



# Annual Report

(Annual Accountability Report to the Massachusetts Department of Elementary & Secondary Education)

2010-2011

**School Name:** KIPP (Knowledge Is Power Program) Academy Lynn

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**Annual report submission date:** August 1, 2011

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*Sources: Original Charter, Charter Renewed Dec. 2008, Annual Reports 2004-2010, MCAS 2009 Summary, March 2008 Guidelines for an Application for Renewal of a Public School Charter, October 2006 MA Charter School Common School Performance Criteria, DESE, 2008-2012 Revised Accountability Plan; NEW Annual Report Guidelines*

## *INTRODUCTION*

KIPP (Knowledge is Power Program) is a national network of 99+ free, open-enrollment, college-preparatory, public charter schools serving over 26,000 students annually, with a track record of preparing students in underserved communities for success in college and in life. Nationally, more than 95% of KIPPsters graduate from high school and 88% of KIPP alumni have gone on to college.

In Massachusetts through FY2010-2011, KIPP Academy Lynn has operated a middle school (grades 5-8) located on the grounds of Holy Family Church in Lynn, based on its final application to charter in November, 2003. After months of planning and hard work by School Leader Josh Zoia 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 and added grades 6-8 in subsequent years. The original chartered maximum student enrollment for students from Lynn was 320 and was later expanded.

Our staff has grown from the core of eight “founding” teachers, support staff, and Josh Zoia.. The campus now includes portable classrooms for the seventh and eighth grade classes and other offices. The staff of 56 includes an Instructional Leadership Team, a Business Operations Team, a Development Team, a Student Services Team, and 32 classroom teachers (this includes special educators and specialists). KIPP Academy Lynn is at its full capacity of 364 students at the Bessom St. location, and has just graduated its fourth class of eighth graders in June. Demand from students and families has regularly exceeded the number of available seats. On April 18, 2010 the lottery for the incoming fifth grade was held, and there was a waiting list of 203 Lynn residents for the fifth grade.

Hard work, academic success and support have contributed to our growth. In Massachusetts, KIPP will grow to fulfill the commitments of its expanded charter for grades 5-12 in Lynn and through the second charter KIPP has been granted to open a K-8 charter school in Boston. Existing as two Lynn and Boston charters in Massachusetts and as a KIPP Region in the national KIPP network, KIPP Massachusetts (KIPP:MA) is seeks to expand from its current single middle school in Lynn MA to a KIPP Region of 5+ schools in Lynn and Boston with several hundred staff serving over 2,000 students by the end of its strategic growth plan.

KIPP Academy Lynn will welcome its first high school freshman class in August to its temporary location at 76 Wheeler St for FY2011-12. Groundbreaking ceremonies were held for the new 5-12 KIPP Academy Lynn school building at High Rock Ave. on November 19 to begin housing the Lynn middle and high schools in FY2012-13. With the opening of the high school and our incoming fifth grade class, our current enrollment of 370 will reach an anticipated 458 in August 2011 in Lynn. Preparations are underway to open KIPP Boston in the future, and KIPP intends to apply for Lynn to expand its charter to include elementary school grades K-4.

This growth will provide continued opportunity for Lynn and Boston families to obtain a public, high quality, rigorous college preparatory education.

**July 29, 2011**

Dear Friends of KIPP Academy Lynn Charter School:

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

We are at a unique time in the history of public education reform both in Massachusetts and nationally and we're fortunate to have benefited from the advocacy and support of many partners this past year while also leveraging the strength of the national KIPP Foundation. Through the dedication and hard work of our kids, their families, our staff and our Board we successfully executed on our mission in FY11; we continued to provide an excellent education to students in Lynn ensuring future growth into Boston and Massachusetts.

In Lynn, we maintained our commitment to serving our target population; eighty-nine percent (89%) of students qualify for free and reduced meals, 57.1% are Hispanic, 23.6% are African-American, 13.7% receive special education services, and 37.2% come from homes where English is not the first language. Perhaps our most proud accomplishment is our student retention rate of 98.9% - one of the highest retention rates in the state for public charter schools.

We completed financing and broke ground for our new 68,000 sq. foot middle and high school campus which will ultimately serve 750 students in grades 5-12. Ninety-four percent (94%) of our eighth grade KIPPsters chose to matriculate to the new KIPP Academy Lynn Collegiate and become the founding 9<sup>th</sup> grade class. In August they will begin classes in a temporary location in downtown Lynn, until the new building opens in August 2012.

In March 2011, the state approved our charter application to open a K-8 KIPP Boston and we officially launched the KIPP Massachusetts region. We made critical hires to build capacity for the region including a Finance Director, a Director of Student Support Services, and a Chief Operating Officer, John Kalafatas. John plays a key role in planning for growth and establishing the infrastructure necessary to run a multi-school regional program. We've also handled important leadership transitions and were able to identify and hire Caleb Dolan to serve as our next Executive Director. Caleb is a successful KIPP veteran, who was responsible for building a KIPP region, and for developing leadership talent while working for the KIPP foundation. We have a full year planned to smoothly transition from Josh Zoia, our founding Executive Director, and we expect to continue to achieve great results.

We also completed our comprehensive Strategic Growth Plan for the region which includes multi-year projections on an individual school level and organization-wide level for enrollment, budgeting, and academic goals. The plan will support our regional growth to serve 2,100 students at 5 schools in Lynn and Boston by 2018.

We are humbled by our accomplishments, and recognize there is still a lot of work to be done in reaching our goals and ensuring our KIPPsters successfully climb the mountain to and through college. When making decisions, we will always first ask ourselves what is best for our kids and families; we will never compromise quality or sustainability for growth. We strive for a future where the children of MA no longer face opportunity and achievement gaps, while remaining keenly focused on achieving results in the present.

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.

#### 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 eighth grade trip, “The Southern Swing,” includes 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.

2009-2010: 74% of the fifth grade class earned the trip to Washington D.C.; 66.3% of the sixth grade class earned the trip to Utah; 67% of the seventh grade class earned the trip to New York City; 59% of the eighth grade class earned The Southern Swing trip.

**2010-2011:** 81% of the fifth grade class earned the trip to Washington D.C.; 71.4% of the sixth grade class earned the trip to Utah; 65% of the seventh grade class earned the trip to New York City; 52 % of the eighth grade class earned The Southern Swing trip. Across the grades, 68% of the students earned the end of year trip.

**Goal 2: KIPP Academy Lynn teachers will be recognized as professional educators committed to continuous learning and professional development.**

**Status: Goal Met**

Professionalism Measures:

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

KIPP Academy Lynn’s Executive Director, Josh Zoia, received a letter from Commissioner Chester, congratulating KIPP Academy Lynn for having a 100% Highly Qualified teaching staff.

**Goal 3: Students at KIPP Academy Lynn will be consistently reminded and encouraged that they are on the path to college.**

**Status: Goal Not Met**

College-Focused Measures:

- Every student, at least once per year, will participate in a school-organized college visit
- *Affirmative Evidence: Students visited UMass Lowell, University of Maryland at Baltimore, Hampton University, Loyola, and James Madison University at Harrisburg.*
- 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, Governor Dummer Academy; Religious: St. Mary’s High School. Due to the opening of KIPP Collegiate High School, and decline in high school scholarship resources for KIPP alum, the number of visits to college preparatory high schools was curtailed during the 2010-2011 school year.

## Is the School an Academic Success?

**Goal 4: All students at KIPP Academy Lynn will make strong annual progress toward proficiency and excellence in reading and writing.** **Status: Goal not met.**

### Criterion-Referenced Measures:

The school will make AYP in English Language Arts.

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

Student group	Participation Did at least 95% of students participate in MCAS?		Performance Did student group meet or exceed state performance target?		Improvement Did student group meet or exceed its own improvement target?		Attendance Did student group meet 92% attendance?		Overall AYP Did subgroup meet AYP?
	Met Target	Actual	Met Target (90.2)	Actual	Met Target	Actual	Met Target	Actual	AYP 2010
Aggregate	YES	98	NO	86.2	NO	-2.6	YES	97.3	NO
LEP	--	--	---	77.1	--	--	--	--	--
Special Education	NO	93	NO	67.5	NO	-3.9	YES	95.1	NO
Low Income	YES	99	NO	85	NO	-3.0	YES	97.3	NO
African American/Black	YES	99	NO	86.9	YES/SH	-1.1	YES	97.5	YES
Hispanic	YES	98	NO	84.5	NO	- 2.5	YES	97.6	NO
White	YES	95	YES	92	NO	-1.8	YES	95.7	YES

### Value-Added Measures:

The school will reach 80% of its annual growth target in Reading and Language Usage, on NWEA MAP tests.



In the first year of comparison: Spring 2009 – Spring 2010, KIPP Academy Lynn students reached 69% of its annual growth target in Reading and Language Usage.

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

**Status: Goal Not Met**

Criterion-Referenced Measures:

The school will make AYP in Mathematics.

Student group	Participation		Performance		Improvement		Attendance		Overall AYP
	Met Target	Actual	Met Target	Actual	AYP 2010	Actual	Met Target	Actual	AYP 2010
Aggregate	YES	99	NO	82.1	NO	-6.3	YES	97.3	NO
LEP	--	--	---	74.7	--	--	--	--	--
Special Education	YES	95	NO	56.7	NO	-6.8	YES	95.1	NO
Low Income	YES	99	NO	80.5	NO	-7.0	YES	97.3	NO
African American/Black	YES	100	NO	81.3	NO	-6.4	YES	97.5	NO
Hispanic	YES	99	NO	80.3	NO	-7.5	YES	97.6	NO
White	YES	98	YES	87.2	NO	-5.9	YES	95.7	YES

Value-Added Measures:

The school will reach 80% of its annual growth target in Mathematics on NWEA MAP tests.

In the first year of comparison: Spring 2009 – Spring 2010, KIPP Academy Lynn students reached 59% of its annual growth target in Mathematics.

- **Goal 6: All students at KIPP Academy Lynn will make strong annual progress toward proficiency and excellence in *Science*.**  
**Status: Grade 5, Goal Met; Grade 8, not met.**

Criterion-Referenced Measures:

- 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.

Year	Percent Proficient or Above
2005-2006	45%
2006-2007	57%
2007-2008	70%
2008-2009	58 %
2009-2010	54%

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.

<i>Year</i>	<i>Percent proficient</i>
2007-2008	30%

2008-2009	58 %
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2009-2010	37 %
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- 90% of KIPP Academy Lynn eighth grade graduates will attend college preparatory high school where at least 80% of the students matriculate to 2-year and/or 4-year colleges and universities.

School	Number of students
KIPP Academy Lynn Collegiate	79
Private College Prep High School	2
Public	1
Lynn English High School	2
Total	84

Goal 8: KAL students will complete college or pursue other post-secondary education which will prepare them for careers in which they can achieve self-sufficiency.

Status: not applicable yet.

- 90% of alumni will earn a high school diploma within five years of finishing 8th grade.
- 80% of alumni that graduate from KAL will enroll in a college that grants an Associate’s degree or a Bachelor's degree within seven years of finishing middle school. (This allows five years for the completion of high school and two years for transition to college.)
- 90% of alumni that graduate from KAL will earn a bachelor’s degree, an Associate’s degree or complete programs that prepare them for careers through which they can achieve self-sufficiency within eight years of graduating from high school.

## 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:

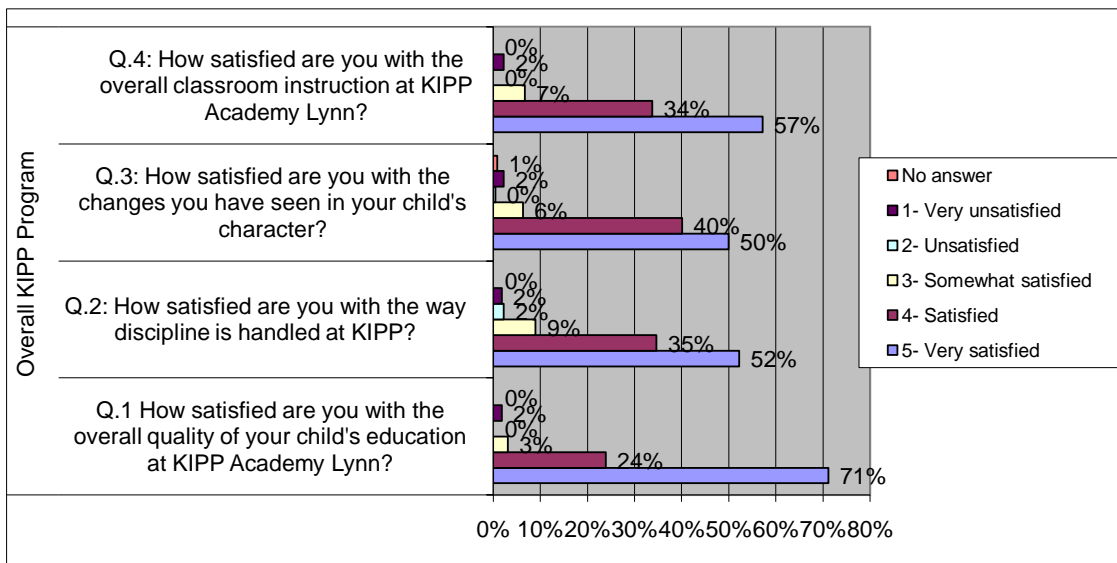
Each year the average daily attendance rate at KIPP Academy Lynn will meet or exceed 95%.

<i>Year</i>	<i>Daily attendance rate</i>
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%
2009-2010	98%
2010-2011	98%

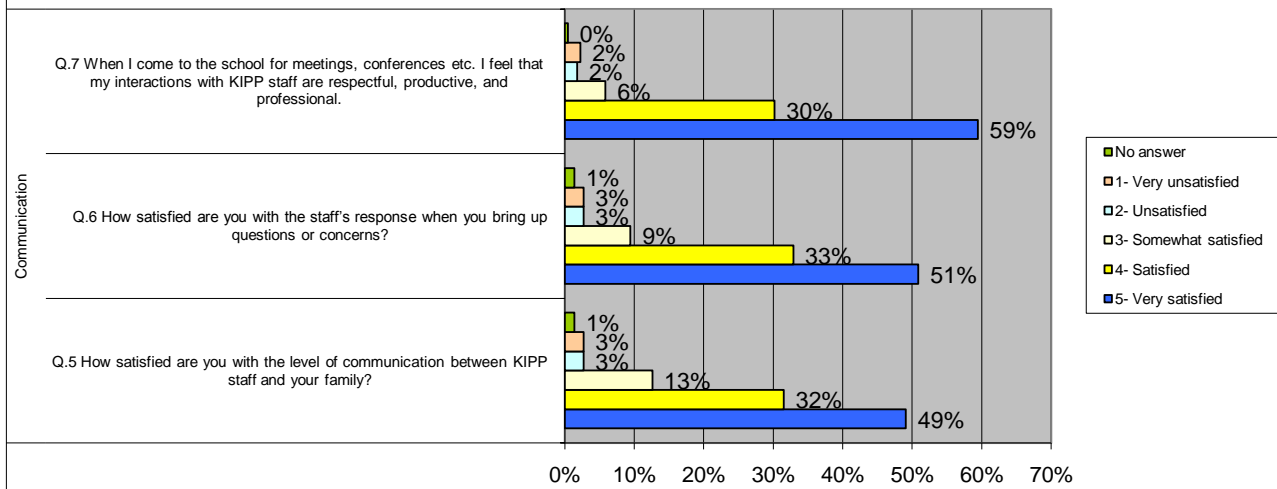
## Parent Survey Measures

- 70 percent of KIPP Academy Lynn parents will return an annual parent survey, in which over 80 percent 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.
  - *2010-2011 Performance: 80% 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.**

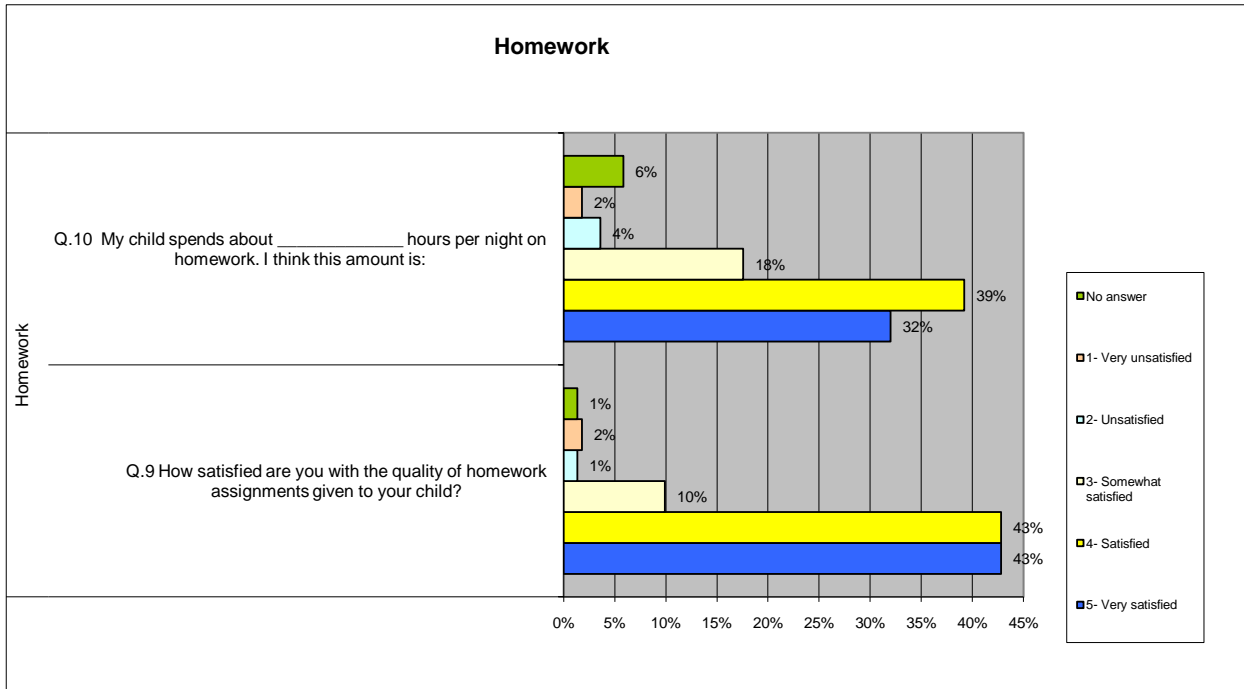
# Overall KIPP Program



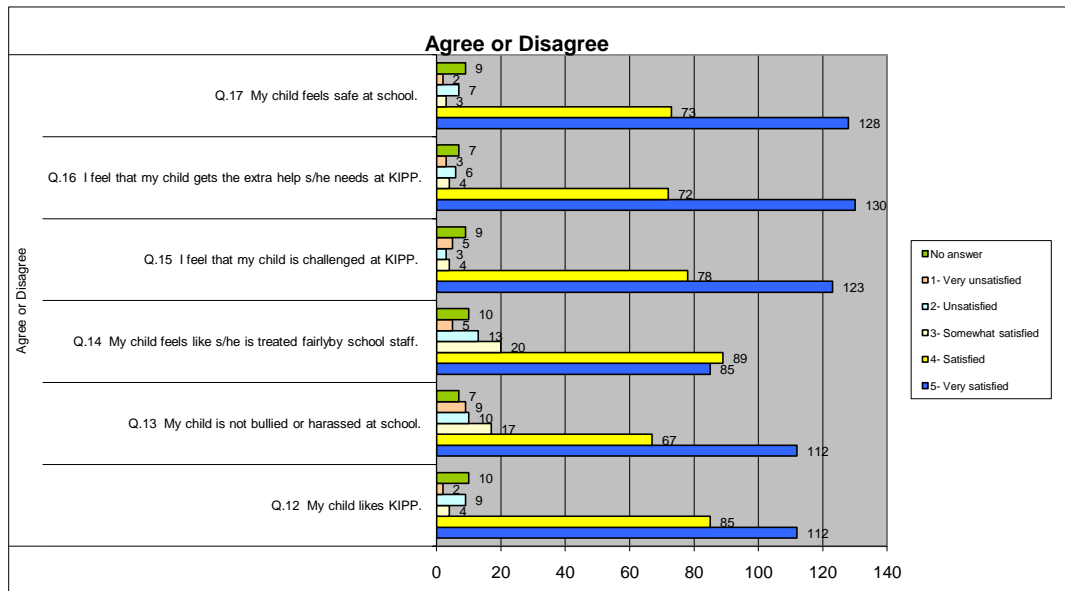
### Overall KIPP Program



	Least helpful and informative		Most helpful and informative		
Q.8 Weekly Paychecks	2%	4%	5%	21%	67%
Q.8 Report Cards	0%	1%	3%	21%	75%
Q.8 Report Card Conferences	1%	3%	4%	23%	68%
Q.8 Progress Reports	0%	2%	5%	25%	67%
Q.8 Graded Tests	0%	0%	6%	25%	68%
Q.8 Phone calls	4%	3%	8%	24%	61%



Number of Hours	Q. 10.
2+	28
2	52
1.5	42
.5-1	27
No answer	27



**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.

<i>2004-2005</i>	77 Students on First Day of School = 96.25%
<i>2005-2006</i>	The academic year began with 98% capacity, with 78 of our 80 available seats filled. Within the first week, KAL was at full capacity.
<i>2006-2007</i>	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.
<i>2007-2008</i>	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.
<i>2008-2009</i>	We started the year with 100% of our seats filled. There was a waiting list of 225 students.



2009-2010	We started the year with 100% of our seats filled. There was a waiting list of 250 students
2010-2011	We started the year with 100% of our seats filled. There was a waiting list of 225 students.

Student Attrition Measures:

- The school's annual student attrition rate will be equal to or less than 10%...
- Our annual attrition at KIPP is 1.1%

Parent Involvement Measures:

- 80 percent of KIPP Academy Lynn families or guardians will attend a school-sponsored event over the course of each year.

Over 85% of KIPP Academy Lynn families or guardians attended school sponsored events, beyond the report card nights, such as fifth grade pot-luck supper, Latino Heritage Night, Parent Discussion Nights on Drugs and Alcohol, the Science Fair, the Spring Performance, Parent PE Night, and of course the Promotion Ceremony.

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

Balance Sheet Measures:

- **Annual balance sheets will show that 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.**
  - *2007-2011 Performance: KIPP Academy Lynn's yearend balance sheet demonstrates a sound financial position with more than \$625,000 of cash reserves. The unaudited FY1 Balance Sheet is presented at Number7 on page 17.*

Audit Measures:

- 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.
  - *2007-2011 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 have 100% Board of Trustees' participation in the planning, fundraising and governance of the school. 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.

2004-2011 Performance: All of the members of our Board of Trustees have donated their time, energy, experience, and/or money to support KIPP Academy Lynn.

All of the members of the board have participated in fundraising efforts, including working with the development team to identify and approach potential donors.

- Each board member will attend at least 75% of board meetings.

The average attendance of the Board of Trustees members is 83%.

- Each board member will participate in at least one school event during the year.

All board members have participated in at least one school event during the year including the Spring concerts, Science Fair, staff dinner, staff end of year gathering, Songfest, and the Promotion Ceremony.

## **5. Recruitment and Retention**

KIPP Academy Lynn will submit a "Recruitment and Retention Plan" as required by the new guidelines as of the end of the 2010-2011 school year. See Appendix A, page 25.

## 6. 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 and welcoming Lynn school district personnel to KAL ,including Dr. Latham, Superintendent; Dr. Wary, Asst. Supt., and Tom Iarabino, Lynn School Committee. In addition we have posted our math program material on the web, and expanded our relationships with local schools. We were happy to have a visit from Paul Gorman, of the Lynn community visit our school. 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:** Annie Gorman, KIPP Nashville, Nick Bucy, Fisher Fellow, KIPP Colorado, Keith Burnham, KIPP Charlotte

**Sharing with other Educators and interested parties:** Kareem Kali , Colby; *John Tarvin, MCSA*, Nancy Gutierrez, Ricardo Reynoso, Alicia Horwitz and Heidi Fessenden, BPS,; Tobey Jackson, Match; Jesse Robinson and Jamie Morrison, Boston Turn-around schools; Dai Ellis, ED Excel Academy,; Jim Miller, David Woonton, Stephen Fields, Rick Burn, Terry Siegal , Erin Van Otterloo, Clark Wilmotte, Mike Keating, Katie Fitzgerald; representatives from: Wellington Management, Greenlight Fund, Gann Academy, Excel Academy, BLE, Citizens Bank, Lowell Community Day School

## 7. Financial Reports

### a. Fiscal Year 2011 Statement of Revenues, Expenses, and Changes in Net Assets

KIPP Academy Lynn - Statement of Income and Expenses	<u>Jul '10 - Jun 11</u>
<b>Income</b>	
<b>Federal and State Entitlements</b>	
<b>Per Pupil Tuition</b>	4,130,131.00
<b>State and Federal Grants</b>	512,163.00
<b>Mass Health- Medicaid</b>	11,542.00
<b>Federal and State Entitlements</b>	4,653,836.00
<b>Private Grants &amp; Contributions</b>	
<b>Private Grants and contributions</b>	537,775.00
<b>Other Income</b>	
<b>Lunch Reimbursements</b>	
<b>Lunch Income- State and Federal Reimbursements</b>	169,278.00
<b>Student Fundraising and Collections</b>	9,097.00
<b>Interest &amp; Other Income</b>	829.00
<b>Total Other Income</b>	<u>179,203.00</u>
<b>Total Income</b>	<u>5,370,878.00</u>
 <b>Expense</b>	
<b>Personnel Expenses</b>	
<b>Salary - Instructional</b>	1,944,091.00
<b>Salary - Admin and Support</b>	618,624.00
<b>Salary - Student Services</b>	240,790.00
<b>Total Salaries</b>	2,560,660.00
<b>Benefits and Payroll Taxes</b>	
<b>Benefits and Insurance</b>	323,938.00
<b>Payroll Taxes - FICA &amp; Medicare</b>	84,208.00
<b>Total Personnel Expenses</b>	3,282,847.00
<b>Instructional Student Services</b>	613,717.00
<b>Services Supporting Students: Food, transportation, student services</b>	329,487.00
<b>Prof. Development- Ed</b>	71,197.00
<b>General and Administrative</b>	238,602.00
<b>Facility</b>	397,991.00
<b>Other: Including Alumni</b>	245,547
<b>Total Expense</b>	<u>5,235,202.00</u>
 <b>Net Income</b>	<u>135,676.00</u>

b. Fiscal Year 2011 Statement of Net Assets (Balance Sheet)

	<u>Jun 30, 11</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
Total Checking/Savings	1,396,101.29
<b>Other Current Assets</b>	
Total Other Current Assets	<u>-342,845.62</u>
<b>Total Current Assets</b>	<u>1,071,255.66</u>
<b>Fixed Assets</b>	
Equipment and Furniture	35,150.83
<b>Total Fixed Assets</b>	<u>712,152.7</u>
<b>Other Assets</b>	<u>1,036,431.96</u>
<b>Total Assets</b>	<u><u>2,142,838.45</u></u>
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Total Accounts Payable	126,686.01
<b>Other Current Liabilities</b>	
Def. Revenue- Private Grants	31,946.96
<b>Total Current Liabilities</b>	158,632.97
<b>Long Term Liabilities</b>	
Developer Fee – Deferred Revenues	400,000.00
<b>Total Liabilities</b>	558,632.97
<b>Retained Earnings</b>	781,916.42
<b>Net Income</b>	802,289.06
<b>Total Equity</b>	<u>1,584,205.48</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>2,142,838.45</u></u>

c. Fiscal Year 2012 Approved Budget

**Fiscal Year 2012 – Projected Budget – approved by Board of Trustees**

	<b>Projected</b>
	<b>FY2011</b>
<b>Revenues</b>	
<b>General purpose entitlement</b>	<b>5,377,388</b>
<b>State Revenues</b>	<b>721,527</b>
<b>Public Special Grants and Start-up Funds</b>	<b>447,250</b>
<b>Fundraising and Other Sources</b>	<b>1,311,250</b>
<b>TOTAL SOURCES</b>	<b>7,857,416</b>
<b>Expenses</b>	
<b>Personnel</b>	
<b>Total Personnel</b>	<b>4,987,091</b>
<b>Total Direct Student Expenses</b>	<b>1,197,203</b>
<b>Administration</b>	<b>351,409</b>
<b>Regional Program/Alumni Expense</b>	<b>327,618</b>
<b>Capital Expenditures</b>	<b>158,000</b>
<b>Total Facilities</b>	<b>552,240</b>
<b>Subtotal Expenses</b>	<b>7,573,604</b>
<b>reserves</b>	<b>283,811</b>
<b>Total Expenses</b>	<b>7,857,416</b>

## d. Capital plan

### KIPP Academy Lynn Capital Plan (Long Range Capital Plan)

Description	Current Status	Scheduled	Cost	Financing Plan
<b>Construction of new school:</b>				
Acquisition of land		2010-2011	\$1.8M	bridge loan
Construction of new school building, includes playing field, furnishings and Equipment		Completion 8/12	\$21.3M	Bonds/New Market Tax Credit

8. **Data section** This section includes a number of required elements.

<b><i>Instructional Time:</i></b>	
Total number of instructional days for the 2010-2011 school year:	185
First and last day of the 2010-11 school year:	8/16/10-6/23/11
<b>1.</b> Length of school day (please note if schedule varies throughout the week or the year): Note: Summer school hours are 8:00 a.m. – 2 p.m. Mon-Friday 8/16-9/3	7:20-5:00 Mon.-Thurs. 7:20-2:30 Friday

<b><i>Student Enrollment Information:</i></b>	
Number of students who completed the 2010-2011 school year but did not reenroll for the 2011-12 school year (excluding graduates):	4
Total number of students enrolled as of October 1, 2010:	353
Total number of students who enrolled during the 2010-11 school year, after October 1, 2010	0
Total number of students who left during the 2010-11 school year, after October 1, 2010:	1
Total number of students enrolled as of the June 2011 SIMS submission:	349

Number of students who graduated at the end of the 2010-11 school year:		85
<b>STUDENT DEMOGRAPHIC AND SUBGROUP INFORMATION</b>		
<b>OR DESE Selected Populations 2010-2011</b>		
Race/Ethnicity	# of students	% of entire student body
African-American	83	23.6
Asian	13	3.7
Hispanic	202	57.1
Native American	0.0	0.0
White	46	13.1
Native Hawaiian, Pacific Islander	0.0	0.0
Multi-Race, Non-Hispanic	9	2.6
Special Education	44	12.5
Limited English Proficient	4	1.1
Low Income	317	89.8
First Language not English	131	37.2

In addition to completing the table above, please provide a summary of the reasons for all student departures (excluding graduation).

Reason for Departure	Number of students
Moved out of Lynn	3
Transferred to another school	1
Other:	0

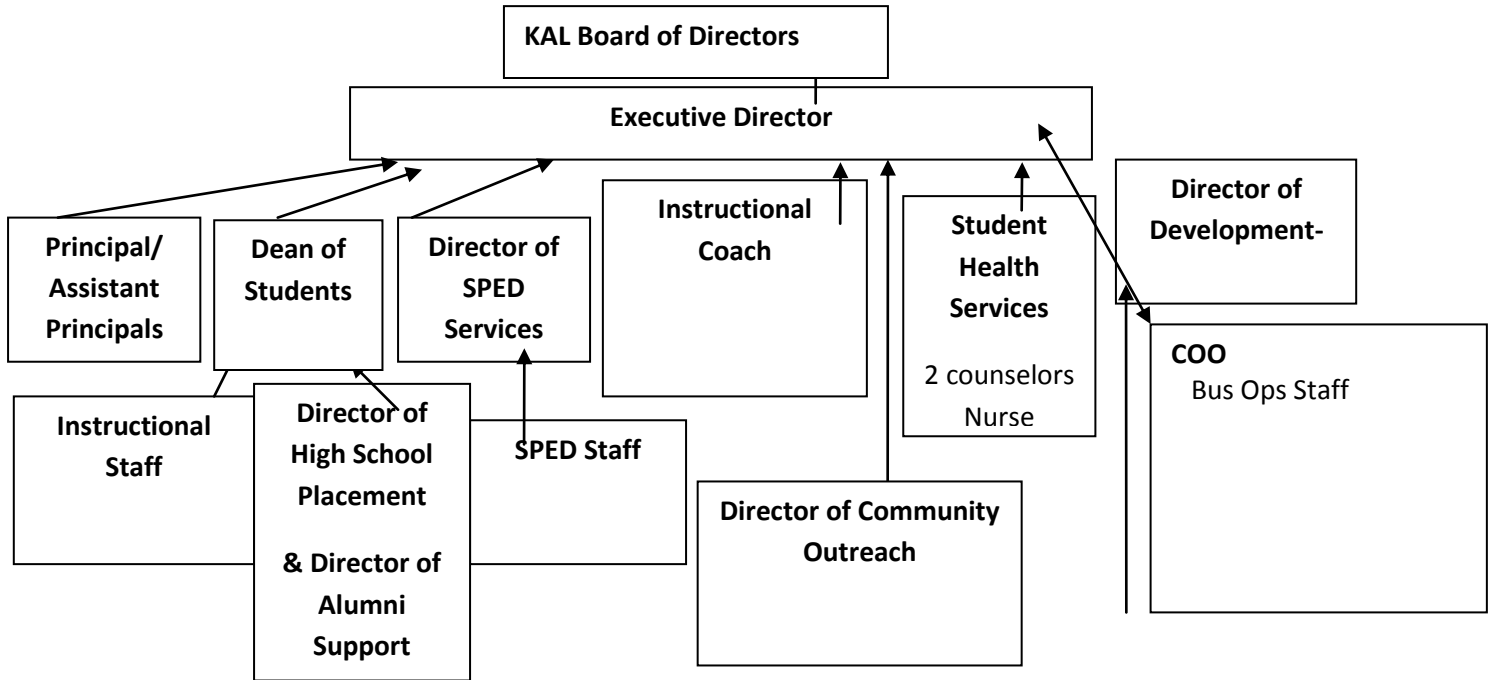


**ADMINISTRATIVE ROSTER FOR THE 2010-11 SCHOOL YEAR**

Title	Brief Job Description	Start date	Name
Executive Director	The Executive Director 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.	2004 – present	Josh Zoia,
Chief of Operations	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.	Jan 2011	John Kalafatas
Principal	The Principal will provide instructional	2004 - present	Anna Breen
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 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.	2005 - present	Emily Stead

Assistant Principal/ Director of Community Outreach		2007 - present	Mike Brown
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 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.	2009 - present	Jennifer Parkos

# KAL Organizational Structure 2010-2011



TEACHERS AND STAFF ATTRITION FOR THE 2010-11 SCHOOL YEAR			
	Number as of the last day of the 2010-11 school year	Departures during the 2010-11 school year	Departures at the end of the school year
Teachers	35	2	6
Other Staff	20	1	1

The teachers and staff leaving during the 2010-2011 school year, left by mutual decision; the departures at the end of the school year were a result of returns to graduate school, family moves and mutual decision.

**BOARD MEMBERS FOR THE 2010-2011 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		June 2009 -2012 (second term)
Jennifer Davis	Board Vice President	National Center on Time & Learning (NCTL)	Governance	August 2008-2011 (second term)
Stig Leschley		Newark Charter School Fund		October 2009 - 2012
Scott Sarazan		Ernst & Young	Facilities	March 2010- 2013 (second term)
Frances McLaughlin		Education Pioneers	Governance	March 2010 -2013
Nathan Sanders		Bain Capital	Finance	June 2010 <u>2009- 2012</u>
Danielle Burke Boudreau	Secretary	New Profit	Development  Governance	February 2008-2011
Barbara Goldman		Plan B Ventures	Development  Facility	June 2008-2011
Mike Kendall	Board Treasurer	Goodwin Proctor	Finance	June 2009-2012

Josh Zoia, ex-Officio		KIPP Academy Lynn		
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