

**COUNCIL OF THE DISTRICT OF COLUMBIA
COMMITTEE OF THE WHOLE
COMMITTEE REPORT**

1350 Pennsylvania Avenue, NW, Washington, DC 20004

DRAFT

TO: All Councilmembers

FROM: Chairman Phil Mendelson
Committee of the Whole

DATE: May 17, 2022

SUBJECT: Report on PR 24-578, “Public Charter School Board Nick Rodriguez Confirmation Resolution of 2022”

The Committee of the Whole, to which PR24-578, “Public Charter School Board Nick Rodriguez Confirmation Resolution of 2022” was referred, reports favorably thereon and recommends approval by the Council.

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I. BACKGROUND AND NEED

The purpose of Proposed Resolution 24-578 is to confirm the appointment of Mr. Nick Rodriguez as a member of the Public Charter School Board (PCSB). If confirmed, Nick Rodriguez will fill a currently vacant seat on the Board.

The District of Columbia School Reform Act of 1995' ("SRA") gave the District of Columbia the authority to start independent, autonomous, public schools, commonly known as charter schools. The law initially gave authority to the District of Columbia Board of Education to charter these schools and also established the PCSB. The seven-member board was created for the purpose of authorizing new charters, monitoring the operations and student academic progress of the schools under its purview, and ensuring that the public charter schools under its authority are in compliance with the terms of their charter and applicable federal and local laws. As an independent authorizer of public charter schools, the PCSB is responsible for chartering new

schools through a comprehensive application review process; monitoring existing charter schools for compliance with applicable local and federal laws; and ensuring public charter schools are held accountable for both academic and non-academic performance. The PCSB is currently the District of Columbia's sole charter school authorizer and now oversees 66 charter schools on 120 campuses.

Mr. Rodriguez has had an extensive career in education in the District and nationwide. Early in his career, Mr. Rodriguez worked as a Program Director and Consultant for the California Association of Student Councils to empower youth and communities through leadership development and advocacy, and then later served as the Co-Founder and K-12 Director for the Education Delivery Institute (EDI). At EDI, Mr. Rodriguez led the transition from seed grant to sustainable fee-for-service funding with an annual budget of over \$4M and originated and oversaw a portfolio of over 50 engagements with state agencies, districts, and schools. Mr. Rodriguez is currently the Chief Executive Officer for Delivery Associates, a global organization with a focus on education, health, and climate. In this role, he has worked with the Tennessee Department of Education and Achievement School District, Texas Education Agency, Council of Chief State School Officers, Gates Foundation, and other education partners to support the development of projects that will have a positive impact on academic achievement and school system operations.

Mr. Rodriguez is being appointed to the Public Charter School Board as a voting member as a parent of a student enrolled in a public charter school located in the District. Given the candidate's extensive expertise in furthering educational excellence and the candidate's understanding of the Board's processes and standards towards ensuring high quality educational options for the students in the District of Columbia, the Committee recommends approval of PR24-578. The Committee of the Whole reports favorably on PR 24-578, adopts the report on this measure, and recommends approval by the Council. The Committee makes no changes to the Print adopted by the Committee.

Table A: Membership of the Public Charter School Board

Member/Nominee	Pending PR (if applicable)	1st Term Appointment Date	Reappointment Date	Term Expiration Date
Jim Sandman	N/A	July 15, 2019	Feb. 2024	N/A
Naomi Shelton	N/A	January 22, 2018	Feb. 2021	Seat Vacated
Steve Bumbaugh	N/A	June 2, 2015	Feb. 2021	Feb. 2025
Lea Crusey	PR24-432	December 7, 2018	Feb. 2022	Feb. 2026
Rick Cruz	N/A	October 10, 2014	Feb. 2018	Feb. 2022
Ricarda Ganjam	N/A	October 8, 2015	Feb. 2019	Feb. 2023
Saba Bireda	N/A	July 18, 2016	Feb. 2019	Feb. 2027
Nick Rodriguez	PR24-578	Pending Appt.	N/A	April 2026

Shukurat Adamoh-Faniyan	PR24-579	Pending Appt.	N/A	April 2026
Shantelle Wright	PR24-580	Pending Appt.	N/A	April 2026

II. LEGISLATIVE CHRONOLOGY

- February 1, 2022 PR 24-578, the “Public Charter School Board Nick Rodriguez Confirmation Resolution of 2022” is introduced by Chairman Mendelson at the request of Mayor Bowser.
- February 11, 2022 Notice of Intent to Act on PR 24-578 is published in the *District of Columbia Register*.
- February 15, 2022 Referred to Committee of the Whole.
- April 6, 2022 Notice of Public Hearing Published filed in the *Office of the Secretary*.
- April 8, 2022 Notice of Public Hearing Published in the *District of Columbia Register*.
- April 25, 2022 Public Hearing on PR24-578.

III. POSITION OF THE EXECUTIVE

Mr. Nick Rodriguez is the Mayor’s nominee for appointment to the District of Columbia Public Charter School Board.

IV. COMMENTS OF ADVISORY NEIGHBORHOOD COMMISSIONS

The Committee received no testimony or comments from any Advisory Neighborhood Commission on PR 24-578.

V. SUMMARY OF TESTIMONY

The Committee of the Whole held a public hearing on PR 24-578 (and two other nominations to the District of Columbia Public Charter School Board) on Monday, April 25, 2022. The testimony summarized below, and attached, is from the portion of the hearing pertaining to Mr. Nick Rodriguez.

Dr. Jessica Sutter, Ward 6 Representative, DC State Board of Education, testified in support of Mr. Rodriguez and the three other nominees to the Public Charter School Board.

Dr. Michelle Walker-Davis, Executive Director of the Public Charter School Board, testified in support of Mr. Rodriguez and three other nominees to the DC Public Charter School Board. She noted that Mr. Rodriguez will provide insight and expertise on how the DC PCSB policies impact the decision-making of an LEA Board.

Shannon Hodge, Founding Executive Director, DC Charter School Alliance, testified in support of Mr. Rodriguez and the three other nominees to the DC Public Charter School Board, and urged the Council to move swiftly to move the confirmations to a vote in order to return the DC PCSB to its full capacity and function.

Valerie Jablow, Public Witness, testified about the nomination process, noting each of the nominees' connection to charter schools in DC.

Kristina Kyles-Smith, Executive Director, Two Rivers Public Charter School, testified in support of the nomination of Mr. Rodriguez to the DC Public Charter School Board. She notes in her testimony that Mr. Rodriguez has been instrumental in her development as an educational leader.

Nick Rodriguez, Nominee, testified and answered questions from Chairman Mendelson regarding his background, experience, and ability to serve on the District of Public Charter School Board.

The Committee received no testimony or comments in opposition to Mr. Rodriguez' appointment.

VI. IMPACT ON EXISTING LAW

Members of the Public Charter School Board are appointed pursuant to D.C. Official Code § 38-1802.14, which established the Board.

VII. FISCAL IMPACT

Pursuant to section 4a of the General Legislative Procedures Act of 1975 (D.C. Official Code § 1-301.47(c)), the requirement of fiscal impact statement for confirmation resolutions does not apply.

VIII. SECTION-BY-SECTION ANALYSIS

- Section 1 States the short title of Proposed Resolution 24-578.
- Section 2 Confirms the appointment of Nick Rodriguez as a member of the District of Columbia Public Charter School Board for four-year term to end April 24, 2026.
- Section 3 Transmittal of the Resolution
- Section 4 Provides that the resolution will take effect once approved by the Council.

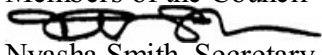
IX. COMMITTEE ACTION

X. ATTACHMENTS

1. PR 24-578 as introduced.
2. Committee Report on PR 24-578 without attachments.
3. Nominee's testimony and response to questions.
4. Legal Sufficiency Determination for PR 24-578.
5. Committee Print for PR 24-578.

COUNCIL OF THE DISTRICT OF COLUMBIA
1350 Pennsylvania Avenue, N.W.
Washington D.C. 20004

Memorandum

To : Members of the Council
From :  Nyasha Smith, Secretary to the Council
Date : Monday, February 7, 2022
Subject : Referral of Proposed Legislation

Notice is given that the attached proposed legislation was introduced in the Office of the Secretary on Tuesday, February 01, 2022. Copies are available in Room 10, the Legislative Services Division.

TITLE: "Public Charter School Board Nick Rodriguez Confirmation Resolution of 2022", PR24-0578

INTRODUCED BY: Chairman Mendelson, at the request of Mayor

The Chairman is referring this legislation to Committee of the Whole. This resolution will be deemed disapproved on Wednesday, May 25, 2022 without Council action.

Attachment
cc: General Counsel
Budget Director
Legislative Services



February 01, 2022

MURIEL BOWSER
MAYOR

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), and pursuant to section 2214 of the District of Columbia School Reform Act of 1995, approved April 26, 1996 (110 Stat. 1321; Pub. L. 104-134; D.C. Official Code § 38-1802.14), I am pleased to nominate:

Mr. Nick Rodriguez
8th Street, NE
Washington, DC 20002
(Ward 6)

for appointment as a member of the Public Charter School Board, replacing Stephen Bumbaugh, for a term to end February 24, 2025.

Enclosed you will find all biographical information detailing the experience of the above-mentioned nominee, along with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me or Steven Walker, Director, Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser
Mayor



Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

To confirm the appointment of Nick Rodriguez to the Public Charter School Board.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution may be cited as the "Public Charter School Board Nick Rodriguez Confirmation Resolution of 2022".

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Mr. Nick Rodriguez
8th Street, NE
Washington, DC 20002
(Ward 6)

as a member of the Public Charter School Board, pursuant to section 2214 of the District of Columbia School Reform Act of 1995, approved April 26, 1996 (110 Stat. 1321; Pub. L. 104-134; D.C. Official Code § 38-1802.14), replacing Stephen Bumbaugh, for a term to end February 24, 2025.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution, upon its adoption, each to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

Nick Rodriguez

EXPERIENCE:

- Dec 2013 – Present **Co-Founder and CEO – Delivery Associates (London, UK and Washington, DC)**
DA's mission is to build governments' capacity to deliver results for citizens they serve. Led and built a \$30M global organization with a focus on education, health, and climate. Select examples include:
- Prime Minister's Office, Canada: Supported development of a [Results and Delivery Unit](#) that is responsible for delivering the PM's priorities. Deep-dive focus on [water quality in indigenous communities](#).
 - Governor's Office, Rhode Island: Supported development of an evidence-based plan and performance management system for delivering on the governor's [pledge](#) to achieve universal Pre-K access by 2024.
 - Mayor's Office, City of Philadelphia: Supporting the early-stage development of a Delivery Unit.
 - [American Cities Climate Challenge](#): Architect and core partner of a \$70M Bloomberg Philanthropies initiative to meet or beat the Paris Climate targets in 25 of America's largest cities.
 - [Bloomberg Mayor's Challenge](#): Lead implementation support for over 50 cities that have won an "X-Prize for Mayors" for their innovative ideas to improve the lives of their residents.
 - [Harvard Ministerial Leadership Program](#): faculty for program serving Ministers of Health and Education
 - Education partners include: Tennessee Department of Education and Achievement School District, Texas Education Agency, Council of Chief State School Officers, Gates Foundation, and others
- Sept 2010 – Nov 2015 **Co-Founder and K-12 Director – Education Delivery Institute (EDI) (Washington, DC)**
Leader for a nonprofit supporting K-12 and higher ed systems to manage implementation of reforms at scale
- Led transition from seed grant to sustainable fee-for-service funding with an annual budget of over \$4M (EDI has now merged its work with Delivery Associates and its education practice)
 - Originated and oversaw a portfolio of over 50 engagements with state agencies, districts, and schools
 - Contributed to improved results in several systems; increases in college and career readiness in Kentucky, the narrowing of achievement gaps in Massachusetts, and improvements in implementation that took Hawai'i off high-risk status for its Race to the Top grant
- Aug 2006 – Aug 2010 **Engagement Manager – McKinsey & Company (Washington, DC)**
Management consultant and team leader for client service projects. Selected project experience:
- National education system, small Middle Eastern country: Designed and delivered a system transformation program, including organizational design, performance management, and leadership development
 - DC Public Schools: Designed a performance and talent management system for school leaders
 - Ohio Department of Education: Developed a comprehensive education policy strategy (see publications)
- Nov 1997 – Aug 2007 **Program Director and Consultant – California Association of Student Councils (CASC) (Oakland, CA)**
CASC is a nonprofit that empowers youth and communities through leadership development and advocacy
- Raised over \$130,000 in private and public funding for low-income program participants
 - Founded California's first legislative advocacy program for students to influence state education policy

VOLUNTARY AND PROFESSIONAL ACTIVITIES:

- Jul 2019 – Present **Trustee, Two Rivers Public Charter School (Washington, DC)**
Trustee (and parent member) for an innovative, whole-child-focused charter school
- Oct 2013 – Jul 2019 **Board Chair, Capital City Public Charter School (Washington, DC)**
Trustee (and Chair 2017-2019) for DC's first expeditionary learning charter school
- Oct 1999 – Aug 2000 **Member – California State Board of Education (Sacramento, CA)**
Appointed by governor to represent 6 million students on the chief oversight board for California schools

EDUCATION:

- Oct 2004 – Jun 2006 **British Marshall Scholarship**
Awarded to 44 out of nearly 1,000 applicants for US students for graduate study in the UK
- Jun 2006 **University of Oxford: MSc, Latin American Studies**
- Jun 2005 **London School of Economics and Political Science: MSc, Economics (with Distinction)**
- Jun 2004 **Stanford University: MA, International Policy Studies; BA, Public Policy (Phi Beta Kappa, with Distinction)**

PUBLICATIONS:

- Jun 2015 ["Deliverology in Practice: How Education Leaders Are Improving Student Outcomes."](#) Corwin, 2015
- Oct 2010 ["Deliverology 101: A Field Guide for Education Leaders."](#) Co-author (uncredited). Corwin, 2010
- Jan 2007 ["Creating a world-class education system in Ohio."](#) Co-author for comprehensive policy [blueprint](#) for Ohio.
- Mar 2005 ["Desegregation and School Board Politics: The Limits of Court-Imposed Policy Change"](#) (co-author with Profs. Luis Fraga and Bari Erlichson). In Howell, William (ed.): [Besieged: School Boards and the Future of Education Politics](#). Washington: Brookings Institution Press, 2005
- Jan 2002 ["What I Learned Last Summer on the Hill."](#) Opinion Editorial, [The Washington Post](#), January 28, 2002.



Executive Office of the Mayor - Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Nick Rodriguez



Nick Rodriguez is the CEO at Delivery Associates, an organization whose mission is to improve the effectiveness and accountability of government worldwide. In this role, he partners with governments - and the nonprofits and philanthropies that support them - to define and deliver better results through better implementation across sectors, including education, workforce, economic mobility, climate, and health. He is also a co-author, with Sir Michael Barber, of "Deliverology 101," a field guide for education leaders that is the basis of DA's approach to implementation, and its successor, "Deliverology in Practice."

Prior to his work at Delivery Associates, he was a co-founder and K-12 director at the Education Delivery Institute (EDI), a nonprofit that focused on helping education leaders to improve the implementation of their reforms. In this role, Mr. Rodriguez was responsible for growing and maintaining a network of school, district, state, and nonprofit/philanthropic leaders who are changing the way they work to serve students through better practices in planning, performance management, and organizational change.

Prior to joining EDI, Mr. Rodriguez was an engagement manager with McKinsey & Company's education practice, where he advised education leaders on policy and implementation at the district, state, and national level in the U.S. and abroad. He began his career in education over two decades ago when he served as the student member of the California State board of Education and as a youth advocate and trainer with the California Association of Student Councils.

A Ward 6 resident, Mr. Rodriguez holds a bachelor's degree in Public Policy from Stanford University, a master's degree in Economics from the London School of Economics, and a master's degree in Latin American Studies from Oxford University, where he was a British Marshall Scholar.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Ronan Gulstone, Steve Walker
From: Betsy Cavendish
Date: January 27, 2022
Subject: Legal sufficiency review of Resolutions nominating Shukurat Adamoh-Faniyan, Nick Rodriguez, and Shantelle Wright to the Public Charter School Board

This is to Certify that this office has reviewed the above-referenced Resolutions and found them to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Vanessa Careiro, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

Elizabeth Cavendish

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
PUBLIC CHARTER SCHOOL BOARD**



Public Roundtable
on
PR24-0578, the “Public Charter School Board Nick Rodriguez Confirmation
Resolution of 2022”

Answers to Council Questions from
Nick Rodriguez

Before the
Committee of the Whole
Council of the District of Columbia
The Honorable Phil Mendelson, Chairperson

April 25, 2022
12:45 p.m.
Virtual Meeting Platform
John A. Wilson Building



1. Please provide a copy of the Financial Disclosure statement you filed with the Office of Campaign Finance or the Board of Ethics and Government Accountability. If you have not filed a Financial Disclosure Statement, please provide answers to questions no. 2-8 in lieu of that statement.

Answers to questions 2-8 are provided below in lieu of that statement.

2. Please provide the name of each business entity transacting any business with the District Government in which you have a beneficial interest valued in excess of \$1,000, including publicly traded stock.

My company, Delivery Associates Ltd., transacts business with the District government through a donation agreement for services related to the American Cities Climate Challenge. This work is funded by philanthropy and is specifically with the Department of Energy and the Environment. This agreement ends on June 30, 2022.

3. Please provide the name of each business entity transacting any business (including consulting) with the District Government from which you or your immediate family have received (or are receiving) income for services rendered in excess of \$200 during the past two years.

Delivery Associates Ltd., per the donation agreement referenced in #2 above.

4. Please provide the name of each business entity transacting business with the District Government in which you or any member of your immediate family serves as an officer, director, partner, or agent. Also list the position(s) held, a brief description of the entity, and any other pertinent details.

I am CEO and a company Director for Delivery Associates Ltd.. Delivery Associates is a consulting firm whose mission is to improve the effectiveness and accountability of government worldwide. Our only business relationship with the District Government is currently through the donation agreement referenced in #2 above.

5. Please provide the name of any lender and the amount of liability for each outstanding liability borrowed by you or any member of your immediate family in excess of \$1,000. Do not include loans from a federal or state insured or regulated financial institution, or from any business enterprise regularly engaged in the business of providing revolving credit or installment accounts.

There are no lenders or liabilities that fall into this category for me.

6. Please list the location of all real property located in the District of Columbia in which you have an interest with a fair market value in excess of \$1,000.



815 8th St. NE, Washington, DC, 20002. This is our primary residence.

7. Please list all professional and occupational licenses held by you.

None.

8. Please list any professional organizations of which you are currently a member.

None.

9. Please list all boards and commissions connected with the District government on which you are or have been a member and include the term of service for each.

I have served on two local charter school boards.

I served on the board of Capital City Public Charter School from October 2013 to June 2019; I served as chair from June 2017 to June 2019.

I served on the board of Two Rivers Public Charter School from October 2018 to January 2022.

10. Please list any other boards (e.g, Board of Directors of a non-profit) on which you are currently a member.

I am currently a trustee for the [Longview Foundation](#), a small philanthropy that focuses its giving on youth education in world affairs.

As noted above, I am also on the Board of Directors for Delivery Associates, the company where I am CEO.

11. Do you have any outstanding liability for taxes, fees, or other payments to the District, federal, or other state or local governments, either contested or uncontested? If so, please provide documentation of attempts to pay the amount owed or to resolve the disputed claim.

No.

12. Do you or any member of your immediate family have any interest, financial or otherwise, that may directly or indirectly pose a conflict of interest for you in performance of your duties as a member of the Public Charter School Board?



We do not currently have any such interests. In keeping with the ethics training and guidance I am receiving from District Government, I will identify and disclose such interests if they ever arise in the future.

13. Please describe any local political activity (i.e., the District of Columbia local elections or campaigns) that you have engaged in over the past five years, including all campaign contributions to a D.C. candidate or political committee.

In July 2020, I gave \$100 to the campaign of Christina Henderson for DC Council.

In April 2018, I gave \$50 to the campaign of Jessica Sutter for DC State Board of Education.

14. Are you registered with any local, state, or federal government to lobby? If so, list the jurisdiction(s) in which you are registered.

No.

15. Why have you agreed to serve and how do you plan to help the Board fulfill its role and mission during your time on the Board?

I have agreed to serve on this board because I believe that educational equity is critical to delivering an equitable and prosperous future for all of us. Here in the District, that means that every parent should have access to excellent educational opportunities for their children throughout this city and in the communities where they live. This belief has guided me from early in my career and has shaped my professional life, where I focus on helping governments and school systems to deliver better results through better implementation. It has also shaped my volunteer service, where I have served on two local charter school boards here in the District and chaired one of them. And because I am a 15-year District resident and a parent of children enrolled in DC schools, the stakes are personal as well.

A strong and well-functioning PCSB is absolutely necessary to deliver on this broader vision for DC education. Its oversight extends to just under half of the students in the District, so its work affects our entire education ecosystem. Moreover, the PCSB has a solemn duty to ensure that the city's charter schools are accountable both to the students they serve and the broader communities that surround them. This duty often presents the PCSB with difficult decisions – decisions that require both wisdom and a willingness to listen and engage constantly with a wide range of stakeholders.

If I have the opportunity to serve, I hope to adopt this stance of listening and engaging, and to bring what I learn together with my own set of diverse perspectives – as parent, as resident, and as education professional – to help the board make wise choices that strengthen the educational opportunities available to all District students and families.

More information on this is available in my written testimony.



16. What challenges do you believe face the charter sector and how do you believe these challenges can be addressed?

I believe that the next four years will be an important time in the evolution of education in our city. We have all been living through the shared trauma of a pandemic for two years and are beginning to make progress on what it would look like to come out of it together. As we do that, our leaders – including the members of this Council, members of the community, educators, families, and other stakeholders – are asking serious and profound questions about how our system needs to evolve to meet the needs of the current moment and of the more equitable future that we’re all trying to build together. These questions cluster around a few core themes:

- **Accountability:** Amidst all this change, how do we ensure that charter schools remain and become even more accountable for equitable and high quality results in the way they serve students and families?
- **Community partnership:** At the same time, how do we develop a broader sense of charter sector responsibility to local communities and to the broader mission of improving DC education writ large?
- **Growth:** In this context, how should we manage the growth of the DC charter sector, taking into account results, demand, and impact on the wider education ecosystem?

The PCSB will be making several important policy decisions that touch on these questions in 2022 – in particular, a revised accountability framework for schools and, with that, revised criteria and processes for considering applications to open new schools. To address these challenges, the PCSB must get these early policy choices right, and then follow through with robust, results-oriented, and equitable implementation of those policies. In particular, we should apply these frameworks with three trends in mind:

- **New performance data:** We will get this for the first time this year after a two-year lapse, and it will give us a sense of the scale of the challenge the pandemic has created, as well as its distribution across place and population. We will want to calibrate our decisions to match the needs that this data reveals.
- **Residential patterns:** As we move past some of the acute phases of the pandemic, we will be able to view emerging trends in residential data with more confidence. The data will tell us important things about who is moving where and living where, and the implications for what families need from schools and where. This, in turn, will influence important aspects of the growth question.
- **New ways of partnering across DC government:** Partnership is a pillar of the PCSB strategic plan, and the pandemic has challenged governments everywhere to break down siloes between sectors. We should spot and seize these opportunities as we manage through and out of the pandemic together.



These are the major challenges I see facing the charter sector. They are deeply intertwined with the challenges facing the DC education sector as a whole. If I have the opportunity to serve on the PCSB, I look forward to working with the Council and other stakeholders to find and implement solutions together.



**GOVERNMENT OF THE DISTRICT OF COLUMBIA
PUBLIC CHARTER SCHOOL BOARD**



Public Roundtable
on
PR24-0578, the “Public Charter School Board Nick Rodriguez Confirmation
Resolution of 2022”

Testimony of
Nick Rodriguez

Before the
Committee of the Whole
Council of the District of Columbia
The Honorable Phil Mendelson, Chairperson

April 25, 2022
12:45 p.m.
Virtual Meeting Platform
John A. Wilson Building



Good afternoon, Chairman Mendelson, and members of the Council. I would like to thank you all for considering my nomination and I would also like to thank Mayor Bowser for nominating me to the Public Charter School Board.

My name is Nick Rodriguez. I'm a 15-year resident of the District and a parent of three children, two of whom are school age and are currently enrolled at one of our city's public charter schools. More specifically, I am the parent of a child with special needs and our family has benefited from services provided by Early Stages, Strong Start, and DCPS over the years. I know first-hand, through the special education system, how the different sectors of our city's school system can work together to make a difference for children and families. And I'm also aware of the many ways that collaboration could improve.

In my day job, I am the CEO of Delivery Associates, a small consulting firm that focuses exclusively on delivering results in the public and social sectors. Our mission is to help governments and their partners – both in DC and across the country – to deliver better results through better implementation. I work across sectors, but my main focus has been serving school systems. This has given me the opportunity to do work in the education sector here in our city: at various points over the years, I have been a part of strategic planning and delivery partnerships with DCPS, with OSSE, and with several individual charter LEAs, working with them to set clear goals for students and families and establish systems for managing and monitoring implementation and delivery of those goals.



Like many DC residents, I have lived here a long time but grew up somewhere else. I was born in Los Angeles to immigrant parents who greatly valued education. One of my earliest memories is being in elementary school and being told that we were moving to the suburbs. When I asked why, they gave an answer many parents at the time were giving: “We’re moving out of the city so you can go to a better school.”

For some reason, I never forgot that - I never forgot the seeming wrongness of it, even though it’s a fact that we all know and live with today - the idea that parents who are able to move often choose where they live because they know that schooling is not equitable. It was the beginning of a set of questions that led me to the career I chose in educational equity and the broader work I do today in the field of public and social impact.

And this speaks to the broader question of why I am here today. The thing I thought as a child, then, is what I continue to believe today: all parents should have access to excellent education in the city and the specific place where they live. This is a goal that still eludes us, but it is my deeper ‘why’ and it’s why I want to serve on this board.

I believe my background is relevant for this position for a few reasons. First, my family represents the diversity of this city: we are Latinx/Hispanic, Asian/Pacific Islander, and Black - and most of us are new Americans.



Second, as a parent, I have a strong stake in this system's success. Through enrollment at DCPS, charter schools, Strong Start, and Early Stages, I have seen this system from multiple angles, and hopefully have a perspective on what is strong about it and what could be improved.

Third, I believe my board service on two individual charter school boards - at Capital City Public Charter School and Two Rivers Public Charter School - is relevant, as it has given me a sense of how charter schools in the city are governed, of what they need from the PCSB, and what the PCSB and the broader education sector should be expecting from them. This work has included chairing a student performance committee that revamped the way a school worked with its outcome data, overseeing the development of multiple school strategic plans, supporting, and listening to educator and parent feedback about the work of both schools, chairing a search committee to hire a new Executive Director for one school, and refining and revising governance, accountability, and compensation structures for school leadership.

And finally, my professional career makes me knowledgeable about DC's current education ecosystem, but not a partisan for any particular part of it. As I noted earlier, I have done work directly with DCPS, OSSE, and several charter schools. I have also worked in a volunteer capacity with multiple advocacy and parent groups here in our city. I've grown to deeply respect and appreciate the many perspectives and voices that leaders from all corners bring, while also recognizing that there's always more we can do to widen that circle. And where it is helpful, I can also bring perspective from outside the city and outside the sector because of where my work takes me. My hope is that these experiences would help me to bring a well-rounded perspective to the PCSB.



I believe that the next four years will be an important time in the evolution of education in our city. We have all been living through the shared trauma of a pandemic for two years and are beginning to make progress on what it would look like to come out of it together. As we do that, our leaders - including the members of this Council, members of the community, educators, families, and other stakeholders - are asking serious and profound questions about how our system needs to evolve to meet the needs of the current moment and of the more equitable future that we're all trying to build together.



The questions facing the PCSB are focused on a few core themes: they are about charter school accountability, decision-making, and growth, and the impact on the wider DC education ecosystem that this next iteration of the board will have to consider. Some of them will play out in some decisions that the board will be considering this year - in particular, a revised accountability framework and, with that, revised criteria and processes for considering applications to open new schools. Those will be critical decision-making points that will set the tone for this term. And they will lead to other operational implications for the PCSB in the years to come as the board begins to apply these new frameworks in its decision-making.

The core task I see of the next four years is getting policy choices right around growth, equitable access, accountability, and supports in 2022, and then applying them in a way that is results-



focused and equitable in 2023 and beyond. We will also have to manage and be ready for three trends that are coming during this time.

The first is taking a hard look at performance data once we have access to it again later this year, after a two-year lapse. I know we all expect some really tough news about the toll this pandemic has taken on student learning. It will be important to understand the shape of this news, dig in for root causes, and be ready to adjust our work accordingly in response.

The second is, over time, getting more clarity about the impact of the pandemic on residential patterns - who is moving where and living where, and the impact that has for our student population and what families need from schools. We'll need to keep a close eye on this data and be ready to respond to it.

And the third is an opportunity to think better about cross-agency and cross-sector collaboration. Partnership is a pillar of the PCSB strategic plan, and one that I am particularly interested in. The pandemic has rightly created an expectation that government will do this better, and I'd be interested in leaning in to support PCSB leadership and staff in driving this part of the work.

In conclusion, I have seen firsthand what every aspect of DC's education system can do to serve parents. I've seen a lot of good things, and also some things that could be improved. And as a parent, I'm deeply aware that the benefits our family has received are not yet evenly accessible across our whole city.



As stakeholders in this system, we want DC to be a place where residents from all backgrounds feel that they belong. When it comes to education, that means a place where the various parts of our school system - working in partnership - can provide equitable and high-quality educational experiences to all kids in all places, meet families where they are, and improve results and outcomes for everyone.

The PCSB has a vital role to play in contributing to this vision. If I have the opportunity to serve, I would hope to center that vision in the way I listen, the partnerships I build, and the decisions and votes that I take.

Thank you for your consideration of my nomination. I'm happy to answer any questions you might have.



1 **COMMITTEE PRINT**
2 **Committee of the Whole**
3 **May 17, 2022**
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10 A PROPOSED RESOLUTION

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12 24-578
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14 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA
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16 _____
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18 To confirm the appointment of Nick Rodriguez to the Public Charter School Board.
19

20 RESOLVED, BY COUNCIL OF THE DISTRICT OF COLUMBIA, that this resolution
21 may be cited as the “Public Charter School Board Nick Rodriguez Confirmation Resolution of
22 2022”.

23
24 Sec. 2. The Council of the District of Columbia confirms the reappointment of:
25

26 Mr. Nick Rodriguez
27 8th Street, NE
28 Washington, DC 20002
29 (Ward 6)
30

31 as a member of the Public Charter School Board, established by section 2214 of the District of
32 Columbia School Reform Act of 1995, approved April 26, 1996 (110 Stat. 1321; D.C. Official
33 Code §38-1802.14), for a term to end February 24, 2025.

34 Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,
35 upon its adoption, to the nominee and to the Office of the Mayor.

36 Sec. 4. This resolution shall take effect immediately.