



KIPP Academy Lynn

FY2012-2013 Annual Accountability Report to Massachusetts

Department of Elementary & Secondary Education (8/1/13)

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| TABLE OF CONTENTS | Page |
|---|-------------|
| 1. Introductory Information | 3 |
| 2. Faithfulness to Charter | 4 |
| 3. Academic Program Success | 6 |
| 4. Organizational Viability | 8 |
| 5. Recruitment and Retention Plan | 10 |
| 6. School and Student Data | 14 |
| 7. Budget and Finance Reports | 15 |
| a. FY2013 Statement of Revenues, Expenses, & Changes in Net Assets (income statement) | |
| b. FY2013 State of Net Assets (balance sheet) | |
| c. FY2014 Approved School Budget | |
| d. Capital Plan | |
| 8. Additional Attachments | |
| a. KAL coaches 2012-2013 | |
| b. KIPP Framework for Excellent Teaching (KFET) | |
| c. KAL Whole Staff Professional Development Schedule 2012 | |
| d. KAL Fall 2012 PD Calendar | |
| e. KAL Spring 2013 PD Calendar | |
| f. KAL New Staff PD Schedule 2012-2013SY | |
| g. KSS Attendance JUL2012 | |

Introductory Information

| <i>KIPP Academy Lynn</i> | | | |
|--|--------------|---|--|
| Type of Charter (Commonwealth or Horace Mann) | Commonwealth | Location | 90 High Rock Street, Lynn, MA 01902 |
| Regional or Non-Regional? | Non-Regional | Districts in Region (if applicable) | NA |
| Year Opened | 2004 | Year(s) Renewed (if applicable) | 2009 |
| Maximum Enrollment | 912 | Current Enrollment | 585 |
| Number of students enrolled as of 8/1/2013 | 585 | Students on Waitlist | 566 |
| Chartered Grade Span | 5-12 | Current Grade Span | 5-11 |
| # of Instructional Days during the 2012-2013 school year | 188 | School Hours | 7:30am-5:00pm |
| <p>Mission Statement KIPP Academy Lynn (KAL) will create an environment where the students of Lynn will develop the <i>academic skills, intellectual habits, and character traits</i> necessary to maximize their potential in high school, college, and the world beyond.</p> | | | |

Faithfulness to Charter

Accountability Plan Objectives and Measures

Faithfulness to Charter

| | 2012 - 2013 Performance (Met/Not Met) | Evidence |
|---|---|---|
| Objective: KIPP Academy Lynn will create an environment where the students of Lynn will develop the <i>academic skills, intellectual habits, and character traits</i> necessary to maximize their potential in high school, college, and the world beyond. | | |
| Measure: At least 60 percent of the grade-level cohort will earn the end-of-year trip. | Met for 3 of 4 grades. | The paycheck system was continued in the 2012-2013SY for grades 5-8. The following percentages of student in each grade earned end of year trips: <ul style="list-style-type: none"> • 5th grade: 93/112 = 83% • 6th grade: 49/100 = 49% • 7th grade: 63/100 = 63% • 8th grade: 51/94 = 54% |
| Objective: KIPP Academy Lynn will provide more time for students to be engaged in their learning. | | |
| Measure: The regular (non-summer) school day will be from 7:30 a.m. to 5:00 p.m. Monday through Thursday and 7:30 a.m. to 4:00 p.m. on Friday. | Met | KAL maintained this extended school day schedule throughout the year. |
| Objective: KIPP Academy Lynn teachers will be recognized as professional educators committed to continuous learning and professional development. | | |
| Measure: Teachers will be reviewed and evaluated semiannually. | Met | See attached for Coaching and Evaluation Assignments and KIPP Framework for Excellent Teaching (KFET), the criteria that all teachers are evaluated. |
| Measure: 100 percent of the faculty at KIPP Academy Lynn will participate in a minimum of 100 total hours of internal and external professional development. | Met | See attached for professional development schedules. |
| Measure: An annual staff retreat will be held to foster teamwork and school culture. | Met | See attached for "KSS Attendance JUL2012" for list of attendees of KIPP Summer Summit from KAL. |
| Objective: Students at KIPP Academy Lynn will be consistently reminded and encouraged that they are on the path to college. | | |
| Measure: Every student, at least once per year, will participate in a school-organized college visit. | Met | All students in good standing participated in at least one school-organized college visit during the 2012-2013SY. The colleges visited include: Brown, Harvard, Wentworth Institute of Technology, Wellesley, Keene State, UMass Amherst, Duke, Endicott, Connecticut, Northeastern, Lesley, Gordon, Salem State, and Wellesley. |

| | | |
|--|-----------------------------|---|
| <p>Measure: At least once per year, every student will participate in a school-organized college preparatory high school visit.</p> | <p>No Longer Applicable</p> | <p>Now that KIPP Academy Lynn has opened its own college preparatory high school with very high percentages of 8th graders choosing to go on to KAL high school, KAL middle school no longer conducts high school visits for all middle school students. Those students who choose to apply to independent or private schools are assisted with visits to those schools.</p> |
|--|-----------------------------|---|

*Add rows as necessary

Charter School Performance Criteria Relating to Faithfulness to the Charter

Mission, Vision, and Educational Philosophy

KIPP Academy Lynn (KAL) has adhered well to its mission, vision, and educational philosophy through the 2012-2013 school year. In terms of the development of academic skills, KAL continues to use raw standardized test data along with comparative growth percentages, and qualitative observational data to ensure our students are where they need to be academically. The use of NWEA’s Measures of Academic Progress interim tests throughout the year enabled administrators and teachers to make programmatic adjustments to enhance student performance. Our middle school interims were aligned to the Massachusetts state standards. Our high school interims were aligned to the ACT in order to provide regular data about the college readiness of our students.

In terms of intellectual habits, KAL provides a number of opportunities inside and out of the classroom to promote the love of learning and create intellectually stimulated minds. These opportunities include: after school electives, student advisory groups, student council, a community service requirement, the use of computer aided learning platform such as Lexia and Kahn Academy as well as providing strong art, music, and technology classes.

KAL merit/demerit and paycheck systems support the development of intellectual habits as well as the character traits grit, zest, excellence, community, courage, enthusiasm, team and family, and perseverance. Additionally, deliberate lessons on these character traits are woven into daily classroom lessons throughout the school year.

Dissemination Efforts

As outline in KAL’s original charter, KIPP Academy Lynn is committed to sharing best practices with charter schools across the state, and most especially with the citizens of Lynn.

KIPP Lynn hosted many visitors in FY13, including representatives from other Massachusetts charter schools; other national, state, and local K-12 educators, professionals, and researchers; and staff from other KIPP schools and regions from around the country. In addition, KIPP hosted visits from numerous elected officials, policy makers, private donors, and corporate champions who absorb KIPP strategies and share with other education organizations with which they are involved.

KIPP Lynn in FY13 was regularly visited by representatives from the KIPP Foundation, which captures best practices from such visits and shares with other KIPP schools and regions from around the national KIPP network.

KIPP regular participates in Massachusetts charter school list-serves and email groups to share both questions and best practices.

As part of the KIPP national network, KIPP Lynn participates in “KIPP Share,” a web-based knowledge management and knowledge-sharing system through which KIPP schools and regions from around the country disseminate locate knowledge on both educational and business operations aspects of their charter schools.

Academic Program Success

Academic Program Success

| | 2012 - 2013 Performance (Met/Not Met) | Evidence |
|--|---|--|
| Objective: All students at KIPP Academy Lynn will make strong annual progress toward proficiency and excellence in reading and writing. | | |
| Measure: The school will make AYP in English Language Arts. | Not met | In 2011-2012SY, KAL did not make AYP in ELA. |
| Measure: Performance on Northwest Evaluation System (NWEA) Measures of Academic Progress (MAP) testing. | Met | As part of the KIPP national network we participate in MAP testing in grades 5-8. This nationally norm referenced adaptive test provides comparison to KIPP schools across the country and creates individualized growth targets for each student. This year KAL's MAP scores in English Language Arts are as follows: <ul style="list-style-type: none"> • 5th grade: 82% • 6th grade: 83% • 7th grade: 62% • 8th grade: 70% • 9th grade: 61% |
| Objective: All students at KIPP Academy Lynn will make strong annual progress toward proficiency and excellence in mathematics. | | |
| Measure: The school will make AYP in Mathematics. | Not met | In 2011-2012SY, KAL did not make AYP in Mathematics. |
| Measure: Performance on Northwest Evaluation System (NWEA) Measures of Academic Progress (MAP) testing. | | As part of the KIPP national network we participate in MAP testing in grades 5-8. This nationally norm referenced adaptive test provides comparison to KIPP schools across the country and creates individualized growth targets for each student. This year KAL's MAP scores in Mathematics are as follows: <ul style="list-style-type: none"> • 5th grade: 90% • 6th grade: 70% • 7th grade: 88% • 8th grade: 62% |
| Objective: All students at KIPP Academy Lynn will make strong annual progress toward proficiency and excellence in science. | | |
| Measure: On the fifth-grade Science MCAS Exam, 50 percent of the students at KIPP Academy Lynn will achieve the performance standard of "Proficient" or above. | Met | 72% of fifth-graders achieved proficient or higher on the 2011-2012SY Science MCAS. |
| Measure: On the eighth-grade Science MCAS Exam, 60 percent of the students at KIPP Academy Lynn who have been enrolled for at least two years will achieve the performance standard of "Proficient" or above. | Met | 29% of eighth-graders achieved proficient or higher on the 2011-2012SY Science MCAS. |

Charter School Performance Criteria Relating to Academic Program Success

Student Performance

KIPP Academy Lynn's school report card link:

[http://profiles.doe.mass.edu/reportcard/rc.aspx?linkid=37&orgcode=04290010&fycode=2012&orgtypecode=6
&](http://profiles.doe.mass.edu/reportcard/rc.aspx?linkid=37&orgcode=04290010&fycode=2012&orgtypecode=6&)

Following a brief description of student achievement trends, provide an explanation of how data was used to identify academic priorities for the upcoming school year.

Diverse learners

Describe and provide evidence of how, in 2012-2013, the school provided services for all students, including English language learners and those with disabilities and/or special educational needs, as required by law.

Organizational Viability

Organizational Viability

| | 2012 - 2013 Performance (Met/Not Met) | Evidence |
|---|---|---|
| Objective: KIPP Academy Lynn will maintain sound organizational viability by maintaining strong parental support and commitment to the school. | | |
| Measure: <ul style="list-style-type: none"> 95% of parents will read, sign and return their child's weekly paycheck. 100% of parents will participate in at least one conference at the school. | Met | <ul style="list-style-type: none"> 97% of parents read, signed, and returned their child's weekly paycheck. 100% of parents participated in at least one conference at the school. |
| Measure: Each year the average daily attendance rate at KIPP Academy Lynn will meet or exceed 93%. | Met | The attendance rate at KAL for the 2012-2013SY was 98.3%. |
| Measure: 70% of KIPP Academy Lynn parents will return an annual parent survey, in which over 80% of responding parents will grade school's effectiveness in communicating with parents, and teacher effectiveness at a 4 (satisfied) or higher on a scale of 5 (very satisfied) to 1 (very unsatisfied). | Met | |
| Measure: Each year the school will demonstrate community support by filling 100% percent of available seats prior to the start of the academic year. | Met | KAL filled 100% percent of available seats prior to the start of the 2012-2013 academic year. |
| Measure: The school's annual student attrition rate will be equal to or less than 10%. | Met | KAL's student attrition rate for the 2012-2013SY was less than 10%. |
| Measure: 80% of KIPP Academy Lynn families or guardians will attend a school-sponsored event over the course of each year. | Met | Over 80% of KAL families or guardians attended a school-sponsored event over the course of the 2012-2013SY. |
| Objective: KIPP Academy Lynn will maintain sound organizational viability by demonstrating sound fiscal and administrative practices. | | |
| Measure: Annual balance sheets will show the school is fiscally sound and maintains adequate cash reserves equal to two months of operating expenses, plus a line of credit equal to one and one half months operating expenses. | Met | KIPP maintained over two months cash and had a \$1.7M line of credit with Boston Private Bank in place representing over 1.5 months operating expense coverage. Additional evidence will be available in FY13 audited financial statements available in Fall 2013. |
| Measure: <ul style="list-style-type: none"> The completion of an annual financial audit with an unqualified opinion. The completion of the annual audit with no reported significant deficiency findings or material weaknesses. | Met Met | KIPP's FY12 audit conducted by the accounting firm Alexander, Aronson, Finning & Co was completed with an unqualified opinion and no findings of significant deficiencies or material weaknesses. The FY13 audit is in process and we expect the same result when completed in Fall 2013. |
| Objective: KIPP Academy Lynn will maintain sound organizational viability by demonstrating sound governance. KIPP Academy Lynn will have 100% Board of Trustees' participation in the planning, fundraising, and governance of the school. | | |

| | | |
|---|-----|--|
| Measure: Each board member will participate in at least one school event during the year. | Met | All board members attended at least one school event during FY13 and the majority assisted with the set-up of classrooms and furniture at the new school building. |
| Measure: Each board member will contribute to the organization financially and/or by making in-kind donations. | Met | 100% of KAL board members contributed financially in FY12. |
| Measure: Each board member will attend at least 75% of board meetings. | Met | Each KAL board member attended at least 75% of board meetings. |

*Add rows as necessary

Charter School Performance Criteria Relating to Academic Program Success

Amendments to the Charter

KAL has submitted an amendment to expand its charter to encompass grades K-4.

Complaints

During FY13, the KIPP Academy Lynn board of trustees did not receive any complaints.

Network Structure

During FY13, KIPP expanded its network in Massachusetts with the opening of KIPP Academy Boston, a middle school now located at 384 Warren Street in Roxbury.

Recruitment and Retention Plan

- ❑ Using a brief narrative and any necessary data, please report on the implementation of your school’s 2012-2013 (current) **recruitment** plan. Describe any proposed changes, as necessary, that will be used to enhance the plan for the upcoming school year.

Recruitment Plan

2013 – 2014

| Recruitment Plan – Goals and Strategies | |
|--|---|
| List goals and strategies for recruitment activities for <u>each</u> demographic group. | |
| Demographic Group | Goals and Strategies |
| Special education students | <ul style="list-style-type: none"> Encourage all students to apply Special Education Director and Teachers available at information meetings for questions and discussions. Highlight our commitment and outcomes for special education students in promotional materials. |
| Limited English-proficient students | <ul style="list-style-type: none"> Encourage all students to apply. All materials available in English and Spanish. Highlight our commitment and outcomes for LEP students in promotional materials. Adult Ed program specifically designed for “KIPP family,” which includes ESL classes, circulates and explains recruitment material. Recruitment materials posted at local stores. Translators available at all meetings. |
| Students eligible for free or reduced lunch | <ul style="list-style-type: none"> All students’ families are required to fill out the “Lunch Application.” One on one student family registration appointments Neighborhood/home visits by staff. Community service in low income neighborhoods. |
| Students who are sub-proficient | <ul style="list-style-type: none"> All students are encouraged to apply. Highlight the progress of KAL’s students in our materials. Have formerly sub-proficient students tell their stories at recruitment and community events. The application packet, available at lottery night, includes forms, in English and Spanish, asking parents and families about their concerns for their child’s academic progress. Reading and ELL testing is done as soon as possible after lottery night, so that tutoring can begin during the summer prior to school starting. |
| Students at risk of dropping out of school | <ul style="list-style-type: none"> The KAL “Alumni Coach/Director” keeps track of all KIPP alum, providing tutoring and support to students as they work their way through high school via the CHAMPS program. For students at risk of dropping out (h) for the HS: <ul style="list-style-type: none"> -daily advisory meetings within a small, consistent group -(at least) quarterly check-ins with the school counselor -additional tutoring time for students failing course. |
| Students who have dropped out of school | <ul style="list-style-type: none"> This is not applicable to KAL. |

| | |
|---|---|
| Other subgroups of students who should be targeted to eliminate the achievement gap | <ul style="list-style-type: none">• Encourage all students to apply. Have stated High Expectations Cultural relevancy professional development focus for staff to increase staff competencies in enhancing curriculum and instruction for all under-achieving sub-groups as outlined. |
|---|---|

Retention Plan 2013 – 2014

- ☐ Using a brief narrative and any necessary data, please report on the implementation of your school’s 2012-2013 (current) **retention** plan. Describe any proposed changes, as necessary, that will be used to enhance the plan for the upcoming school year.

Identify the retention goals and strategies the school will implement during the upcoming school year to maximize the number of students who successfully complete all school requirements and to prevent students from dropping out. The retention plan *may* include activities that address the needs of all students in the school, but *must* be designed to impact the target groups identified above.

| Overall Student Retention Goal | |
|---|----------------|
| Annual goal for student retention (percentage): | >95% |

| Retention Plan – Goals and Strategies | |
|--|--|
| List goals and strategies for retention activities for <u>each</u> demographic group. | |
| Demographic Group | Goals and Strategies |
| Special education students | <ul style="list-style-type: none"> • Make clear statement in cover letter sent to families that all students grade-eligible students are encouraged to apply for the enrollment lottery, including students currently on or being evaluated for IEPs. • Briefly explain in information materials support services provided to students. Highlight our commitment and outcomes for special education students (MIT study) in promotional materials. • Provide parents with contact information of founding Principal and Special Education teacher (once hired) for any questions on the school’s Special Education program. |
| Limited English-proficient students | <ul style="list-style-type: none"> • Encourage all students to apply, including those for whom English is a second language and/or who also speak a language other than English at home. • All materials available in English and Spanish. • Highlight our commitment and outcomes for LEP students (MIT study) in promotional materials • Adult Ed program specifically designed for “KIPP family,” which includes ESL classes, circulates and explains recruitment material. • Recruitment materials posted at local stores. • Translators available at all meetings. |
| Students eligible for free or reduced lunch | <ul style="list-style-type: none"> • Encourage all students to apply, regardless of income status. • All students’ families are required to fill out the “Lunch Application” indicating income information to qualify for free or reduced price lunch. • One on one student family registration appointments to ensure low-income families correctly complete qualifying information • Neighborhood/home visits by staff. • Community service/outreach in low income neighborhoods |

| | |
|--|--|
| <p>Students who are sub-proficient</p> | <ul style="list-style-type: none"> • All students are encouraged to apply. • Include in recruitment materials the success of KIPP Academy Lynn in helping students who have been sub-proficient in past years reach proficient and advanced levels as measured by the MCAS. Have formerly sub-proficient students tell their stories at recruitment and community events. • Reach out to parents of students at KIPP Academy Lynn who many know students currently struggling academically in Lynn Public Schools. • The application packet, available at lottery night, includes forms, in English and Spanish, asking parents and families about their concerns for their child’s academic progress. • Reading and ELL testing is done as soon as possible after lottery night, so that tutoring can begin during the summer prior to school starting. At the high school level, Spanish placement testing and the EXPLORE test (aligned to the ACT) are given in order to best place students entering 9th grade. • At the high school, the school counselor meets with all incoming students in the spring of their 8th grade year to set goals, reflect on potential obstacles, and proactively plan support systems. |
| <p>Students at risk of dropping out of school</p> | <ul style="list-style-type: none"> • Provide additional socio-emotional and academic counseling to current KIPP students at risk of dropping out of KIPP. • Include in recruitment materials the success of KIPP Academy Lynn in helping students who have been sub-proficient in past years or otherwise demonstrate indicators of drop out risk reach proficient and advanced levels as measured by the MCAS. Have formerly sub-proficient students tell their stories at recruitment and community events. • Reach out to parents of students at KIPP Academy Lynn who may know students currently struggling academically in Lynn Public Schools. • The KAL “Alumni Coach/Director” keeps track of all KIPP alum, providing tutoring and support to students as they work their way through high school via the CHAMPS program. • For students at risk of dropping out for the HS: <ul style="list-style-type: none"> -daily advisory meetings within a small, consistent group -(at least) quarterly check-ins with the school counselor -additional tutoring time for students failing courses -calls home to families with student updates every 2-3 weeks • Literature and Speech and Composition curriculums were created in alignment with our students diverse backgrounds, culturally and socio-economically. • College knowledge sessions were run throughout the year to target the knowledge gap many of our students had. • All ninth graders participate in health classes over the course of the year to push healthy decision- making. |
| <p>Students who have dropped out of school</p> | <ul style="list-style-type: none"> • This is not applicable to KAL. |
| <p>Other subgroups of students who should be targeted to eliminate the achievement gap</p> | <ul style="list-style-type: none"> • Encourage all students to apply. Have stated High Expectations, Cultural relevancy professional development focus for staff to increase staff competencies in enhancing curriculum and instruction for all under-achieving sub-groups as outlined. |

School and Student Data

Student demographic information can be found on the Department's website using your school's profile. Please provide the link to your school's profile on the Department's website.

<http://profiles.doe.mass.edu/profiles/general.aspx?topNavId=1&orgcode=04290010&orgtypecode=6&>

| STUDENT DEMOGRAPHIC AND SUBGROUP INFORMATION | | |
|--|---------------|--------------------------|
| Race/Ethnicity | # of students | % of entire student body |
| African-American | 158 | 27.8% |
| Asian | 17 | 3% |
| Hispanic | 324 | 57% |
| Native American | 0 | 0% |
| White | 60 | 10.5% |
| Native Hawaiian, Pacific Islander | 0 | 0% |
| Multi-race, non-Hispanic | 9 | 1.6% |
| Special education | 79 | 14% |
| Limited English proficient | 53 | 9% |
| Low income | 472 | 83% |

| ADMINISTRATIVE ROSTER FOR THE 2012-2013 SCHOOL YEAR | | | |
|---|--|------------------|---|
| Title | Brief Job Description | Start date | End date (if no longer employed at the school) |
| Executive Director | Overall leadership of all aspects of KIPP Academy Lynn (& KIPP Boston) | FY12 | N/A |
| 2 School Leaders (Principals) | Instructional Leadership of Middle School and High School | FY05 FY11 | N/A |
| 3 Assistant Principals | Instructional Leadership, Coaching of Teachers, Teaching Courses | FY11, FY11, FY12 | N/A |
| Dean | Discipline & Student/Family Relations, Electives/Sports | FY05 | FY13 |
| Chief Operating Officer | Business Operations Management (KIPP Academy Lynn & Boston) | FY11 | N/A |
| Chief Development Officer | Private Fundraising (KIPP Academy Lynn & Boston) | FY10 | N/A |

| TEACHERS AND STAFF ATTRITION FOR THE 2012-2013 SCHOOL YEAR | | | |
|--|--|---|--|
| | Number as of the last day of the 2012-2013 school year | Departures during the 2012-2013 school year | Departures at the end of the school year |
| Teachers | 45 | 4 | 4 |
| Other Staff | 30 | 2 | 2 |

* Other Staff includes: Exec Director, Principal, Asst Principals, Dean, Nurse, Counselors, School Psychologist, Secretary, Cafeteria Aide, Custodian, Operations Staff, Development Staff, etc. including portion of "Regional Office" shared services allocated to Lynn (vs. Boston) Charter.

Budget and Finance Reports

FY13 Statement of Revenues, Expense, and Changes in Net Assets (income statement)

FY13 KIPP:MA Fund & KIPP Academy Lynn (excluding 90 High Rock QUALICB) FY 2013 Preliminary Income Statement

Preliminary as of 7/26/13 (audited financial statements not available until October 2013)

Jul 2012 - Jun 2013

| | | |
|----------------|---|-------------------|
| Income | | |
| | Per Pupil Tuition | 6,819,443 |
| | Total Federal and State Entitlements | 824,236 |
| | Total Private Grants & Contributions | 1,719,744 |
| | Total Lunch Reimbursements | 287,587 |
| | Total Transportation Reimbursement - Lynn | 81,001 |
| | Total Other Income | 65,570 |
| | Total Interest Income | 900,283 |
| | Total Regional Fee Earned | 190,000 |
| | Total Income | 10,887,864 |
| Expense | | |
| | Personnel Expenses | |
| | Total Base Salaries | 5,401,072 |
| | Salary- Other | 340,155 |
| | Professional Development Staff | 52,437 |
| | Total Staff Benefits | 518,834 |
| | Total Payroll Taxes | 257,859 |
| | Total Personnel Expenses | 6,570,357 |
| | Total Direct Student Services | 869,465 |
| | Total Nutrition Program Expense | 352,893 |
| | Total Transportation Expense | 176,012 |
| | Total Facility Expense | 1,232,300 |
| | Total Interest Expense | 877,909 |
| | Total General and Administrative Expense | 552,406 |
| | Total Other Expense - Alumni Program | 207,049 |
| | Total Expense | 10,838,390 |
| | Net Income | 49,473 |

FY13 Statement of Net Assets (balance sheet)

KIPP:MA Fund and KIPP Academy Lynn (excluding 90 High Rock LLC)

Balance Sheet

Updated as of 8/1/12 (audited financial statements not available until October 2012)

6/30/2013

| | | | | |
|---------------------------------------|-----------------------------|------------------------------------|-------------------|---|
| ASSETS | Current Assets | | | |
| | | Total Cash Accounts | 3,831,870 | Approximately \$1.8 million restricted for 90 High Rock Capital Project |
| | | Total Receivables | 1,779,406 | Approximately \$1.4 in Capital and Growth Campaign Pledges |
| | | Total Other Current Assets | 11,549 | |
| | Total Current Assets | | 5,622,824 | |
| | Fixed Assets | | | |
| | | Total Fixed Assets | 871,518 | |
| | Other Assets | | | |
| | | Investment in 90 High Rock | 631,579 | |
| | | Notes Receivable | 19,243,342 | |
| TOTAL ASSETS | | | 26,369,263 | |
| LIABILITIES & EQUITY | | | | |
| | Liabilities | | | |
| | | Total Current Liabilities | 173,656 | |
| | | Total Long Term Liabilities | 17,881,500 | Payables related to 90 High Rock Capital Project |
| | | Total Liabilities | 18,055,156 | |
| | Equity | | | |
| | | Retained Earnings | 8,264,634 | |
| | | Net Income | 49,473 | |
| | | Total Equity | 8,343,893 | |
| TOTAL LIABILITIES & EQUITY | | | 26,369,263 | |

Approved School Budget for FY14

| KIPP Academy Lynn - FY14 Operating Budget | |
|--|---|
| Approved 6/11/13 (Cash Basis, Excludes KIPP Boston and KIPPMA Regional Office services not provided to KIPP Academy Lynn) | KIPP Academy Lynn FY14 Operating Budget |
| REVENUE | |
| | |
| Public Tuition Revenue (State/Local) | 8,760,948 |
| | |
| Other State Formula Revenue | 198,853 |
| | |
| Federal Formula Revenue | 653,662 |
| | |
| Public Special Grants & Start Up Funds | 403,672 |
| | |
| Private Revenue | 1,670,350 |
| | |
| Other Income | 1,460,486 |
| | |
| TOTAL REVENUE | 13,147,971 |
| | |
| EXPENSES | |
| | |
| Personnel - Base Salaries - School-Based Staff | 6,785,800 |
| | |
| Personnel - Other | 1,117,414 |
| | |
| Direct Student Expenses | 1,453,673 |
| | |
| Administration | 764,674 |
| | |
| Facilities | 1,426,966 |
| | |
| Regional Support Services & Programs | 1,066,147 |
| | |
| TOTAL OPERATING EXPENSES | 12,614,674 |
| | |
| TOTAL SURPLUS/DEFICIT | 533,297 |

Capital Plan for FY14

In Boston during FY13, KIPP completed a purchase and sale agreement to acquire a 1.7 acre property on Blue Hill Avenue in Mattapan to house the future permanent home of KIPP Academy Boston's elementary and middle school grades. In FY14, KIPP will complete site planning, due diligence, architectural design, and public selection process for an owners project manager, architect, and general contractor, as well as secure and close financing for the facility. Construction will occur during late FY14 and FY15, with the school scheduled to open in FY16. Still in early planning phases, the project will be to build a new, three-story building of approximately 50,000 square feet and an estimated total cost (hard and soft cost) of \$20 million. Sources of funding will include loan debt, subordinated debt, new market tax credit equity, and some private fundraising equity. We do not currently have a capital project reserve account in place. In late FY13 and early FY14, KIPP also leased a new temporary facility for KIPP Academy Boston on Warren St in Lower Roxbury. The approximately \$400,000 in construction costs to build this space out for use as a school is included in the lease payments.

In Lynn during FY13, KIPP began seeking funds for a moderate (approximately \$300,000 cost) of additional build out in late FY14 of unfinished space in our High Rock facility to add three additional classrooms for use by middle and high school grades starting in FY15. We have also begun a real estate search for a facility to house elementary school grades if our recently submitted charter amendment for KIPP Academy Lynn is approved by DESE. The facility may either be a leased facility or another new construction project to be added to the capital plan. Cost, sources of financing, timeline, and other information has not be specified yet will likely follow a similar approach as our completed High Rock facility and planned Boston Mattapan facility.