie Lause, in order to address the specific need of transforming failing schools.

Crescent City Schools fosters the performance and improvement of schools and provides the support structure necessary for schools to achieve success. Our organization provides sound methodology and implements best practices for teaching and learning to create a model that transforms the lowest-performing schools into excellent educational institutions.

2018 Highlights

Top Gains School

Letter grade received by all schools in CCS network for student academic growth in 2017–2018

Tubman was one of only two open enrollment K-8 schools in the city to be recognized as both a Top Gains Honoree and an Equity Honoree

Habans ranks first out of all open enrollment K-8 schools in the city for student academic growth of Akili alumni on track, by the end of their ninth grade year, to graduate high school

89%
<table>
<thead>
<tr>
<th>OUR SCHOOLS</th>
<th>647</th>
<th>75%</th>
<th>9th</th>
<th>91%</th>
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</thead>
<tbody>
<tr>
<td>Students enrolled in grades PreK–8</td>
<td>Students enrolled in grades PreK–8</td>
<td>Student ELA growth ranking out of all open-enrollment schools in the city</td>
<td>Tubman performed better than 91% of all Louisiana schools for the academic achievement of its English Language Learners</td>
<td></td>
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<tr>
<td>tubmancharterschool.org</td>
<td>9th</td>
<td>75%</td>
<td>7</td>
<td></td>
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<tr>
<td>Students enrolled in grades PreK–8</td>
<td>Students enrolled in grades PreK–8</td>
<td>Student growth ranking out of all open-enrollment schools in the city</td>
<td>The number of titles claimed by Akili’s football, volleyball, and basketball teams</td>
<td></td>
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<tr>
<td>akiliacademy.org</td>
<td>7th</td>
<td>75%</td>
<td>7</td>
<td></td>
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<tr>
<td>Students enrolled in grades PreK–8</td>
<td>Students enrolled in grades PreK–8</td>
<td>of 8th graders scored Basic or above on state assessments for ELA</td>
<td>of 8th graders scored Basic or above on state assessments for ELA</td>
<td></td>
</tr>
<tr>
<td>habanscharterschool.org</td>
<td>645</td>
<td>25pts</td>
<td>1st</td>
<td>83%</td>
</tr>
<tr>
<td>Students enrolled in grades PreK–8</td>
<td>Students enrolled in grades PreK–8</td>
<td>School Performance Score (SPS) growth since 2015</td>
<td>Student growth ranking out of all open-enrollment schools in the city</td>
<td></td>
</tr>
<tr>
<td>Students enrolled in grades PreK–8</td>
<td>Students enrolled in grades PreK–8</td>
<td>1st</td>
<td>of parents say they keep their child at Habans because of the teachers and staff</td>
<td></td>
</tr>
<tr>
<td>habanscharterschool.org</td>
<td>83%</td>
<td>1st</td>
<td>76</td>
<td>76</td>
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</table>
2018 marked the return of Harriet Tubman Charter School to its original home at 2013 General Meyer Avenue, after years of renovation. The renovations added interior classrooms, a multi-purpose cafeteria/gym, a library, science labs, a music room, and additional bathroom and laundry facilities for special education students. For founding Tubman staff members, who have been at the school since 2011, returning to the original campus has been incredibly meaningful. Tubman staff first walked into the building in 2011, two and a half years before renovations on the building would begin, and they initially struggled to see how the space could be made into a beautiful learning environment for children. Staff spent countless hours taking inventory of supplies, cleaning out cluttered closets, and painting walls and doors to get things in order before the first day of school. In 2013, renovations began on the campus, and Tubman students and teachers moved to the O. Perry Walker high school building, where teachers once again transformed an uninviting space into an appropriate learning environment for young students. Tubman staff were at the Walker campus for five years before they were able to return to Tubman’s original building. Staff, students, and families are thrilled that its upper grades (3-8) are now housed in such a historic and beautiful space.

Part of education is not just telling kids what they have to learn but giving them the idea that they matter, and if they matter, then the space that they are in matters, too. I feel like having a building like this sends the message, ‘We care about your space, we care about you.’

Zondra Howard, Assistant Principal, Harriet Tubman Charter School
PROVIDING STUDENTS WITH THE RESOURCES TO SUCCEED

Akili Academy is passionately committed to ensuring that its students receive what they need to reach their full potential. This means that students are challenged by rigorous academics, receive robust social/emotional supports, and are given opportunities to develop their own unique talents and passions. Each year, Akili evaluates how it can better serve its students and their families. Akili prides itself on its innovative academic intervention and special education model, personalized learning program, and enrichment program.

My son has some speech delays and, since he came to Akili, his concentration has improved, his comprehension has improved, and his speech overall has improved. I have a really good rapport with his teachers and I can tell that he feels comfortable with them, too. When you leave your child here, you know that they are in good hands and that they are learning.

Amber Sampson, Parent, Akili Academy

Teachers here encourage us to try new things, whether it’s basketball or art or track. I colored a lot when I was younger, but I had never really tried to draw until last year, when our art teacher gave us assignments to draw specific animals. I would really concentrate and my pictures came out nice. After my teacher saw my work, I took a special test to prove that I was gifted and talented for art. Now, I draw all the time. I was just accepted to NOCCA and want to be an artist when I grow up.

Na’shey Howard, 8th Grader, Akili Academy

I work hard to connect with families so that they know that we have their best interests at heart. Last year, we had a family lose everything in a fire. I talked with the family all summer, walking them through the process of securing permanent housing. After that, the family really trusted the school.

Shantrice Bailey, Director of Social Services, Akili Academy

Artwork by Na’shey Howard
Our vision is that every student receives a high-quality education through our school system, and Paul Habans Charter School represents the best of what we want each of our schools to accomplish in student growth.

Dr. Henderson Lewis, Superintendent, Orleans Parish School Board

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IN PURSUIT OF EXCELLENCE

Crescent City Schools assumed operations of Paul Habans Charter School in 2013. A formerly failing school, Habans has changed in dramatic ways over the past five years. In 2018, Habans ranked first, out of all open-enrollment K-8 schools in New Orleans, for student academic growth. Habans’s School Performance Score (SPS) has increased by 25 points in the last three years and, as a result, jumped from an overall “F” grade to a “C” grade in the past two years. Habans staff, students, and parents accomplished this together, by embracing a culture of excellence and high standards.

At Habans, we believe every student can improve, even if they are the strongest reader in the class. Excellence doesn’t mean perfection, it’s more about making progress towards a high standard. Every student can and will show excellence at Habans.

Phoebe Coughlin, Middle School ELA Teacher, Paul Habans Charter School

It did not surprise me when I heard that my son Lionel had scored Advanced on the LEAP. Lionel has always been a good student - he is eager to learn, he processes information very thoroughly, he’s just always thinking! Lionel is currently researching high schools, because he wants to go to one that will prepare him for college.

Melissa Green, Parent, Paul Habans Charter School

Our vision is that every student receives a high-quality education through our school system, and Paul Habans Charter School represents the best of what we want each of our schools to accomplish in student growth.

Dr. Henderson Lewis, Superintendent
Orleans Parish School Board
Last year, I learned that I had scored “Advanced” on the LEAP when I got a surprise visit from a couple teachers and the principal of Habans. That felt really good. I was proud of myself! Math is my favorite subject and I would like to become an architect.

David Cruz, 8th Grader, Paul Habans Charter School
In 2018, Harriet Tubman Charter School earned an “A” for Growth and ranked twelfth in the city for student academic growth. Tubman was also recognized as a Top Gains Honoree and an Equity Honoree, an acknowledgment of the school’s ability to grow scholars, including those with disabilities, economic hardship, and/or English Language learning needs. The Tubman journey is now regularly acknowledged as the most successful turnaround story of a failing school in New Orleans. Tubman is led by Principal Julie Lause.


When Crescent City Schools assumed operations of Paul Habans Charter School in 2013, it was an “F” school. Within only three years, Habans exited failing status and celebrated the achievement of earning an overall score of “C” and a grade of “A” for academic growth in 2018. The Habans state-of-the-art campus is located in Algiers and includes a dance studio, music room, art room, full-sized gym, digital library, and science and computer labs. Habans is led by Elisabeth LaMotte-Mitchell.
OUR STUDENTS

Demographics

<table>
<thead>
<tr>
<th>School</th>
<th>Economically Disadvantaged</th>
<th>Limited English Proficiency (LEP)</th>
<th>Students with Disabilities (SWD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harriet Tubman</td>
<td>93%</td>
<td>8%</td>
<td>19%</td>
</tr>
<tr>
<td>Akili Academy</td>
<td>94%</td>
<td>1%</td>
<td>18%</td>
</tr>
<tr>
<td>Paul Habans</td>
<td>94%</td>
<td>9%</td>
<td>14%</td>
</tr>
<tr>
<td>New Orleans</td>
<td>94%</td>
<td>5%</td>
<td>12%</td>
</tr>
<tr>
<td>Louisiana</td>
<td>69%</td>
<td>3%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Racial/Ethnic Breakdown

- 91.9% Black
- 6.8% Hispanic
- 0.9% White, (Not Hispanic)
- 0.2% Asian
- 0.1% Multiracial

OUR STAFF

Experience

Teachers with 4-plus years of experience

<table>
<thead>
<tr>
<th>School</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harriet Tubman</td>
<td>61%</td>
</tr>
<tr>
<td>Akili Academy</td>
<td>47%</td>
</tr>
<tr>
<td>Paul Habans</td>
<td>31%</td>
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As a network committed to operating open enrollment charter schools, Crescent City Schools strongly believes that schools should serve all students, including those with special needs. In order to serve all students in a setting that best supports their learning, each of the schools in the Crescent City Schools network offers several learning environments. These options include inclusion in general education classrooms, resource rooms (small group settings that provide support in a particular subject area), and self-contained classrooms, for students with the most profound needs. In all three schools in the Crescent City Schools network, limited English proficiency students and students with disabilities are meeting their growth to mastery targets at higher rates than students in the state and the district.

<table>
<thead>
<tr>
<th>School</th>
<th>Limited English Proficiency Students</th>
<th>Students with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harriet Tubman</td>
<td>49%</td>
<td>54%</td>
</tr>
<tr>
<td>Akili Academy</td>
<td>56%</td>
<td>49%</td>
</tr>
<tr>
<td>Paul Habans</td>
<td>52%</td>
<td>59%</td>
</tr>
<tr>
<td>New Orleans</td>
<td>48%</td>
<td>45%</td>
</tr>
<tr>
<td>Louisiana</td>
<td>46%</td>
<td>44%</td>
</tr>
</tbody>
</table>

I have been an ESL teacher for the past ten years. I came to the US from Haiti, when I was eight years old, so I really understand what my students are going through. I tell them, ‘Look, I came to this country not speaking any English and I made it. I believe in you, I know that you can make it, too.’

Nathalie Cadet, K-5 ESL Teacher, Paul Habans Charter School

I think our love for our students is part of the reason our Special Education population is so large. When our students come to school, the smiles on their faces, the joy they have...it’s so apparent that they are glad to be here.

Chiante Cunningham, Tier IV Special Education Teacher, Harriet Tubman Charter School, 2018 New Orleans Excellence in Teaching Award Winner

I create multi-sensory approaches to learning, which is really interesting...for me and my students! Earlier this year, we studied biomes and ecosystems, and my students did a lot of independent work to create dioramas. It is so satisfying to provide my students with learning that really sticks with them.

Anna Putnam, Middle School Resource Teacher, Akili Academy
Crescent City Schools designs each of its schools to operate sustainably on public funds. However, in order to truly meet the needs of the more than 2,200 children we serve, our schools offer extracurricular activities, innovative programming, and other enrichment opportunities. These programs enhance the quality of our students’ education and require us to pursue additional philanthropic dollars. We believe that the extracurricular activities, enrichment opportunities, and specialized programs we provide our students are critical to their successful development, and we thank all of our donors for supporting the children of New Orleans.
It is a tremendous honor to serve New Orleans students, something which I have had the privilege of doing since 2008, when I became a board member for Akili Academy. At that time, Akili was a standalone charter school, and it would be another four years until Akili joined the Crescent City Schools network.

There have been many changes from when I first joined the Crescent City Schools board in 2012 to now. In 2013, Crescent City Schools added another school to its network, Paul Habans Charter School. Habans, a formerly failing school, has increased its School Performance Score by 25 points in the past three years. Both Akili and Habans have been placed in new facilities and, as described in this annual report, Tubman recently returned to its original building after undergoing a five-year renovation. All of our schools have increased the number of students they serve, and the academic performance of our students has dramatically improved.

And while much has changed in our schools and across the network, there are some things that remain the same. Our commitment to serving all students, regardless of past academic performance or special need. Our continued belief in our mission, not just as words on a wall or a document, but as the very foundation for our work. The dedication of our staff to instill habits and values in students that will help them succeed in high school, college, and beyond. These beliefs and traits of our organization and staff have not, and should never, change.

So as we remember what our students and staff have already achieved, we also look to the future. We remind ourselves of the promises that we, the board, faculty, and staff of Crescent Crescent City Schools, have made, and we continue to strive for excellence at each of our schools. Thank you for supporting us in our work.

With gratitude,

Bob Stefani, Board Chair