



# Annual Report

2008-2009

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*Sources: Original Charter, Charter Renewed Dec. 2008, Annual Reports 2004-2008, MCAS 2008 Summary, March 2008 Guidelines for an Application for Renewal of a Public School Charter, October 2006 MA Charter School Common School Performance Criteria, DESE, 2008-2014 Revised Accountability Plan; NEW Annual Report Guidelines*

## INTRODUCTION

*KIPP Academy Lynn, a middle school located on the grounds of Holy Family Church in Lynn, submitted its final application to charter in November, 2003. After months of planning and hard work by Josh Zoia, School Leader and the Organizing Board, KAL brought staff on board, and opened its doors to the first class of 77 fifth grade Kippsters in September, 2004. The maximum student enrollment for students from Lynn is 320. On April 16, 2009 the enrollment was 320. The lottery for the incoming fifth grade 2009 has been held, and there is a waiting list of 250 Lynn residents for the fifth grade.*

*Our staff has grown from the core of eight “founding” teachers, support staff, and Josh Zoia, working and teaching in the former Holy Family School classrooms and office. The campus now includes portable classrooms for the seventh and eighth grade classes and other offices. The staff of 36 includes an Instructional Leadership Team, a Business Operations Team, a Development Director, a Student Services Team, and 26 classroom teachers (this includes special educators and specialists). KIPP Academy Lynn is at its full capacity of 320 students, and has just graduated its second class of eighth graders in June.*

Dear Friends of KIPP Academy Lynn Charter School:

On behalf of the Board of Trustees, I am delighted to present the fifth Annual Report of the KIPP Academy Lynn Charter School.

Our mission is “to create an environment where students from Lynn will develop the academic skills, intellectual habits, and character traits necessary to maximize their potential in high school, college, and the world beyond.”

This past year has been a year of looking backwards and looking forward. The first half of the 2008-2009 school year included the Charter Renewal site visit in October. It was a chance to look back over the past five years to see if we lived up to the promises we made our students and community. We are proud that our Application for Charter Renewal was approved by the Massachusetts Board of Education.

Looking forward we spent a tremendous amount of time this year planning for the future. We reflected about how to best serve our students when they leave KIPP in 8<sup>th</sup> grade. In May the Board reviewed the Strategic Growth Plan and the High School Expansion Market Needs Analysis that was completed over the course of the fall and spring. We voted to submit a Charter Amendment Request to increase the number of students and grades served by KIPP Academy Lynn Charter School.

We also spent a large amount of time planning for a new facility. We made significant progress and hope to start the process of acquiring land or a building this fall. In addition, we brought on a staff developer and a full-time assistant principal to ensure that our instruction continues to improve far into the future.

We look forward to an exciting 2009-2010 year, as we present you with a report of our successful 2008-2009 School Year.

We can truly say that the level of focus, attention, energy and excitement to learn, that is an everyday part of the KIPP experience is present in every corner of KIPP Academy Lynn. We invite you to come see for yourself.

Sincerely,

Thomas Fredell

President, KIPP Academy Lynn Board of Trustees

## KIPP Academy Lynn: Mission Statement

KIPP Academy Lynn will create an environment where the students of Lynn will develop the *academic skills, intellectual habits, and character traits* necessary to maximize their potential in high school, college, and the world beyond.

## 4. Performance and Plans Section

### a. Accountability Plan Objectives and Measures Relating to Faithfulness to Charter

**Goal 1:** KIPP Academy Lynn will create an environment where the students of Lynn will develop the *academic skills, intellectual habits, and character traits* necessary to maximize their potential in high school, college, and the world beyond.

#### Status: Goal Met

##### School Culture Measures:

- Behavior expectations will be clearly articulated through the use of SLANTing (Sit up straight, Listen, Ask and answer questions, Nod your head if you understand, and Track the speaker) and signage in every classroom.

Evidence of performance: All classrooms display signage on the walls to remind students of the primary cultural tenets of KIPP ACADEMY LYNN, including “No Shortcuts. No Excuses.” and “All of us WILL learn.” Students are held accountable for SLANTing, learning to be active listeners and participants in the classroom. Students also are taught the work ethic of going beyond basic expectations with the addition of “Ganas” on most assignments. Ganas is an opportunity for students who understand the basic concepts to go beyond expectations with a more difficult application of the concept. Teachers use Ganas to challenge students at their own levels.

- Weekly Songfests celebrate academic skills, intellectual habits, and strong character traits.

Affirmative Evidence: At the end of every Friday afternoon, students, dressed in business attire, share songs celebrating the culture of KIPP and the topics they have covered in classes. Song lyrics, designed by KIPP teachers from this and other KIPP schools, include topics such as multiplication tables, geometry, reading, map types, the equator, and oceans of the world. Songfests conclude with “shout outs” to thank teammates for helpful actions throughout the week. These positive emotions close out our school week.

- In order to better understand the goal-setting process and the feeling of successful goal achievement, students will work with advisors to set goals that will be reviewed and evaluated at least twice per year.

Affirmative Evidence: In weekly advisory meetings, students meet with approximately ten other classmates and a staff member to discuss specific goals for the week and review the results of the prior week’s goals. Students use their paychecks, assignment grades, progress reports, and report cards as feedback indicating where to focus their efforts in the classroom.

- 100% of parents/guardians and students will sign the Commitment to Excellence form, setting the standard for behavior and expectations for parents and students at KIPP Academy Lynn.

Affirmative Evidence: All of KIPP Academy Lynn parents and students sign the Commitment to Excellence form. As necessary, the Commitment to Excellence is used to remind parents and students

about their agreement and responsibilities, realigning all parties to the expectations of KIPP Academy Lynn.

**Paycheck Measures:**

- **60% of students who have been at KIPP Academy Lynn for two academic quarters or more will earn an average of 35 KIPP dollars (out of 50) or more on their weekly paychecks.**

Affirmative Evidence: After being at the school for two academic quarters and understanding school expectations fully, 64% of our students earned an average of 35 KIPP dollars or more on their weekly paychecks during the 2004-2005 school year, 67% during the 2005-2006 school year, and 65% during the 2006-2007 school year.

- 60% of students who have been at KIPP Academy Lynn for two academic quarters or more will earn the opportunity to participate in the field lessons and trips.

Affirmative Evidence: Over the course of a year, we take more than twenty field trips per grade. Some field trips serve as rewards for strong classroom behavior, and others are academic in nature. All students participate in academic field trips, while quarterly incentive trips are earned as a reward for a paycheck average greater than 35 KIPP dollars. Incentive trips have included, but were not limited to roller skating, bowling, movies, a trip to the park or beach, Six Flags, Russell's Orchard, and parties for Valentine's Day and Halloween. Our average attendance at each of these reward trips was 65% during the 2004-2008 school years. Academic field lessons have included visits to Project Adventure, Plymouth Plantation, Boston Museum of Fine Arts and Boston Museum of Science. Lynn Historical Museum, State House.

**Paycheck Measures:**

- At least 60% of the grade-level cohort will earn the end-of-year trip.

Serving as the ultimate reward for hard work and good behavior, the end of year field trips include: for the fifth grade class, a week in Washington D.C.; for the sixth grade class, 10 days in Utah, camping, hiking, rock climbing, and challenging themselves. The seventh grade end of year trip is a trip to New York City visiting museums, colleges and such sights as the Empire State Building, The first eighth grade class visited California in June. The 2008 eighth grade trip, "The Southern Swing," included stops in Philadelphia, Tennessee, W. Virginia, and Virginia. The trip broadens students' horizons, teaches them outside of the classroom, and builds their character through visits to historical sites and tourist attractions as well as outdoor activities such as whitewater rafting, hiking and rock climbing.

2004-2005: 67% of the first fifth grade class earned the trip to Washington D.C.

2005-2006: 49% of the fifth grade class earned the trip to Washington D.C.; 47% of the first sixth grade class earned the trip to Utah.

2006-2007: 55% of the fifth grade class earned the trip to Washington D.C.; 66% of the sixth grade class earned the trip to Utah; 66% of the first seventh grade class earned the trip to New York City.

2007-2008: 72% of the fifth grade class earned the trip to Washington D.C.; 75% of the sixth grade class earned the trip to Utah; 68% of the seventh grade class earned the trip to New York City; 75% of the first eighth grade class earned the trip to California.

2008-2009: 75% of the fifth grade class earned the trip to Washington D.C.; 66% of the sixth grade class earned the trip to Utah; 60% of the seventh grade class earned the trip to New York City; 80% of the eighth grade class earned The Southern Swing trip.

**Goal 2/6: KIPP Academy Lynn will provide more time for students to be engaged in their learning.**

**Status: Goal Met**

**Schedule Measures:**

- The regular (non-summer) school day will be from 7:25 a.m. to 5:00 p.m. Monday through Thursday and 7:30 a.m. to 3:00 p.m. on Friday.  
*Affirmative Evidence: School hours have been adhered to strictly.*
- Saturday school will take place an average of twice per month during the regular school year.

*Affirmative Evidence:*

- 2004-2005 Performance: Students attended 20 Saturday school days, during which they participated in tutoring sessions, art classes, sports games, and step dance sessions.
- 2005-2006 Performance: Students attended 16 Saturday school days, during which they participated in tutoring sessions, art classes, sports games, and step dance sessions.
- 2006-2007 Performance: Students attended 16 Saturday school days, during which they participated in tutoring sessions, photography classes, sports games, and step dance sessions.
- 2007-2008 Performance: Students attended 16 Saturday school days, during which they participated in tutoring sessions, Latin classes, MCAS review, sports games, and step dance sessions.
- 2008-2009 Performance: Students attended 11 Saturday school days, during which they participated in tutoring sessions, Latin classes, MCAS review, Science Fair, sports games, music and step dance sessions.

**All students are required to attend summer school**

*Affirmative Evidence:*

- Attendance at the annual mandatory summer school will be 90% or better for all students.
- 2004-2005 Performance: Summer school ran from August 9<sup>th</sup> to August 27<sup>th</sup>. Our attendance rate was 98%.
- 2005-2006 Performance: Summer school ran from July 11<sup>th</sup> to July 29<sup>th</sup>. Our attendance rate was 96%.
- 2006-2007 Performance: Summer school ran from July 10<sup>th</sup> to July 28<sup>th</sup>. Our attendance rate was 95%.
- 2007-2008 Performance: Summer school ran from August 13<sup>th</sup> to August 31. Our attendance rate was 96%.
- 2008-2009 Performance: Summer school ran from August 17<sup>th</sup> to September 4<sup>th</sup>. Our attendance rate was 99%.

Goal 3/ 7: KIPP Academy Lynn teachers will be recognized as professional educators committed to continuous learning and professional development. **Status: Goal Met**

Professionalism Measures:

- Teachers will be reviewed and evaluated semi-annually.

Affirmative Evidence: Teachers receive both mid-year and end-of-year evaluations providing feedback on their instruction, management, and discipline methods.

Affirmative Evidence: Teachers receive both mid-year and end-of-year evaluations providing feedback on their instruction, management, and discipline methods.

- Goal-setting meetings will be conducted with teachers on a semi-annual basis.

Affirmative Evidence: At the beginning of the year, all teachers sit down with Principal, Josh Zoia or Assistant Principal, Anna Breen to establish specific goals for their professional growth. These goals are then formally discussed and reviewed at the end-of- year meetings between Mr. Zoia or Ms. Breen and the teacher.

- 100% of teachers will write detailed, standards-based lesson plans daily.

Affirmative Evidence: The value of thorough, well-developed lesson plans has been a theme in much of the professional development for teachers. Teachers focus on continuously improving their lessons, teaching to multiple learning styles and levels, and providing exciting, fun lessons every day.

Continuous Learning and Professional Development Measures:

- 100% of the faculty at KIPP Academy Lynn will participate in a minimum of 100 total hours of internal and external professional development.

Affirmative Evidence: KAL staff attends a national professional development for all KIPP staff nationwide which includes 30 hours at KIPP Summit which has been in Las Vegas, NV; New Orleans, LA; Scottsdale, AZ; and San Antonio, TX. The staff participates in 80 hours of summer professional development at KIPP ACADEMY LYNN (KAL), 40 hours of PD during the year, and 16 hours at a KIPP conference, for a total of 166 internal PD hours. Examples of KIPP conferences include a Special Education conference in Denver, Colorado, an English Language Arts conference at the University of Virginia, a Writing retreat in Houston, TX, a “KIPP to College” B.E.A.M. conference in Virginia. In addition, our staff visited other KIPP schools in D.C. and New York and participated in the National Science Teachers Annual Conference Boston Massachusetts in 2008.

- An annual staff retreat will be held to foster teamwork and school culture.



- Affirmative Evidence: The retreat for 2006-2007 was held over two days at Thomson Island in late August for new and veteran staff members. Staff reviewed the staff & school culture and focused on planning for the upcoming year. There is an opportunity within the annual weeklong KIPP Summit for new and returning staff from individual KIPP schools such as KAL, to meet and work together. Similarly, during the all staff professional development week in August prior to the beginning of the school year, time is spent working on school wide initiatives in academic areas as well as student and staff culture.

#### Continuous Learning and Professional Development Measures:

100% of KIPP Academy Lynn teachers will be deemed highly qualified.

Affirmative Evidence:

2004-2005: The four academic instructors had taken and passed the MTEL tests.

2005-2006: The eight academic instructors had taken and passed the MTEL tests.

2006-2007: Eighty Eight per cent of the academic instructors had taken and passed the MTEL tests. The teachers who had not were scheduled to take them during summer 2007. KIPP is requiring all new teaching staff to take or register for the MTEL by the time they begin employment. KAL pays for all of the fees associated with taking the MTEL exam for our teachers.

2007-2008: All of the academic instructors have taken and passed the MTEL tests.

2008-2009: All of the academic instructors have taken and passed the MTEL tests.

**Goal 4/8: Students at KIPP Academy Lynn will be consistently reminded and encouraged that they are on the path to college.**

**Status: Goal Met**

#### College-Focused Measures:

- Every student, at least once per year, will participate in a school-organized college visit.

Affirmative Evidence: Students visited Boston University, Columbia University, Georgetown University, Harvard University Tufts University, and University of Pennsylvania.

- At least once per year, every student will participate in a school-organized college preparatory high school visit. .

Affirmative Evidence: Students visited different types of college preparatory high schools: Private Independent – Pingree, Deerfield Academy; Religious: St. Mary's High School, St. John's Prep, Malden Catholic, Bishop Fenwick, Pope John XXIII, and North Cambridge Catholic High School; Public/Charter: Salem Academy, Lynn Classical High School, and Essex Agricultural Regional High School.

- Student homerooms will be identified by the college name of a staff member and the year that they will commence college.

Affirmative Evidence: Homerooms have included University of Pennsylvania, Berkeley, Virginia Tech, Baylor University, Purdue, Notre Dame, Salem State, University of Vermont, Colby, Suffolk University, Castleton, McMaster, Tulane, Tufts and Wesleyan. Fifth grade students are identified as the Class of 2015 in conversation and on their t-shirts, as 2015 is the year they will go to college. Similarly, sixth grade students are known as the Class of 2014, 7<sup>th</sup> grade students as the class of 2013, and 8<sup>th</sup> grade students as the class of 2012.

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## **Is the School an Academic Success?**

**Goal 5/1: All students at KIPP Academy Lynn will make strong annual progress toward proficiency and excellence in *reading and writing*.**

**Status: Goal Met**

### Criterion-Referenced Measures:

- On the seventh grade English Language Arts (ELA) MCAS Exam, **75%** 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.

Our first 7<sup>th</sup> grade class took their ELA MCAS in March of 2007.

Affirmative Evidence: **83%** of the students scored proficient or above on the ELA MCAS Exam.

Our second 7<sup>th</sup> grade class took their ELA MCAS in March of 2008.

Affirmative Evidence: **79%** of the students scored proficient or above on the ELA MCAS Exam

- All students will make AYP in English Language Arts.

### **English Language Arts – MCAS – AYP Data**

Student group	Participation	Performance	Improvement	Attendance	Overall AYP
	Did at least 95% of students participate in MCAS?	Did student group meet or exceed state performance target?	Did student group meet or exceed its own improvement target?	Did student group meet 92% attendance?	Did subgroup meet AYP?

	Met Target	Actual	Met Target	Actual	Met Target	Actual	Met Target	Actual	AYP 2008
Aggregate	YES	100	YES	85.9	NO	-0.1	YES	97.3	<b>YES</b>
LEP	--	--	---	--	--	--	--	--	--
Special Education	YES	100	NO	66.7	YES	3.6	YES	96.5	<b>YES</b>
Low Income	YES	100	YES	85.4	NO	-0.3	YES	97.2	<b>YES</b>
African American/Black	YES	98	YES	86.7	NO	-2.7	YES	97.5	<b>YES</b>
Asian or Pacific Islander	--	--	--	--	--	--	--	--	--
Hispanic	YES	100	NO	84.2	YES	.6	YES	97.3	<b>YES</b>
Native American	--	--	--	--	--	--	--	--	----
White	YES	100	YES	92.1	YES	3.8	YES	96.9	<b>YES</b>

#### Value-Added Measures

Each year all grade-level cohorts will demonstrate, on average, an improvement of at least **three** National Curve Equivalent points (NCEs) on the annually administered Stanford 10 Reading Test until the cohorts achieve an average of 70 NCEs, at which point the cohorts will maintain or improve their level of performance.

#### *2007-2008 Performance in NCE:*

<b><i>Grade Level</i></b>	<b><i>Benchmark Upon Entering KIPP</i></b>	<b><i>Years at KIPP</i></b>	<b><i>May 2008</i></b>	<b><i>Average Yearly Improvement</i></b>	<b><i>Total Improvement</i></b>
<i>5<sup>th</sup> Grade</i>	<i>49</i>	<i>1</i>	<i>57</i>	<i>8</i>	<i>8</i>
<i>6<sup>th</sup> Grade</i>	<i>47</i>	<i>2</i>	<i>56</i>	<i>4.5</i>	<i>9</i>

7 <sup>th</sup> Grade	43	3	59	5.2	16
8 <sup>th</sup> Grade	44	4	63	4.7	19

The school will make Adequate Yearly Progress (AYP) in the aggregate and for all statistically significant sub-groups. (Source: common criterion)

**Goal 6/2: All students at KIPP Academy Lynn will make strong annual progress toward proficiency and excellence in *mathematics*.**

**Status: Goal Met**

Criterion-Referenced Measures:

- On the sixth grade Mathematics MCAS Exam, **45%** of the students at KIPP Academy Lynn who have been enrolled for two years will achieve the performance standard of “Proficient” or above.

Affirmative Evidence: **71%** of our first 6<sup>th</sup> grade class scored proficient or advanced on the 2006 MCAS.

**70%** of the 6<sup>th</sup> grade class scored proficient or advanced on the 2007 MCAS.

**75%** of the 6<sup>th</sup> grade class scored proficient or advanced on the 2008 MCAS

- On the eighth grade Mathematics MCAS Exam, **50%** 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.
- 70%** of the 8<sup>th</sup> grade class scored proficient or advanced on the 2008 MCAS

Value-Added Measures:

- Each year, all grade-level cohorts will demonstrate, on average, an improvement of at least **three** National Curve Equivalent points on the annually administered Stanford 10 Mathematics Test until the cohorts achieve an average of **70** NCEs, at which point the cohorts will maintain or improve their level of performance.
- 2007-2008 Performance in NCE:*

<i>Grade Level</i>	<i>Benchmark Upon Entering KIPP</i>	<i>Years at KIPP</i>	<i>May 2008</i>	<i>Average Yearly Improvement</i>	<i>Total Improvement</i>
5 <sup>th</sup> Grade	56	1	85	29	29

<i>6<sup>th</sup> Grade</i>	48	2	77	14.5	29
<i>7<sup>th</sup> Grade</i>	48	3	85	12.3	37

<i>8<sup>th</sup> Grade</i>	49	4	75	6.7	26
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The school will make Adequate Yearly Progress (AYP) in the aggregate and for all statistically significant sub-groups. (source: common criterion)

- All students will make AYP in Mathematics

Student group	Participation		Performance		Improvement		Attendance		Overall AYP
	Did at least 95% of students participate in MCAS?		Did student group meet or exceed state performance target?		Did student group meet or exceed its own improvement target?		Did student group meet 92% attendance?		Did subgroup meet AYP?
	Met Target	Actual	Met Target	Actual	AYP 2007	Actual	Met Target	Actual	AYP 2008
Aggregate	YES	100	YES	87.0	YES	5.4	YES	97.3	<b>YES</b>
LEP	--	--	---	--	--	--	--	--	--
Special Education	YES	100	NO	61.7	YES	6.9	YES	96.5	<b>YES</b>
Low Income	YES	100	YES	86.4	YES	5.4	YES	97.2	<b>YES</b>
African American/Black	YES	100	YES	84.1	YES	3.8	YES	97.5	<b>YES</b>
Asian or Pacific Islander	--	--	--	--	--	--	--	--	--
Hispanic	YES	100	YES	86.5	YES	6.2	YES	97.3	<b>YES</b>
Native American	--	--	--	--	--	--	--	--	----

White	YES	100	YES	93.5	YES	7.3	YES	96.9	<b>YES</b>
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- **Goal 7/3: All students at KIPP Academy Lynn will make strong annual progress toward proficiency and excellence in *Social Studies*.**  
**Status: Goal Met**

Criterion-Referenced Measures:

KIPP Academy Lynn students who have been enrolled at the school for at least two years will achieve Report Card Term IV grades of 80-100 as the equivalent of Proficient and Advanced. Following KIPP's rigorous Social Studies and History curriculum, we believe the students have gained proficiency.

	Years at KIPP	% of KIPP ACADEMY LYNN students report card grades: 80-90%	% of KIPP ACADEMY LYNN students report card grades: 90-100%	Number of Students in Grade
2008-2009				
Grade 6	2	38.95%	38.95%	<b>95</b>
Grade 7	3	41.25%	37.50%	<b>80</b>
Grade 8	4	32.20%	22.03%	<b>59</b>

**Goal 8: All students at KIPP Academy Lynn will make strong annual progress toward proficiency and excellence in *science*.**  
**Status: Goal Partially Met**

- On the fifth grade Science and Technology MCAS Exam, 50% of the students at KIPP Academy Lynn will achieve the performance standard of "Proficient" or above.

<i>Year</i>	<i>Percent proficient</i>
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2005-2006	45%
2006-2007	57%
2007-2008	70%

We believe that after being enrolled in the school for at least two years and receiving 60 minutes of science instruction, that KAL students will achieve the goal set forth above.

- On the eighth grade Science and Technology MCAS Exam, 60% 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.

Year	Percent proficient
2007-2008	30%

We believe that after reviewing and refining our Science and Technology curriculum, that our students who are receiving 60 minutes of science instruction, will achieve the goal set forth above.

## **Is the School a Viable Organization?**

**Goal 9: KIPP Academy Lynn will maintain sound organizational viability by maintaining strong parental support and commitment to the school. Status: Goal Met**

### **Communication Measures:**

- 95% of parents will read, sign, and return their child’s weekly paycheck.

*Affirmative Evidence: Parents have been held accountable for their role in ensuring that their child is behaving properly and ready to learn in classes. All parents have signed their child’s paycheck. In the rare situations when this was not possible, children called their teachers to let them know the situation and when it would be signed.*

- 100% of parents will participate in at least one conference at the school.

*Affirmative Evidence: Each quarter parents came to the school to sign for their child’s report card and meet with the teachers to discuss their child’s personal situation, successes, and challenges. Every child has had a parent or guardian come in for at least one conference.*

### **Attendance Measures:**

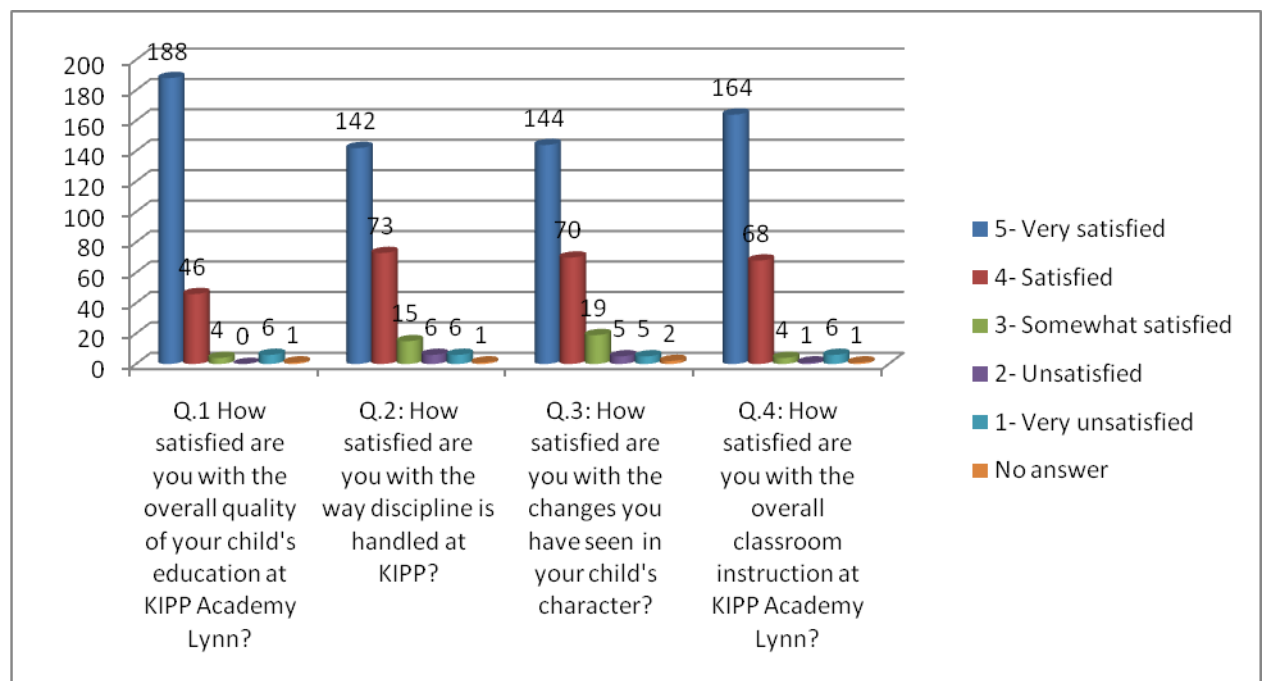
- Each year the average daily attendance rate at KIPP Academy Lynn will meet or exceed 95%.

Year	Daily attendance rate
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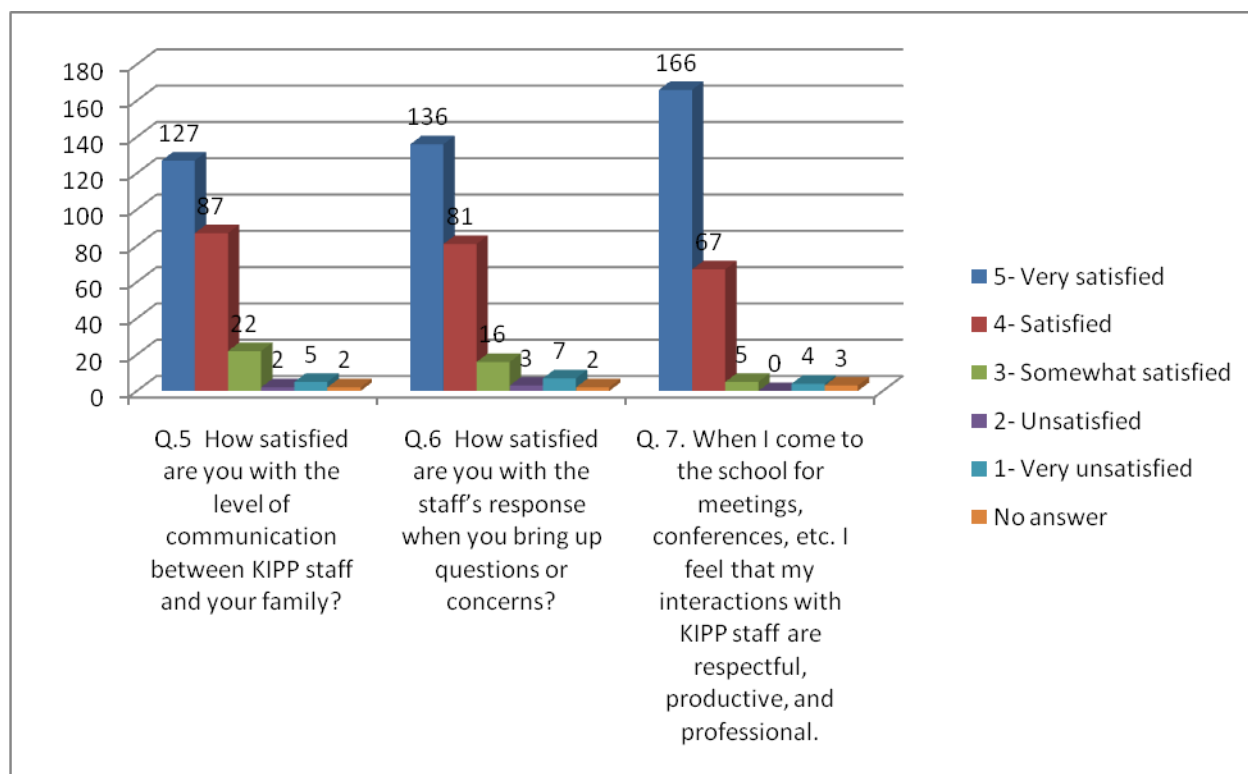
2004-2005	98% 11 (14%) had 100% attendance
2005-2006	98% 24 students (16% ) had 100% attendance
2006-2007	98% - 2 students had 100% attendance
2007-2008	98%
2008-2009	98%

### **Parent Survey Measures:**

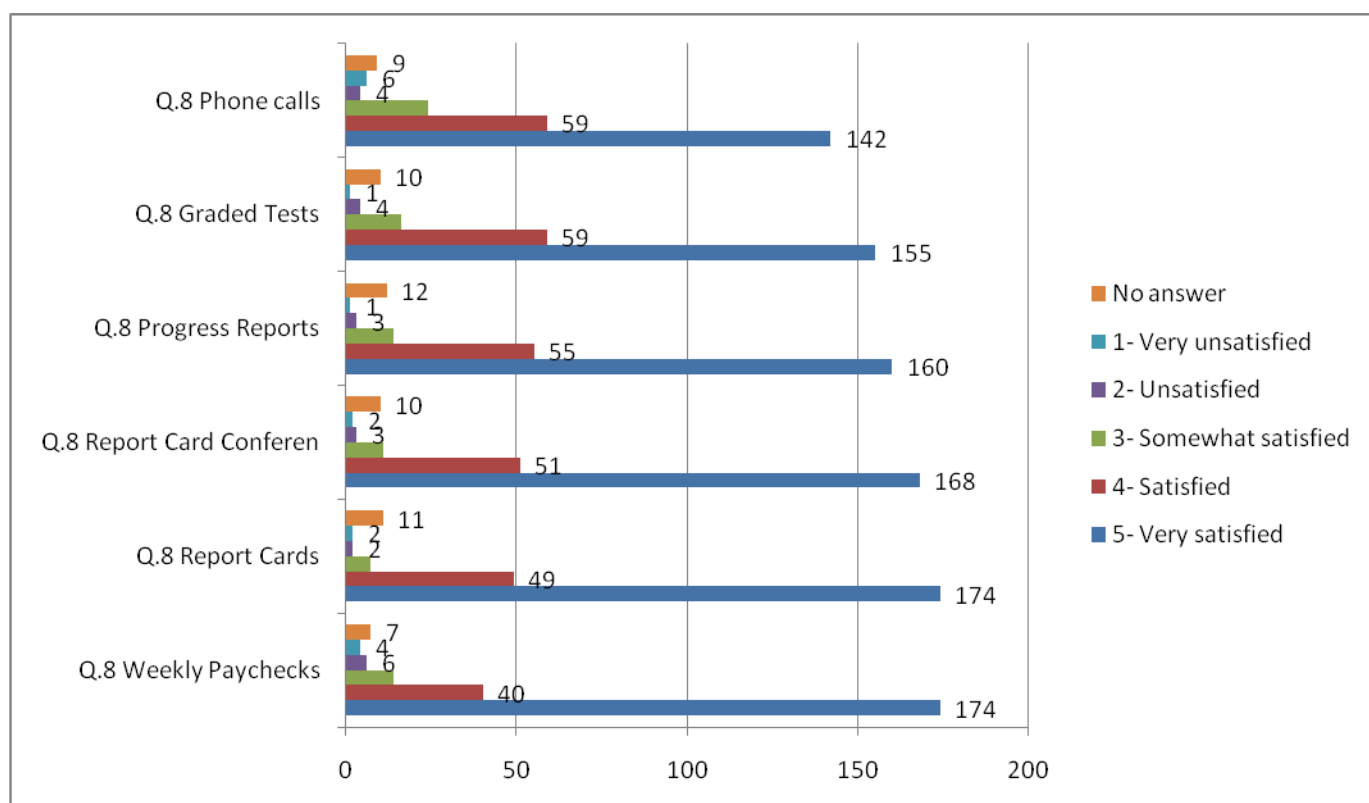
- 70% of KIPP Academy Lynn parents will return an annual parent survey, in which over 80% of responding parents will grade the school's effectiveness in communicating with parents, and teacher effectiveness at a 4 (satisfied) or higher on a scale of 5 (very satisfied) to 1 (very unsatisfied) These surveys have been overwhelmingly positive throughout the years. The following is the most recently collected data sample.
- *2008-2009 Performance: 90% of the parents responded to our annual survey. The responses were positive and reinforced that KIPP Academy Lynn is on the right track.*



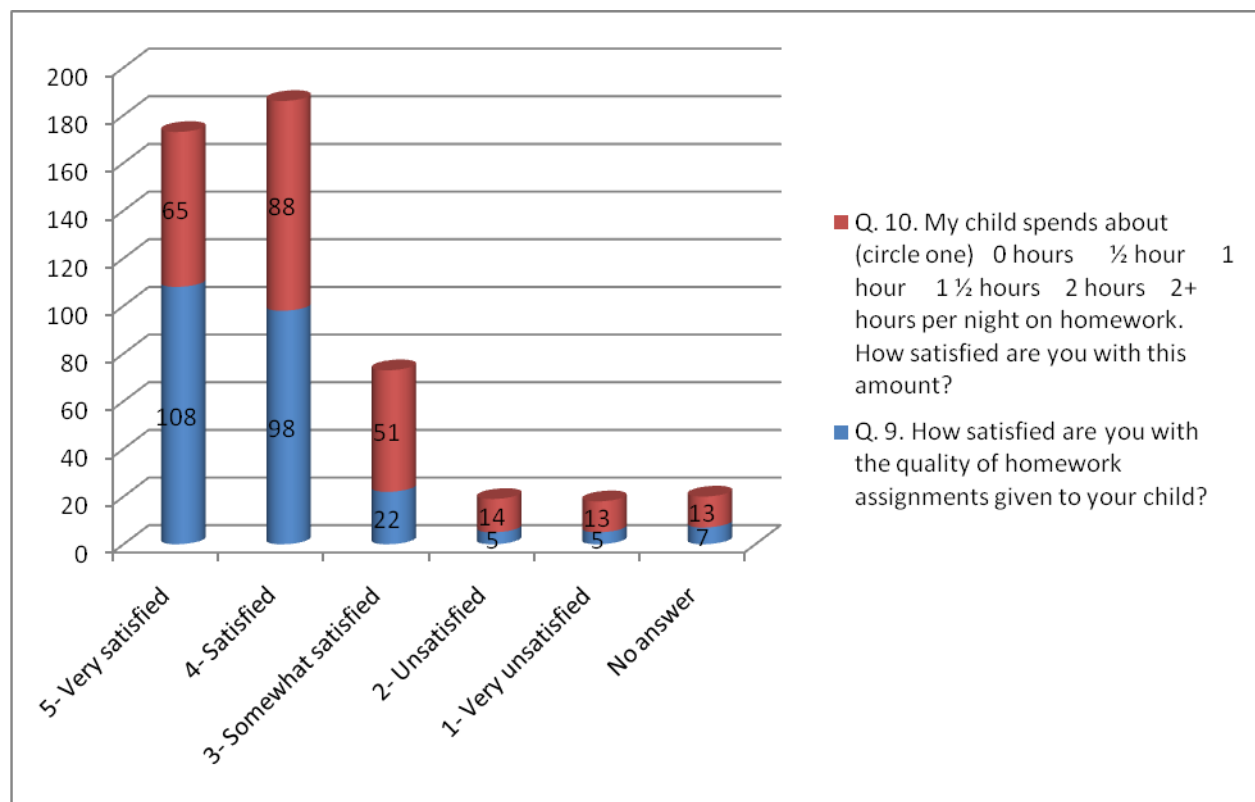




**What form(s) of feedback do you feel are the most helpful and informative regarding your child's performance and behavior? Please rate each category below on a scale from 1 to 5, 1 being least helpful and informative, and 5 being the most helpful and informative.**

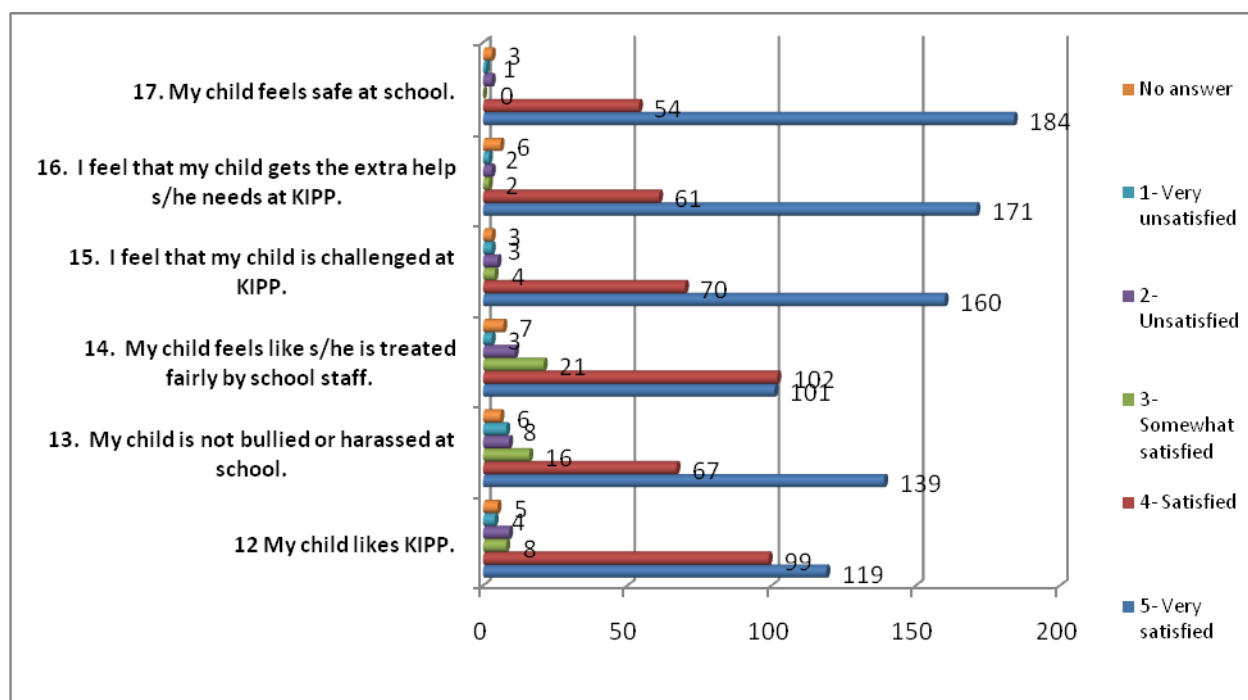


	Q.8 Weekly Paychecks	Q.8 Report Cards	Q.8 Report Card Conference	Q.8 Progress Reports	Q.8 Graded Tests	Q.8 Phone calls
5- Very satisfied	71%	71%	69%	65%	63%	58%
4- Satisfied	16%	20%	21%	22%	24%	24%
3- Somewhat satisfied	6%	3%	4%	6%	7%	10%
2- Unsatisfied	2%	1%	1%	1%	2%	2%
1- Very unsatisfied	2%	1%	1%	0%	0%	2%
No answer	3%	4%	4%	5%	4%	4%



	Q.9	Q.10
5- Very satisfied	44%	27%
4- Satisfied	40%	36%
3- Somewhat satisfied	9%	21%
2- Unsatisfied	2%	6%
1- Very unsatisfied	2%	5%
No answer	3%	5%

Number of Hours	Q. 10.
2+	70
2	68
1.5	56
1	14
0.5	4
No answer	29



	Q.12	Q.13	Q.14	Q.15	Q.16	Q.17
5- Very satisfied	49%	57%	41%	65%	70%	75%
4- Satisfied	40%	27%	42%	29%	25%	22%
3- Somewhat satisfied	3%	7%	9%	2%	1%	0%
2- Unsatisfied	4%	4%	4%	2%	1%	1%
1- Very unsatisfied	2%	3%	1%	1%	1%	0%
No answer	2%	2%	3%	1%	2%	1%

#### Enrollment Measures:

- Each year the school will demonstrate community support by filling at least 100% of available seats prior to the start of the academic year.

2004-2005	77 Students on First Day of School = 96.25%
2005-2006	The academic year began with 98% capacity, with 78 of our 80 available seats filled. Within the first week, KAL was at full capacity.
2006-2007	We started the year with 97% of our seats filled. There was a waiting list of 75 students. We do not take students after the 5 <sup>th</sup> grade, thus as students leave (we had a 98% retention rate) we do not fill their seats.
2007-2008	We started the year with 96% of our seats filled. There was a waiting list of 135 students. We do not take students after the 5 <sup>th</sup> grade, thus as students leave (we had an 88% retention rate) we do not fill their seats.
2008-2009	We started the year with 100% of our seats filled. There was a waiting list of 225 students.

- **Goal 10: KIPP Academy Lynn will maintain sound organizational viability by demonstrating sound fiscal and administrative practices. Status: Goal Met**

#### **Budget Measures:**

- A balanced school budget will be approved annually and reviewed by the Board of Directors on a monthly basis.
- *2007-2008 Performance: KIPP Academy Lynn's board approved a balanced annual budget and reviewed the comparison of the actual and projected financials monthly to ensure KIPP ACADEMY LYNN's adherence to its financial plan. For the year, KIPP Academy Lynn spent less than its budget allowances and exceeded its revenue targets. Budget presented at Number 6 on page 25.*
- Both actual and proposed budgets for each school year will show effective allocation of resources to ensure valuable school program development.

*2007-2008 Performance: In collaboration with the Board of Trustees, KIPP Academy Lynn's leadership team designed a formal working budget, aligning its educational priorities with the practical financial constraints of operating the school. While making appropriate allowances for normal school expenses such as teacher salaries, rent, and instructional materials, KIPP ACADEMY LYNN's team also made allowances for "more time" expenses such as field trips and extra programming during 15 days of Summer School and 16 days of Saturday School. KIPP Academy Lynn's team projected a balanced budget and met its annual financial targets.*

#### **Balance Sheet Measures:**

- Annual balance sheets will show that the school is fiscally sound and maintains adequate cash reserves, as is appropriate in expansion/development years if relevant.
- *2007-2009 Performance: KIPP Academy Lynn's yearend balance sheet demonstrates a sound financial position with more than \$625,000 of cash reserves. The unaudited FY09 Balance Sheet is presented at Number 6 on page 24.*

**Audit Measures:**

- The completion of an annual financial audit with no material weaknesses and all compliance criteria met will demonstrate that the school is meeting this goal.

*2007-2008 Performance: KIPP Academy Lynn's financial audit, conducted by the accounting firm Alexander, Aronson, Finning & Co., demonstrated the school's strong financial position, resulting in a clean audit.*

**Goal 11: KIPP Academy Lynn will maintain sound organizational viability by demonstrating sound governance.**  
**Status: Goal Met**

**Board Participation Measures:**

- 100% of KIPP Academy Lynn Board of Trustees members will contribute to the organization annually, through financial and/or in-kind donations.

*2004-2009 Performance: All of the members of our Board of Trustees have donated their time, energy, experience, and/or money to support KIPP Academy Lynn.*

- The Board of Trustees will hold an annual retreat for the purpose of reviewing organizational strategy.

*2004-2007 Performance: The retreats held on October 25, 2004; October 29, 2005; August 29, 2006, and July 28, 2007 - focused on long term goal setting for board governance, community development, fundraising and a facilities plan. The board also spent time in specific years on topics including finalizing board rules and responsibilities, board expansion, a strategic plan, establishing a facilities/finance committee, an organizational review, and charter renewal/school growth.*

**Board Meeting Measures:**

- 100% of KIPP Academy Lynn Board of Trustees meetings will have a quorum.

*2004-2009 Performance: All of our Board of Trustees' meetings to date has had a quorum.*

- KIPP Academy Lynn Board will comply with board-approved bylaws and maintain written minutes for all meetings.

*2004-2009 Performance: The Board of Trustees has both developed and followed its bylaws. Thorough minutes have been kept at each of the meetings.*

## 5. Dissemination

As outlined 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. We have done this by inviting school district personnel to KAL as well as visiting Lynn schools including Ingalls Elementary School, and publishing best practices in our Annual Report, which is posted on our web site.

KIPP Academy Lynn was approved for a Math Dissemination Grant by the Department of Elementary and Secondary Education in November 2006. Teachers from local elementary schools have visited KIPP to see the math program in action, and to participate in professional development workshops. We anticipate continuing this work through the grant in the 2008/2009 school year, posting our math program material on the web, and expanding our relationships with local schools.

KIPP Academy Lynn encourages visitors and their questions as a way to share our best practices and gather input from other educators. The collegiality of the education process should enhance the learning of all stakeholders – and we are in fact all stakeholders in this promise.

**Sharing with KIPP:** Ronald Brady, KIPP; Aaron Brenner, KIPP Shine; Rachel Young, Mary Claire Reilly, KIPP Foundation. Liz Meehan.

**Sharing with other Educators and interested parties:** Boston Teaching Residency visitors (30) ; Commissioner Mitchell Chester, Tom O'Neil, former Lt. Governor; NAEP\_visitors (National Testing); Kathleen Hickey, BU PhD student; Aaron Gupta, HGSE; Father Medina, Principal, North Cambridge Catholic High School; Leah Cohen, Research for Better Teaching (RBT); Jane Ewing, DESE; Harvard Wolk., PJ and Pam Rogers, Amelia Peabody Foundation, Josh Lynn, Frances McLaughlin and friends, Saul Pannel, Ralph James, Van Otterloo Foundation, Jack King, funder.

## 6. Financial Reports

### a. Fiscal Year 2009 Statement of Revenues, Expenses, and Changes in Net Assets

KIPP Academy Lynn - Statement of Income and Expenses		Jul '08 - Jun '09
<b>Income</b>		
<b>Federal and State Entitlements</b>		
Per Pupil Tuition		3,670,924.00
Transportation		85,000.00
State and Federal Grants		297,817.07
Mass Health- Medicaid		5,549.47
Federal and State Entitlements		4,059,290.54
<b>Private Grants &amp; Contributions</b>		
Private Grants and contributions		518,287.32
<b>Other Income</b>		

<b>Lunch Reimbursements</b>	
Lunch Income- State and Federal Reimbursements	168,466.91
Lunch Reimbursements - Other	14,500.00
<b>Total Lunch Reimbursements</b>	<u>182,966.91</u>
<b>Student Fundraising and Collections</b>	9,924.53
<b>Interest &amp; Other Income</b>	16,051.30
<b>Total Other Income</b>	<u>208,942.74</u>
<b>Total Income</b>	<u>4,776,596.07</u>
<b>Expenses</b>	
<b>Personnel Expenses</b>	
Salary - Instructional	1,644,040.39
Salary - Admin and Support	335,019.83
Salary - Student Services	209,880.72
<b>Total Salaries</b>	2,110,316.23
<b>Benefits and Payroll Taxes</b>	
Benefits and Insurance	232,753.55
Payroll Taxes - FICA & Medicare	72,361.70
<b>Total Personnel Expenses</b>	2,494,056.19
<b>Instructional Student Services</b>	645,388.31
<b>Services Supporting Students: Food, transportation, student services</b>	324,461.13
<b>Prof. Development- Ed</b>	65,293.51
<b>General and Administrative</b>	230,358.10
<b>Facility</b>	527,622.88
<b>Total Expense</b>	<u>4,189,663.95</u>
<b>Net Income</b>	<u>586,932.12</u>
<b>Net Other Income</b>	<u>(68,793.70)</u>
<b>Net Income</b>	<u><u>518,138.42</u></u>

**b. Fiscal Year 2009 Statement of Net Assets (Balance Sheet)**

	<b>Jun 30, 09</b>
<b>ASSETS</b>	<u>                    </u>
<b>Current Assets</b>	
<b>Total Checking/Savings</b>	1,312,671.99
<b>Other Current Assets</b>	
<b>Total Other Current Assets</b>	<u>374,215.27</u>

Total Current Assets	1,686,887.26
Fixed Assets	
Equipment & Furniture	130,848.53
Total Fixed Assets	<u>132,848.53</u>
TOTAL ASSETS	<u><u>1,819,735.79</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Total Accounts Payable	28,967.44
Other Current Liabilities	1,259.00
Def. Revenue- Private Grants	87,400.97
Total Other Current Liabilities	<u>88,659.97</u>
Total Current Liabilities	<u>117,627.41</u>
Eastern Bank Loan	79,749.00
Loan-LISC	20,285.00
Total Long Term Liabilities	<u>100,034.00</u>
Total Liabilities	<u>217,661.41</u>
Retained Earnings	1,018,643.64
Net Income	519,068.42
Total Equity	<u>1,537,712.06</u>
TOTAL LIABILITIES & EQUITY	<u><u>1,755,373.47</u></u>

c. Fiscal Year 2010 Approved Budget

### **Fiscal Year 2010 – Projected Budget – approved by Board of Trustees**

Projected
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<b>SOURCES</b>		<b>FY2010</b>
	<b>General purpose entitlement</b>	<b>3,408,944</b>
	<b>State Revenues</b>	<b>172,664</b>
	<b>Federal Revenues</b>	<b>505,635</b>
	<b>Fundraising and Other Sources</b>	<b>523,000</b>
	<b>TOTAL SOURCES</b>	<b>4,610,243</b>
<b>USES</b>	<b>Personnel</b>	
	<b>Total Personnel – salaries plus other (taxes, fringe benefit etc)</b>	<b>2,868,540</b>
	<b>Total Direct Student Expenses</b>	<b>840,500</b>
	<b>Administration</b>	
	<b>KIPP License Fee</b>	<b>34,089</b>
	<b>Total Administration</b>	<b>207,000</b>
	<b>Rent/Mortgage</b>	<b>287,469</b>
	<b>Principal/Interest on Construction Loan</b>	<b>0</b>
	<b>Amortization</b>	<b>20,000</b>
	<b>Other Facilities</b>	<b>111,850</b>
	<b>Total Facilities</b>	<b>419,319</b>
	<b>Subtotal Uses</b>	<b>4,569,448</b>
	<b>reserves (5% in FY08)</b>	<b>0</b>
	<b>Total Uses</b>	<b>4,569,448</b>
	<b>Net Surplus (Deficit)</b>	<b>40,795</b>
	<b>Cumulative Cash Balance</b>	

**9. Data section** This section includes a number of required elements. Please copy and paste the tables below into the school's annual report and use them to provide the information requested.

<b><i>Instructional Time:</i></b>	
Total number of instructional days for the 2008-09 school year:	189
First and last day of the 2008-09 school year:	8/11/08-6/18/09
<b>1.</b> Length of school day (please note if schedule varies throughout the week or the year):	7:30-5:00 Mon.-Thurs. 7:30-3:00 Friday

<b><i>Student Enrollment Information:</i></b>	
Number of students who completed the 2007-08 school year but did not reenroll for the 2008-09 school year (excluding graduates):	15
Total number of students enrolled as of October 1, 2008:	327
Total number of students who enrolled during the 2008-09 school year, after October 1, 2008:	0
Total number of students who left during the 2008-09 school year, after October 1, 2008:	17
Total number of students enrolled as of the June 2009 SIMS submission:	310
Number of students who graduated at the end of the 2008-09 school year:	59

**Students left KIPP Academy Lynn for a variety of reasons including transferring to a different school in Lynn or to a different district in the same state, moving to a different city or state or country, and one disciplinary action.**

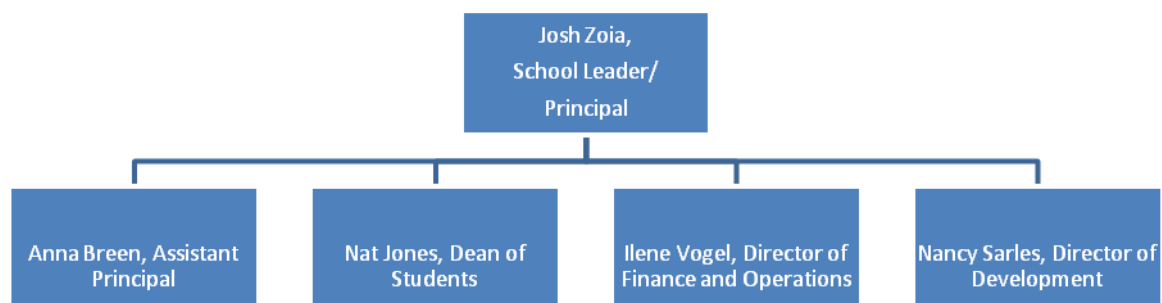
**STUDENT DEMOGRAPHIC AND SUBGROUP INFORMATION****(for students enrolled as of the June 2009 SIMS submission)**

Race/Ethnicity	# of students	% of entire student body
African-American	67	21.7
Asian	11	3.4
Hispanic	169	54.7
Native American		0.0
White	51	16.5
Native Hawaiian, Pacific Islander	1	.3
Multi-Race, Non-Hispanic	11	3.4
Special Education	52	16%
Limited English Proficient	4	1%
Low Income	200	61% (DESE) 83% (source) on 2008 "report card"

**ADMINISTRATIVE ROSTER FOR THE 2008-09 SCHOOL YEAR**

Title	Brief Job Description	Start date	Name
School Leader/ Principal	The School Principal is responsible for setting a powerful vision for student achievement, and strategically implementing the school's mission through effective leadership and management of the school's students and staff. The School Principal will provide instructional leadership for the school site.	2004 - present	Josh Zoia
Assistant Principal	The Assistant Principal will work closely with School Principal and provide staff leadership on issues of curriculum, assessment, instruction, and staff development. Key responsibilities will	2004 - present	Anna Breen

	include ensuring the continuous professional development of all staff, maintaining internal and external assessment systems and help teachers use assessment data to further improve the quality of instruction.		
Dean of Students	The Dean of Students supports School Principal in implementing the school's vision and reaching its desired goals. The Dean of Students directly supports the culture of the school by supporting the teachers, students, and parents	2005 - present	Nat Jones
Director of Operations and Finance	The Director of Operations and Finance is responsible for all financial and operational functions within the school. Key responsibilities include management of the business office staff and consultants.	2006 - present	Ilene Vogel
Director of Development	The Director of Development is responsible for developing and implementing a comprehensive, innovative fundraising plan. She also oversees fundraising events, significant donor relationships and development of collateral materials including the annual report and newsletters.	2006 - present	Nancy Sarles



TEACHERS AND STAFF ATTRITION FOR THE 2008-09 SCHOOL YEAR			
	Number as of the last day of the 2008-09 school year	Departures during the 2008-09 school year	Departures at the end of the school year
Teachers	26	1	3
Other Staff	10	0	0

In addition to completing this table, please provide a summary of the reasons for teacher and staff departures.

The teacher leaving during the 2008-2009 school year, left by mutual decision; the departures at the end of the school year were a result of a family move, a return to graduate school, and mutual decision.

BOARD MEMBERS FOR THE 2008-09 SCHOOL YEAR				
Name	Position on the Board	Affiliation(s)	Committee; Area of expertise	- Number of terms served;  - Length of each term, including date of election and expiration
Thomas Fredell	Chair	Consultant	Governance/Compensation	June 2006 -2009
Jennifer Davis	Board Vice President	Massachusetts 2020	Governance	March 2005 – 2008  August

				2008-2011 (second term)
Stig Leschley		SRL Capital		October 2006 - 2009
Scott Sarazan		Ernst & Young	Facilities	March 2007- 2010
William Walker	Secretary	Edwards & Kelsey	Facilities	April 2007 -2010
Elizabeth Meehan		KIPP Foundation	Development	July 2008- 2011
Danielle Burke Boudreau		New Profit	Development	February 2008-2011
Barbara Goldman		Plan B Ventures	Development	June 2008-2011
Mike Kendall		Goodwin Proctor		June 2009-2012
Josh Zoia, ex-Officio		KIPP Academy Lynn		